

# TIR

THAILAND INVESTMENT REVIEW

Issue 3/2025

## WORKFORCE CHAMPIONING: Cultivating Tomorrow's Talent



# BOI NET APPLICATION

January-June 2025








**Total Investment**  
1,880 Projects  
USD 32.44 Billion

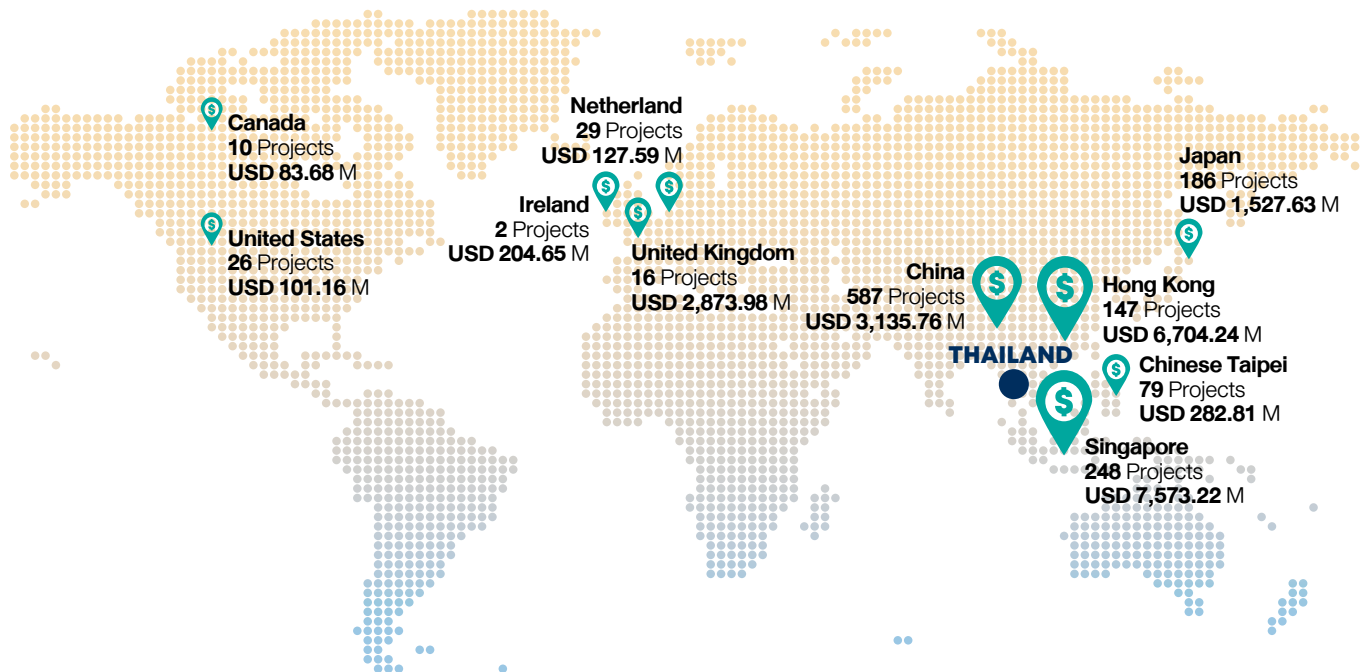


**Total Foreign Investment**  
1,369 Projects  
USD 22.61 Billion

## FOREIGN INVESTMENT BY TARGET SECTORS

First S-Curve	New S-Curve
 <p><b>Electronics</b> 255 Projects   USD 3,849.98 M</p>	 <p><b>Digital</b> 59 Projects   USD 12,572.10 M</p>
 <p><b>Automotive &amp; Parts</b> 153 Projects   USD 1,356.53 M</p>	 <p><b>Medical</b> 29 Project   USD 361.25 M</p>
 <p><b>Petrochemicals &amp; Chemicals</b> 140 Projects   USD 762.97 M</p>	 <p><b>Automation &amp; Robotics</b> 13 Projects   USD 72.83 M</p>
 <p><b>Agriculture &amp; Food Processing</b> 60 Projects   USD 260.79 M</p>	 <p><b>Biotechnology</b> 12 Projects   USD 120.29 M</p>
 <p><b>Tourism</b> 4 Projects   USD 105.64 M</p>	 <p><b>Aerospace</b> 4 Projects   USD 68.10 M</p>

## FOREIGN INVESTMENT BY MAJOR ECONOMIES



**Unit: USD (1 USD = 32.6119 THB as of 18 August 2025)**

**Note:** Investment projects with foreign equity participation from more than one economy are reported in the figures for both economies. Statistics on net applications are adjusted whenever applications are returned to applicants due to insufficient information. For more details, please visit [www.boi.go.th](http://www.boi.go.th)

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## Thai Economy at A Glance



# Workforce Championing: Cultivating Tomorrow's Talent

As the global industrial landscape rapidly evolves toward smarter, more technology-driven models—powered by smart electronics, automation, and artificial intelligence—Thailand finds itself at a critical turning point. The rise of Industry 4.0 has redefined the skills required for competitiveness, placing growing pressure on countries to transform their workforce accordingly. Simultaneously, Thailand faces significant demographic headwinds: a declining birth rate and a steadily aging population are reshaping the nation's labor dynamics. Yet, in the face of these mounting challenges, Thailand remains resolute. Strategic national policies focused on workforce development and talent cultivation have become more robust and forward-looking than ever, laying the foundation for sustainable growth in a smarter, more connected economy.

Thailand's commitment to advancing its industrial capabilities is increasingly reflected in international benchmarks. In the **World Economic Forum's Future of Growth Report 2024**, the nation's innovation sub-score stands out as a core strength—scoring 47.94, notably above the global average of 45.20, and earning Thailand an impressive rank of 38<sup>th</sup> worldwide<sup>1</sup>. This reflects the country's strategic investment in innovation-driven industries and the growing

synergy between education, research, and industry. Similarly, the **IMD World Talent Ranking 2024** reveals steady progress in "Investment & Development" indicators, where Thailand climbed from 47<sup>th</sup> to 46<sup>th</sup><sup>2</sup>—demonstrating its continued focus on nurturing human capital despite minor fluctuations in the overall ranking. These indicators affirm Thailand's rising potential as a hub for innovation and skilled labor in the evolving global economy.

<sup>1</sup> SDThailand

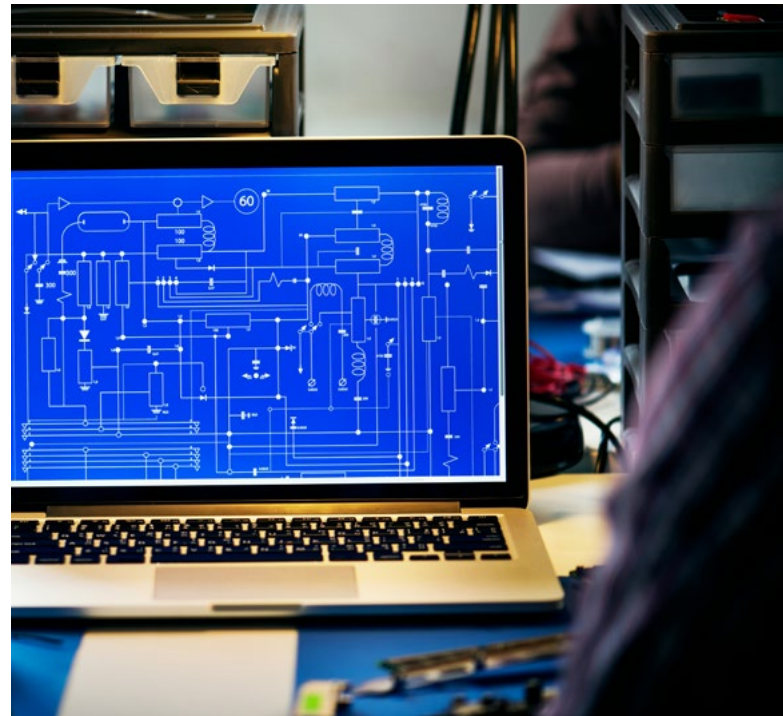
<sup>2</sup> International Institute for Management Development (IMD)

At the core of Thailand's transformation toward next-generation industry is its continuous investment in developing a skilled workforce in science, technology, engineering, and mathematics (STEM). The nation is actively nurturing talent in these critical fields through its higher education system and targeted human capital policies. Between 2024 and 2026, more than 60,000 students in science and over 100,000 in engineering<sup>3</sup> are expected to graduate from Thai universities and technical institutions—forming a strong talent pipeline to support emerging industries such as automation, smart electronics, and artificial intelligence. This steady supply of STEM graduates reflects Thailand's proactive approach to aligning education with future labor market demands and ensuring a workforce capable of driving innovation, productivity, and sustainable growth.

To accelerate human capital development and support economic modernization, **The Ministry of Higher Education, Science, Research and Innovation (MHESI)** and **The Office of National Higher Education Science Research and Innovation Policy Council (NXPO)** which serves as the secretariat of the **National Higher Education, Science, Research and Innovation Policy Council (Policy Council)** have launched a strategic workforce development framework.

The plan targets an increase in Thailand's high-potential workforce ratio from 15.1% to 25% by 2027, alongside a boost in **Total Factor Productivity (TFP)** from 1.45% to 3%—key indicators of a more innovation-led and value-driven economy<sup>4</sup>. To achieve

these goals, NXPO has mobilized a suite of dynamic short-term projects, including nationwide upskilling and reskilling programs, industry-matched bootcamps, and the accelerated preparation of graduates tailored to meet emerging sectoral demands. Equally important is the emphasis on fostering deeper collaboration between academia and industry through co-creation mechanisms where flexible curriculum design, joint training programs, and real-world problem solving converge to deliver talent that is both future-ready and industry-aligned.



<sup>3</sup> Ministry of Higher Education Science Research and Innovation (MHESI)

<sup>4</sup> National Higher Education Science Research and Innovation Policy Council (NXPO)

At the broader policy level, Thailand has set an ambitious national agenda to cultivate a high-skill workforce in technology-intensive industries critical to its future competitiveness. In response to skill gaps in high-potential sectors, Thailand plans to develop approximately 280,000 specialized professionals over the next five years to support strategic sectors. This includes 80,000 individuals for the rapidly advancing semiconductor industry and advanced electronics, 150,000 for the expanding electric vehicle ecosystem, and 50,000 in artificial intelligence<sup>5</sup>—an area expected to revolutionize productivity and service delivery across sectors. These figures reflect a proactive approach to addressing the technological shifts reshaping the global economy and ensuring that Thailand not only adapts but leads in the development of strategic industries.

Additionally, the **MHESI** and **NXPO** have introduced enhanced tax incentives specifically for highly skilled professionals to accelerate investment and support production relocation amid global trade tensions. Businesses in strategic sectors can access a 150%

tax exemption on expenses for hiring highly skilled professionals, and up to 250% corporate tax deductions for employee education and advanced training—among the highest incentives in ASEAN<sup>6</sup>.

Reinforcing national workforce development efforts, the **Thailand Board of Investment (BOI)** plays a pivotal role in encouraging private sector participation through targeted investment incentives. Corporate income tax (CIT) exemptions of up to eight years are available for investments in vocational training centers and high-potential academies or higher education institutions—key drivers in strengthening the country’s talent pipeline. Furthermore, the BOI is actively enhancing its talent attraction strategy through programs such as **the Long-Term Resident (LTR) visa<sup>7</sup>** and **the Smart Visa<sup>8</sup> scheme**—making it easier for global professionals, researchers, and specialists to contribute to Thailand’s innovation-driven sectors. Together, these policies reinforce Thailand’s positioning as a destination for innovation, capability-building, and cross-border collaboration in innovation economy.



<sup>5</sup> Ministry of Higher Education Science Research and Innovation (MHESI)

<sup>6</sup> National Higher Education Science Research and Innovation Policy Council (NXPO) & Ministry of Higher Education Science Research and Innovation (MHESI)

<sup>7</sup> Thailand Board of Investment (BOI)

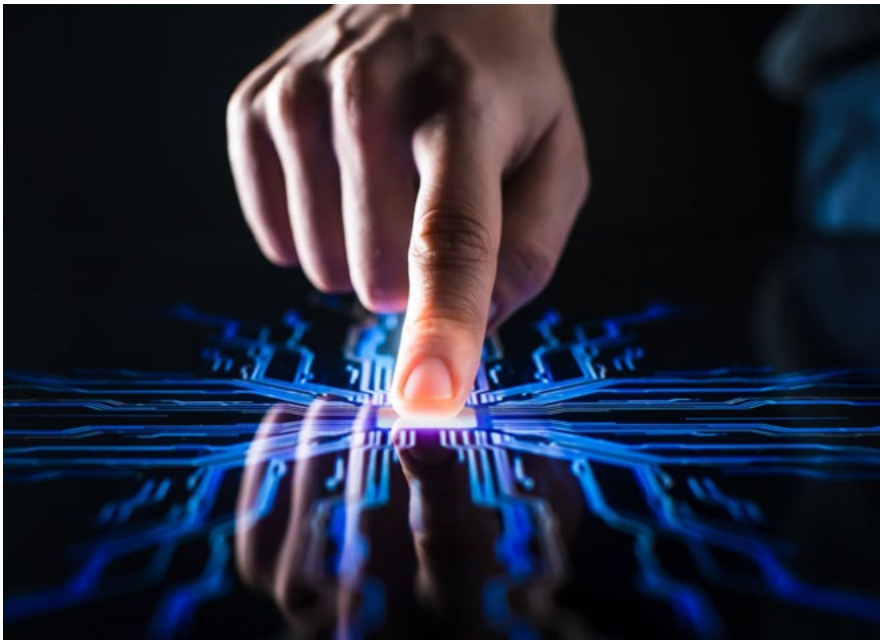
<sup>8</sup> Thailand Board of Investment (BOI)



As Thailand accelerates its transition toward a more innovation-led economy, the nation is increasingly positioned as a regional hub for talent cultivation and workforce excellence. With a strong policy framework, robust collaboration between government, industry, and academia, and progressive investment incentives, the country is well-positioned to nurture a future-ready workforce capable of driving next-generation industries. As global demand for high-skilled professionals continues to rise, Thailand presents a unique opportunity for both domestic and international investors to engage in the human resource development ecosystem—whether through establishing education and training institutions, launching talent development programs, or partnering with local stakeholders to upskill the labor force. The convergence of demographic shifts, technological transformation, and strategic policy support positions Thailand not only as a model of workforce readiness—but as a prime destination for investing in the people who will drive the economy of tomorrow. Explore the story inside. ■

# Unlocking Human Capital: Insights from Global Indices and Regional Benchmarks

Human capital lies at the heart of economic transformation, and Thailand’s evolving growth story is a testament to this truth. As the country shifts from a labor-intensive, mid-income economy toward becoming a high-skilled, innovation-driven hub, investment in people has become central to its development strategy.



Under the “Ignite Thailand” vision, the government is advancing reforms in education, training and talent attraction to support ambitions in key sectors such as digital services, advanced manufacturing, biotech and clean energy. Global research consistently finds that countries that prioritize human capital through robust education systems, healthcare, upskilling, and innovation capacity achieve more sustainable and inclusive growth. Thailand is no exception. Through public–private collaboration, targeted policy incentives, and global partnerships, the country is cultivating a workforce capable of advancing complex industries and adapting to rapid technological change.

<sup>1</sup> SDThailand

## A Multi Index View of Thailand’s Human Capital

To understand the scope of Thailand’s progress, it is important to go beyond conventional talent rankings and examine a broader array of global indices. These benchmarks assess not only talent availability but also innovation capacity, inclusiveness, environmental sustainability, and workforce adaptability.

The World Economic Forum’s *Future of Growth Report 2024* offers a multidimensional lens, evaluating countries based on four pillars: Innovativeness, Inclusiveness, Sustainability, and Resilience. Thailand’s overall score of 48.99, ranking **7<sup>th</sup> among the 13 ASEAN+3 economies and 51<sup>st</sup> globally**, reflects strong performance in innovation and inclusion, while signaling the need to enhance sustainability and resilience amid rapid global shifts.

One notable area of strength is **innovativeness**, where Thailand ranks **38<sup>th</sup> globally** with a score of 47.94—well above the global average of 45.2 and the upper-middle-income country average of 39.3.<sup>1</sup> This demonstrates Thailand’s growing capacity in nurturing innovation and technological development, key drivers of its shift toward a knowledge-based economy.

Thailand’s 2024 IMD World Talent Ranking reflects a mix of steady progress and persistent challenges. While the overall ranking stood at 47<sup>th</sup> place, this position underscores the urgent need to accelerate education reform, workforce development, and policy alignment. As artificial intelligence and automation reshape the future of work, Thailand is intensifying efforts to bolster digital literacy while investing heavily in reskilling and upskilling its workforce to meet evolving demands. With artificial intelligence and automation increasingly shaping the future of work, Thailand must strengthen programs for digital literacy, reskilling, and upskilling.

Encouragingly, Thailand posted its highest score in five years in the “Investment and Development” subcategory, rising to 46<sup>th</sup> place—a sign of growing commitment to talent development. It also ranked 27<sup>th</sup> in the “Appeal” category, indicating continued attractiveness to international professionals and companies seeking a strategic regional base. Furthermore, Thailand ranked 3<sup>rd</sup> globally in employment rate, demonstrating strong workforce readiness.<sup>2</sup>

While challenges remain, these rankings reflect Thailand’s untapped potential and upward trajectory in fostering a globally competitive talent base.

### Strengthening Talent and Innovation for Future Growth

Guided by global benchmarks, Thailand is taking bold steps to enhance its human capital and innovation ecosystem. Recognizing the centrality of talent to long-term competitiveness, the government has enacted a series of strategic reforms.

A pivotal development was the establishment of the **Ministry of Higher Education, Science, Research and Innovation (MHESI)** in 2019, which consolidated education and research functions to better align with industry needs. Together with the **National Higher Education, Science, Research and Innovation Policy Council (NXPO)**, the ministry collaborates closely with the private sector to drive research partnerships and workforce development.

### BOI-STEM++: Accelerating High-Skill Workforce Development

In partnership with MHESI, the Thailand Board of Investment (BOI) has launched the BOI-STEM++ program, a new initiative aimed at developing 100,000 high-skilled workers in targeted industries. The program encourages private-sector participation in reskilling and upskilling, thereby raising national productivity.

Training is delivered through flexible formats—including:

- **Bootcamps:** intensive short-term training in specialized skills
- **Short Courses (Onsite/ Online):** tailored programs conducted on-site or remotely
- **Internships:** real-world industry experience for university students

The program strengthens Thailand’s long-term competitiveness in digital technology, innovation, and advanced industries, fully aligned with government priorities to enhance workforce skills and ensure stable incomes for Thai workers. Companies receiving BOI promotion are eligible for up to **100% reimbursement of training expenses**, supporting development in globally critical fields such as:

- Digital & AI
- Semiconductors & Advanced Electronics
- Automotive & EV
- BCG Economy (Smart Agriculture, Food Science, Biotechnology, Circular Economy)
- Automation & Robotics

### Broader Talent Incentives

To further incentivize private-sector engagement, the Thailand Board of Investment (BOI) offers targeted benefits—including corporate income tax exemptions—for companies investing in STEM education and vocational training. These are bolstered by talent attraction tools such as the **Long-Term Residence (LTR) visa and Smart Visa program**, both aimed at high-skilled professionals in sectors like robotics, biotechnology, digital services, and renewable energy.



<sup>2</sup> International Institute for Management Development (IMD)



The LTR visa provides up to 10 years of residency along with benefits including a reduced personal income tax rate of 17%, exemption from overseas income tax, relaxed reporting requirements, and access to fast-track immigration services. The Smart Visa offers similarly attractive conditions for entrepreneurs, investors, and dependents, including four-year stays, exemption from work permits, and simplified re-entry processes.

In parallel, the BOI collaborates with leading Thai universities to design demand-driven training programs that align academic curricula with industry needs. Beyond visa schemes, the government also supports the establishment of vocational training centers and R&D initiatives to build deeper ties between global firms and local talent development.

### Boosting R&D Capacity for an Innovation-Driven Future

Thailand’s commitment to R&D is also growing. Investment in R&D rose from around 1% of GDP in 2017 toward a target of 2% by 2027.<sup>3</sup> Recent data shows total R&D expenditure reaching 111.2 billion baht (3.42 billion USD)<sup>4</sup>, with nearly two-thirds coming from the private sector—especially large firms. While some sectors such as manufacturing and retail saw declines due to economic pressures, the services sector increased R&D spending, and public research institutions posted modest gains.

To bridge existing gaps, Thailand is now focusing on expanding R&D efforts within MSMEs and increasing utilization



of research outputs. With over 220,000 R&D personnel—most employed in private industry—Thailand continues to lean on business as a critical engine for innovation. According to the 2023 survey by the National Research Council of Thailand, the country has **25 R&D personnel per 10,000 people**<sup>5</sup>—ranking **3<sup>rd</sup> in ASEAN**, behind only Singapore and closely behind Malaysia.

Strengthening STEM education at all levels remains a central priority to ensure alignment with future industry demands.

### Global Collaboration: Elevating Local Talent

In addition to domestic reforms, international partnerships are playing a transformative role. Initiatives such as **CMKL University**—established in collaboration with **Carnegie Mellon University**—and the adoption of **Japan’s KOSEN model**<sup>6</sup> in technical colleges are helping cultivate highly skilled professionals in robotics, mechatronics, and advanced engineering. More recently, **Mahanakorn University of Technology (MUT)** has established strategic collaboration with Imperial College London—launching **the SABER Lab** and offering PhD

scholarships in IC design—to cultivate high performance talent in the semiconductor industry.<sup>7</sup>

These efforts reflect Thailand’s integrated strategy: combining policy reform, investment incentives, and global cooperation to build a future-ready workforce that will not only meet domestic needs but also attract high-quality foreign investment.

### Outlook: A Talent-Powered Investment Destination

Thailand’s vision of “**unlocking human capital**” is laying the groundwork for sustained global competitiveness. While international indices highlight room for improvement in areas such as training and sustainability, they also reflect the country’s dynamic, creative, and increasingly skilled workforce.

Looking ahead, Thailand has set an ambitious target: to produce **280,000 high-tech workers** over the next five years—including **80,000 in semiconductors, 150,000 in electric vehicles, and 50,000 in AI**. This bold commitment is aligned with Thailand’s industrial priorities and emerging investment trends.<sup>8</sup>

With continued investment in education, expanded R&D, strengthened global linkages, and a sharp focus on inclusivity and adaptability, Thailand is poised to elevate its talent competitiveness on the world stage. The journey is ongoing, but the momentum is strong. With public and private sectors working hand in hand, Thailand is not only unlocking the full potential of its people—but also opening new doors for investors from around the globe. ■

<sup>3</sup> Innotlife Thailand

<sup>4</sup> Based on the exchange rate of 32.48 THB per USD as of August 8, 2025.

<sup>5</sup> National Higher Education Science Research and Innovation Policy Council (NXPO)

<sup>6</sup> OpenGov Asia

<sup>7</sup> Mahanakorn University of Technology

<sup>8</sup> Reuters



# Investing in Intelligence: Policies Fuelling Human Capital and Innovation

Thailand is prioritizing human capital as the cornerstone of its strategy to drive innovation and attract high-tech industries. Through ambitious national plans and forward-looking policies, the government is laying the foundation for a future-ready workforce in sectors such as electric vehicles, semiconductors, smart electronics, artificial intelligence, and data centers. This focus on talent and innovation enhances competitiveness and sends a strong signal to investors that Thailand is open for growth and determined to lead in the industries of tomorrow.

## Talent Goals in High-Tech Sectors

The demand for highly skilled labor in these innovation-driven sectors is rapidly rising. According to research by the Office of National Higher Education, Science, Research, and Innovation Policy Council (NXPO), more than one million high-skilled positions will be required between 2025 and 2029 to serve Thailand's future industries. These include an estimated 440,000 positions in aviation and logistics, 226,000 in smart electronics and industrial robotics, 87,000 in the digital industry, and nearly 78,000 in next-generation automotive.<sup>1</sup> Other growth areas such as medical services, wellness tourism, creative industries, food innovation, biotechnology, and the green economy also feature prominently in Thailand's employment outlook.

NXPO, operating under the Ministry of Higher Education, Science, Research and Innovation (MHESI), plays a pivotal role in steering this agenda. By offering strategic insights and policy guidance,

the council ensures that human capital development remains responsive to industrial needs and global market shifts. Its findings underpin the country's workforce strategy, helping align education systems and training initiatives with Thailand's broader economic transformation.

Human capital is a central pillar of the government's **Ignite Thailand Vision**. Building on NXPO's analysis, Thailand has set concrete five-year targets for cultivating a high-tech workforce. These include training 280,000 skilled workers across strategic industries—80,000 in semiconductors, 150,000 in electric vehicles, and 50,000 in AI. Such targets underscore Thailand's ambition to position itself as a regional technology hub while keeping pace with the global transition toward electrification and AI-driven innovation. The plan calls on students, workers, and researchers alike to sharpen their skills and actively contribute to reshaping the nation's industrial base.

<sup>1</sup> National Higher Education Science Research and Innovation Policy Council (NXPO)



## Building Talent at Home

To achieve this, Thailand has introduced a suite of education and training initiatives.<sup>2</sup> One highlight is **Coop+**, a cooperative education model designed to give students in semiconductors and advanced electronics hands-on industry experience before graduation. In partnership with eight leading technology companies, Coop+ already aims to produce 1,500 graduates per year<sup>3</sup>, with similar models now being adapted for EVs and AI. Complementing this is **the Higher Education Sandbox Initiative**, which encourages flexible, industry-aligned degree programs. A notable example is **Chulalongkorn University’s Computer Engineering and Digital Technology (CEDT) program**, which blends interdisciplinary coursework with practical training to prepare students for fast-evolving digital careers.

Meanwhile, **the GenNX bootcamp** model provides intensive, short-term training for both new entrants and mid-career professionals looking to upskill in high-growth sectors. At a larger scale, **the STEMPlus Platform** is driving nationwide workforce development, offering over 1,200 certified courses through 129 training units. This initiative has already trained more than 445,000 individuals and created 10,000 new jobs, while providing companies with generous tax deductions of up to 250% on employee training expenses<sup>4</sup>—one of the most attractive incentives in the region. Supporting these efforts is **the Talent Thailand Platform**<sup>5</sup>, which maps researchers and skilled professionals to ensure workforce planning remains aligned with national development priorities.

These policy measures are matched by commitments from leading global companies that are actively partnering with Thailand to expand its talent pool. Firms such as **Analog Devices (Thailand), Delta Electronics, Hana Semiconductor, Infineon Technologies, Silicon Craft, and Nisshinbo Micro Devices** are collaborating on **training and reskilling programs** in fields ranging from AI and digitalization to advanced automotive technologies. Their involvement is already producing tangible results in strengthening the country’s STEM workforce and upgrading local capabilities.

## Buying in Global Know-How

Alongside building domestic talent, Thailand is also pursuing a complementary “Buy” strategy to attract international expertise. Visa reforms and facilitation measures have been designed to make the country



one of the most talent-friendly destinations in Asia. **The Long-Term Resident (LTR) visa**<sup>6</sup>, launched in 2022, provides qualifying foreign professionals with a ten-year stay and benefits such as a flat 17% personal income tax rate for experts. Recent expansions of the program have broadened eligibility to cover specialists in sustainability, disaster risk management, integrated innovation, and education<sup>7</sup>. Similarly, the SMART Visa scheme grants up to four-year visas without the need for a work permit, targeting entrepreneurs, investors, and specialists in industries of the future—including a special category for startup founders.

The most transformative step came in mid-2025 with the establishment of **the Thailand Investment and Expat Services Center (TIESC)** in Bangkok. This one-stop hub consolidates services from the BOI, the Immigration Bureau, and the Ministry of Labor under a single roof, offering investors and foreign experts a streamlined experience. By integrating investment facilitation, business setup support, visa issuance, and work permit processing into a unified system with online submissions, TIESC significantly reduces bureaucratic hurdles and enhances Thailand’s ease of doing business.<sup>8</sup>

Taken together, these initiatives reflect a dual strategy of **nurturing local talent while attracting global expertise**. Thailand is cultivating a new generation of engineers, scientists, and digital professionals through education reforms, public–private training partnerships, and generous incentives. At the same time, it is welcoming world-class specialists whose knowledge complements domestic skills and accelerates innovation. For investors, this means entering a market that is expanding its talent pipeline while drawing in international know-how, creating the capabilities required to power industries of the future. With its blend of workforce readiness, policy support, and openness to global collaboration, Thailand is firmly positioning itself as a leading regional hub for high-tech investment. ■

<sup>2,3,4,5</sup> National Higher Education Science Research and Innovation Policy Council (NXPO)  
<sup>6,7,8</sup> Thailand Board of Investment (BOI)

# Cultivating Capacity: Inside the Strategy with NXPO

As global industries shift rapidly toward high-value, technology-driven growth, Thailand is making a strategic push to position itself as ASEAN’s premier talent and innovation hub. With a clear-eyed vision for industrial transformation and inclusive growth, the country is advancing a comprehensive national agenda to develop high-skilled human capital—especially for priority sectors such as semiconductors, digital technology, and artificial intelligence (AI).

At the heart of this transformation is the Office of the National Higher Education, Science, Research and Innovation Policy Council (NXPO), under the Ministry of Higher Education, Science, Research and Innovation (MHESI). According to Prof. Surin Khomfoi, Ph.D., Vice President of NXPO, Thailand’s workforce development efforts are integral to the nation’s long-term ambition: raising per capita income to

high-income countries (500,000 THB per year; based on compensation rates in high-income countries), increasing national productivity by no less than 3%, and growing the proportion of high-skilled workers to 25% by 2027. These goals are set against the backdrop of an evolving global industrial landscape. As of 2023, Thailand ranked 41<sup>st</sup> globally and 3<sup>rd</sup> in ASEAN in competitiveness.<sup>1</sup> The nation boasts around 25 researchers per 10,000 people and a 13.7% share of high-skilled labor.<sup>2</sup> Notably, 60.8% of research talent is concentrated in the private sector, indicating Thailand’s potential for industrial-led R&D and innovation partnerships.



**Thailand’s rising pool of high-skilled talent is a testament to the government’s steadfast commitment to equipping its workforce for global competitiveness**

**Prof. Surin Khomfoi, Ph.D.**  
Vice President of NXPO



<sup>1</sup> Global Innovation Index 2024  
<sup>2</sup> International Labour Organization (ILO) 2023

## A Vision for Economic and Social Transformation

Thailand’s strategy for workforce readiness is embedded in 4 key pillars that align human capital with economic competitiveness, social sustainability, frontier innovation, and institutional transformation:

**1. Enhancing Economic Competitiveness through Value and Creative Economy.** By investing in high-skilled, high-tech sectors—such as EVs, bio-circular-green industries, advanced medical products, smart farming, and food innovation—Thailand is upgrading its industrial base with enabling technologies like smart electronics, robotics, digital platforms, and AI.

**2. Building a Sustainable and Resilient Society.** Human capital development is also critical to addressing grand societal challenges: aging population, urban-rural disparity, and climate adaptation. Through research-based policy and innovation, Thailand is fostering a low-carbon economy and improving regional equity.

**3. Advancing Frontier Science, Technology, and Innovation.** The government is driving investments in frontier R&D and deep-tech capacity—ranging from AI to quantum computing—to unlock new economic opportunities and future-proof Thailand’s workforce.

**4. Developing Talent, Universities, and Research Institutions as Engines of Transformation.** Education reform is a top priority. Universities are being repositioned as dynamic nodes of talent creation, entrepreneurship, and knowledge transfer, particularly through English-based graduate education and international collaboration.

## Transforming Education to Meet Industry Needs

A central element of Thailand’s human capital policy is the **transformation of the university system**. The focus is not just on producing graduates—but producing **industry-ready, high-performance professionals** equipped with 21<sup>st</sup>-century skills. NXPO’s workforce strategy is rooted in five transformative approaches:

**1. Agile and Diverse Curricula.** University programs are being redesigned to become more flexible and responsive. NXPO is working with professional councils and launching **sandbox mechanisms** to pilot innovative curricula, aligned with real-time industry needs.

**2. Global Partnerships and Education Hubs.** Thailand is partnering with top-tier international universities to establish **Education Hubs** within its borders. These institutions will offer world-class programs that feed directly into domestic industries.

**3. Attracting Global Talent.** Leveraging instruments such as the **Long-Term Resident (LTR) visa program**, Thailand is actively recruiting foreign experts, researchers, and professors to work in target industries and enhance local capabilities.

**4. Integrated Industry–Academia Collaboration.** Rather than siloed programs, NXPO is promoting **consortium-based collaborations** between industries and universities to co-develop comprehensive workforce pipelines, from training to employment.

**5. Supportive Learning Environment.** Investment is also being made in digital infrastructure, research facilities, and innovation centers that support knowledge creation, practical learning, and technology transfer.

## Strategic Talent Development: From Policy to Action

NXPO’s role is pivotal—not only in crafting policy—but also in coordinating strategic initiatives that convert vision into measurable outcomes. These include:

- **Skill Mapping Thailand:**

A digital platform empowering citizens to reskill or upskill through flexible education vouchers, ensuring workforce readiness across all segments.

- **Skill Portfolio and Learner Portfolio:** Tools to map, assess, and visualize talent supply and demand, particularly for critical skills in AI, data science, and engineering.

- **Sandbox Programs in Semiconductor Engineering:** Hybrid learning models combining university instruction with hands-on industry experience.

- **GenNX Model for EV Employment:** Fast-track technical programs designed to produce job-ready talent for EV charging infrastructure and after-sales services, with an employment success rate of over 80%.



In addition, NXPO supports the development of a “One-Stop Talent Service” (STEM Plus platform)—a centralized digital hub that connects government, academia, industry, and international partners into a coherent Talent Ecosystem. To date, more than 440,000 individuals have benefited from these programs, generating over 10,000 new jobs and creating more than 4 billion THB in economic value.

### **Strengthening the Ecosystem: Partnerships that Deliver**

Thailand’s human capital strategy places strong emphasis on collaboration (Co-creation mechanism). Universities are partnering with global education providers to establish education hubs in Thailand, while working closely with multinational companies like PTT, Infineon, and Analog Devices to co-design curricula and deliver industry bootcamps. These efforts reflect a growing recognition that future-ready talent must be co-created—built in partnership with the very industries that will employ them.

NXPO’s leadership in transforming Thailand’s higher education system is also focused on accelerating English-medium instruction at the graduate level, promoting international mobility, and enhancing the country’s attractiveness for foreign talent under Thailand’s Long-Term Resident (LTR) visa scheme.

### **Conclusion: Investing in Thailand’s Talent is Investing in the Future**

As industries worldwide seek competitive, adaptable, and skilled talent pools, Thailand stands ready. Its commitment to developing high-performance human capital is not only a strategic national priority—but also a compelling opportunity for global investors.

With supportive policies, cutting-edge education reform, and deep industry engagement, Thailand is laying the foundation for a Talent-Driven Economy that will power the next wave of innovation-led, inclusive growth across Southeast Asia.

**The message is clear:** For companies seeking long-term success in emerging technologies and future industries, Thailand is not just an option—it’s the smart choice. ■

# Amazon Web Services: Building a Future-Ready Workforce for Thailand’s Digital and AI Economy



In today’s rapidly evolving digital landscape, human capital is the decisive factor separating economies that merely adapt from those that lead. Amazon Web Services (AWS), the global cloud computing giant, recognizes this truth—and is investing not only in infrastructure, but in people. With a bold US\$5 billion commitment to Thailand’s cloud and data infrastructure, AWS is also planting long-term roots in talent development, helping to position the country as a rising hub for digital innovation and AI excellence in Asia.

In an exclusive conversation with Dr. Emmanuel Pillai, Head of Training & Certification ASEAN at AWS, we explored how AWS is collaborating with Thai government agencies, organizations, and institutions to close the skills gap and build an inclusive, future-ready workforce for the Fourth Industrial Revolution.

## **Bridging the Digital Divide: From Infrastructure to Impact**

“Nearly 50% of Thai workers lack digital skills,” Dr. Pillai explained, citing the findings of a 2023 study by Gallup and AWS. *“Yet those with digital competencies—such as cloud architecture and AI—can command a 64% salary premium. That’s not just a statistic; it’s a national opportunity.”*

AWS is working to convert that opportunity into reality. In partnership with ministries such as the Ministry of Digital Economy (MDES) and Society and the Ministry of Higher Education, Science, Research and Innovation (MHESI), AWS has introduced a suite of programs targeting students, professionals, and the underemployed alike.

**When AWS commits to a market, we don’t just ask,**

***‘Is the talent already there?’***

**We ask,**

***‘How can we help build it?’***

**Dr. Emmanuel Pillai**  
Head of Training & Certification ASEAN at AWS

**“We’re helping institutions stay current with the pace of technological change while connecting students with real job opportunities through our partner network.”**

These include:

- **AWS Academy:** A program that provides higher education institutions with a free, ready-to-teach cloud computing curriculum that prepares students to pursue industry-recognized certifications and in-demand cloud jobs while helping educators stay current with AWS Cloud innovation.
- **AWS Educate:** offers hundreds of hours of self-paced training and resources for new-to-cloud learners. Open to an individual, regardless of where they are in their education, technical experience, or career journey and content designed for learners as young as 13.
- **AWS Skill Builder:** A comprehensive digital learning platform with over 600 free courses and role-based learning paths for aspiring cloud professionals and AI engineers.
- **AWS re/Start:** A workforce development program targeting unemployed or underemployed individuals. In Thailand alone, over 400 learners have graduated from this six-month program since its 2023 launch, with more than 30 AWS partners and customers hiring from the talent pool.

Since 2017, AWS has trained over 50,000 individuals in Thailand on cloud skills—and this is just the beginning.

### **Creating Strategic Pathways: Skills-to-Jobs Tech Alliance**

In April 2025, AWS launched the **Skills-to-Jobs Tech Alliance**, a unique coalition model that connects government, industry, and academia. In Thailand, this includes 11 educational institutions and 10 employers working together to modernize curricula and create direct pathways to employment.

*“This isn’t just about training—it’s about employability,”* Dr. Pillai noted. *“We’re helping institutions stay current with the pace of technological change while connecting students with real job opportunities through our partner network.”*

Companies such as **Ascend Money, Bitkub, and Hecloud Valley** are already part of this alliance, offering a bridge between learning and the labor market.

### **Engineering the Digital Backbone: KMITL and Data Center Talent**

With Thailand aspiring to become a regional data center hub, AWS’s infrastructure investment must be matched by a skilled workforce. Enter the **Advanced Data Center Engineering Excellence Scholarship Program**, developed in partnership with King Mongkut’s Institute of Technology Ladkrabang (KMITL). The program aims to develop a new generation of engineers trained in energy-efficient operations, AI infrastructure management, and sustainable design. AWS has committed US\$100,000 in scholarships for Thai students over two academic years. *“This program is about building the human infrastructure that will power our physical infrastructure,”* said Dr. Pillai. The program has both immediate and long-term objectives. In the near term, it seeks to develop highly skilled data center engineers through specialized education and training. The curriculum emphasizes modern competencies including sustainable design principles, energy-efficient operations, and the application of artificial intelligence in infrastructure management.



**“ We are entering an era where digital and AI fluency will be a baseline requirement,... The future workforce must be AI-literate, agile, and ready to adapt.”**

### **Looking Ahead: Thailand’s AI Workforce in 2030**

Thailand’s national AI strategy (2024–2027) includes flagship initiatives to develop talent pipelines for AI-driven industries. AWS predicts that within the next 5–10 years, Thailand’s workforce will witness a fundamental transformation—both in technical and non-technical roles.

Some key shifts include:

- **AI-Native Professionals:** Entry-level workers starting careers with AI tools from day one, accelerating innovation and value creation.
- **Software Developers:** Transition from routine coding to creative problem-solving, empowered by AI coding assistants.
- **Data Analysts:** Move beyond data cleaning to generating business insights with AI-driven tools.
- **Cybersecurity Engineers:** Tackle complex security issues earlier in their careers as AI handles threat detection.
- **Non-Tech Professionals:** Enhance productivity and decision-making with AI for doctors, marketers, and sales professionals using AI.

*“We are entering an era where digital and AI fluency will be a baseline requirement,”* Dr. Pillai emphasized. *“The future workforce must be AI-literate, agile, and ready to adapt.”*

### **Investing in Human Capital, Not Just Servers**

Despite AWS’s technical profile, Dr. Pillai made it clear that infrastructure is not the sole determinant in their investment decisions. *“When AWS commits to a market, we don’t just ask, ‘Is the talent already there?’ We ask, ‘How can we help build it?’”*

This long-term approach, focused on customer needs and sustainable growth, reflects AWS’s commitment to supporting Thailand’s digital transformation journey. AWS estimates the construction and ongoing operation of the new AWS Region will add approximately \$10 billion to Thailand’s gross domestic product (GDP) and support an average of more than 11,000 full-time-equivalent jobs at external businesses annually. These jobs, including construction, facility maintenance, engineering, telecommunications, and others within the country’s broader economy, will be part of the AWS supply chain in Thailand.

### **Collaborating to Build a Future-Ready Workforce for Thailand’s Digital and AI Economy**

Dr. Pillai closed our conversation with a powerful message for business leaders:

*“AWS continues to work closely with Thai government agencies and private sector partners to support digital transformation initiatives. Our ongoing collaboration focuses on developing both infrastructure and human capital to meet evolving technology needs.”*

By aligning its mission with national priorities, AWS is not only expanding its footprint—it is helping shape the digital and AI destiny of Thailand. And in doing so, it offers a blueprint for how global tech leaders can lead transformation—not only through technology, but through trust, training, and long-term vision. ■

# Thailand's LTR Visa: Empowering Highly Skilled Professionals to Thrive

## Bosch Executive Highlights How Thailand Blends Innovation and Quality of Life



As Thailand steps confidently into its role as a hub for high-tech manufacturing and innovation, the Long-Term Resident (LTR) Visa has become a key part of that success story – helping attract top talent from around the world who want both professional opportunity and a great quality of life.

One of them is Mr. Christian Biedermann, Head of the Regional Business Unit Gasoline & Hydrogen Systems at Bosch Automotive (Thailand). A holder of the LTR Visa under the Highly Skilled Professional category, he shared his first-hand view of how Thailand's supportive environment is driving competitiveness and innovation across Southeast Asia.



Everything you need for a comfortable life is within reach – makes it easy to stay productive at work while enjoying meaningful time with family



**Mr. Christian Biedermann**  
Head of the Regional Business Unit Gasoline & Hydrogen Systems at Bosch Automotive (Thailand)





## A Work-Life Balance Rooted in Thailand's Opportunity

From Bosch's global headquarters in Germany, Mr. Biedermann, 47, moved to Thailand with his family to take on a regional leadership role.

*"From a work perspective, being at the heart of Southeast Asia's automotive hub is both exciting and inspiring," he said. "Thailand offers a strong industrial foundation and advanced infrastructure, which allows you to focus on innovation rather than worrying about setup challenges – even when establishing a new production line."*

But it's not only work that makes Thailand special.

*"Everything you need for a comfortable life is within reach – excellent international schools, a welcoming expat community, and a rich cultural atmosphere. This combination makes it easy to stay productive at work while enjoying meaningful time with family," he added.*

## Why the LTR Visa Matters

For Bosch, the LTR Visa is not merely a residency document – it is a strategic enabler. The ten-year visa provides long-term stability, fast-track immigration services, and favorable tax conditions, helping attract and retain top global experts.

*"The company chose the LTR Visa because it provides long-term stability and flexibility for highly skilled employees," Mr. Biedermann explained. "From an HR perspective, it supports smooth relocation, helps retain top talent, and enables effective knowledge transfer. From a business standpoint, it promotes innovation and aligns with Thailand's goals for talent development and investment promotion."*

**"With the right visa or flight class, you can even use the Fast Track Lane, which allows you to pass security and immigration almost instantly"**

**"Thailand's healthcare system is comparable to Western standards,...in some cases, examinations that might take weeks to schedule in Germany were available quickly in Thailand."**

Previously, Bosch relied on BOI-promoted work permits under the Non-Immigrant B Visa. Those were effective but involved more paperwork and frequent renewals. The LTR Visa, he emphasized, *"offers even greater strategic benefits – enabling sustainable recruitment, supporting knowledge transfer, and helping companies operate more efficiently."*

## A Country Built for Innovation and Global Business

Thailand's infrastructure – both digital and physical – continues to impress investors and professionals alike. Mr. Biedermann pointed out that 5G coverage and mobile connectivity are exceptionally strong even beyond major cities.

*"Between Bangkok and Rayong, it's easy to hold video conferences via a mobile phone hotspot without interruption. Even on Koh Phi Phi, 5G coverage is available," he shared.*

He also commended Bangkok's Suvarnabhumi Airport for its accessibility and efficiency. *"With the right visa or flight class, you can even use the Fast Track Lane, which allows you to pass security and immigration almost instantly," he said.*

The country's highway system and reliable logistics network further enhance its appeal as a strategic base for advanced manufacturing, regional management, and innovation-driven businesses.

## Quality Healthcare and Education for Families

Having relocated with his family, Mr. Biedermann also praised Thailand's healthcare and education systems. *"Thailand's healthcare system is comparable to Western standards," he affirmed. "In some cases, examinations that might take weeks to schedule in Germany were available quickly in Thailand."*



**“Thailand is a very service-oriented country where people genuinely care about ensuring that you are comfortable and satisfied,... Thai associates are future-oriented, reliable, and accountable – qualities that align perfectly with the Bosch work philosophy.”**

His daughters attend an international school that meets high global standards. *“This allows us, as parents, to focus on our work with peace of mind,”* he added.

**The Human Touch Makes Thailand Stand Out**

While infrastructure and incentives matter, Mr. Biedermann believes Thailand’s strength lies in its people.

*“Thailand is a very service-oriented country where people genuinely care about ensuring that you are comfortable and satisfied,”* he emphasized. *“Thai associates are future-oriented, reliable, and accountable – qualities that align perfectly with the Bosch work philosophy.”*

This cultural fit, he believes, is what truly enables collaboration and long-term business success.

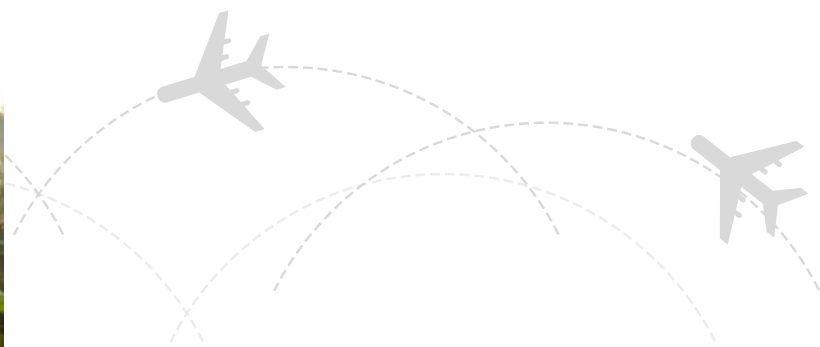
**A Forward-Looking Destination**

For Mr. Biedermann, Thailand’s Long-Term Resident Visa represents more than just convenience—it symbolizes the country’s commitment to welcoming innovation, talent, and investment.

*“The LTR Visa strengthens Thailand’s position as a competitive location for regional headquarters and investment projects,”* he concluded. *“It sends a clear message that Thailand is open for high-value talent and ready to lead the next era of sustainable industrial growth.”*

**About the LTR Visa**

Thailand’s Long-Term Resident (LTR) Visa is designed to attract global professionals, investors, and experts in targeted industries. The 10-year visa offers a reduced personal income tax rate for highly skilled professionals, fast-track immigration services, and streamlined work permit facilitation – positioning Thailand as a hub for international talent, high-tech industries, and sustainable innovation. Detailed information and application support are available at [ltr.boi.go.th](http://ltr.boi.go.th). For further inquiries, please contact [ltr@boi.go.th](mailto:ltr@boi.go.th) ■



# THAI ECONOMY AT A GLANCE

## Key Economic Figures



### GDP Growth



Source: NESDC  
(Data as of Aug 2025)

### Unemployment (2024)



Source: NESDC  
(Data as of Aug 2025)

### Inflation (2024)



### Investment Growth



Source: NESDC  
(Data as of Feb 2025)

### Export Value of Goods Growth



## Market Profile (2024)



**Minimum Wage**  
THB 337-400

**US\$ Approximate**  
USD 10.38-12.32

Source: Ministry of Labour



## Export Figures

### Export value (USD million)

Jan-Dec 2022: 305,320

Jan-Dec 2023: 301,342

Jan-Dec 2024: 323,685

Jan-June 2025: 171,071

## Top 10 Export Markets (Jan-June 2025)

Rank	Value (USD Million)	Share
<b>United States</b>	34,230.39	20.01%
<b>China</b>	21,413.51	12.52%
<b>Japan</b>	11,997.55	7.01%
<b>India</b>	8,561.17	5.00%
<b>Malaysia</b>	6,598.91	3.86%
<b>Vietnam</b>	6,322.21	3.70%
<b>Hong Kong</b>	6,318.45	3.69%
<b>Australia</b>	5,769.25	3.37%
<b>Singapore</b>	5,366.95	3.14%
<b>Cambodia</b>	5,247.57	3.07%

source: Ministry of Commerce, in cooperation with the Thai Customs Department (Date as of August 2025)

## Top 10 Exports (Jan-June 2025)

Goods / Products	Value (US\$ million)	Share
Computers and Parts	19,217.36	11.23%
Vehicles and Parts	15,326.78	8.96%
Jewelry Products	14,590.15	8.53%
Rubber Products	8,080.57	4.72%
Machinery and Parts	5,673.79	3.32%
Integrated Circuits	5,608.75	3.28%
Air Conditioning Machine and Parts	4,493.85	2.63%
Plastic Pellets	4,444.79	2.60%
Chemical Products	4,260.68	2.49%
Fresh, Frozen and Dried Fruit	4,093.46	2.39%

source: Ministry of Commerce, in cooperation with the Thai Customs Department (Date as of August 2025)

## Exchange Rates (As of 13 June 2025)



Source: Bank of Thailand

## Tax Rate

**Corporate Income Tax: 0 - 20%**

**Personal Income Tax: 5 - 35%**

**VAT: 7%**

**Withholding Tax: 1 - 15%**

Source: the Revenue Department  
(As of August 2025)





## Thailand Investment and Expat Services Center (TIESC)

TIESC serves as a one-stop center to support both investors and expatriates in Thailand.

The center brings together key services under one roof, making it easier and faster to set up and operate businesses while ensuring smooth relocation and work arrangements.

### Our Services include

- **One Start One Stop Investment Center (OSOS):** Comprehensive guidance and advisory on setting up operations in Thailand, including coordination with government agencies.
- **One Stop Service for Visa and Work Permit (OSS):** 1-Stop for visas & work permits in 3 hours

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