



PRAXIS
GLOBAL ALLIANCE

SEA INVESTMENT PULSE

2026 Edition

May, 2026



Foreword

Southeast Asia's private capital market witnessed moderated activity in 2025, with deal value declining by 13% from 2024 to reach US\$ 22B. Large-ticket infrastructure investments led this resurgence in Singapore, Malaysia, Indonesia and Vietnam. Despite softer market conditions, investors remained focused on resilient and scalable assets, reinforcing Southeast Asia's position as a strategic investment destination amid persistent geopolitical and macroeconomic uncertainty. Investor preference also shifted toward control-oriented and late-stage investments, reflecting a stronger focus on value creation and portfolio resilience.

Infrastructure & Real Estate, Business Services and BFSI emerged as the preferred investment sectors in 2025, together accounting for 72% of total deal value in the region. Consumer, Fashion & Retail and Energy also remained active sectors despite broader market moderation and ongoing pressures from valuation concerns, geopolitical uncertainty and softer demand trends. Looking ahead to 2026, investor sentiment is expected to remain constructive toward infrastructure and the continued expansion of private credit investments.

Exit activity in SEA improved in 2025, with total exit value reaching US\$ 12B across 90 exits and average exit ticket sizes increasing by 20% to US\$ 138M from 2024. Strategic acquisitions, secondary sales and improving IPO activity supported liquidity momentum across the region.

This report provides industry stakeholders, including private investment funds, business leaders, entrepreneurs, government institutions, and policymakers, with a comprehensive perspective on Southeast Asia's private investments landscape in 2025. Supported by rich data drawn from the Praxis Deals Alpha Intelligence (*DealsAI*) platform ensuring robust and reliable insights, this study examines the evolution of SEA's private investments ecosystem with detailed analysis of sectoral trends, deal sizes, and investor preferences.

We are enthusiastic about the continued evolution of the funding ecosystem. This report reflects our perspectives as of 8th May 2026.

At Praxis Global Alliance, we remain committed to engaging with industry participants and exchanging insights to fuel the overall private investing landscape in Southeast Asia.

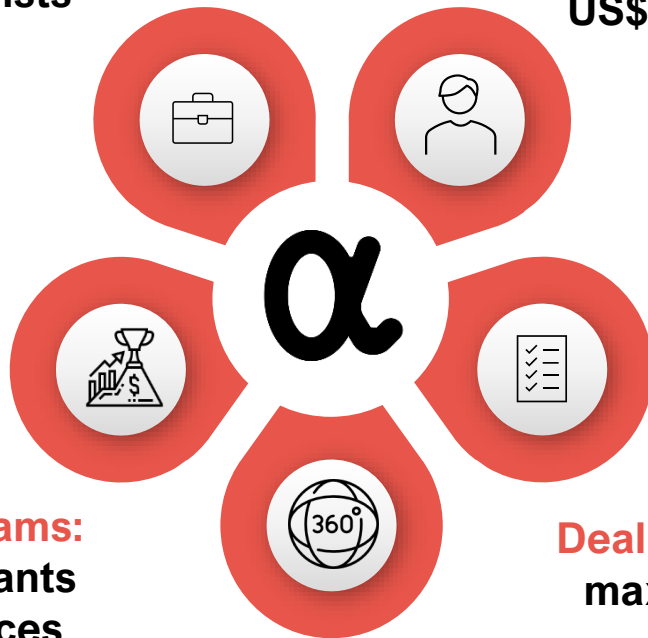


Madhur Singhal
Managing Partner,
Private Capital, Praxis Global Alliance

Praxis: Leading management consulting firm helping financial sponsors maximize IRR and manage risk

We help generate 'Alpha'

Sector specialists, not generalists



Deal experience:
1,500+ deals,
US\$ 65B worth

PE-trained teams:
150+ consultants
across 4 offices

Deal to Exit: IRR
maximization

Data advantage: 'On
ground' research

The Praxis Edge

Investor mindset...

...with Operator
eyes



Analytical
Rigor

What we do

Pre-deal: Sector
scans

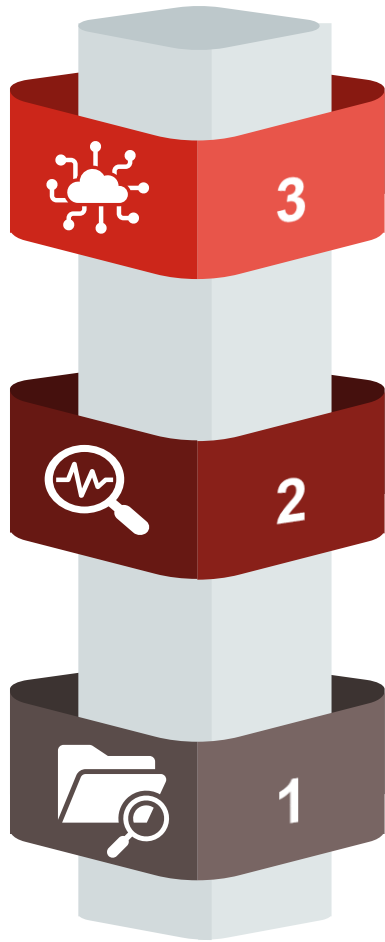
Deal:
C.♥.R.R.E.C.T.
By Praxis

Exit: VDD, IPO
readiness

Alpha Generator™: Portfolio value creation

Praxis *Econometrics* with DealsAI™:
Fund strategy and administration

Praxis DealsAI (Deals Alpha Intelligence) has three layers



Alpha Generation Engines

Insights translated into repeatable execution - proprietary engines for clients (e.g. QualAI, InvestAI, ReturnsAI, RiskAI) which are woven into investing workflows, tools, and applications







Data to Intelligence

Raw data enriched with intelligence – Deals and exit journeys enriched with deal returns data, patterns, success factors, investment theses → power deeper understanding and enable decision making

The data backbone

Foundational deals intelligence - a structured data layer of deals and exits, capturing the full investment lifecycle for all private deals

Definitions: Private investments across different stages

Stages	Equity					Debt
	Early	Growth	Late	Buyout	PIPE	Private credit
Investment description	<ul style="list-style-type: none"> Funding for companies that do not have a strong foothold. Often high-risk investments due to unestablished business model 	<ul style="list-style-type: none"> Funding for revenue-generating companies with proven business models looking to scale their operations 	<ul style="list-style-type: none"> Funding for mature companies that have demonstrated market traction and generated substantial revenue or user growth 	<ul style="list-style-type: none"> Acquiring a controlling stake in an established company with usually stable cash flows but untapped potential 	<ul style="list-style-type: none"> Buying of shares of a publicly traded company by a private investor outside of public markets 	<ul style="list-style-type: none"> Private credit refers to privately negotiated loans between a borrower and an investor (non-bank lender)
Types of deals	<ul style="list-style-type: none"> Pre-seed Seed Series A 	<ul style="list-style-type: none"> Usually series B-E or beyond depending upon the condition of the investee 	<ul style="list-style-type: none"> Includes pre-IPO rounds 	<ul style="list-style-type: none"> Predominantly acquisition deals, can be of any deal size depending upon the company valuation 	<ul style="list-style-type: none"> Typically, PIPE transactions are for minority stake 	<ul style="list-style-type: none"> Performing credit: <ul style="list-style-type: none"> Venture Debt Mezzanine Senior Debt Real Estate Infrastructure High yield: <ul style="list-style-type: none"> Special Situations Distressed Debt
Illustrative funds participating in these stages						

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Key takeaways

- 1 SEA economies remained resilient amid global uncertainties, collectively becoming world's 5th largest economy in 2025**
Supported by strong industrial growth and sustained investments, the region recorded 4.9% GDP growth in 2025
- 2 Private investments deal activity in SEA moderated amid macro uncertainty: ~US\$ 22B across 520 deals in 2025**
Geopolitical tensions and rising trade barriers continued to impact investor sentiment and cross-border capital deployment
- 3 Infrastructure & Real Estate and Business Services sectors were the preferred avenues for investments with US\$ 15.5B**
Other preferred sectors showing strong growth deal activity are BFSI, Energy and Consumer, Fashion & Retail
- 4 Singapore followed by Malaysia and Indonesia continue to lead investment in 2025 with double-digit share in deal activity**
Vietnam emerged as one of the fastest-growing markets, supported by a few marquee transactions
- 5 Share of early-stage deals increased to 82% by volume (vs. 70% in 2024) creating strong future pipeline for private investments**
~US\$ 3B invested across 426 early-stage deals despite increased fund flow towards mature sectors like Infrastructure & Real Estate
- 6 Late-stage and large-ticket investments regained momentum in 2025, reflecting investor preference in scaled assets**
Deals above US\$ 500M contributed 63% of total deal value, while late-stage captured 24% share of overall investments
- 7 Exits increased to US\$ 12B in 2025 driven by improving IPO market traction (US\$ 6.5B in 2025)**
Average exit value increased to US\$ 138M (YoY growth of 20%)
- 8 Outlook for 2026: Overall deal activity to see growth with selective pockets of acceleration**
Sector-led momentum to drive deals, with high-growth themes outperforming amid global macro uncertainties

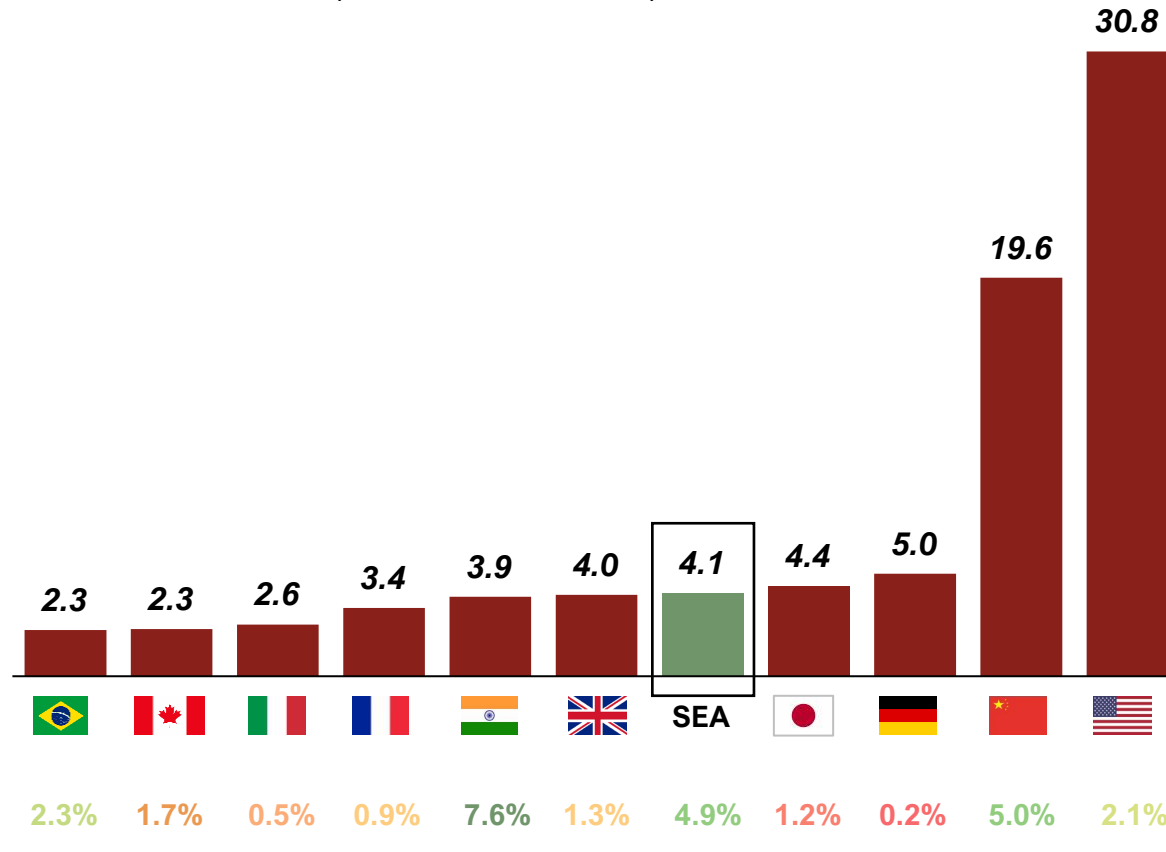
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Steady growth momentum amid global uncertainties: One of the fastest growing regions in the world with Vietnam leading growth in SEA

SEA region combined is the 5th largest economy in 2025 at US\$ 4.1T GDP

SEA vs top 10 countries by GDP
(Nominal, US\$ T, 2025)



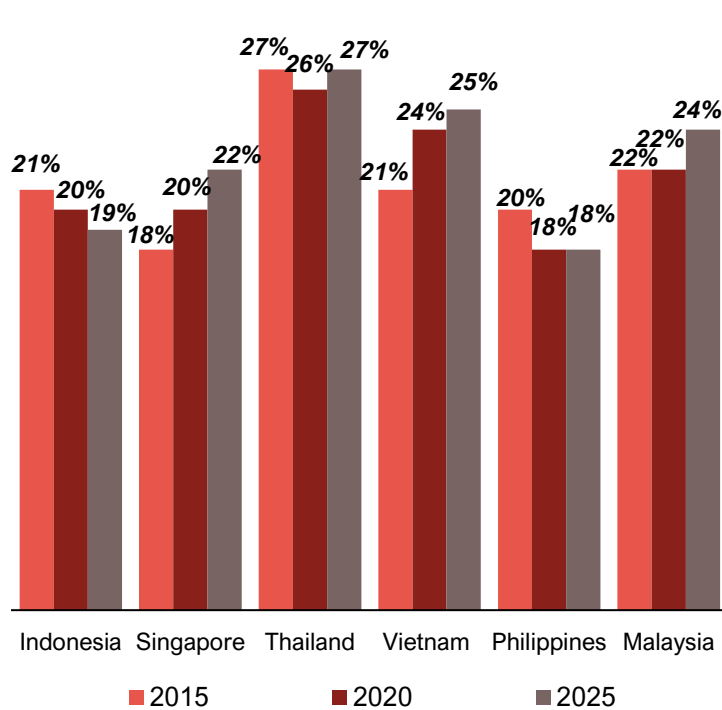
Country	GDP per capita (US\$ K per capita)		
	2015	2025	CAGR
Singapore	55.7	99.4	6.0%
Malaysia	11.8	13.9	1.7%
Thailand	5.9	8.1	3.2%
Indonesia	3.4	5.1	4.1%
Vietnam	2.6	4.8	6.3%
Philippines	3.0	4.3	3.7%
Total	82.4	135.6	5.1%

Note(s): Nominal GDP considered, SEA includes Indonesia, Malaysia, Philippines, Singapore, Thailand, and Vietnam
Source(s): IMF, Praxis analysis

Growth driven by harnessing demographic dividend, rising internet penetration, and low median age in the region

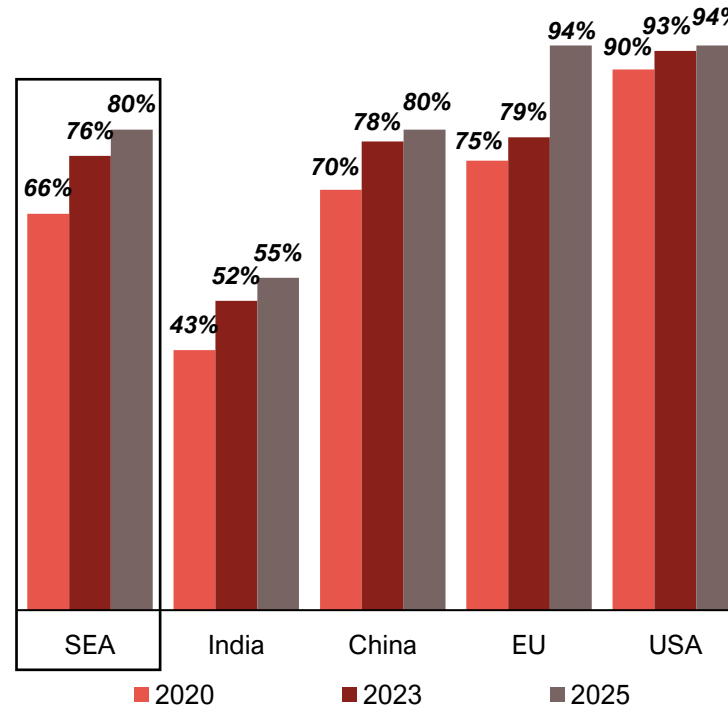
Export led manufacturing: Singapore and Vietnam drive manufacturing shifts

Manufacturing as % of GDP
(%, 2015-25)



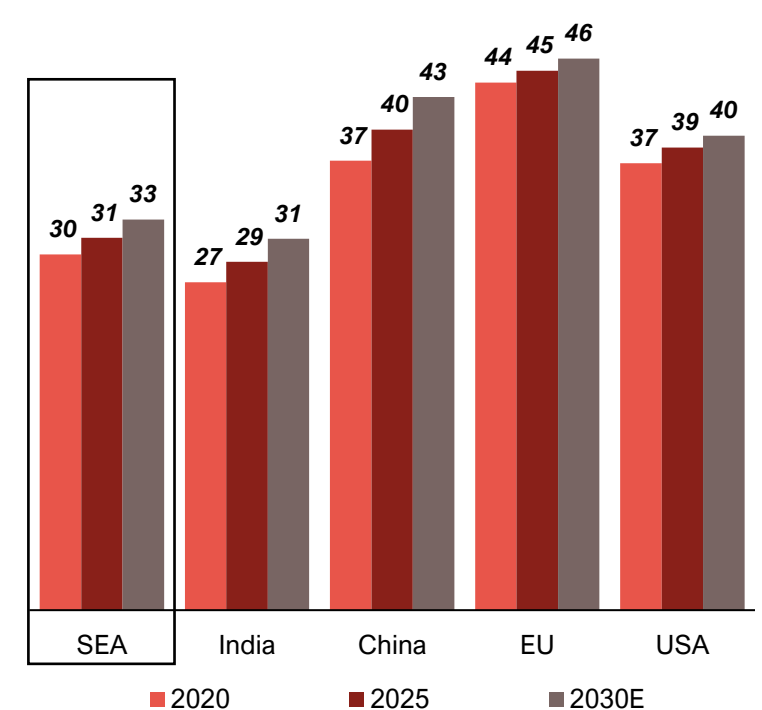
Strong digital economies: region has one of the most engaged internet users

Internet penetration
(%, 2020-25)



Opportunity to harvest demographic dividend

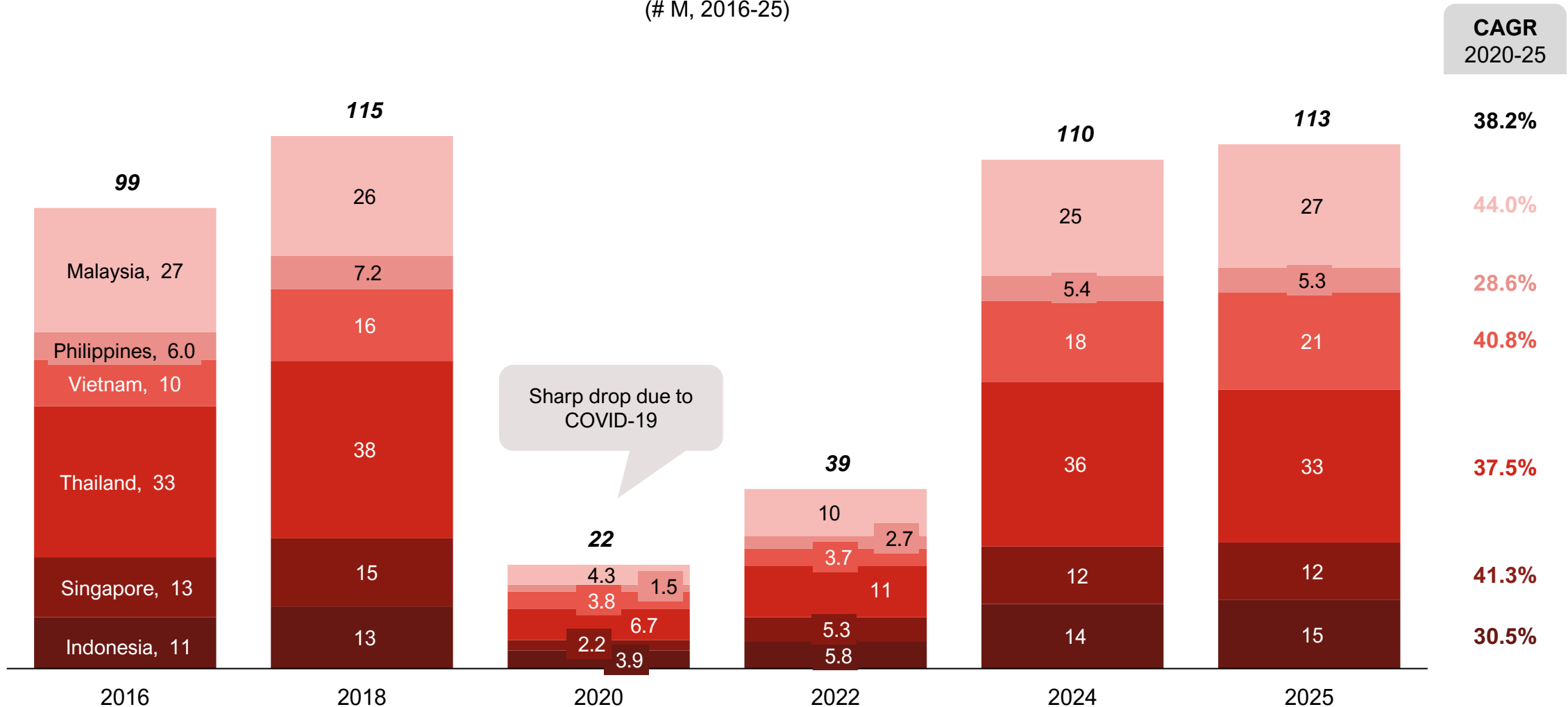
Median age
(Years, 2020-30E)



Note(s): The United Nations Population Fund defines demographic dividend as "the economic growth potential that can result from shifts in a population's age structure, particularly when the proportion of working-age population is greater than the proportion of non-working-age population"
Source(s): CEIC, World Bank, industry reports, Praxis analysis

SEA tourism recovering: Inbound tourism across countries recovering to pre-COVID levels

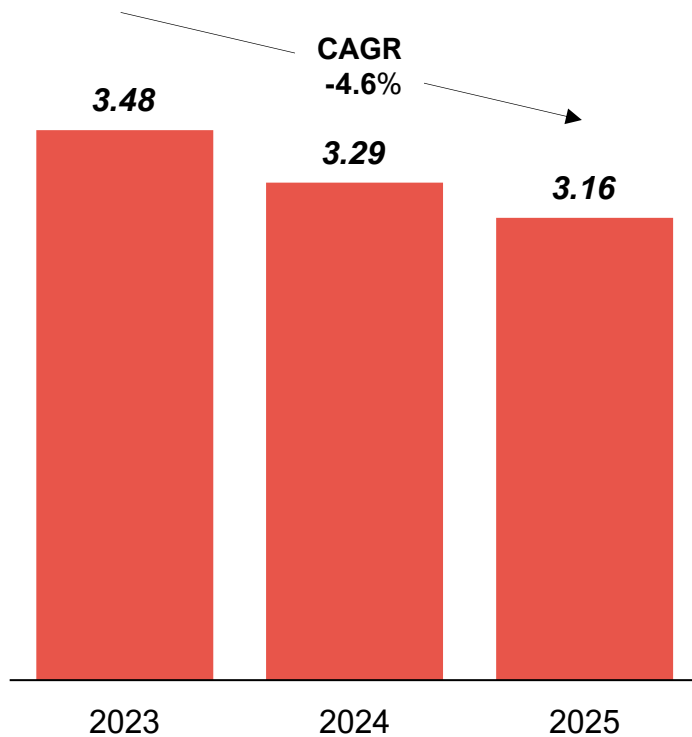
of inbound tourists in SEA countries
(# M, 2016-25)



SEA countries showing industrial output growth, but consumer spending has been under pressure

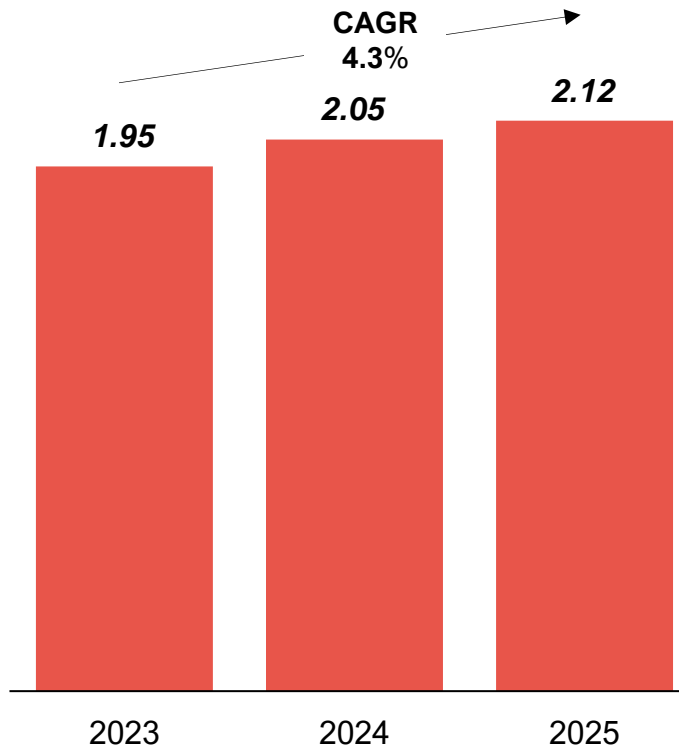
Overall weakened consumer sentiment and tightened financing conditions

ASEAN vehicles sales*
(#M sold, 2023-25)



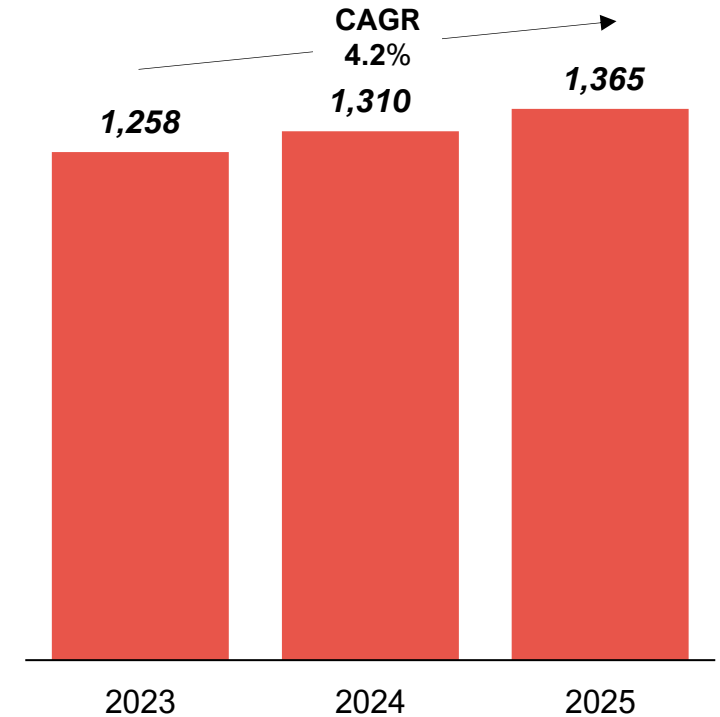
Strong growth due to resilient demand and global trade momentum

ASEAN exports
(US\$ T, 2023-25)



Electricity consumption in ASEAN is reflective of industrial growth

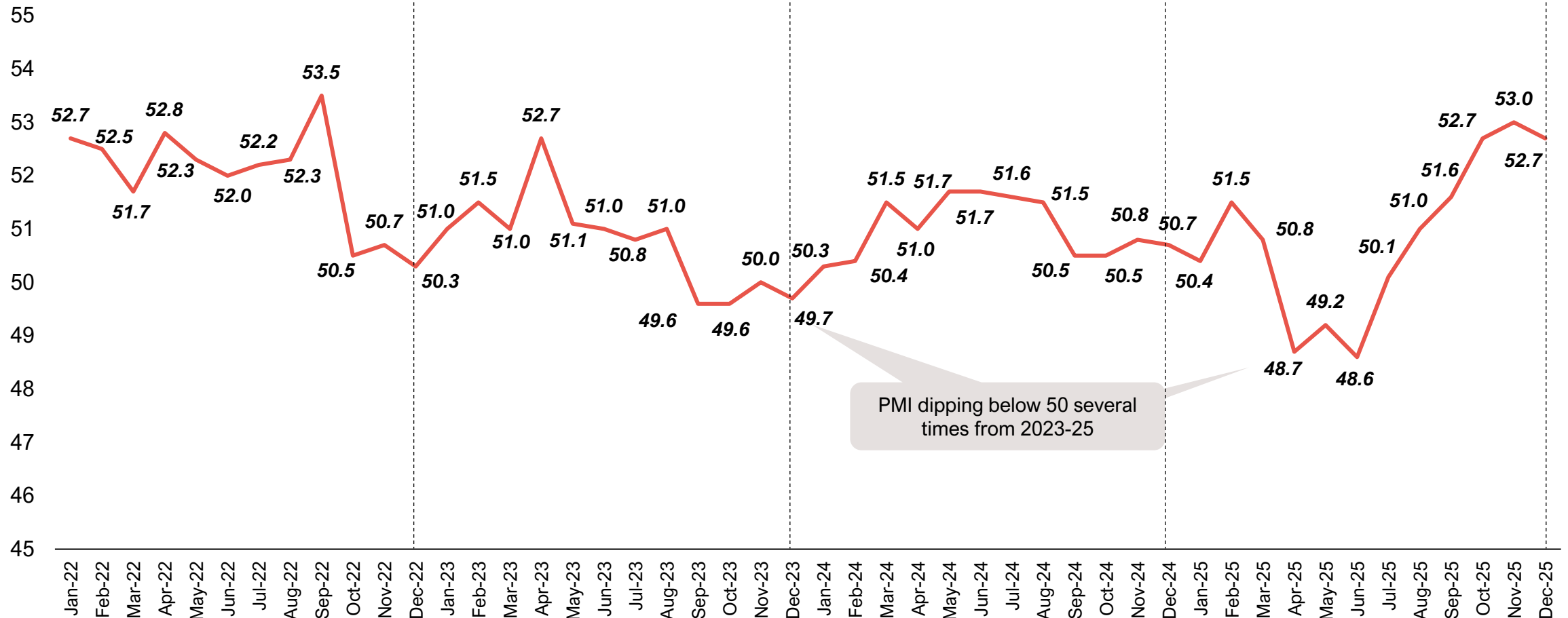
ASEAN electricity demand/
consumption
(TWh, 2022-25)



Note(s): *ASEAN 6 which includes Indonesia, Thailand, Singapore, Philippines, Vietnam and Malaysia
Source(s): Industry reports, Govt. websites, ASEAN portal website, Praxis analysis

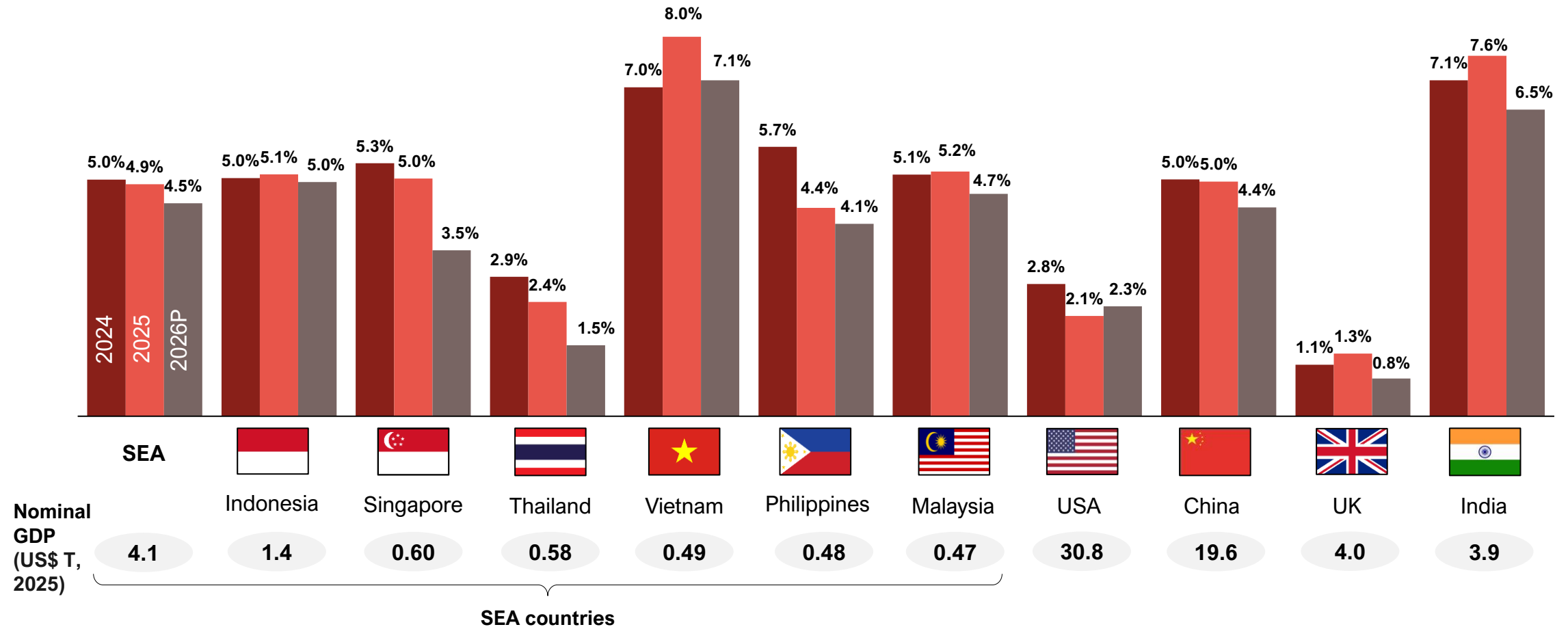
Manufacturing sector has seen growth since 2022 though pressure on global trade flows is visible in 2025

ASEAN manufacturing PMI
(2022-2025)

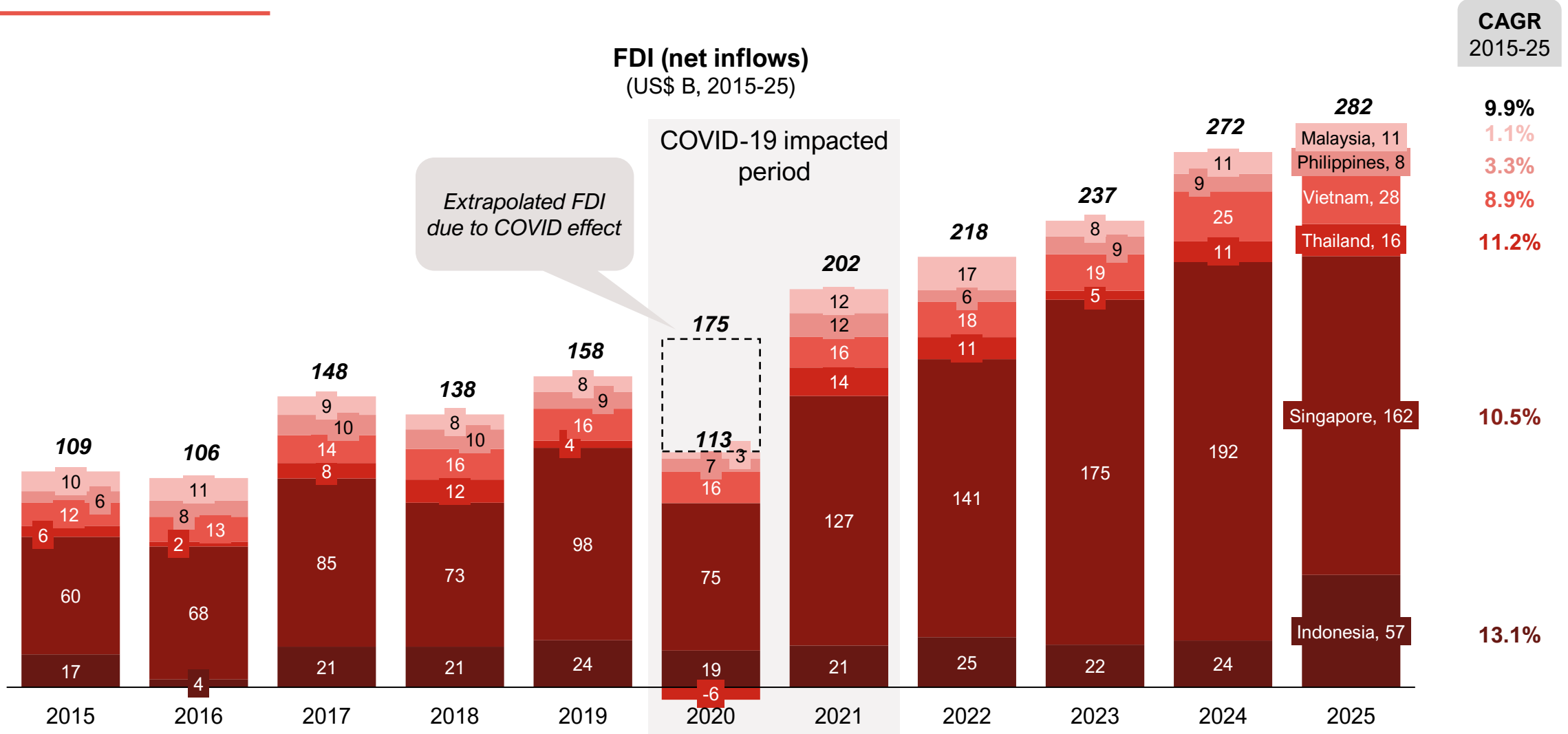


Growth outlook for the region is moderate due to rising trade barriers and significant uncertainty in trade

Real GDP growth rate
(%, 2024-26P)



SEA countries have continued to attract FDI which reflects medium-long term optimism

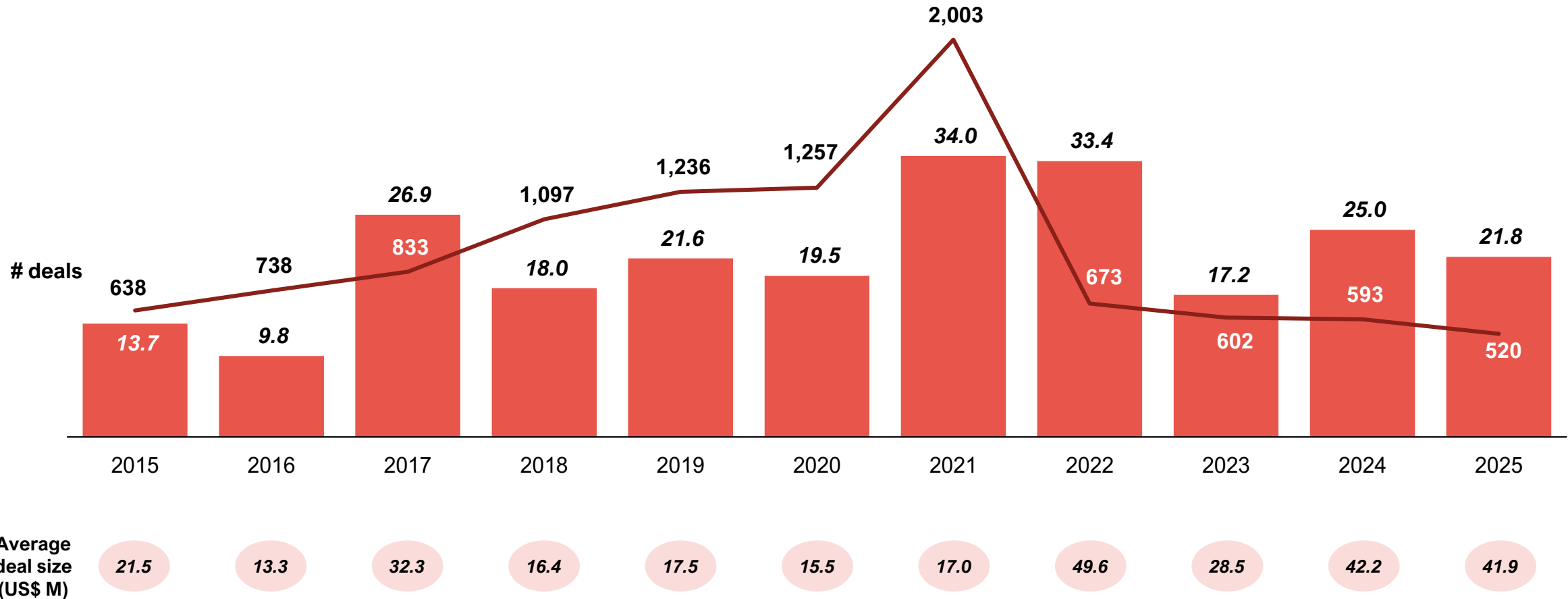


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Private investment funds invested ~US\$ 22B in 2025 across 520 deals; Average deal size remained consistent compared to 2024 at ~US\$ 42M

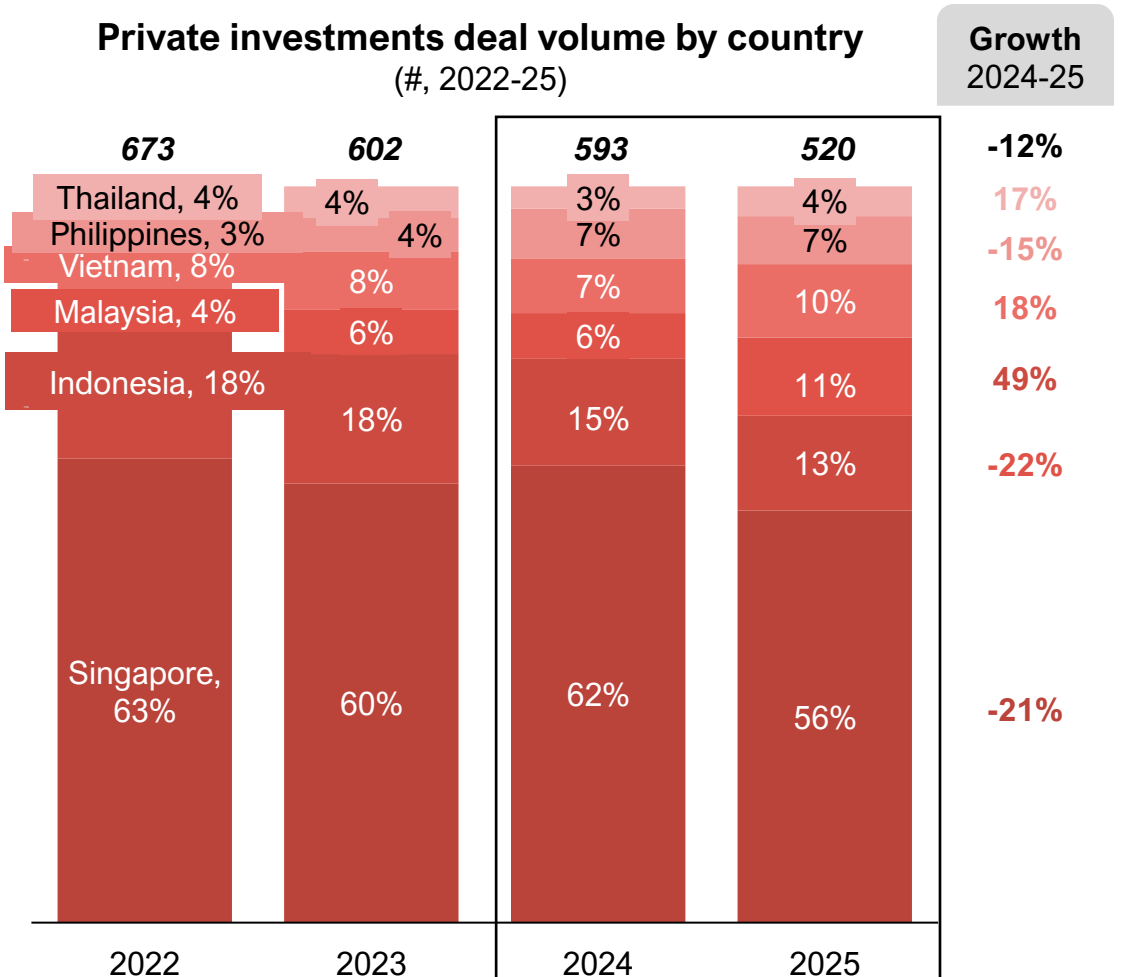
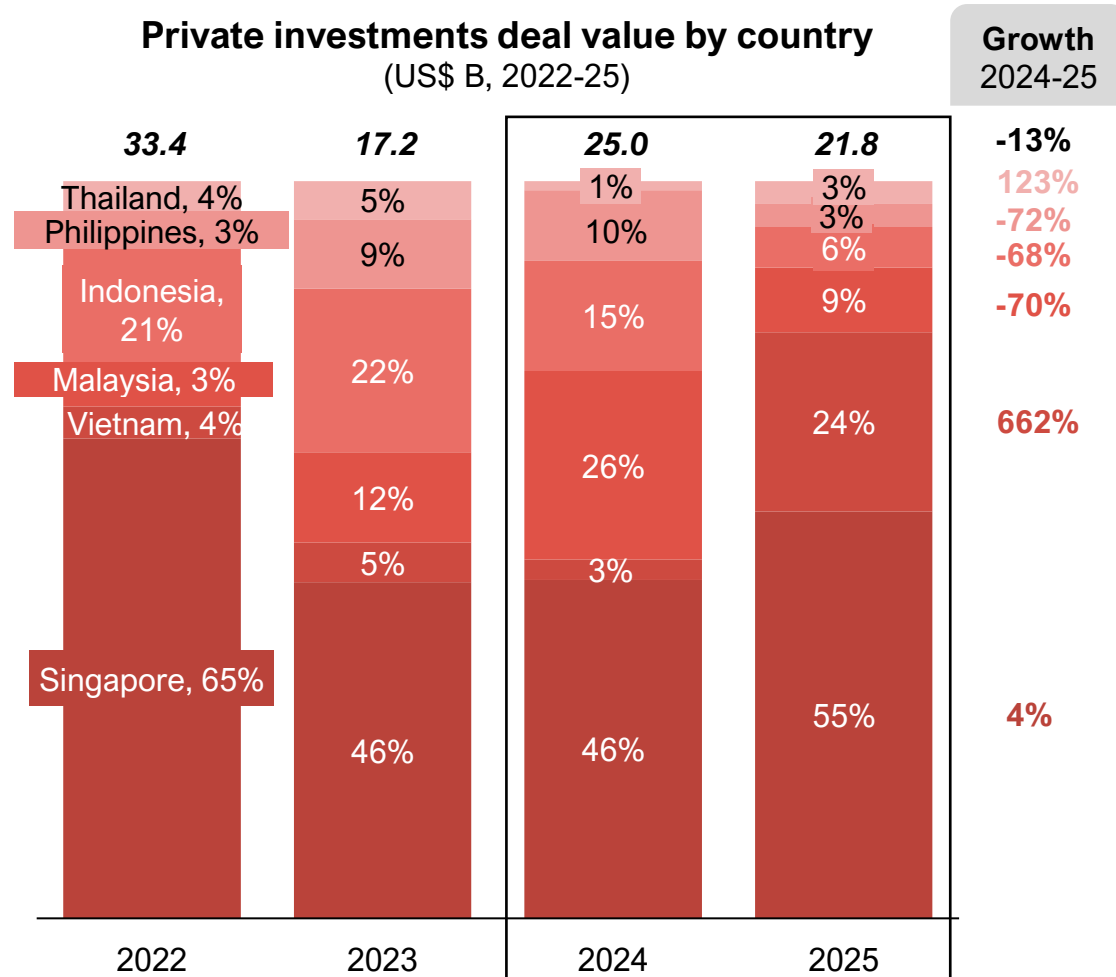
Private investments deal value and count
(US\$ B, #, 2015-2025)



Despite fluctuations in regional private investments deal value, Singapore retained leadership while Vietnam emerged as the fastest-growing market

Singapore continues to account for the majority of regional private investments in deal value

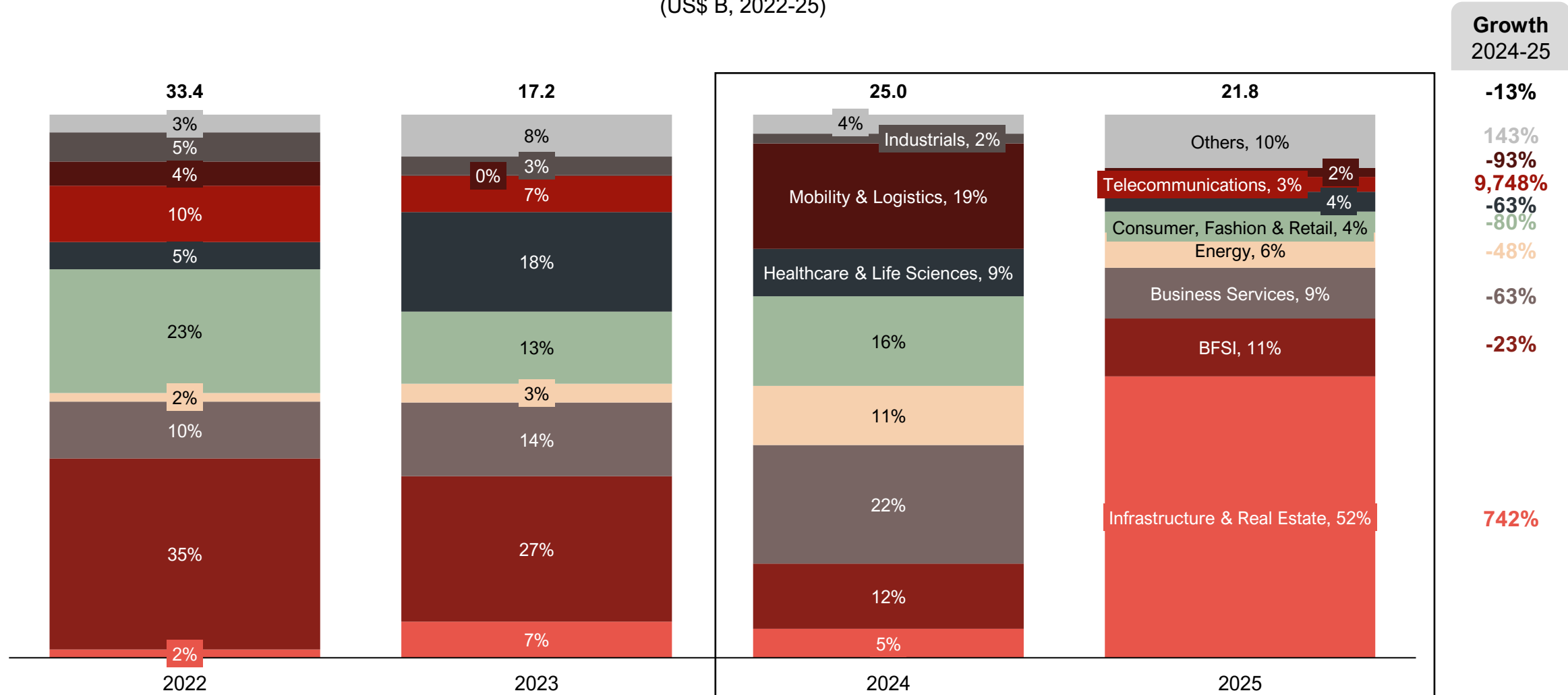
Singapore led SEA private investments deal activity with 56% share, followed by Indonesia



Note(s): Geography is taken as the principal source of operation and not the HQ
Source(s): Praxis Econometrics DealsAI, Praxis analysis

Infrastructure & Real Estate, BFSI and Business Services were favorite among investors, recording 72% of total deal value in 2025

Sector-wise split of private investments deal value
(US\$ B, 2022-25)



Growth
2024-25

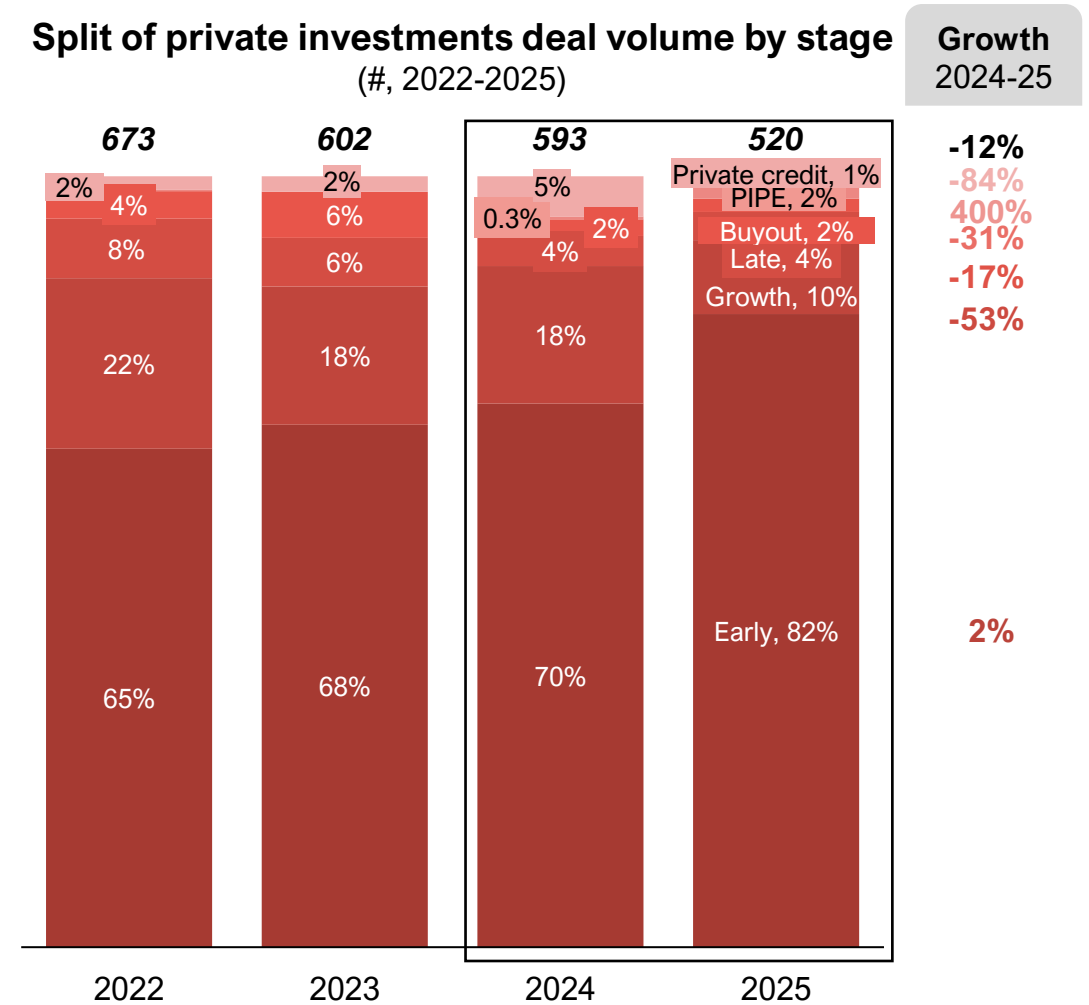
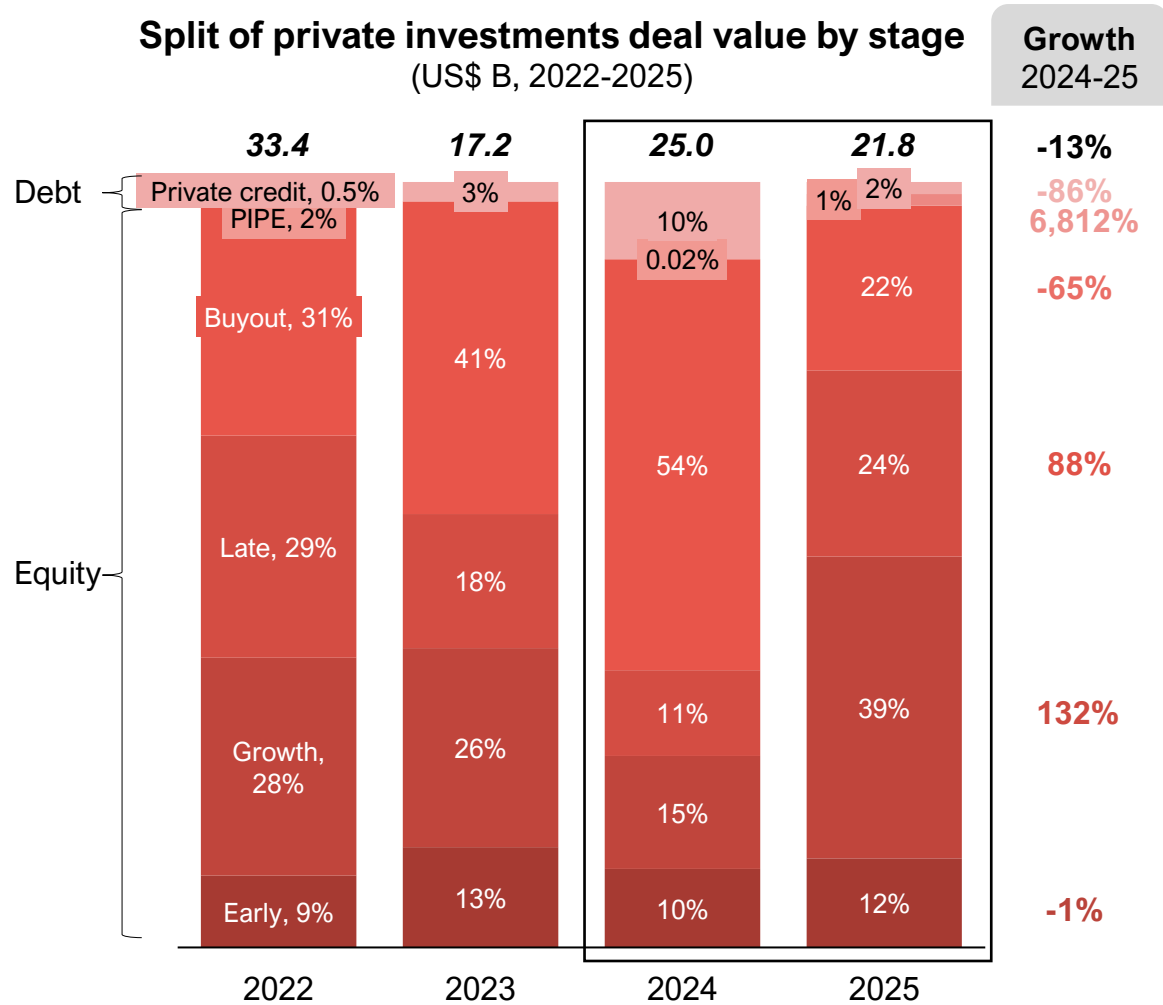
- 13%
- 143%
- 93%
- 9,748%
- 63%
- 80%
- 48%
- 63%
- 23%
- 742%

Note(s): IT services, software, SaaS are included in Business Services
Source(s): Praxis Econometrics DealsAI, Praxis analysis

Late-stage investments regained value share in 2025, while early-stage investments continued to lead in deal activity

Growth and late-stage equity drove deal value mix in 2025, while buyout activity moderated

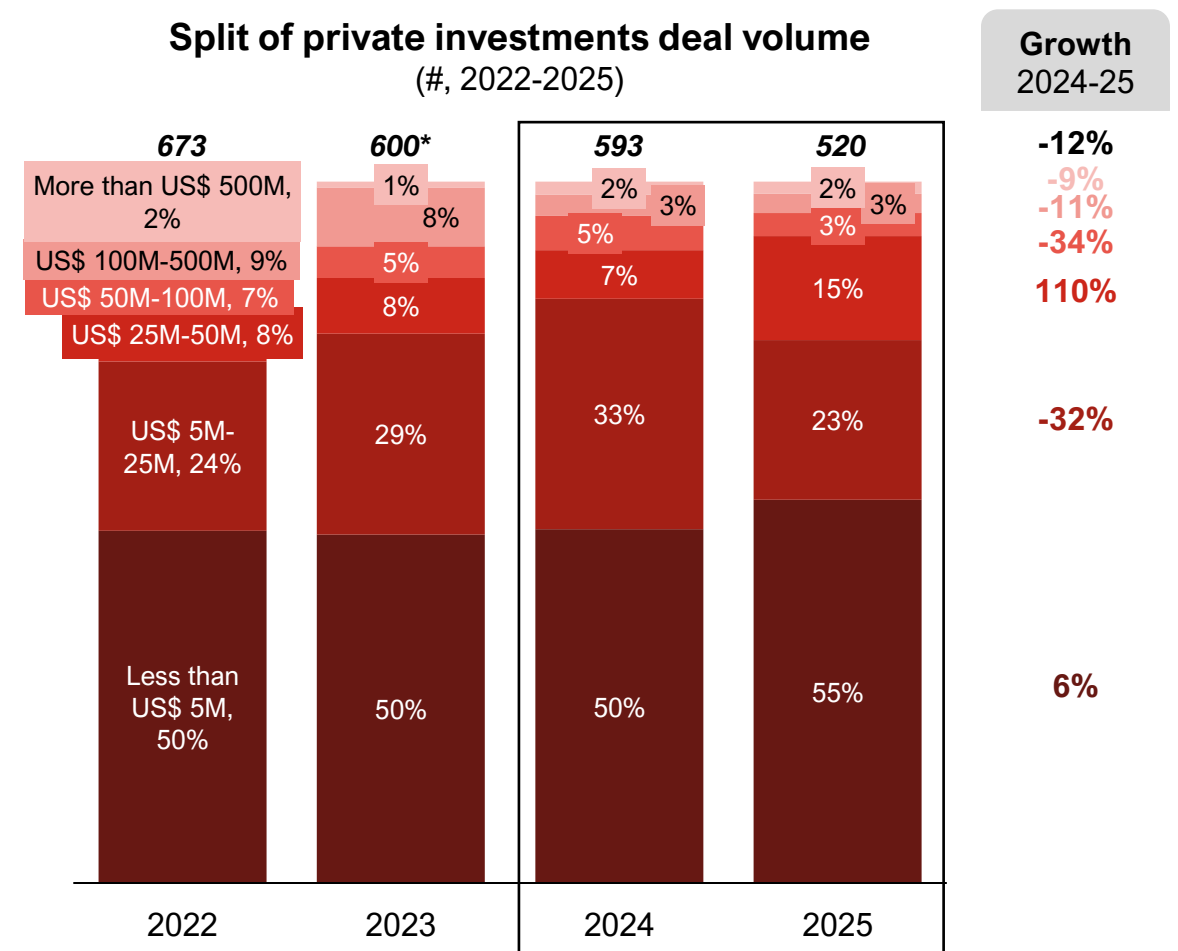
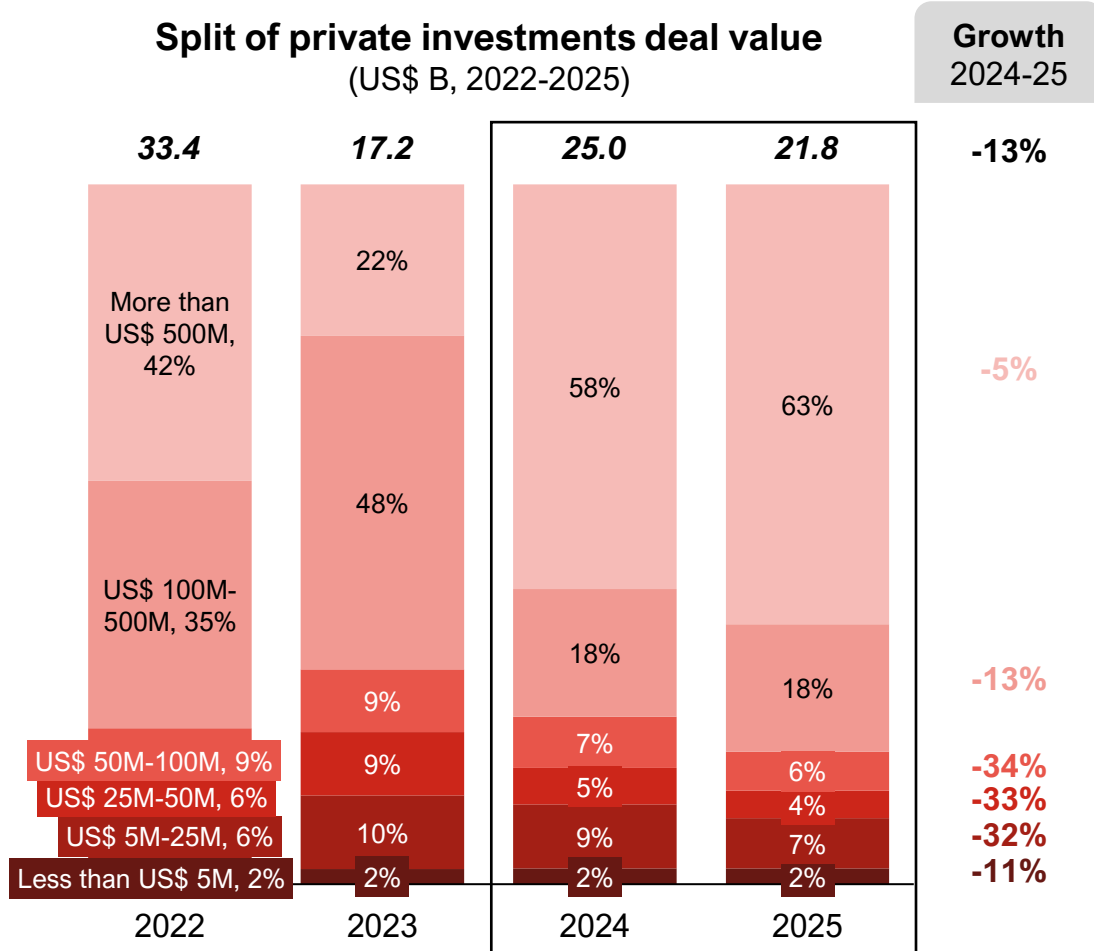
Early-stage investments accounted for 82% of regional private investments deal volumes in 2025



Large deals (US\$ 500M+) recovered to 63% of deal value share in 2025, while small deals (<US\$ 25M) drove 78% of deal volume











Share of large deals (US\$ 500M+) by value gained momentum since 2024

Share of small deals (less than US\$ 25M) by volume reached 78% in 2025 from 74% in 2022












Note(s): *only includes deals with disclosed transaction amounts
Source(s): Praxis Econometrics DealsAI, Praxis analysis

Top 20 deals of 2025 [1/2]

#	Company	Founded	Country	Sector	Funding (US\$ M)	Funding stage	Investors
1	 TST GROUP MULTI-SECTOR. ONE MISSION	1993	Vietnam	Infrastructure & Real Estate	4,699	Growth	JTA International Investment Holding
2	 Olam Agri	1989	Singapore	Food and Agriculture	1,780	Buyout	SALIC (Saudi SWF)
3	 GLP	2009	Singapore	Infrastructure & Real Estate	1,500	Late	ADIA (Abu Dhabi Investment Authority)
4	 Princeton DG	2017	Singapore	Infrastructure & Real Estate	1,300	Late	Stonepeak Infrastructure Partners
5	 YINSON Y Production	2014	Malaysia	Energy	1,000	Growth	British Columbia Investment Management Corp, RRJ Capital, and others
6	 ACCLIME	2019	Singapore	Business Services	950	Buyout	Warburg Pincus
7	 sinarmas land Building for a better future	1994	Indonesia	Infrastructure & Real Estate	694	Buyout	KKR
8	 Digital Edge ^{DC}	2020	Singapore	Infrastructure & Real Estate	640	Growth	Stonepeak and others
9	 true IDC	1990	Thailand	Infrastructure & Real Estate	560	Late	Global Infrastructure Partners
10	 Avery Lodge	2011	Singapore	Infrastructure & Real Estate	556	Late	Bain Capital
Total (rank 1 to 10)					13,679		

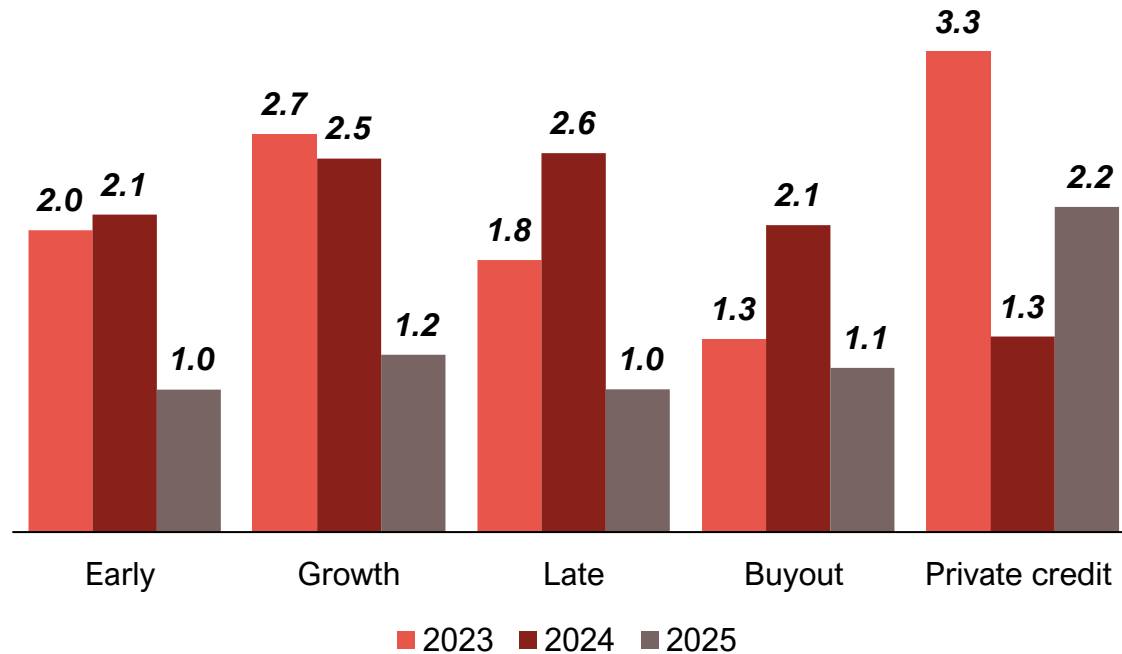
Top 20 deals of 2025 [2/2]

#	Company	Founded	Country	Sector	Funding (US\$ M)	Funding stage	Investors
11	 Super 800 SUPER	2011	Singapore	Infrastructure & Real Estate	455	Late	Actis LLP
12	 DIGITAL HALO	2023	Singapore	Business Services	400	Growth	Partners Group
13	 FRONTIER TOWERS	2014	Philippines	Telecommunications	350	Growth	KKR, Seraya Partners
14	 Airwallex	2015	Singapore	BFSI	330	Late	Addition (Lead), T. Rowe Price, Activant, Robinhood
15	 SPRIM GLOBAL INVESTMENTS	2021	Singapore	BFSI	300	Growth	One Investment Management
16	 Straits Orthopaedics	2003	Malaysia	Healthcare & Life Sciences	240	Buyout	Quadria Capital
17	Real Estate Properties	N/A	Singapore	Infrastructure & Real Estate	238	Buyout	Partners Group, EZA Hill Property Management
18	 sptel Reliability with an Edge	1997	Singapore	Telecommunications	227	Buyout	Seraya (AQX)
19	 capital	1993	Malaysia	Mobility & Logistics	226	PIPE	Ares Management, PIF Saudi Arabia and institutional investors from Singapore and Japan
20	 supabase	2020	Singapore	Business Services	200	Growth	Accel, Coatue, Y Combinator, Craft Ventures, Felicis Ventures
Total (rank 11 to 20)					2,966		

Despite growth in deal sizes, SEA market has become less competitive with Private Credit being the only exception

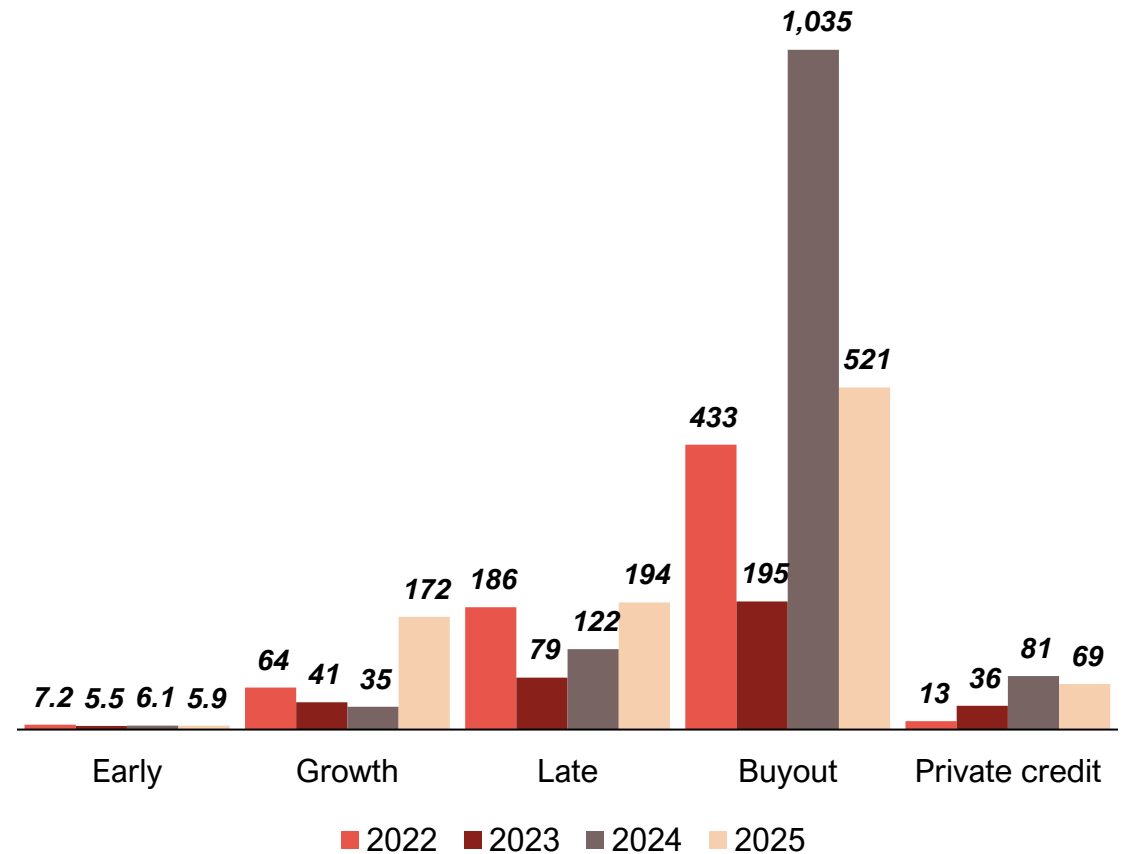
Competitive intensity is higher in private credit, followed by growth and buyout

Competitive intensity in deal activity (# of funds investing actively divided by # of deals)
(#, 2023-25)



Despite moderation in buyout deal sizes vs. 2024, transaction values remained materially above 2022-23 levels

Average deal size by stage
(US\$ M, 2022-25)

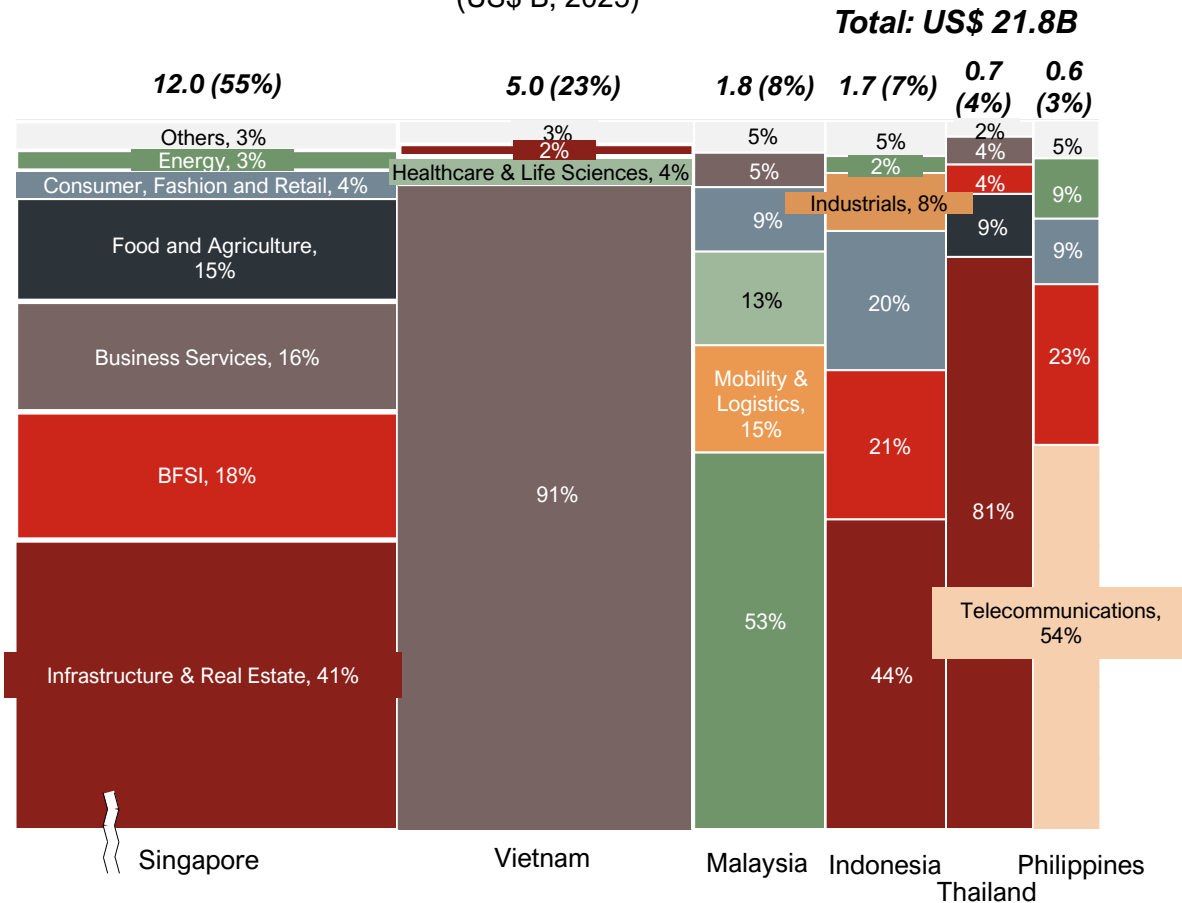


Singapore shapes overall deal value, while SEA reflects siloed, country-specific sector bets

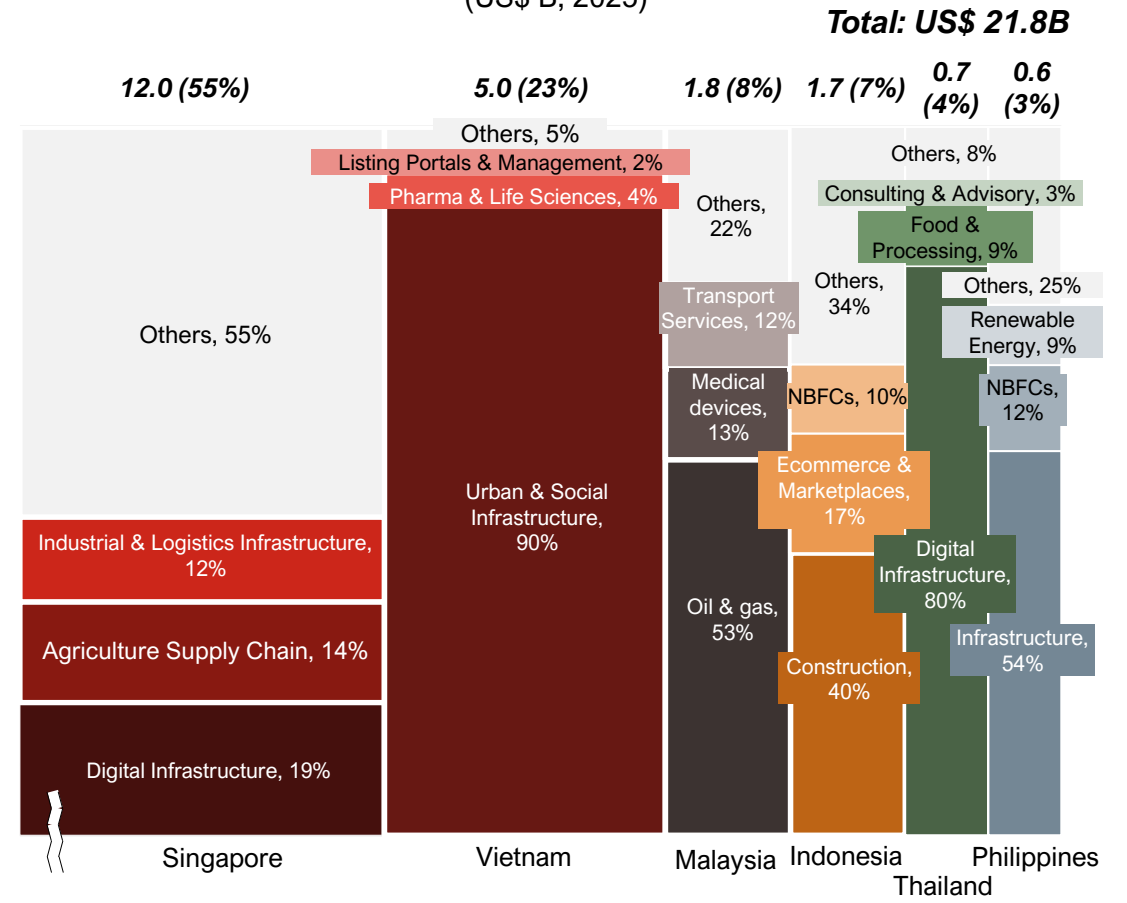
Singapore anchors the region with large-ticket infra and BFSI deals shaping its sector mix

SEA shows fragmented sector focus, with each market driven by one dominant investment theme

Sectoral (L1 classification) mix by country
(US\$ B, 2025)



Sectoral (L2 classification) mix by country
(US\$ B, 2025)



Note(s): Locations are based on the principal place of business/operation, not the official headquarters
Source(s): Praxis Econometrics DealsAI, Praxis analysis

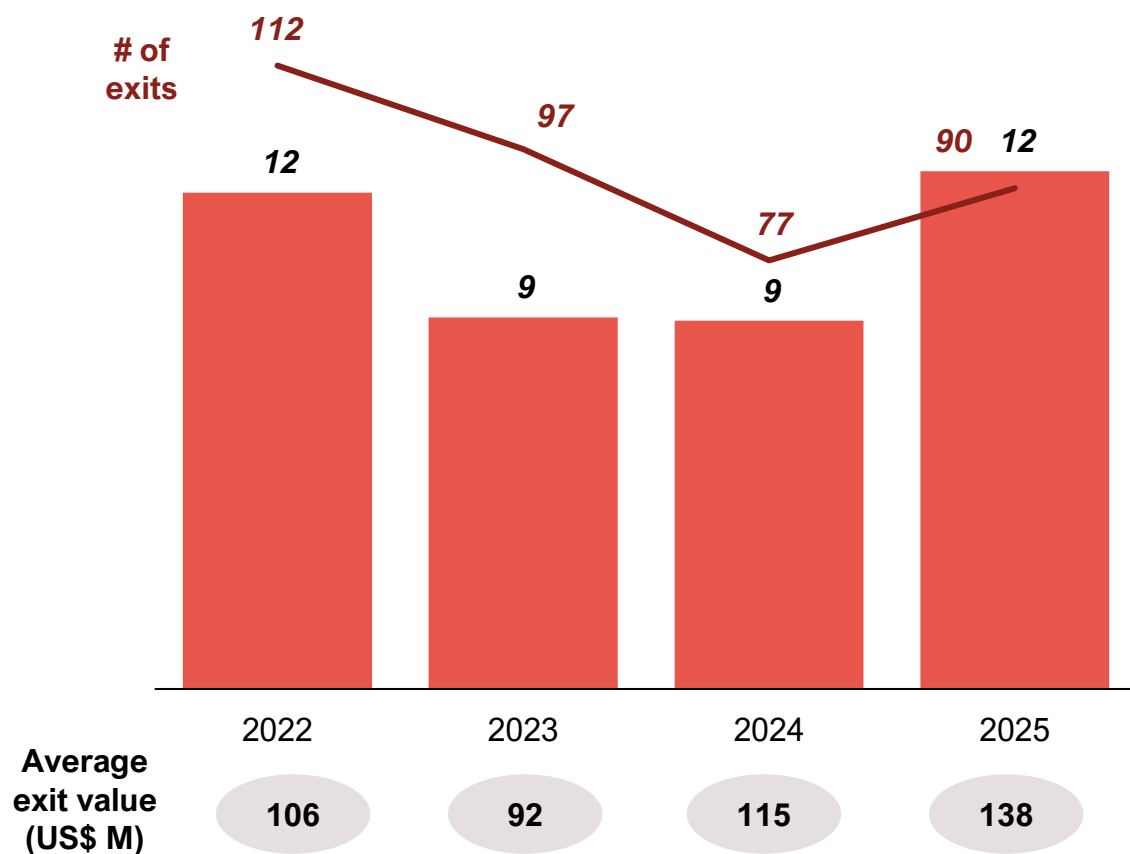
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Exits volume and exit ticket size is growing in SEA

PE/VC exits increased in 2025, averaging US\$ 138M per exit

PE/VC exits value and exits
(US\$ B, 2022-2025)



Top 5 exits in 2025

Company	Industry	Amount (US\$ M)	Investors exited	Type of exit
 manus (Singapore)	IT	2,000	Benchmark, Tencent, ZhenFund	Strategic buyout*
 Apexlogistics (Singapore)	Industrials	996	Partners Group	Strategic sale
 mirxes TO KNOW. TO ACT. (Singapore)	Healthcare & Life Sciences	688	Founders and A*STAR Entities	IPO (HKEX)
 Avery Lodge (Singapore)	Infrastructure & Real Estate	556	Blackstone	Financial buyout
 DIGITAL HALO (Singapore)	IT	400	Arch Capital Management	Secondary sale
Total		4,640		

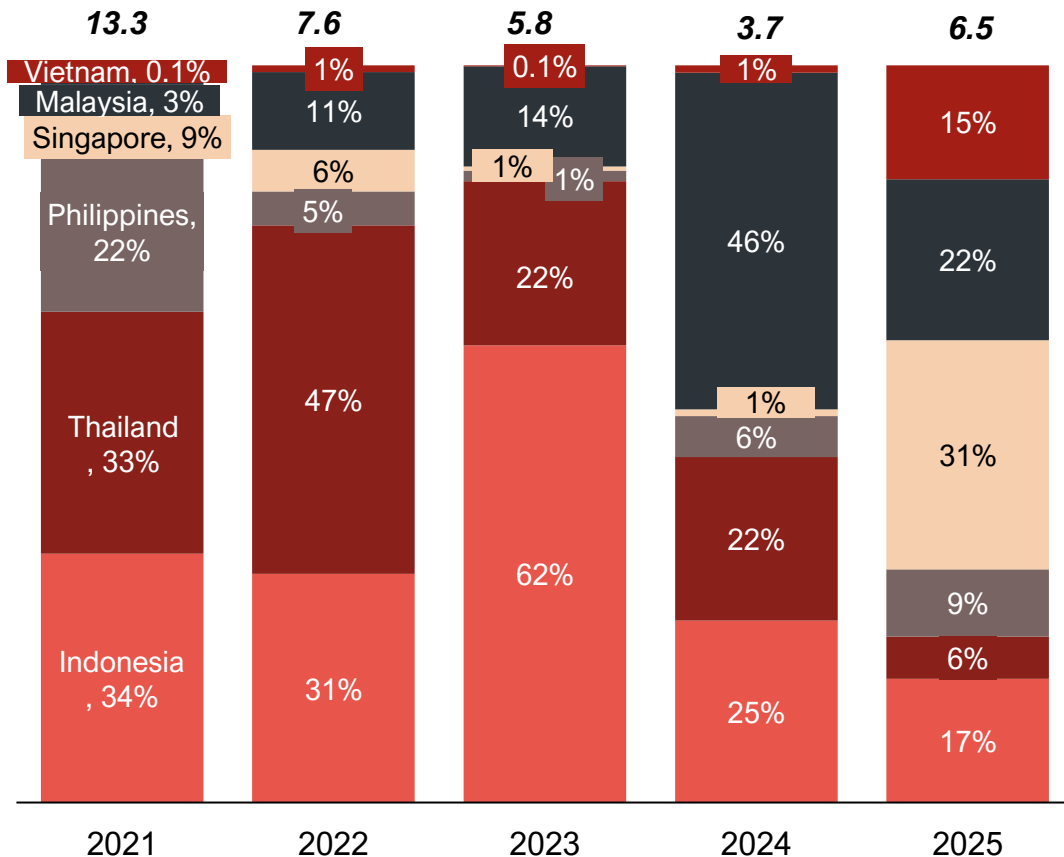
Note(s): *Buyout of Manus AI by Meta (Dec 2025) is currently undergoing a mandatory "unwinding" process following a retroactive veto by China's NDRC in April 2026, citing IP export violations
Source(s): Pitchbook, Praxis analysis

Singapore, Malaysia and Indonesia collectively account for 82% of total IPO funds raised across SEA in 2025

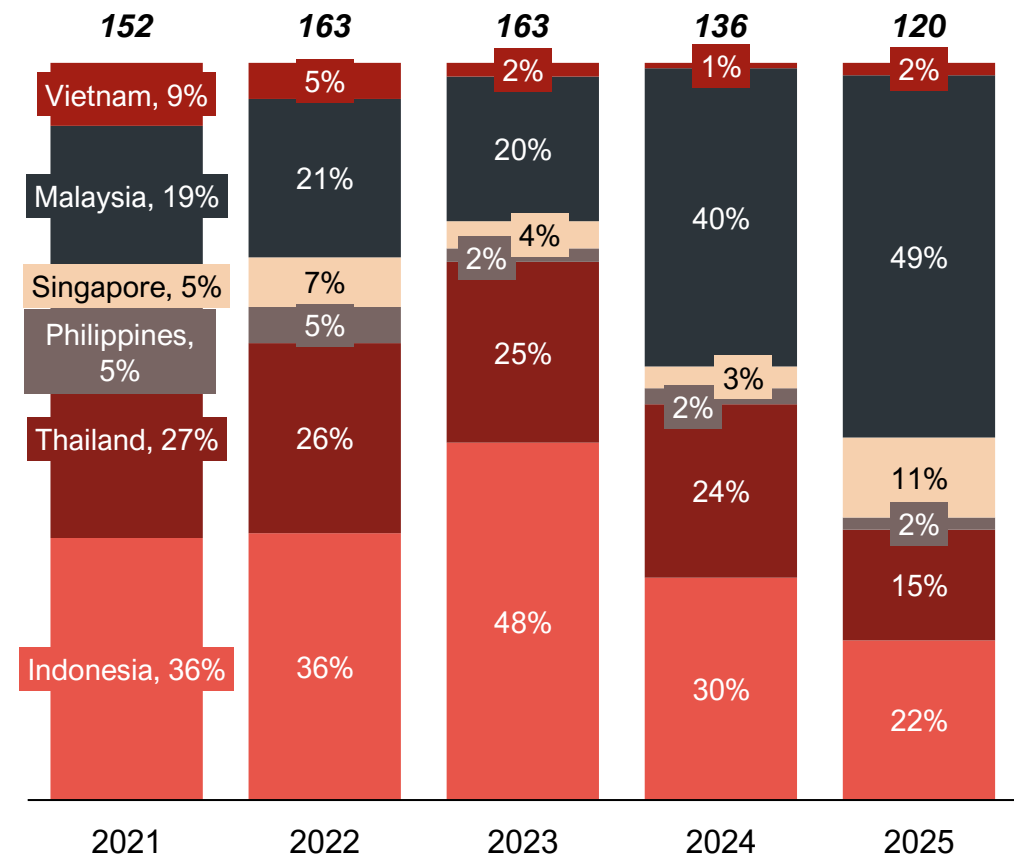
Singapore raised the most funds through IPOs followed by Malaysia in 2025

3 out of 6 countries saw a drop in the number of IPOs in 2025, while Singapore recorded an increase of 9 IPOs

Value of IPOs
(US\$ B, 2021-2025)



Number of IPOs
(#, 2021-2025)



Note(s): IPO data consists of companies listed in the respective country irrespective of the principal place of business
Source(s): Pitchbook, Industry reports, Praxis analysis

Robust IPO activity across SEA reflects growing investor confidence and sector diversity

List of top 10 IPOs in the SEA region in 2025

Company	Principal place of business	Industry	Amount (US\$ M)	IPO date	Stock exchange
 NTT DC REIT	Singapore	Infrastructure & Real Estate	773	14-Jul-25	Singapore Exchange (SGX)
 Centurion Accommodation REIT	Singapore	Infrastructure & Real Estate	597	25-Sep-25	Singapore Exchange (SGX)
★  MAYNILAD	Philippines	Infrastructure & Real Estate	583	07-Nov-25	Philippine Stock Exchange (PSE)
 TECHCOM SECURITIES	Vietnam	BFSI	410	18-Sep-25	Ho Chi Minh Stock Exchange (HOSE)
 VPBank	Vietnam	BFSI	484	12-Nov-25	Ho Chi Minh Stock Exchange (HOSE)
★  ULTRAGREEN.ai	Singapore	Mobility & Logistics	400	03-Dec-25	Singapore Exchange (SGX)
 MERDEKA COPPER GOLD	Indonesia	Industrials	279	10-Sep-25	Indonesia Stock Exchange (IDX)
 2CO eco-shop	Malaysia	Consumer, Fashion & Retail	230	23-May-25	Bursa Malaysia (MYX)
 SANTITAS	Thailand	Consumer, Fashion & Retail	174	05-Nov-25	Stock Exchange of Thailand (SET)
 superbank	Indonesia	BFSI	168	17-Dec-25	Indonesia Stock Exchange (IDX)
Total			4,098		

Note(s): IPO list consists of companies domiciled in the SEA region, irrespective of the exchange it is listed on
Source(s): Pitchbook, Praxis analysis

★ PE/VC backed

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<i>Glossary and methodology</i>		

Glossary of terms

	Term	Definition
Macroeconomics	GDP	Gross Domestic Product
	GDP per capita	Economic output per person
	CAGR	Compound Annual Growth Rate
	PMI	Purchasing Managers' Index
	FDI	Foreign Direct Investment
	IMF	International Monetary Fund
Investment asset classes & investor types	PE	Private Equity
	VC	Venture Capital
	PIPE	Private Investment in Public Equity
	Private credit	Privately negotiated loans provided by non-bank lenders
	SWF	Sovereign Wealth Fund
	AUM	Assets Under Management
Capital markets & exit	IPO	Initial Public Offering
	Secondary sale	Sale of stake by an existing investor to another investor
	Exit	Monetization of investment through IPO, acquisition, or secondary sale
	Pre-IPO	Investment made prior to a company going public

	Term	Definition
Deal stage	Early stage	Investments from Pre-seed to Series B
	Growth stage	Investments in scaling companies, typically Series C–E
	Late stage	Investments in mature companies, including pre-IPO rounds
	Buyout	Acquisition of controlling stake in a company
	Venture Debt	Debt financing provided to venture-backed companies
	Distressed Debt	Investment in financially stressed companies or assets
Financial metrics & return	IRR	Internal Rate of Return
	Average deal size	Total deal value divided by number of deals
	Exit value	Value realized through investment exits
Sector & industry	BFSI	Banking, Financial Services, and Insurance
	IT	Information Technology
	SaaS	Software as a Service
	FMCG	Fast Moving Consumer Goods
	NBFC	Non-Banking Financial Company
	Digital Infra	Infrastructure supporting digital services such as data centers and telecom networks

Methodology and sources of input

We include Southeast Asian (SEA) private investments into companies from financial sponsors. This can include investment from PE funds, VC funds, sovereign wealth funds, private credit funds, and other institutional private investment vehicles. Investee companies headquartered in SEA or having majority of workforce in SEA have been considered.

Countries included: Indonesia, Singapore, Thailand, Vietnam, Philippines, Malaysia

What is excluded:

- Business development / R&D arrangements, whether transferable into equity now, later, or never are not included
- Grants or loans by the central government, state agencies, or public-private partnerships to companies are not included
- Investments from angel investors, accelerators, incubators, business-plan competitions, etc. have been excluded
- Project finance through FDI route has been excluded
- Exits to strategic buyers have been included and the same that happen through cash inflows or dividends are not counted

Praxis *Econometrics*

DEALSAI

- Deals: 22,000+ deals worth US\$ 600B+ since 2000

Sources referenced

 PitchBook

 THE WORLD BANK

 United Nations

 Deal Street Asia

 INTERNATIONAL MONETARY FUND

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