



Nov-Dec 2025

T-AB

THAI-AMERICAN BUSINESS



INSIDE THIS ISSUE:

REDEFINING HEALTH: THAILAND'S FUTURE IN WELLNESS AND MEDICAL TOURISM

FROM HUSHPITALITY TO ROAD TRIP REVIVALISM – EMERGING TRENDS IN 2026

AMCHAM RECOGNIZES OUTSTANDING CORPORATE IMPACT IN THAILAND

THAILAND'S DRAFT STARTUP PROMOTION ACT

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Contents

Thai-American Business
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November-December 2025

LETTER

06 Executive Director

FEATURES

- 08 From Hushpality to Road Trip Revivalism – Emerging Trends Reveal Travelers Are Prioritizing Comfort, Control and Connection in 2026
- 12 Thailand’s Aerospace Sector Is Expanding. Here Is What American Manufacturers Need to Know
- 14 Preparing Learners to Be Future-Ready

IN FOCUS

16 Redefining Health: Thailand’s Future in Wellness and Medical Tourism

LEGAL UPDATES

- 20 Thailand’s Draft Startup Promotion Act: Catalyzing the Innovation Economy
- 24 Thailand’s Minimum Daily Wage Update: Effective July 1, 2025

GOVERNMENT ENGAGEMENT HIGHLIGHT

26 Prime Minister and Minister of Interior Anutin Charnvirakul Invites AMCHAM to Discuss Thailand’s Competitiveness

GOVERNMENT ENGAGEMENTS

- 28 Roundtable Meeting with the Office of the Vocational Education Commission
- 29 Roundtable Meeting with the Ministry of Higher Education, Science, Research, and Innovation

IN THE SPOTLIGHT

30 [Ririnda Tangtatswas](#) - Vice President - Strategic Planning at Minor International

FOUNDATION

32 Student Story - Meet Pongpalin (Por) Sakkaekaew

HIGHLIGHT

34 AMCHAM Recognizes Outstanding Corporate Impact in Thailand

EVENTS

- 36 The Psychology Edge for Young Professionals
- 38 AGM & Member Luncheon
- 40 Circular Economy in Action
- 41 AMCHAM New Member Brew & Buzz
- 42 Governors’ Table @ Hilton Sukhumvit
- 43 Unlocking Asia’s Next Food Opportunity
- 44 Mattel Factory Tour

INNOVATION

46 Waste Matters at Marriott Bonvoy’s Hotels & Resorts

MEMBER NEWS

- 48 Air Canada Resumes Nonstop Bangkok-Vancouver Flights with Seamless U.S. Connections
- 48 CBRE Supports NaRaYa in Establishing a Landmark Flagship in Bangkok’s Chinatown
- 50 KIS International School Bangkok Partners with Verkada to Elevate Campus Safety with Thailand’s Most Advanced Security Platform
- 50 Sealed Air Launches AUTOBAG® Brand 850HB Hybrid Bagging Machine for Paper and Poly Mailers
- 52 Wood Wins EPCM Contract with Thairoil
- 52 BSRC Reinforces Sustainable Energy Innovation and Biodiversity at Thailand Space Expo 2025

NEW MEMBERS

54 Welcome New Members

DISCOUNT

58 AMCHAM Affinity Program



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chevron’s 60-year commitment to fueling a lower carbon future



lower carbon future

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Empowering employees with the knowledge and skills to drive societal impact.



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Letter from the Executive Director

Dear Members,



It's Thanksgiving week and, as always, I'm grateful for so many blessings that come with being a part of the AMCHAM community. Our dedicated Board of Governors, the wealth of expertise shared by our Committee and Council leaders, and my fabulous team at the AMCHAM office - these are all things I'd like to give thanks for as we head into the final stretch of the year.

While the year has flown by, it's certainly had its challenges and opportunities. We've endeavored to keep you informed on Thailand and U.S. policy, hosted countless capacity building events, deepened relationships with external trade organizations, and investigated potential partnerships with government agencies.

We've expanded the AMCHAM Thailand Foundation's scholarship program and included more member volunteers in their Orientation and Career Camps. We also have more members writing for the Thai-American Business Magazine (T-AB) than ever, and we welcome all members to speak with us about T-AB submission guidelines.

As we prepare for our annual holiday event, I'm reminded of AMCHAM's long history. This event has been hosted in the same venue for almost 50 years. I thank you, our members, for your continued support, time, energy and expertise. I wish you all a joyous and safe holiday season!

Sincerely,

Sincerely,
Heidi Gallant
Executive Director



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From Hushpitality to Road Trip Revivalism – Emerging Trends Reveal Travelers Are Prioritizing Comfort, Control and Connection in 2026

By Hilton Corporate Communications



In the year ahead, travelers are redefining the journey and choosing trips that begin with purpose, not just a place. According to [Hilton's newly released 2026 Trends Report](#), TheWhycation: Travel's New Starting Point, the question is not "Where are we going?" it is "Why are we going?"

A scientific survey of 14,000 travelers across 14 countries showed next year global travelers will embrace the rise of the "whycation," where travel is driven by emotional motivations: the desire to rest, the urge to reconnect, and a longing for meaningful experiences.

After years of "more is more" travel, 2026 marks a shift toward more intentional experiences. Travelers are seeking adventures that reflect who they are and what they value – whether it is

a tranquil escape, a nostalgic road trips shaped by kids' imaginations and family traditions, or a journey inspired by personal passions. With calm, culture, and connection rising to the top of travel priorities, it is clear that today's trips are starting somewhere new: with a why.

As travelers seek more meaning from their journeys, trust and familiarity have never been more important. The report shows that 74% of travelers value booking with brands they know and trust, a clear signal that comfort and consistency are essential in today's travel landscape. More than ever, it is the feeling behind the trip that is guiding where the journey begins.

Hilton's 2026 Trends Report is backed by extensive global research, including a survey of more than

14,000 travelers across 14 countries conducted in partnership with Ipsos, along with proprietary insights from more than 5,000 Hilton team members and feedback from 1,000 Hilton Honors loyalty members. Based on this comprehensive insight, key global trend highlights include:

Hushpitality: Seeking Sweet Silence



In 2026, travelers will look for destinations where they can dial down life's distractions. Seeking calm – even moments of silence – signals a change in why people are traveling, where they are going and how they will relax.

- **Travel as Escape:** Nearly half (48%) of travelers are making space for solo time by adding extra travel days before or after family vacations, while more than half (54%) say they would take a business trip to get a break from their family or partner.
- **Alone Together:** More than a quarter (27%) of business travelers actively seek solo time during work trips – with 30% opting for a private late-night meal or snack after group events, and 19% choosing sleep over socializing with colleagues.
- **Silence, Streamlined:** Nearly three-quarters (73%) of travelers value digital check-in, and 27% are communicating with hotels more than they used to, favoring tech that enables ease and quick responses.

Home Comforts are the New 'Carry On'

Travelers are grounding their journeys in familiarity, seeking comfort and a sense of home even while away. They are bringing everyday routines along for the ride, like their favorite streaming show or even their four-legged companion. As familiar rhythms help travelers feel more relaxed, many are also taking time to recharge and pursue personal passions – turning time off into time well spent.

- **Familiar Flavors:** Nearly 80% of travelers say they find comfort in familiar menu items, and almost half (48%) cook their own meals while away. At the same time, 77% enjoy "grocery store tourism," browsing the food aisles while abroad – embracing everyday rituals with a fresh, local flavor.
- **Creature Comforts:** 64% of pet owners say they prioritize their pet's needs over their own when booking a trip, and 75% of plant parents factor watering into their vacation prep – a reminder that modern travelers are planning with all their dependents in mind.
- **Room to Grow:** 72% of travelers expressed a desire to take time off to explore a personal passion or hobby, and 60% say they would disconnect entirely to travel for months or even years – proof that today's comfort-seekers also crave space to evolve.

Generation Permutations: The Expanded (and Playful) Family Vacation



Children are not just enjoying the family vacation – they are helping shape it. Parents are not just announcing where they are going, they are planning through their kids' eyes, while also tapping into

their own sense of curiosity and play. From multi-generation trips to skip-gen getaways, travelers of all ages are letting spontaneity, wonder, and shared experiences guide the journey.

- **Young Voices, Big Influence:** 73% of those who travel with their children or grandchildren expect to actively encourage the kids to help plan the family vacations, with 78% agreeing their children inspire them to try new things while away.
- **Skip-Gen on the Rise:** Nearly 30% of travelers with children are embracing skip-gen trips – sending kids off with just the grandparents – while 50% of parents with multiple children are taking trips with one child at a time to create special moments and bonding opportunities.
- **Playtime Unplugged:** In 2026, 84% of travelers will seek out opportunities to play together as a family, with more than half (58%) of parents and grandparents initiating periods of “no screen time” during vacation to keep everyone engaged and in the mix.

Inheritourism: Travel Runs in the Family

As children grow up, many continue traveling with their parents, bringing familiar preferences shaped by years of shared travel. From hotel choices to loyalty programs, parental influence still plays a key role in molding how travel evolves across generations.

- **Passed-Down Preferences:** Two-thirds of travelers say their hotel choices have been shaped by their parents, with 58% saying the same about loyalty programs, and 73% stating their overall travel style has been influenced by their family.
- **Still on the Family Plan:** More than half (53%) of families travel with at least one adult child – and in most cases, parents are picking up the tab. Just 11% of adult children globally cover the full cost of their trip.
- **Travel as Legacy:** Close to 70% of families are seeking experiences that connect them to

local traditions, and more than half (52%) are planning trips to learn about family roots.



The U.S. Road Trip Returns

In the United States, the lead-up to the nation's 250th anniversary in 2026 is predicted to reignite the American road trip, with travelers returning to the country's storied highways, where the pace is theirs to set and the journey is part of the joy.

- **Hospitality in Motion:** 61% of travelers say they will not drive more than five hours without stopping for a hotel stay. Ninety percent say a comfortable bed is the most important amenity after a day on the road, and 83% say free breakfast is a must-have.
- **The Splash Break:** 63% of travelers say access to a hotel pool is a must-have on the road, giving families a chance to burn off energy and break up long stretches of driving.

In this new era of “whycations,” hospitality brands are helping guests turn intention into experiences, offering stays that embrace who they are, how they want to feel, and what they are seeking from their time away. Whether it is a getaway with family, a solo adventure, or a business trip with added time for discovery, today's leading brands offer something for every stay occasion – ensuring each journey is as meaningful as it is memorable.

Read the full 2026 Trends Report [here](#).

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Thailand's Aerospace Sector Is Expanding. Here is What American Manufacturers Need to Know

By Frank Timmons, Tractus



Thai Airways recently committed five billion U.S. dollars to expand its fleet and operations over the next five years. The airline plans to grow from 77 to 97 aircraft by 2026 and increase its market share from 26% to 35%. It is the kind of investment that signals something bigger is happening in Thailand's aerospace sector, and American companies should pay attention.

The numbers tell part of the story. Thailand's aerospace manufacturing is valued at 47.84 million U.S. dollars and growing at nearly 6% annually. Its maintenance, repair, and overhaul (MRO) market is worth about one billion U.S. dollars today and projected to hit 2.95 billion U.S. dollars by 2037. The country handled 140 million passengers through its airports last year, up 15% from 2023. The real opportunity is not in the statistics - it is in what Thailand is building.

Three Areas Worth Watching

MRO is expanding fast. Thailand already operates 314 aircraft and has strong capabilities in Tier 3 and Tier 4 manufacturing, producing sub-assemblies

and components for major Original Equipment Manufacturers (OEMs). Companies like Safran employ 700 people locally to make aircraft cabin equipment. Boeing, Airbus, and Lockheed Martin all maintain supply chain relationships in the country. Several AMCHAM members are already active here, including BKF Aerospace, Boeing International, CCE Group, Chromalloy, Qarbon Aerospace, SAMS Engineering, and Triumph Group.

The Thai government is investing 106 million U.S. dollars specifically in aviation technology, supported by the new Board of Investment (BOI) incentives. These include up to eight years of corporate tax exemptions, import duty waivers on machinery, and relaxed foreign ownership rules. The May 2025 package emphasizes sustainability and local content - areas where American expertise fits naturally.

U-Tapao is becoming an aerospace hub. Located in Thailand's Eastern Economic Corridor, the airport is being transformed into what officials call an "Eastern Airport City." The plan includes

dedicated MRO facilities, logistics operations, and multimodal transport connections. Thai Airways and Bangkok Airways have signed an agreement to develop an aircraft maintenance center there. The target is seven billion U.S. dollars in total investment.

This is not just about one airport. The government is betting that the eastern provinces can become a high-tech manufacturing zone, building on Thailand's existing strength in the automotive and electronics industries. Companies like Toyota and Honda produce millions of vehicles annually in the region. That precision engineering capability translates well to aerospace component manufacturing.

Sustainable aviation fuel (SAF) needs partners. Thailand's new BOI incentives specifically support SAF development, aligning with global net-zero goals. Thai Airways is buying next-generation Boeing aircraft for efficiency and sustainability. This creates opportunities for American firms in advanced composites and avionics as Thailand aims to climb the value chain into higher-tier manufacturing.

What Makes Thailand Different

The U.S.-Thailand Treaty of Amity gives American companies favorable business terms. In an industry where supply chain resilience matters, Thailand offers an alternative to concentrated manufacturing in other parts of Asia. The country built its aerospace capabilities on decades of automotive and electronics manufacturing experience, the kind of precision engineering foundation that matters for aircraft components.

Thailand currently ranks as the world's 19th largest aviation market. By 2040, projections put it at ninth globally for air passenger traffic. Asia-Pacific will need 19,500 new aircraft by 2043. Thai suppliers are positioned to serve that demand.

What To Do Next

If your company manufactures equipment for MRO operations, has expertise in SAF, or is looking to diversify supply chains, Thailand deserves a closer look. Opportunities include supplying equipment for MRO expansions, partnering on sustainable

fuel development, or investing in Eastern Economic Corridor projects. With Boeing's strong presence in the country, joint ventures could build supply chains resilient to tariffs and disruptions.



The sector faces challenges - geopolitical tensions, fuel price volatility, labor shortages in specialized skills, and competition from Singapore and Malaysia. However, Thailand is not trying to compete on everything. It is focusing on what it does well: component manufacturing, MRO services, and emerging capabilities in drones and space technology through partnerships like Thai Aerospace Industries' work with U.S.-based Ondas Autonomous Systems.

For American aerospace companies evaluating where to invest in Southeast Asia, the question is not whether Thailand's sector is growing. The question is whether your company can benefit from being part of that growth while it is still taking shape.



[Frank Timmons](#) joins Tractus as a Senior Manager in the Thailand office after more than two decades of leadership experience in industrial manufacturing and corporate finance. Prior to this, Timmons has had full P&L responsibility for several Thailand-based manufacturing and industrial service companies.

Preparing Learners to Be Future-Ready

By Dr. Ryan Persaud, VERSO International School



As the world changes at unprecedented speed, the question facing schools everywhere is clear: how do we prepare young people for a future we cannot yet predict? From the rise of artificial intelligence to global uncertainty, the skills needed to thrive are evolving rapidly. The answers lie in designing learning experiences that go beyond academics to cultivate agency, adaptability, and purpose.

Global Frameworks as a Compass

The Organization for Economic Co-operation and Development (OECD)'s Education 2030 Learning Compass emphasizes that future-ready learners need not only knowledge, but also competencies, values, and the ability to chart their own paths. Transformative competencies such as creating new values, taking responsibility, and navigating complexity are central. At the same time, the World Economic Forum's (WEF) Future of Jobs Report 2025 highlights a shifting skills landscape: by 2030, 39% of today's skills may be obsolete, while demand for leadership, social influence, resilience, and technology literacy continues to rise.

Educational institutes can bridge these insights by fostering student agency, embedding well-being,

and ensuring that learners not only master content but also develop the mindset and adaptability required for a fast-changing world.

A Curriculum Designed for the Future

Curriculums, such as the American curriculum, focus on preparing learners for the future. Core academic areas are covered while integrating interdisciplinary learning, project-based experiences, and competency-based progression. Learners spend time in Learning Labs, where subjects merge into authentic projects that require problem-solving, design thinking, and collaboration.

Traditional skills in literacy, numeracy, and science are taught alongside forward-looking practices such as STEM, digital media, and entrepreneurship. Equally important, learners practice reflection and goal setting in discussion sessions, building ownership over their learning journey.

Building Essential Competencies

The WEF notes that leadership and influence have jumped 22% in importance since 2023, and

resilience and flexibility are now considered critical. These skills are not taught through textbooks but can be learned through daily practice:

- Mixed-age cohorts foster mentorship and social intelligence.
- Workshops and makerspaces encourage creativity and technological fluency.
- Beyond the Walls experiences connect learners with professionals and communities, grounding learning in real-world relevance.
- Well-being is woven into the timetable, nurturing emotional resilience alongside academic growth.

Through these structures, learners learn how to adapt, collaborate, and lead; exactly the competencies global reports identify as most valuable for the coming decades.

From School to the World

Preparing learners for 2030 and beyond requires courage to rethink schooling itself. By aligning with the OECD's vision of agency and transformative

competencies, and by anticipating the WEF's forecasted shifts in the skills economy, schools can build a learning environment where learners are not just absorbing knowledge but actively shaping their futures.

In doing so, schools can position themselves as a launchpad for the future-ready citizen designers the world urgently needs.



[Dr. Ryan Persaud](#) is Head of School, VERSO International School Bangkok, which follows a project-based American curriculum. He holds three degrees and has 20+ years of international school experience as a teacher, coach, and leader across South Korea, Canada, and Brazil.

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POST-EVENT NETWORKING AT WINE CONNECTION

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Redefining Health: Thailand's Future in Wellness and Medical Tourism

Att Thongtang is the Chief Executive Officer of Phyathai Hospital Group and Paolo Hospital Group.



"Thailand is redefining its role in global healthcare by integrating medical excellence with holistic wellness and precision health."

This transformation also reflects Thailand's response to the aging and shrinking population, where promoting healthy longevity and maintaining quality of life have become national priorities. By shifting from reactive treatment to predictive and preventive care, we aim to extend not only lifespan but also healthspan, helping older adults stay active, independent, and fulfilled.



How is Thailand evolving from a medical tourism destination to a hub for holistic wellness?

Thailand is redefining its role in global healthcare by integrating medical excellence with holistic wellness and precision health. At the Phyathai Hospital Group, we have embraced this transformation by expanding our services beyond treatment to include preventive care, lifestyle medicine, and personalized wellness programs that are guided by genomic, metabolic, and behavioral insights. Our hospitals, especially Phyathai Phaholyothin Hospital, are being repositioned as Health Coaching Hubs, providing proactive and data-driven care that supports long-term well-being and disease prevention.

At the same time, our approach preserves the essence of Thainess - warm hospitality, mindfulness, and compassionate service deeply rooted in Thai culture. These values enrich the patient experience and distinguish Thailand as a destination where world-class medicine meets heartfelt, human-centered care. Together, these elements align with Thailand's national strategy to become a Global Wellness and Precision Health Hub, blending traditional Thai therapies, advanced diagnostics, and digital health platforms into one integrated system of holistic wellbeing.

What do international and expat patients want today that's changed in recent years?

Today's international and expat patients seek not only convenience and transparency but also trust, empathy, and value in every aspect of their healthcare journey. They want to be informed partners in their own care, able to make confident and well-informed decisions based on clear explanations, open communication, and access to their medical information.

At the Phyathai Hospital Group, we have responded by enhancing every touchpoint of care. We provide multilingual support through our International Relations Centers to ensure that patients feel heard and understood in their own language, and our clinicians are trained in empathetic, culturally sensitive communication to foster comfort and confidence.

Through Telecare services and mobile platforms such as Health Up, patients enjoy seamless access to their health records, appointments, and virtual consultations, helping them stay connected with their care team anytime, anywhere. We also offer personalized wellness packages that integrate mental health, nutrition, and lifestyle medicine, along with Executive and Preventive Health Programs designed to support long-term wellbeing.

Our Expat Loyalty Programs extend not only special discounts and concierge services but also the assurance of care that is truly worthwhile and meaningful, combining exceptional quality with heartfelt Thai hospitality and genuine value for money. These innovations reflect our commitment to human-centric, precision-driven healthcare, where every patient feels cared for, understood, and empowered to make the best choices for their health.

How is innovation helping Thai hospitals stay competitive globally?

Innovation is central to our strategy for global competitiveness and long-term sustainability. Through our Phyathai-Paolo Innovation Lab (PIL), we have developed more than 70 healthcare solutions, many of which are already

commercialized to enhance quality, efficiency, and patient experience. Our digital ecosystem includes:

- AI-powered diagnostics, such as EKG interpretation and imaging analysis, improving clinical accuracy, and early detection.
- The CILA Learning Platform, empowering over 12,000 healthcare professionals with continuous upskilling, corporate learning, and innovative thinking.
- The Health Up App, now serving more than 774,822 users with an 81% engagement rate, connecting patients with their care teams and personalized wellness data.

Equally important is our commitment to building an innovation culture. Our leadership plays an active role in promoting creative problem-solving and cross-functional collaboration, ensuring that every team member develops the mindset and skills to innovate sustainably. Staff are encouraged to identify and address the everyday pain points of both service recipients and fellow colleagues, transforming empathy into practical, real-world solutions.

Driving innovation also means taking responsibility for the planet. We are advancing toward an optimal carbon-neutral organization, integrating green technologies, energy-efficient systems, and digital workflows to minimize our environmental footprint while improving operational excellence.

These efforts reflect our belief that true innovation is not only technological but also human and sustainable - empowering people, protecting the planet, and positioning Thailand as a leader in healthcare transformation and responsible innovation.

How is Thailand integrating wellness, prevention, and lifestyle care into its healthcare offerings?

At Phyathai, we have evolved from traditional "sick care" toward a health coaching model that empowers people to take charge of their own wellbeing. Our Centers of Excellence provide a

comprehensive range of services that integrate advanced science with personalized care, including:

- Epigenetics-based wellness plans explore how lifestyle choices can turn genes on or off to promote vitality and disease resistance.
- Gut health and microbiome diagnostics, offering insight into metabolic balance, immunity, and mood regulation.
- Functional wellness programs designed to enhance physical, cognitive, and emotional performance.

A key focus of our mission is the control and reversal of non-communicable diseases (NCDs) through the principles of Lifestyle Medicine, addressing the root causes of chronic illness via nutrition, physical activity, restorative sleep, stress management, and positive psychology. By applying these pillars systematically, we not only prevent disease but also promote healthy longevity, extending both lifespan and healthspan.

We are also integrating digital health technologies to bring precision to prevention. Using data from sleep sensors, wearable devices, home-based monitors, and regular laboratory tracking, we can interpret personalized health trends in real time, enabling more responsive coaching and targeted interventions.

Beyond individuals, we extend wellness into workplaces through our Corporate Wellness Programs, serving over 1,900 organizations with annual health check-ups, occupational medicine, and ongoing lifestyle coaching. Our goal is to make wellness accessible, evidence-based, and sustainable, creating a new model of healthcare that supports each person's journey toward long, healthy, and meaningful living.

What is your vision for Thailand's healthcare and wellness ecosystem over the next decade?

Phyathai Hospital Group envisions a digitally connected, patient-empowered ecosystem that positions Thailand as a regional and global leader in health and wellbeing. We see the future of care as:

- **Proactive** – focusing on prevention, early detection, and the reversal of chronic diseases through lifestyle and precision health.
- **Personalized** – leveraging AI, genomics, and lifestyle data to deliver care uniquely tailored to each individual's biological and behavioral profile.
- **Inclusive** – ensuring equitable access for all demographics, from local communities and aging populations to international and expatriate residents.
- **Sustainable** – integrating green practices, carbon-neutral operations, and community-based health initiatives that protect both people and the planet.

Beyond national progress, Thailand is expanding its role through international collaboration and knowledge exchange, sharing best medical and health promotion practices with global partners to advance collective wellbeing.

Central to this vision is patient empowerment - helping individuals build mental strength, self-awareness, and resilience. We promote the use of mindfulness-based tools that draw upon the unique cultural heritage of each region—combining Thai mindfulness traditions with global models of mental wellbeing to create approaches that are both scientifically sound and culturally meaningful.

Together, these elements reflect our guiding philosophy of "Superior Human Touch" - where advanced medicine meets compassion, and innovation is used to nurture both physical and emotional health across borders.



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Expat Health & Wellness by Phyathai

Thailand’s Draft Startup Promotion Act: Catalyzing the Innovation Economy

By Somika Phagapasvivat, Baker McKenzie



In Brief

As the government continues to invest in the digital economy, Thailand is emerging as a destination for startup investment and growth. To support this momentum, the government has proposed a draft Startup Promotion Act (the **Bill**). Key features include eligibility-based benefits for startups registered under the Bill and the designation of the National Innovation Agency (NIA) as the principal coordinator. A public hearing to gather feedback from stakeholders was held and closed on October 27, 2025.

Addressing several pain points that have hindered business operations for startups, the Bill seeks to eliminate complex commercial workarounds, reduce administrative burdens, and mitigate economic risks, paving the way for a more efficient entrepreneurial landscape.

In More Detail

- **Eligible Companies:** To be eligible for registration and receive benefits under the Bill, startups must operate a business and possess certain qualifications outlined in the Bill, including conditions on the maximum years in operation, maximum limit of annual revenue, dividend payment, and ownership restrictions. Additionally, businesses must submit specific documents to the government to certify their eligibility and renew this certification annually with updated documentation.
- **Key Benefits for Startups Registered Under the Bill:** Startups registered under the Bill will be exempted from certain restrictions under general law, particularly the Civil and Commercial Code of Thailand (such as limitations on offering shares to the public,

holding their own shares through buybacks or allocation from capital increase, and converting preferred shares into ordinary shares), subject to the conditions as delineated in the Bill. They will also be eligible for financial support from the government and receive assistance in scaling their businesses and connecting with ecosystem players, in accordance with schemes and conditions to be implemented.

- **The NIA and Startup Promotion Committee:** The NIA will serve as the primary governmental authority and coordinator responsible for driving the promotion and development of Thailand’s startup ecosystem. In addition, a Startup Promotion Committee will be established to formulate and implement national policies for startup development. Its members will comprise experts from relevant fields and representatives from the governmental and private sectors (including the Secretary-General of the Securities and Exchange Commission, the Secretary-General of the Thailand Board of Investment, and the President of the Digital Economy Promotion Agency).

Qualifications of Companies for Registration as a Startup Under the Bill



To be eligible for registration, a company must meet specific qualifications, including:

1. Be a limited company in operation no longer than a period of ten years from its incorporation to the date of submission of documents for registration as a startup under the Bill.
2. Have an average annual income over the past three years not exceeding 300,000,000 Baht, calculated according to methods to be announced

by the Startup Promotion Committee (which may vary by the type of business).

3. Have never declared dividends.
4. Not be under the control of another entity through shareholding, except where the controlling entity is (1) a registered startup, or (2) a company established by a higher education institution, or by a higher education institution jointly with other entities, for the purpose of commercializing academic research and innovation under relevant regulations.

Eligible companies must submit relevant documentation to certify their qualifications to the NIA. The NIA will review and publish the list of registered startups on its website.

Key Benefits for Startups Registered Under the Bill

Startups registered under the Bill will enjoy key rights and benefits, including:

1. The right to offer shares or debentures to the public, subject to shareholder approval and compliance with applicable securities laws.
2. The ability to hold their own shares acquired through share buybacks or allocations from capital increases, capped at 20% of total share capital. Such shares shall be non-voting and non-dividend bearing, and subject to conditions on permitted use.
3. The right to convert preferred shares in the company into ordinary shares if explicitly allowed in the articles of association of the company.
4. The ability for investors who are debtors of the company to convert debt into equity by offsetting the debt against the payment for shares in lieu of cash.

Registered startups will receive benefits under the Bill for a period of five years (extendable up to ten years under specific conditions). Additionally, they must employ a minimum number of Thai nationals throughout the benefit period, with the exact number to be announced by the Startup Promotion Committee.

Responsibilities of the NIA and Startup Promotion Committee

The NIA will act as the main governmental agency responsible for supporting the development of startup businesses and facilitating connections between startups and relevant private and public sector stakeholders.

Key authorities and responsibilities of the NIA include, among others:

- Proposing schemes, rights, benefits, and other arrangements for the development and promotion of startups, in accordance with the national science, research, and innovation policy, to the Startup Promotion Committee for consideration.
- Approving and providing monetary support or financing to startups, under prescribed terms and conditions.
- Entering into memoranda of understanding or cooperation agreements with domestic and international entities, including financial institutions, universities, and private sector partners.
- Providing support and advice to startups regarding registration as a startup under the Bill, business scaling, and innovation developments.
- Acting as the central source of startup-related information and publishing relevant data for public access.

The Startup Promotion Committee will be responsible for high-level policy and regulatory oversight. Key responsibilities include:

- Formulating and implementing national policies for startup development and promotion.
- Prescribing schemes, rights, and benefits, or other arrangements in line with Thailand’s strategic science, research, and innovation framework.

- Proposing amendments to laws and regulations to facilitate startup growth and competitiveness.



Endnotes

The public hearing for the Bill closed on October 27, 2025. The Bill will now be submitted to the Parliament for review and approval. As the Bill offers substantial benefits for startups and promises to mitigate fundraising pain points in Thailand, potentially streamlining the process and reducing administrative burdens, startups and investors should keep an eye on further developments and progress of this Bill.



[Somika Phagapasvivat](#) is a Partner in the Financial Services group with experience in banking and finance, capital markets, private equity, and venture capital.

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Thailand’s Minimum Daily Wage Update: Effective July 1, 2025

By Paktima Ratanadilok Na Phuket, ILCT



General Overview

Since July 1, 2025, Thailand’s daily minimum wage has undergone several adjustments. The minimum daily wage has been increased depending on the province and now ranges from 337 baht to 400 baht.

The 400-baht minimum wage rate, previously limited to a few areas, now also applies to Bangkok, in addition to Chachoengsao, Chonburi, Phuket, Rayong, and Ko Samui (Surat Thani district). This brings the total to five provinces and one district where the top-tier rate is enforced.

Moreover, the 400 baht rate now applies nationwide to two specific sectors: hotels (excluding Type 1 hotels which have a maximum of 50 guest rooms) and entertainment venues as defined by Thai law.

These changes were officially announced in the Royal Gazette on June 17, 2025, and took legal effect on July 1, 2025.

Sectoral and Geographic Expansion

The extension of the 400-baht rate to Bangkok reflects recognition of rising living costs and

increased economic activity in the capital. It also aligns the capital’s wage floor with other key industrial and tourism-driven provinces. By applying this rate to all businesses operating in the hotel and entertainment sectors, regardless of their location, the government reinforces its efforts to standardize wage protections in industries that attract both domestic and foreign capital.

The government has also standardized the 400-baht rate across the hospitality and entertainment sectors, but with an important caveat: the wage increase applies only to hotel Types 2, 3, and 4, as defined by the Hotel Act, B.E. 2547 (2004).

Hotel Classification under the Hotel Act:

- **Type 1 Hotel:** Provides only guest rooms, with no more than 50 guest rooms – not subject to the 400-baht rate.
- **Type 2 Hotel:** Provides only guest rooms with more than 50 guest rooms, or provides guest rooms and a dining room, restaurant, or kitchen.
- **Type 3 Hotel:** Provides guest rooms, a dining room, restaurant or kitchen, and either an entertainment venue or a conference room.

- **Type 4 Hotel:** Offers full services, including guest rooms, a dining room, restaurant or kitchen, an entertainment venue, and a conference room.

The nationwide 400 baht minimum does not apply to Type 1 hotels, making this an important compliance point for smaller-scale or boutique lodging operators.

Entertainment venues, on the other hand, include business places such as nightclubs, pubs, bars, karaoke lounges, and massage parlors, as defined under the Entertainment Place Act, B.E. 2509 (1966), amended by the Entertainment Place Act (N0.4), B.E. 2546 (2003).

Equally important is the government’s decision to apply the 400-baht rate to all employers operating in the hotel and entertainment sectors nationwide. This applies regardless of business size or location and includes both domestic and migrant workers - from Cambodia, Laos, Myanmar, and Vietnam, who are registered under MOUs with the District Labor Office.

While the wage brackets remain intact, this update significantly broadens the categories of businesses and employees subject to the highest rate. Employers with multi-location operations or those in regulated sectors may need to update internal payroll systems and reallocate workforce budgets accordingly.

Strategic Considerations for Foreign Investors



For foreign investors, particularly those active in hospitality, tourism, or consumer services, the nationwide application of the 400-baht rate may

have practical and financial implications. Investors considering expansion into regional Thailand must now account for a potentially higher wage floor for sector-specific activities. In Bangkok and other newly affected areas, the increased labor cost should be factored into operational planning, especially for labor-intensive enterprises.

Provincial Wage Breakdown

Thailand’s minimum daily wage rates vary from THB 337 to THB 400 depending on the location of operation. Employers should consider the minimum wage rate table, breakdown by province under the Labour Law to confirm the applicable rate for each location of operation. For your reference, below are examples of the applicable wage rates of certain provinces in Thailand:

- **400 baht:** Bangkok, Chachoengsao, Chonburi, Phuket, Rayong, Ko Samui (Surat Thani), and nationwide for hotels and entertainment venues
- **380 baht:** Applied in districts such as Mueang Chiang Mai (Chiang Mai) and Hat Yai (Songkhla)
- **372 baht:** Nakhon Pathom, Nonthaburi, Pathum Thani, Samut Prakan, and Samut Sakhon
- **337 baht:** Narathiwat, Pattani, and Yala, currently have the lowest rates in the country



[Paktima Ratanadilok Na Phuket](#) is a dispute resolution lawyer with expertise in litigation and arbitration, covering civil, criminal, family, and labor law matters.

Prime Minister and Minister of Interior Anutin Charnvirakul Invites AMCHAM to Discuss Thailand's Competitiveness

On October 20, Prime Minister and Minister of Interior Anutin Charnvirakul met with representatives of the American Chamber of Commerce in Thailand (AMCHAM) to discuss ways to strengthen the Kingdom's business environment and enhance Thailand's competitiveness at both regional and global levels.

H.E. Anutin acknowledged AMCHAM's vital role in promoting foreign direct investment and recognized the contribution of its member companies to the national economy. He appreciated AMCHAM members' feedback from various industry sectors and emphasized that it would be considered in his administration's policies creating a more favorable environment for sustainable business growth. Meanwhile, AMCHAM members welcomed the government's efforts to advance regulatory reform through the regulatory guillotine initiatives.

During the meeting, AMCHAM was briefed on the new administration's key economic priorities for the next four months. AMCHAM Vice President Ornkanya Pibulldham of Bank of America expressed appreciation for the Prime Minister's leadership in driving Thailand's economic progress. She reaffirmed AMCHAM's commitment to working closely with government agencies to achieve shared goals.

The roundtable underscored the strong partnership between government and the private sector in driving the country's economic future. Participants represented diverse industries, including technology, energy, finance, healthcare, food and agriculture, logistics, and education.



Roundtable Meeting with the Office of the Vocational Education Commission



On November 3, AMCHAM Thailand Foundation (ATF) President Ornkanya (Mook) Pibulldham of Bank of America led an AMCHAM delegation to meet the Secretary of the Office of Vocational Education Commission (OVEC), Yodsapol Venukossess.

The meeting explored opportunities for collaboration between ATF, AMCHAM member companies, and OVEC, particularly in supporting vocational education and workforce development in Thailand.

AMCHAM delegates highlighted ATF's mission to promote education and skill development through scholarship programs. Discussions us embassy gold awardcentred on the current landscape of vocational education and potential areas for future collaborations.

AMCHAM reiterated member companies' commitment to supporting the Thai Government's human capital development through corporate impact, workforce development, and student training programs.

Roundtable Meeting with the Ministry of Higher Education, Science, Research, and Innovation

On November 10, AMCHAM Board Governor John Evans of Tractus led an AMCHAM delegation to meet the Assistant Permanent Secretary of Higher Education, Science, Research, and Innovation (MHESI), Dr. Punpermsak Aruni and representatives.

The meeting explored collaboration opportunities between the AMCHAM Thailand Foundation (ATF), AMCHAM member companies, and MHESI to enhance Thai workforce development in targeted industries.

AMCHAM delegates highlighted ATF's mission to promote education and skill development through its scholarship programs and emphasized the role of AMCHAM member companies as valuable resources for the Ministry. Discussions focused on the Ministry's current human capital development policies and potential areas for future collaboration.

AMCHAM reiterated member companies' commitment to supporting the Thai government's human capital development through corporate impact, workforce development, and student training programs.



Ririnda Tangtatswas is Vice President - Strategic Planning at Minor International and serves as an AMCHAM Board Governor.

Describe your journey with AMCHAM as a Board Governor.

My journey with AMCHAM has been meaningful. As a Board Governor, I have the privilege of working with leaders across industries who share a commitment to advancing Thailand’s tourism and hospitality landscape. Representing Minor International, a company built on a strong legacy of U.S.-Thai collaboration, allows me to help drive shared priorities. These include ensuring fair market conditions for local operators, positioning Thailand as a premier global destination through high-profile events, and advocating for proper investment in infrastructure and tourism development. Supporting stronger cooperation, increased opportunities, and long-term competitiveness for Thailand has been a rewarding part of my role.

From your perspective, how is Thailand’s hospitality industry evolving to meet the needs of modern travelers and digital nomads?

Travelers today look for flexibility, connectivity, and authentic experiences. Thailand is evolving quickly with improved digital infrastructure, remote-friendly hospitality spaces and a wide range of accommodation options from luxury brands to boutique hotels and long-stay serviced residences. Most countries in Asia are targeting the same group of global travelers and digital nomads. Thailand’s advantage comes from authenticity: a rich cultural identity and an unmatched level of hospitality that reflects Thai warmth and service. Combined with our trusted brands, renowned cuisine, and a strong foundation in both advanced medical services and Thai wellness heritage, along with the diversity of destinations across the country, Thailand is well-positioned to lead in this new era of experiential travel.

What accomplishments or initiatives are you most proud of in your career so far?

I am most proud of helping Minor become what it is today. When I joined in 2009, we had fewer than 30 hotels. Today, we operate 570 hotels and 2,700 restaurants across 70 countries. Beyond contributing to major milestones such as international acquisitions and expanding Thai brands like Anantara onto the world stage, I have also worked to elevate Minor’s profile among global investors through stronger engagement, clear communication of our strategic direction, and a consistent focus on long-term value creation. Most importantly, I am proud to be part of an organization with over 76,000 dedicated team members and to play a role in nurturing future leaders who will continue elevating not only Minor’s success but also the reputation of Thai hospitality and F&B worldwide.





Paradise awaits

Retreat to palm-fringed shores of Koh Samui and Koh Phangan, featured in the Emmy-nominated *The White Lotus* Season Three. Sink into soft sands, sail from secluded cove to cove, and explore rich Sino-Thai heritage. Here, three stunning beachfront Anantara resorts – Anantara Bophut Koh Samui Resort, Anantara Lawana Koh Samui Resort and Anantara Rasananda Koh Phangan Villas – offer laid-back luxury framed by tropical landscapes and sparkling seas.

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Meet Meet Pongpalin (Por) Sakkaekaew

Por earned First-Class Honors in English from Naresuan University, Faculty of Humanities. Known for his articulate and confident delivery, he delivered a [captivating luncheon speech](#) at the AMCHAM Career Camp 2024.



Greetings! My name is Pongpalin Sakkaekaew or Por. I am a recent graduate from Naresuan University, Faculty of Humanities, majoring in English with First-Class Honors. I currently work as an English Subtitler and Proofreader at Koboykrush Production, creating English subtitles for cultural and travel programs that take viewers across Thailand's temples and historical sites.

I am deeply honored and grateful to be part of the ATF community as a Class of 2024 AMCHAM Scholarship recipient. This scholarship was a turning point in my life. During the Covid-19, I attended university while my parents ran a small restaurant that supported our family of six. The sudden loss of customers created significant financial struggles for us. Fortunately, the AMCHAM scholarship presented the opportunity during the dark time; it helped lift that burden and renewed my determination to pursue my goals.

This scholarship has taught me that dreams are not just imagined—they can be built. I firmly believe that nothing is impossible; with support, resilience, and determination, even the most difficult obstacles can be overcome. Beyond financial support, the scholarship introduced me to incredible individuals, creating strong connections

"I see this scholarship in the same way: it was one opportunity at the right time that created momentum in my life."

and providing programs that strengthened my skills in resume writing, interviewing, professional development, and other invaluable real-world workplace experiences.

In addition, the scholarship inspired me to look beyond myself and taught me the importance of giving back. I dedicated myself to collaborating with village volunteers to raise awareness about mosquito-borne diseases and prevent mosquito larvae breeding in my community. I also assisted in teaching English at my local school, where only one English teacher serves the entire student body.

Finally, as someone deeply passionate about soccer, I have learned an important lesson from the game: momentum is what wins the game and can significantly change everything. I see this scholarship the same way: it was the opportunity that came at the right time and created momentum in my life. It gave me the courage to strive harder, seize new opportunities, and approach challenges with confidence.

From the bottom of my heart, I am truly grateful to AMCHAM Thailand, Sheree, Pailin, and everyone involved for believing in me. I sincerely appreciate the incredible work you are doing for future students. Your support has not only transformed my educational journey but has also prepared me for a promising career and inspired me to give back to the community. I will always carry the lessons, values, and opportunities from this scholarship with me as I continue my journey forward.



Innovation at the speed of life



Applying the power of science and technology to deliver innovation at the speed of life



AMCHAM Recognizes Outstanding Corporate Impact in Thailand



AMCHAM Member Companies Building Thailand's Future: Celebrating Innovation, Empowerment, and Impact

On November 12, The American Chamber of Commerce in Thailand (AMCHAM) recognized 117 member companies for their significant contribution to Thai society and environment by honoring them at the 2025 AMCHAM Corporate Impact Awards. The awards ceremony was presided over by key dignitaries, including U.S. Ambassador to Thailand Robert Godec, Vice Minister for Foreign Affairs Vijavat Isarabhakdi, and President of National Science and Technology Development Agency Prof. Dr. Sukit Limpijumnong.

Member companies received recognition at various tiers for consecutive years of achievement, with Silver for 3 consecutive years, Gold for 5 consecutive years, and Platinum for 10 consecutive years. This year, 36 companies received awards for more than ten years of consecutive corporate social impact. In addition, three companies received special awards for their individual corporate social impact projects:

- Western Digital won The Ambassador's Award for their program "LEAD: Elevating Thailand's Digital Transformation for the Future", for equipping over 5,000 learners with STEM, digital, and entrepreneurial skills in Thailand. Presented by U.S. Ambassador to Thailand Robert Godec, this award honors a company that empowers communities through education, upskilling, and entrepreneurship.
- Chevron won the Thai Development Award for their "Biogas Rubber" project in Songkhla that helps the Yung Thong Rubber Cooperative convert wastewater into biogas and adopt solar power, replacing firewood in rubber processing. Presented by Vice Minister for Foreign Affairs, Vijavat Isarabhakdi, this award honors a company that innovates future-ready infrastructure for a brighter tomorrow.
- Organon won the Impact Excellence Award for the "Smart Family Life Planning (SFLP)" project, which empowers vulnerable factory and migrant workers, particularly women, across five provinces with sexual and reproductive health, financial literacy, and 21st-century skills. Presented by AMCHAM Board Governor Simon Denye of Harmless Harvest, this award is given to a company that is driving social impact through U.S.-Thai trade and investment synergies.

The AMCHAM Corporate Impact Awards take place in November each year. AMCHAM is proud of what members do to give back to the Kingdom and Thai society, making the business and social environment better for all. Throughout the year, the AMCHAM Corporate Social Impact Council shares best practices with the membership, providing support and resources for member companies who are developing or improving their corporate social impact strategies.



Young Professionals Committee

From Insight to Influence: The Psychology Edge for Young Professionals
– Oct 22Speaker: [Gary van Broekhoven](#) of What Drives ThemOrganized by: [Young Professionals Committee](#)

Event Highlights:

The AMCHAM Young Professional Committee organized an interesting event, exploring psychological dynamics in the workplace and the marketplace. Gary, the creator of the GRAMS Method, provided a deep understanding of the powerful framework for quickly uncovering what people think, feel, and need. The participants learned to decode human behavior, ask high-impact questions, and apply behavioral design principles, beneficial for their personal and professional lives. Following the event, all participants were invited to connect and network at Wine Connection to end the day.



THE FUTURE OF HYBRID WORK

Smart Strategies and Technologies SMEs Need to Thrive

Hybrid work

Hybrid work has reshaped the business landscape in Thailand and around the world. What started as an emergency response has matured into a long-term model. For small and medium-sized enterprises (SMEs), the question is how to turn this shift into a source of resilience and competitive advantage. The answer lies in combining flexibility, technology, and thoughtful design with a strategy that supports growth.

The Changing Shape of Work

The office is no longer defined by four walls and fixed desks. SMEs are beginning to view space as something fluid, able to expand, contract, and adapt in line with the rhythms of their teams. Hot desks, movable partitions, and shared project areas are becoming the new standard. These designs are not only practical but also financial enablers, helping companies manage costs while staying agile in unpredictable markets.

In Thailand, where SMEs make up the backbone of the economy, this adaptability is particularly valuable. Businesses often face rapid swings in demand and staffing. A workspace that can change shape without requiring heavy investment gives leaders the confidence to adjust quickly, rather than being constrained by rigid leases or layouts.

**Technology as a Driver of Productivity**

Alongside physical space, technology is redefining the way work happens. Cloud-based collaboration platforms are now indispensable, but SMEs are also discovering the benefits of smart booking systems, digital whiteboards, and workplace analytics. A simple tool that tracks how meeting rooms are used, for example, can reveal whether valuable space is being wasted or whether demand justifies additional investment.

Productivity gains often come from removing small obstacles. Automated entry systems free up administrative time. Integrated communication platforms prevent the misalignment that occurs when staff split time between home and office. Environmental technologies such as intelligent lighting and air quality sensors improve focus and well-being, which in turn raises performance.

Looking to the future, two innovations stand out. Artificial intelligence is already being applied to predict occupancy patterns, optimize energy use, and guide decisions about space allocation. Immersive communication technologies are developing rapidly, allowing teams to interact in virtual environments that mimic the experience of being together. For SMEs, these tools will make collaboration more natural and reduce the isolation often felt in hybrid arrangements.

Flexibility with Structure

The value of hybrid work lies in its adaptability, but adaptability alone is not enough. Without structure, flexibility can quickly become inefficiency. Successful SMEs are those that establish clear hybrid policies, invest in technology that links the physical and digital workplace, and design spaces that can serve multiple purposes.

A single room might be used for a client presentation in the morning, a project sprint in the afternoon, and focused individual work in the evening. The key is to plan intentionally so that staff understand how to use these environments and feel supported rather than constrained. This approach maximizes value from every square meter while maintaining operational discipline.

Foundational Strategies for Growth

SMEs that want to thrive in the long run should focus on three strategic priorities:

- 1. People-focused design.** Workspaces should be built around human needs, supporting both well-being and performance. In Thailand's competitive labor market, the ability to offer an environment that balances collaboration with privacy is a powerful differentiator.
- 2. Decisions based on evidence.** Limited budgets demand precision. By gathering data on occupancy, employee preferences, and collaboration patterns, leaders can make targeted investments that bring measurable returns. This avoids the cost of guesswork and ensures resources are directed where they matter most.
- 3. Built-in adaptability.** Workspaces should evolve alongside the business. By avoiding rigid infrastructure and long-term commitments that restrict options, SMEs give themselves room to pivot, scale, or reorganize as conditions change.

The Road Ahead

Hybrid work should not be seen as a compromise between home and office. It represents a chance to rethink how work is structured, how people collaborate, and how businesses can grow. For SMEs in Thailand, the opportunity is clear: by combining adaptable design, smart technology, and a people-first mindset, they can create environments that support both immediate productivity and long-term scalability.

The companies that succeed will be those that view hybrid work as more than a logistical arrangement. They will see it as a framework for resilience, one that empowers their teams, optimizes resources, and positions them to compete in a fast-changing economy. For SMEs, embracing this vision may well be the difference between keeping pace and setting the pace in the future of work.

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AMCHAM Signature Event

AGM & Member Luncheon: Charting Thailand's Next Chapter in Investment and Growth – Oct 29

Speakers: [Frederico Costa](#) of Amazon Web Services; [Sakchai Sae-Seai](#) of Chevron; [Kaseedit Choonawat](#) of Citibank; and [Cash McCracken](#) of Seagate

Moderator: [Heidi Gallant](#) of AMCHAM Thailand

Event Highlights:

At AMCHAM's Annual General Meeting and Member Luncheon, eight new Board Governors were elected for the 2026-2027 term. The luncheon then featured a panel discussion with senior experts from AWS, Citibank, Chevron, and Seagate on "Charting Thailand's Next Chapter in Investment and Growth."

This event offered valuable insights for businesses and policymakers alike, providing a comprehensive look at Thailand's economic trajectory and investment landscape.

The meeting was also attended by representatives of the Ministry of Natural Environment and Resources and Pollution Control Department.

AMCHAM Board Governors Elected for the 2026 - 2027 Term

AMCHAM Thailand is pleased to introduce our incoming Board Governors for the 2026/27 term:

- Sasathorn Phaspinyo, Managing Director, FedEx Thailand
- Anothai Wettayakorn, Managing Director, IBM Thailand
- Charles Blocker, CEO, IC Partners
- Raymond Deidrick, Vice President and General Manager – ASEAN, Texture Solutions Food Lead – APAC, Ingredion Incorporated
- Prae Dumrongmongcolgul, Country Director, Meta
- Ririnda Tangtatswas, VP – Strategic Planning, Minor International
- Idara Huang, Managing Director, Mondelez International
- Philip Bernard, Senior Vice President, Global HDD Operations, Western Digital

AMCHAM would like to thank the retiring Board of Governors – Ornkanya (Mook) Pibultham of Bank of America; Simon Denye of Harmless Harvest; John Evans of Tractus Asia; and Peerasak Gamonsugosol of Honeywell for their dedicated service during 2025.



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Joint Councils

Extended Producer Responsibility: Circular Economy in Action – Oct 30

Speakers: Mayuree Aroonwaranon of the PRO-Thailand Network; [Alan Adams](#) of Sealed Air; [Theeta Hotrakitya](#) of Suntory Beverage & Food; [Wipawan Tasanapreechachai](#) of Suntory PepsiCo; and [Poranee Kongamornpinyo](#) of Dow

Organized by: [ESG](#) and [Food & Agribusiness](#) Councils

Event Highlights:

The AMCHAM ESG and Food & Agribusiness Councils jointly hosted an online meeting on Extended Producer Responsibility (EPR) and best practices sharing. Guest speakers shared their expertise and experience implementing EPR.



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AMCHAM Signature Event

AMCHAM New Member Brew & Buzz – Nov 4

Event Highlights:

AMCHAM recently hosted its Brew and Buzz coffee morning to welcome new members. The event gathered members in a warm, friendly atmosphere, providing an excellent opportunity to make new connections and broaden professional networks. Over coffee, participants engaged with business leaders from various industries across Thailand. The AMCHAM Board of Governors, together with Council and Committee Chairs, were also present to greet attendees and inspire them to take part in activities aligned with their interests.



EVENTS

AMCHAM Signature Event

Governors' Table @ Hilton Sukhumvit – Nov 6

Hosts: [Wiyada Srinaganand](#) of 3M Thailand; [Winnie Wong](#) of Mastercard; [John Evans](#) of Tractus; and [Philip Bernard](#) of Western Digital

Event Highlights:

AMCHAM hosted the Governors' Table, where leading business executives and board governors joined for an exclusive dinner and great connections. The evening was special as it was Thanksgiving-themed. Everyone enjoyed a refined family-style dinner featuring all the traditional Thanksgiving favorites.



Food & Agribusiness Council

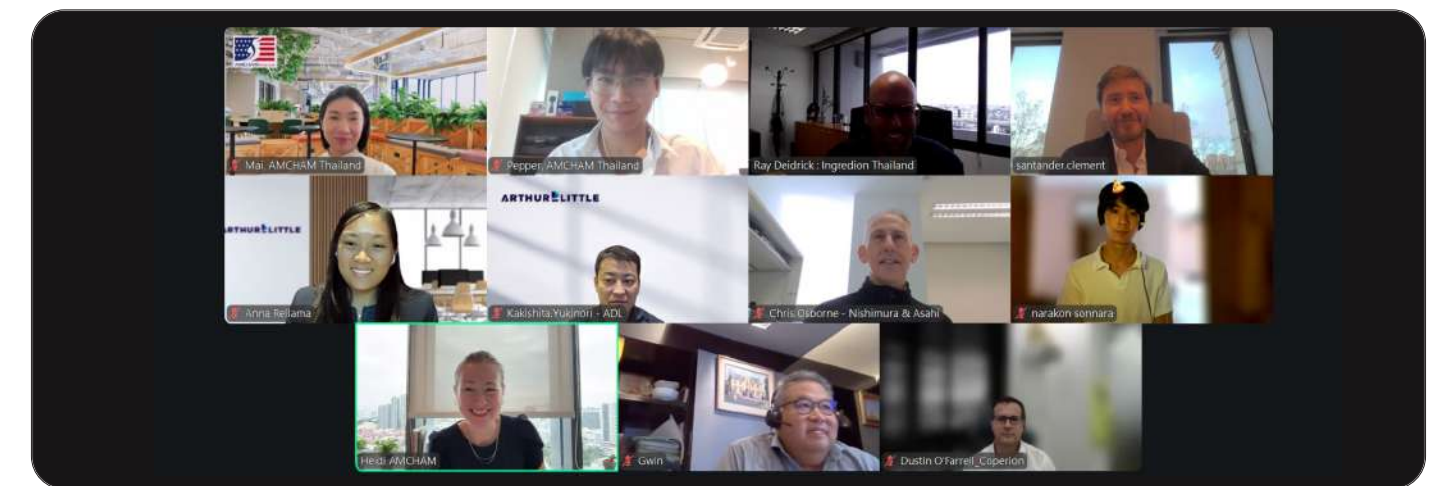
The Fermentation Frontier: Unlocking Asia's Next Food Opportunity – Nov 20

Speakers: [Clément Santander](#), [Anna Rellama](#), and [Yukinori Kakishita](#) of Arthur D. Little

Organized by: [Food & Agribusiness Council](#)

Event Highlights:

At a recent Food & Agribusiness Council meeting, participants explored how food innovators are harnessing the power of fermentation to create the next generation of products and the potential of precision fermentation from the molecule level.



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ANANTARA SIAM BANGKOK BALLROOM



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EVENTS

Manufacturing Committee Mattel Factory Tour – Nov 21

Organized by: [Manufacturing Committee](#)

Event Highlights:

AMCHAM members joined an exclusive tour of the Mattel factory, the program started with a presentation on an introduction of Mattel Bangkok, history, and essential safety guidelines. Attendees then experienced an engaging walkthrough of the facility, learning about the production of Hot Wheels components, and wrapped up the visit with a question-and-answer session.



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Waste Matters at Marriott Bonvoy's Hotels & Resorts

By Marriott Hotels Thailand

The Marriott Business Council Thailand, as part of Marriott Bonvoy, has introduced several innovative initiatives across its hotels and resorts in Thailand and Cambodia, including informative buffet signage, the use of upcycled ingredients, zero-waste challenges, charitable donations, and more.

The Westin Grande Bangkok has partnered with the Bangkok Metropolitan Administration (BMA) to turn food waste into fertilizer through the city's "Zero Food Waste" program, reducing food sent to landfills by 40%, reducing methane emissions while also producing fertilizer for agriculture and landscaping. Le Méridien Bangkok also utilizes an onsite composting machine that processes organic waste, incinerating waste to eliminate toxic gases and reduce landfill impact.

Coffee Upcycling Program

Le Méridien Chiang Rai Resort has implemented a food waste program that includes repurposing used coffee grounds into scrub soaps for spa use, retaining food scraps, fruit peels, and eggshells for fertilizer, and donating surplus breakfast items to feed underprivileged local children.



In Bangkok, under the "Waste Matters" program, the BBCO coffee bar at JW Marriott Hotel Bangkok

repurposes used coffee grounds by donating them to Bangkachao Farm for composting and organic farming. Baristas also offer the grounds to guests for personal use, such as gardening or skincare. The hotel also works with a local research studio to help transform food waste into green building materials.

Fresh coffee grounds are a focus of food waste reduction programs at other Marriott properties in Thailand. The Ritz-Carlton, Bangkok, donates its used coffee grounds to One Bangkok for landscaping, and Renaissance Pattaya Resort & Spa has converted 524kg of grounds into garden compost in 2025.

Upcycling Oystershells

Bangkok Marriott Marquis Queen's Park and The Ritz-Carlton Bangkok create soap, glasses, food trays, and other innovative products from old oyster shells.



Charitable Partnerships Expanded to Nourish Local Communities

Marriott also works with charitable partners, including Scholars of Sustenance Foundation (SOS Thailand), to provide meals to underprivileged people in local communities. This long-term collaboration in Thailand was recently expanded to cover Hua Hin and Chiang Mai, as well as Bangkok and Phuket.



During the first eight months of 2025, 29 Marriott hotels and resorts in Thailand donated a total of 14,953kg of high-quality ingredients to SOS Thailand, which were used to prepare more than 62,800 meals for recipients. These donations also reduce the amount of food waste sent to landfills, positively impacting CO2 emissions.

All of these initiatives are guided by "Serve 360: Doing Good in Every Direction," Marriott International's global sustainability and social impact platform.

AMCHAM THAILAND FOUNDATION (ATF)



ABOUT US

Education has always been a core value for AMCHAM. Over the last two decades, The American Chamber of Commerce in Thailand Foundation has fundamentally transformed educational access and workforce development in Thailand.

In 2004, AMCHAM formally registered the American Chamber of Commerce in Thailand Foundation (ATF) to carry out its charitable activities. The ATF is recognized by the Ministry of Finance as a Public Charitable Organization (number 632) and donations are deductible in Thailand.

AMCHAM FOUNDATION SCHOLARSHIP PROGRAM

Each year, ATF enables disadvantaged Thai university and vocational students to complete their higher education studies through targeted scholarships. Our Community Projects Council works directly with universities and vocational colleges to identify hard-working and motivated students enrolled in programs championed by AMCHAM member companies.

HOW YOU CAN SUPPORT THESE PROGRAMS

- Sponsor a university scholarship.
- Provide speakers or goodie bag items for Orientation/Career Camps.
- Join a Community Projects Council meeting.

For further information, contact foundation@amchamthailand.com.



Air Canada Resumes Nonstop Bangkok–Vancouver Flights with Seamless U.S. Connections



Air Canada has resumed nonstop service between Bangkok and Vancouver, now extended to year-round operations starting October 28, 2025. This marks the only non-stop flight between Thailand and North America, offering Thai travelers faster, more convenient access to Canada and beyond.

A major advantage of flying via Vancouver to the U.S. is the U.S. preclearance facility at Vancouver International Airport, where passengers can clear U.S. customs and immigration in Vancouver before boarding their connecting flight. They arrive in the U.S. as domestic travelers, avoiding long queues upon arrival and continuing their journey without

needing to pick up and recheck baggage or change airport terminals, ensuring a smoother, stress-free transit experience.

Kiyo Weiss, Senior Director Sales, Asia Pacific at Air Canada, “We have listened to the feedback from our Thai customers about their summer travel needs. People here are looking forward to an easier option to travel to Canada and the U.S. for business meetings, summer vacations, home leave and school trips etc. I am delighted to share the good news of our year-round service from Bangkok, and it reinforces Air Canada’s global network, connecting our customers to all continents.”



CBRE Supports NaRaYa in Establishing a Landmark Flagship in Bangkok’s Chinatown



Thai fabric bag brand NaRaYa has unveiled its newest flagship store, NaRaYa Chinatown at the intersection of Yaowarat Road and Phadung Dao Road (Texas Alley). The location, rich in Chinese

heritage and commerce, reflects the brand’s vision of blending culture with retail.

CBRE Thailand’s retail team played a key role in transforming vision into a landmark destination. By combining data-driven insights, deep market knowledge, and client-focused solutions, CBRE aims to redefine retail success. CBRE identified the location’s potential as a cultural and commercial hub. While visitors from mainland China have declined, travelers from Singapore, Malaysia, Vietnam and Indonesia continue to show strong interest in Thai products.



For a Better Tomorrow



C.P. GROUP AND ITS AFFILIATES, CHAROEN POKPHAND FOOD PCL., CP ALL PCL., TRUE CORPORATION PCL., AND CP AXTRA PCL., ARE A PARTICIPANT OF UN GLOBAL COMPACT AND GLOBAL COMPACT NETWORK THAILAND. WE ARE ALSO RECOGNIZED BY S&P GLOBAL CSA AS THE WORLD’S SUSTAINABILITY LEADERS IN THE 2025 SUSTAINABILITY YEARBOOK.



KIS International School Bangkok Partners with Verkada to Elevate Campus Safety with Thailand's Most Advanced Security Platform



KIS International School (KIS), a leading IB world school in Bangkok, has announced a major partnership with Verkada, the global leader in cloud-based physical security. This collaboration

brings Thailand's most advanced school security system to KIS campuses, setting a new standard for student safety and well-being in the region.

The partnership reflects KIS's unwavering dedication to the safety of its students, staff, and families. By installing Verkada's comprehensive platform across both its City Campus and Reignwood Park, KIS is proactively enhancing campus security to meet the highest global standards.

Dr. Carolyn Mason Parker, Executive Head of School, KIS Bangkok, said, "Our partnership with Verkada provides a secure and supportive environment where every child can learn with confidence. This advanced system is a testament to the deep care we have for our KIS families."

Sealed Air Launches AUTOBAG® Brand 850HB Hybrid Bagging Machine for Paper and Poly Mailers



Fulfillment operations today face growing pressure to handle more orders with fewer resources, adapt to shifting material requirements,

and deliver more sustainable packaging options. Sealed Air has expanded its AUTOBAG® portfolio with the launch of AUTOBAG® 850HB Hybrid Bagging Machine, an automated system engineered to run both poly mailer and 100% curbside recyclable paper bags.

The AUTOBAG® 850HB Hybrid Bagging Machine delivers protective packaging solutions, enabling product protection, and material flexibility that helps e-commerce, direct-to-consumer brands, and third-party logistics providers support modern fulfillment.



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Mc Happy Family Foundation

Wood Wins EPCM Contract with Thailoil

Wood, a global consulting and engineering company, has been awarded a contract with Thai Oil Public Company Limited (Thailoil) to deliver engineering, procurement, and construction management (EPCM) services for Thailoil's Clean Fuel Project (CFP).

The CFP involves expanding and upgrading Thailoil's refinery in Sriracha to increase crude refining capacity, produce more environmentally friendly finished products, and enhance flexibility in processing a variety of crudes.

Nick Shorten, Executive President of Consulting and Projects at Wood, said, "This is a crucial project to ensure energy security for the Kingdom of Thailand. Wood's team has previously delivered the front-end

engineering design (FEED) in 2017 and our familiarity with the refinery, combined with our brownfield execution expertise, will be instrumental in allowing us to successfully deliver the EPCM phase at pace".



BSRC Reinforces Sustainable Energy Innovation and Biodiversity at Thailand Space Expo 2025



Dr. Bowornsak Wanichkul, Vice President of Government Relations & Sustainability at Bangchak Sriracha Public Company Limited (BSRC), joined the panel discussion "From Space for Better Living to Global Impact" at Thailand Space Expo 2025, organized by the Geo-Informatics and Space Technology Development Agency (GISTDA).

During the session, Dr. Bowornsak highlighted BSRC's vision - "Shaping sustainable future with

premier energy through innovative solutions" - emphasizing the integration of space technology with the company's environmental and sustainability initiatives.

He cited the collaborative project between BSRC, GISTDA, and Khao Kheow Open Zoo in Chonburi Province, the "Bio-Conservation: A Mission for Biodiversity". The initiative applies space-based technology and GNSS Tracking to study the behavior and adaptation of Great Hornbills in their natural forest.



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Welcome New Members

CORPORATE MEMBERS



A subsidiary of Banpu Public Company Limited was established in 1996 and listed on the Stock Exchange of Thailand in 2016. BPP is an international energy producer with a diversified portfolio in thermal power and “Renewables+” businesses across eight markets. Under the commitment “Pioneering Energy, Empowering Tomorrow,” BPP drives decarbonization, invests in innovations like SMRs and green hydrogen, and powers a sustainable energy future.

BORGWARNER

A global leader in designing and manufacturing innovative systems that advance clean and efficient mobility. Guided by their core values and a commitment to carbon neutrality by 2035, they deliver sustainable solutions that make driving cleaner, healthier, and safer. Partnering with leading OEMs worldwide, they accelerate the transition to electrification and next-generation mobility.



The world's leading designer and builder of storage facilities, tanks, and terminals. With more than 60,000 structures completed throughout its over 130 years history, it has the global expertise and strategically located operations needed to provide customers with world-class storage solutions for even the most complex energy infrastructure projects.



A global cybersecurity leader redefining security for the cloud era. The company protects critical areas of risk—endpoints, cloud workloads, identity, and data—to stop breaches and keep organizations ahead of modern threats. Trusted by leading enterprises worldwide, CrowdStrike delivers cutting-edge technology and intelligence to ensure resilience, safety, and business continuity in an increasingly digital and interconnected world.

November-December 2025



DanaHER is a global science and technology innovator dedicated to accelerating the real-life impact of tomorrow's discoveries. Partnering with customers worldwide, DanaHER helps solve complex challenges through advanced technologies that bring science to life. From life sciences and diagnostics to biotechnology and beyond, DanaHER's innovative solutions enable faster, more accurate diagnoses and support the sustainable development of life-changing therapies that improve lives globally.

Gensler

Founded in 2012, the Bangkok office, a result of seamless collaboration between Gensler and its partners, stands as a beacon of their commitment to understanding the intricacies of the local culture. With a robust presence in the region, the team excels at serving as a reliable liaison for both global accounts entering the Thai market and regional clients seeking opportunities beyond Asia.



Founded in 1967, ItalThai Engineering (ITE) is a leading EPC contractor in Thailand, delivering turnkey solutions across power, utilities, petrochemical, and smart grid sectors. Striving to become the EPC contractor of choice by 2024, ITE upholds excellence, innovation, and high standards. Its subsidiary, ItalThai Innovation Technology (ITIT), provides M&E solutions, advanced equipment, and comprehensive after-sales services for sustainable, high-performance infrastructure projects.



An AI-powered SEO platform designed to simplify and automate website optimization. With tools for keyword tracking, backlink building, and real-time performance monitoring, SEOCROWN helps businesses boost rankings, drive organic traffic, and maximize ROI. Combining advanced AI insights with user-friendly automation, the platform empowers users to manage SEO efficiently, reduce costs, and achieve sustainable, high-impact digital growth across global markets.



Welcome New Members

CORPORATE MEMBERS



Revo Work is building a 10x AI assistant designed to help HR teams hire skilled industrial workers more effectively. They launched Revo in April 2024, and their product, Lisa, has grown from a screening tool into a true hiring copilot - helping teams vet talent, surface best-fit candidates, and adjust hiring criteria on the fly. In just over a year, they have brought on 30 pilot customers, including several U.S.-based teams operating in Asia.



SAFE Fertility Group is Thailand's leading fertility and reproductive health provider with over 20 years of expertise. Founded by Dr. Wiwat Quangkananurug, SAFE offers advanced ART services including IVF, ICSI, and genetic testing (PGT, NIPT). With clinics nationwide, cutting-edge technology, and compassionate care, SAFE Fertility helps families achieve their dreams of parenthood with world-class medical standards and exceptional success rates.



A premier strategy and business advisory firm helping corporations and organizations identify, integrate, and advance opportunities across Asia. Serving clients from Fortune 200 companies to startups, TAG combines deep geopolitical insight, regional expertise, and private sector acumen. With extensive networks across government and industry, TAG empowers clients to navigate Asia's complexities and seize opportunities in the Asia-Pacific century.

Corporate Membership is available to all companies registered in Thailand.
If you are interested in joining AMCHAM Community,
please contact us at membership@amchamthailand.com.

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SEEKING MEMBER CONTENT

The Chamber is always seeking member submissions for *Thai-American Business (T-AB)* magazine as well as the AMCHAM website.



SUBJECT GUIDELINES

Check with the communications team to learn about the theme for our next issue. AMCHAM also looks for legal and regulatory developments, knowledge sharing and best practices.



FORMAT GUIDELINES

Articles should be shared in an editable format accompanied and with any applicable graphics that are 300dpi minimum.

THOUGHT LEADERSHIP

Articles should be on topics of general interest with original research or analysis. Articles should not be self-promotional or be company member news.



CONNECT WITH MEMBERS

Authors are frequently approached regarding their expertise. Be sure to include an author photo and short biography with article submissions.



TIMELINE FOR SUBMISSION

Please send your article submission for consideration to the communications team before the **beginning** of the previous month at comm@amchamthailand.com

