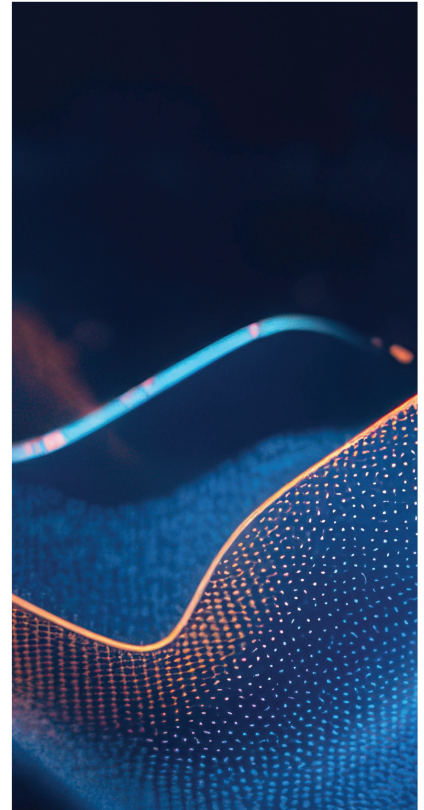
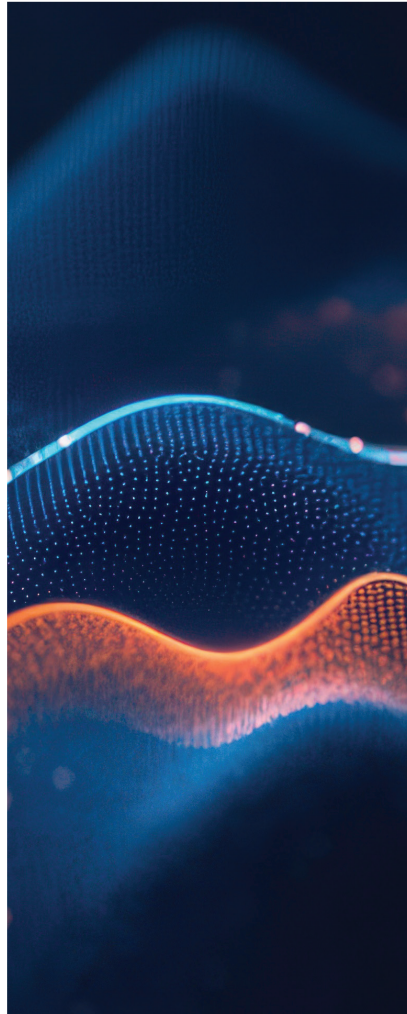


FROST & SULLIVAN
BEST PRACTICES



2026

APAC NATIVE HEALTHCARE
ENTERPRISE INTEROPERABILITY
PLATFORMS

COMPANY OF THE YEAR



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Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Telstra Health excels in many of the criteria in the native healthcare enterprise interoperability platforms space.

RECOGNITION CRITERIA	
<i>Visionary Innovation & Performance</i>	<i>Customer Impact</i>
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Megatrends	Customer Purchase Experience
Leadership Focus	Customer Ownership Experience
Best Practices Implementation	Customer Service Experience
Financial Performance	Brand Equity

Asia-Pacific Native Healthcare Enterprise Interoperability Platforms Market Overview

The Asia-Pacific (APAC) healthcare enterprise interoperability platforms market is gaining momentum as government agencies, healthcare providers, and technology organizations accelerate digital transformation initiatives and prioritize secure, interoperable healthcare ecosystems. Across Australia, New Zealand, Southeast Asia, and the Pacific region, healthcare systems are modernizing health information exchange infrastructure to improve care coordination, support population health management, and enable more connected healthcare delivery. The adoption of Fast Healthcare Interoperability Resources (FHIR) as a key interoperability standard is enabling more seamless, standardized, and secure health information exchange, creating growing demand for enterprise-grade health data platforms that can connect fragmented healthcare systems across diverse healthcare environments.

Healthcare organizations across APAC are increasingly modernizing traditional integration approaches by adopting Application Programming Interface (API)-enabled and cloud-based interoperability platforms that integrate with existing health information systems. These platforms support real-time data exchange, clinical workflow integration, and comprehensive longitudinal patient records, helping healthcare providers deliver more coordinated and patient-centric care. The increasing adoption of artificial intelligence (AI), predictive analytics, and population health management solutions is further reinforcing the need for interoperable health data infrastructure. Technology providers are enhancing their

interoperability capabilities through standards-based solutions, strategic collaborations, and advanced cloud technologies to address the evolving needs of healthcare ecosystems across the region.

Several key trends are shaping the competitive landscape of the APAC healthcare interoperability platforms market. Government-led digital health programs are encouraging greater interoperability adoption, while healthcare organizations are increasingly embracing open APIs, cloud-based architectures, and data-driven clinical workflows. Technology providers are also integrating AI-enabled analytics, workflow automation, and decision-support capabilities into interoperability platforms to improve clinical efficiency, strengthen care coordination, and support proactive health management across the region.

Despite strong growth opportunities, healthcare organizations across APAC continue to face challenges associated with integrating complex legacy systems, ensuring data privacy and cybersecurity, navigating evolving healthcare regulations, and addressing limited interoperability expertise. These challenges create opportunities for vendors that can deliver FHIR-native architectures, robust implementation capabilities, and deep healthcare domain expertise.

Reframing Interoperability Through a Standards-Native, Clinically Driven Care Model

Founded in 2013 and headquartered in Melbourne, Australia, Telstra Health is one of the APAC region's leading digital health companies, delivering technology solutions that connect healthcare providers, improve care coordination, and support nationwide digital health transformation. Through its Corus and Corus iX platforms, developed in partnership with Smile Digital Health, the company delivers a unified enterprise interoperability and workflow orchestration platform that enables trusted governed health information to follow patients seamlessly across the care continuum while preserving healthcare organizations' existing investments.

“Frost & Sullivan recognizes Telstra Health for advancing healthcare interoperability through a standards-based platform that prioritizes clinical usability alongside technical integration. The company's implementation methodology reduces deployment risk while establishing a scalable foundation for connected care across increasingly complex healthcare environments.”

- Nur Juliana Jusoh
Best Practices Research Analyst

Corus iX provides a FHIR-native interoperability layer that connects hospitals, primary care providers, aged care organizations, pathology services, public health agencies, and digital health applications through a single governed platform. Rather than relying on numerous point-to-point integrations, the platform standardizes information exchange using open standards, enabling healthcare organizations to exchange consistent clinical information across diverse environments while preserving clinical meaning.

Telstra Health differentiates the platform through its clinician-led development model, placing healthcare professionals at the center of product design.

Multidisciplinary teams collaborate closely with clinicians to validate workflows, refine functionality, and ensure every capability reflects real-world clinical practice. This collaborative approach enables solutions that integrate naturally into existing workflows, improve user adoption, and support safer clinical decision-making.

The company further reduces implementation risk through phased deployment strategies that prioritize high-value clinical use cases before expanding across broader healthcare environments. Organizations realize measurable benefits early without undertaking disruptive system replacement projects. Federated governance, standardized terminology, consent management, and robust security controls establish trusted information-sharing frameworks that enable healthcare organizations to retain ownership of their data while supporting secure information exchange.

This implementation methodology enables healthcare organizations to modernize incrementally while establishing a scalable foundation for future digital transformation. By combining standards-based interoperability, clinical collaboration, and practical implementation expertise, Telstra Health addresses longstanding interoperability challenges while improving continuity of patient care.

Frost & Sullivan recognizes Telstra Health for advancing healthcare interoperability through a standards-based platform that prioritizes clinical usability alongside technical integration. The company's implementation methodology reduces deployment risk while establishing a scalable foundation for connected care across increasingly complex healthcare environments.

Building Future-Ready Healthcare Infrastructure Aligned to AI, Regulation, and System-Wide Transformation

Healthcare organizations increasingly depend on interoperable digital infrastructure to support AI-enabled care, population health management, value-based healthcare, and evolving regulatory requirements. Rather than reacting to these market shifts, Telstra Health has aligned Corus and Corus iX with the long-term direction of healthcare transformation.

Recognizing that AI, predictive analytics, and clinical decision support require trusted, standardized data, the company positions Corus iX as the foundational interoperability layer that establishes a trusted data foundation through FHIR native information exchange embedded directly into clinical workflows. This enables healthcare organizations to generate consistent, computable clinical information that supports interoperability, analytics and future innovation without extensive system redesign.

Telstra Health further strengthens this strategy through active engagement with Australian healthcare reforms, national digital health initiatives, and evolving interoperability standards. Working closely with government agencies and leveraging Smile Digital Health's FHIR standards leadership, the company continues aligning its platform with emerging policy and regulatory requirements. This proactive approach provides customers with confidence that their interoperability investments will remain aligned with Australia's evolving digital health landscape while benefiting from internationally recognized interoperability standards.

Beyond future readiness, Corus iX delivers measurable economic value by replacing fragmented point-to-point integration models with a single governed interoperability layer. Healthcare organizations reduce interface complexity, simplify maintenance, accelerate deployment, and lower total cost of ownership while maintaining compatibility with future technology investments. The platform's modular architecture enables organizations to expand services without repeatedly rebuilding integration infrastructure.

Frost & Sullivan recognizes Telstra Health's strategy as a forward-looking response to healthcare's structural transformation. By combining scalable interoperability, proactive standards alignment, and practical implementation expertise, the company enables healthcare organizations to embrace future innovation while reducing long-term technology complexity and cost.

Strengthening Market Leadership Through Scaled Deployment and Trusted Digital Health Infrastructure

Telstra Health continues strengthening its leadership position by delivering nationally significant interoperability initiatives and expanding adoption across Australia's healthcare sector. Building on its domestic leadership, the company is extending its influence through healthcare technology operations,

"Frost & Sullivan views Telstra Health's successful execution of nationally significant interoperability initiatives as strong validation of its market leadership. Continued expansion across priority healthcare sectors, together with growing participation in regional interoperability initiatives, reinforces the company's position as a trusted partner supporting digital health transformation across Australia and the broader APAC region."

- Sowmya Srinath
Industry Analyst

interoperability partnerships, and standards-based initiatives across New Zealand, Southeast Asia, and the Pacific region, supporting the broader evolution of connected healthcare across APAC.

Winning the My Health Record FHIR modernization program represents a significant milestone that validates Telstra Health's implementation expertise, technical capability, and ability to modernize critical national healthcare infrastructure. Delivered in partnership with Smile Digital Health, the initiative demonstrates the company's ability to execute complex interoperability programs that align with Australia's broader digital health agenda while showcasing the scalability of a FHIR-native

approach to health information exchange.

The company's success in large-scale interoperability programs is further reinforced by its growing regional engagement and established healthcare footprint across APAC. Beyond Australia, Telstra Health maintains a presence in New Zealand and selected Asian markets through solutions spanning primary care, tertiary care, and hospital costing and billing, providing the company with existing customer relationships and market access that support broader regional growth. As healthcare systems across the region increasingly pursue value-based care and standards-based health information exchange, Telstra Health is well positioned to extend Corus iX into these markets by leveraging both its existing portfolio and established customer base.

Corus iX further strengthens this opportunity through its vendor-agnostic, FHIR-native architecture, which enables healthcare organizations to integrate disparate systems without vendor lock-in and adopt a common interoperability foundation while preserving existing technology investments. According to Telstra Health, this flexibility makes the platform easier to deploy across healthcare environments pursuing similar standards-based approaches, enabling organizations to accelerate interoperability initiatives while minimizing implementation complexity.

Telstra Health complements its technology strengths through a growing regional ecosystem of implementation, delivery, and interoperability partners. In addition to its collaboration with Smile Digital Health, the company leverages partner relationships to support local deployment requirements and market expansion strategies across APAC. Together, these partnerships enable Telstra Health to extend the reach of Corus iX while helping healthcare organizations establish scalable foundations for connected-care initiatives.

The company's regional engagement also extends to interoperability initiatives across Southeast Asia and the Pacific. Through collaboration with Smile Digital Health and participation in FHIR acceleration initiatives involving the World Health Organization, CSIRO, and healthcare stakeholders across Southeast Asia, Telstra Health continues supporting the advancement of standards-based health information exchange and interoperability adoption throughout the region. Its involvement in regional discussions spanning Malaysia, Indonesia, the Philippines, Papua New Guinea, Fiji, Vanuatu, and Samoa further demonstrate its commitment to supporting connected healthcare frameworks across diverse healthcare systems.

The company's deep understanding of Australia's healthcare ecosystem, combined with standards-based interoperability capabilities and close collaboration with government agencies, establishes a differentiated position within the emerging FHIR-native interoperability market. By combining proven national-scale implementation experience with active involvement in regional interoperability efforts, Telstra Health is well positioned to support healthcare organizations pursuing connected-care strategies across diverse healthcare environments.

Successful national deployments and measurable customer outcomes continue reinforcing the company's reputation among governments, healthcare providers, and enterprise customers. Increasing recognition as a trusted interoperability partner strengthens customer advocacy, reinforces long-term market leadership, and supports continued expansion across Australia's digital health ecosystem.

Frost & Sullivan views Telstra Health's successful execution of nationally significant interoperability initiatives as strong validation of its market leadership. Continued expansion across priority healthcare sectors, together with growing participation in regional interoperability initiatives, reinforces the company's position as a trusted partner supporting digital health transformation across Australia and the broader APAC region.

Embedding Long-Term Clinical Trust Through Collaborative Customer Partnership

Telstra Health has built its customer strategy around long-term partnership, clinical accountability, and continuous engagement. Rather than serving solely as a technology provider, the company works alongside healthcare organizations throughout implementation, optimization, and ongoing platform evolution to ensure lasting clinical and operational value.

Clinical expertise remains embedded throughout the customer lifecycle. Clinical advisory panels, healthcare specialists, and multidisciplinary product teams collaborate to validate workflows, prioritize enhancements, and maintain patient safety throughout platform development. This clinician-led approach ensures that every capability reflects evolving clinical practice while supporting confident adoption across healthcare organizations.

Customer collaboration similarly plays a central role in product evolution. Healthcare organizations actively contribute operational feedback, influence roadmap priorities, and help shape future platform capabilities. This continuous engagement enables Telstra Health to respond rapidly to changing healthcare requirements while ensuring that new functionality addresses real-world clinical challenges.

The company's "Here for Life" commitment reflects this philosophy by emphasizing long-term partnership rather than project completion. Telstra Health continues supporting customers as clinical workflows, regulatory requirements, and organizational priorities evolve, reinforcing accountability throughout the platform lifecycle. This sustained engagement strengthens customer trust, encourages long-term retention, and generates strong advocacy throughout APAC's healthcare community.

Frost & Sullivan recognizes Telstra Health's customer strategy as a long-term engagement model built upon clinical collaboration, continuous innovation, and shared accountability. By maintaining close partnerships throughout the customer lifecycle, the company strengthens customer trust while supporting sustained adoption and long-term success.

Conclusion

Telstra Health has established a differentiated leadership position within the Asia-Pacific digital health landscape by delivering a standards-based interoperability platform that addresses today's healthcare challenges while preparing organizations for future transformation. Through Corus and Corus iX, the company enables secure, connected information exchange that improves care coordination, strengthens clinical decision-making, and provides the trusted data foundation required for AI-enabled healthcare, population health management, and future digital innovation.

The company combines clinician-led innovation, scalable implementation, proactive standards alignment, and sustained customer collaboration to deliver measurable value across Australia's healthcare ecosystem. National initiatives such as the My Health Record FHIR modernization program, together with expanding deployments across pathology, aged care, and coordinated care, demonstrate strong execution, growing customer confidence, and the company's ability to support Australia's long-term healthcare transformation. Through its expanding regional footprint, strategic partnerships, and participation in interoperability initiatives across New Zealand, Southeast Asia, and the Pacific region, Telstra Health is increasingly extending the reach of its healthcare interoperability expertise beyond Australia.

With its strong overall performance, Telstra Health earns Frost & Sullivan's 2026 APAC Company of the Year Recognition in the native healthcare enterprise interoperability platforms industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Company of the Year Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed to create growth opportunities across the entire value chain

Visionary Scenarios Through Megatrends: Long-range scenarios are incorporated into the innovation strategy by leveraging megatrends and cutting-edge technologies, thereby accelerating the transformational growth journey

Leadership Focus: The company focuses on building a leadership position in core markets to create stiff barriers to entry for new competitors and enhance its future growth potential

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate consistent, repeatable, and scalable success

Financial Performance: Strong overall business performance is achieved by striking the optimal balance between investing in revenue growth and maximizing operating margin

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

VALUE IMPACT			
STEP		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fueled by the Innovation Generator™.

[Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Megatrend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

