

Appendices

Supplementary table 1: Definitions of decision-making systems. (Leong et al., 2013)

System	Definition (companies)	Definition (agencies)
Qualitative	Our internal system regarding the decision-making process to support the reimbursement of new medicines via the relevant HTA agencies is a purely qualitative based on experts or management making a subjective decision. The final decision will be exercised based on Expert Judgment and experience.	Our internal system for the final decision-making process to recommend/restrict or not to recommend a new medicine for reimbursement is a purely qualitative based on experts making a subjective decision. The final recommendation decision will be exercised based on Expert Judgment and experience.
Quantitative	Our internal system regarding the decision-making process to support the reimbursement of new medicines via the relevant HTA agencies is quantitative which brings together the various key data for the decision (such as comparative effectiveness data) and contributing opinions. The conclusion is based on the cumulative outcome from this system.	Our internal system for the final decision-making process to recommend/ restrict or not to recommend a new medicine for reimbursement is fully quantitative which brings together the various key data for the recommendation decision (such as comparative effectiveness data) and contributing opinions. The conclusion is based on the cumulative

		outcome from this system.
Mixed	Our internal system regarding the decision-making process to support the reimbursement of new medicines via the relevant HTA agencies is mixed, which takes into account various quantitative and qualitative elements.	Our internal system for the final decision-making process to recommend/restrict or not to recommend a new medicine for reimbursement is mixed, which takes into account various quantitative and qualitative elements.

Supplementary table 2: Characteristics and definitions of biases. (Lovallo & Sibony, 2010)

Bias type	Definition	Characteristics
Action-oriented	A bias that drives us to take action less thoughtfully than we should	<ul style="list-style-type: none"> • Excessive optimism • Overconfidence • Intuition/gut-feeling
Interest	A bias that arises in the presence of conflicting incentives, including emotional ones	<ul style="list-style-type: none"> • Misaligned individual incentives • Inappropriate attachments • Misaligned perception of corporate goals/hierarchy

Pattern- recognition	A bias that leads us to recognise patterns even where there are none	<ul style="list-style-type: none"> • Confirmation bias to seek out information that supports a favoured decision • Generalising based on examples that are recent or memorable • Evaluating a plan or proposal based on the track record of the person presenting it, more than on the facts supporting it
Stability	A bias that creates a tendency toward inertia in the presence of uncertainty	<ul style="list-style-type: none"> • Preference for the status quo in the absence of pressure to change it • The tendency to feel losses more acutely than gains of the same amount • Rooting oneself to an initial value, leading to insufficient adjustments of subsequent estimates.