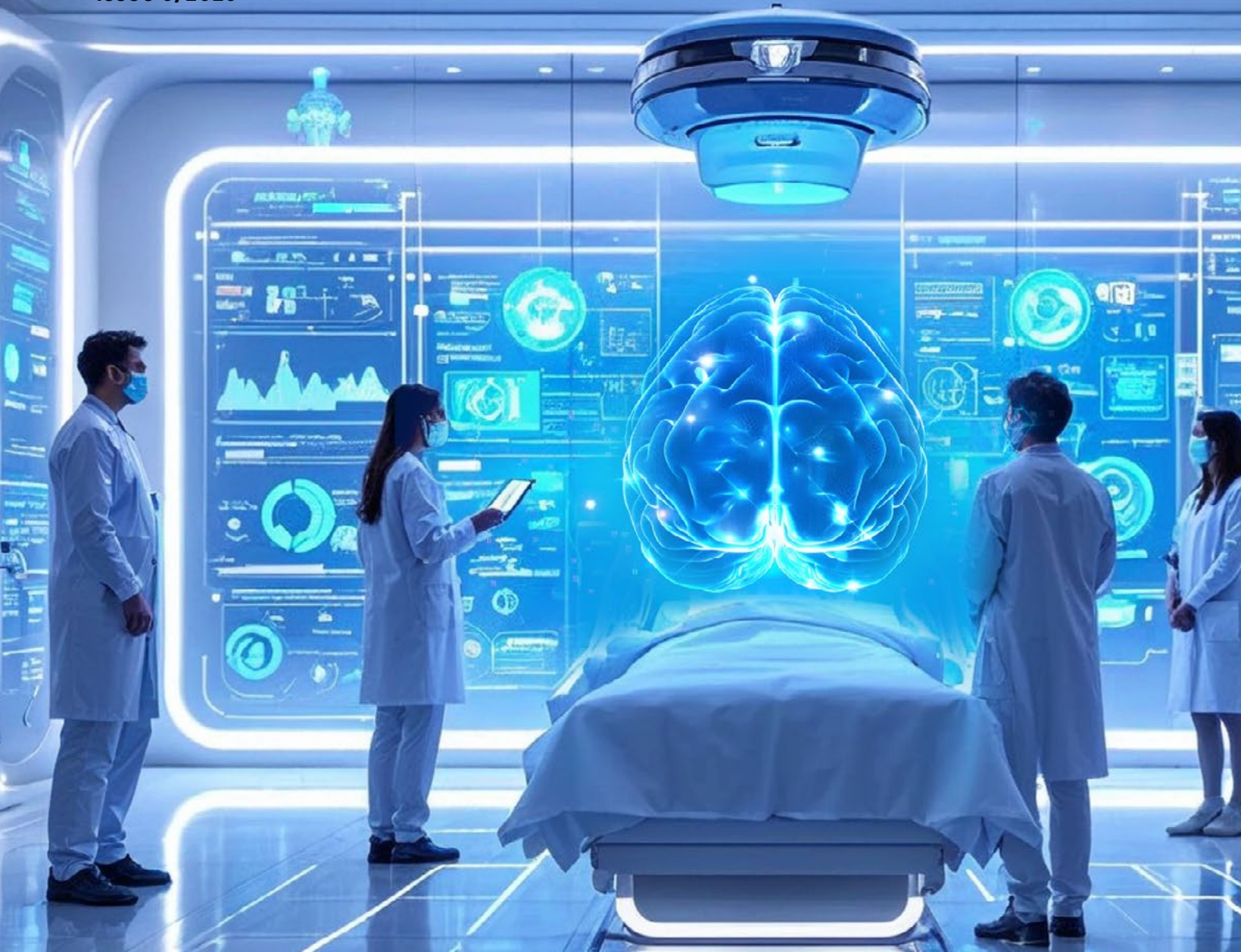


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THAILAND INVESTMENT REVIEW

Issue 5/2025



MEDICAL EXCELLENCE:

Leading the Frontier of
Global Well-Being

BOI NET APPLICATION

January-September 2025



Total Investment
2,622 Projects
USD 43.51 Billion

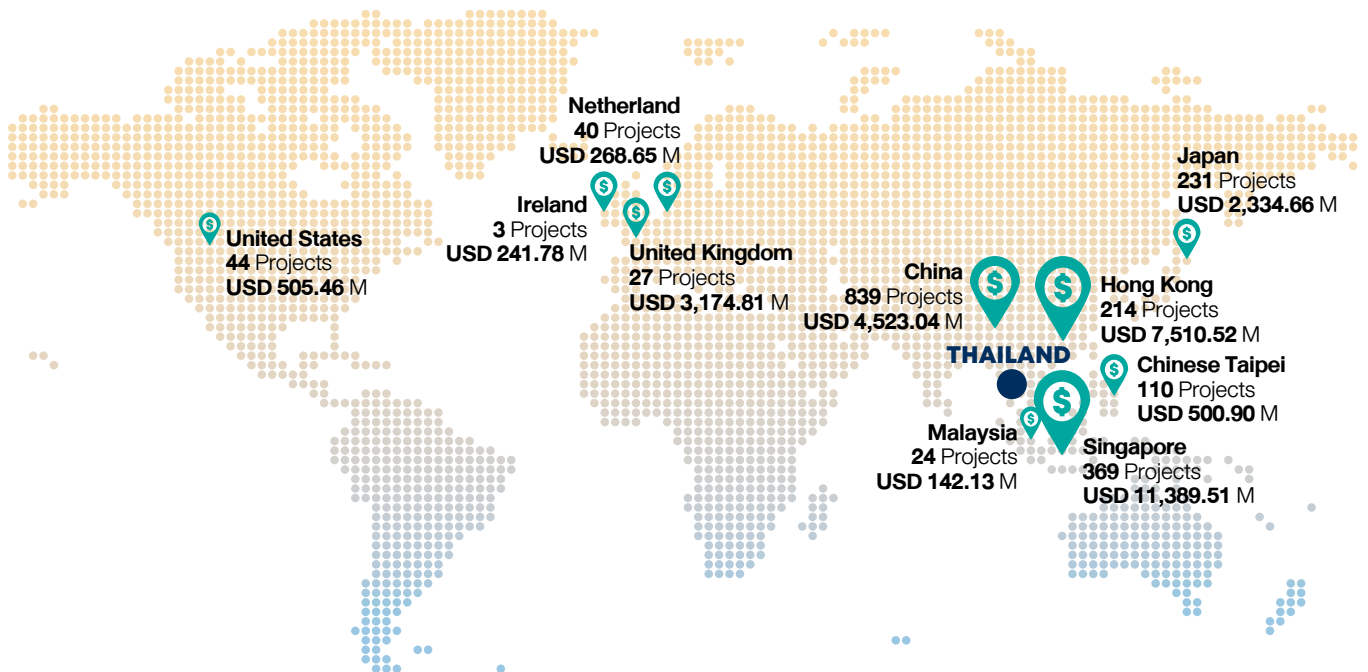


Total Foreign Investment
1,947 Projects
USD 31.19 Billion

FOREIGN INVESTMENT BY TARGET SECTORS

First S-Curve		New S-Curve	
	Electronics 363 Projects USD 5,750.71 M		Digital 83 Projects USD 15,589.20 M
	Automotive & Parts 208 Projects USD 2,207.06 M		Medical 43 Project USD 521.89 M
	Petrochemicals & Chemicals 204 Projects USD 1,089.49 M		Automation & Robotics 26 Projects USD 242.32 M
	Agriculture & Food Processing 84 Projects USD 592.86 M		Biotechnology 14 Projects USD 202.12 M
	Tourism 7 Projects USD 201.55 M		Aerospace 6 Projects USD 156.60 M

FOREIGN INVESTMENT BY MAJOR ECONOMIES



Unit: USD (1 USD = 31.5909 THB as of 19 December 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

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Thai Economy at A Glance



Thailand's Health Vision: A Regional Leader in Healthcare and Wellness Innovation

As the world advances and populations age, health and wellness have emerged as priorities at the heart of global development. People today seek not only effective medical treatments but also comprehensive wellness experiences that nurture body, mind, and lifestyle. Standing at the intersection of medical excellence and cultural heritage, Thailand has emerged as a regional leader in healthcare and wellness innovation. With world-class healthcare services offered at competitive costs, combined with an unmatched reputation in wellness, from Thai massage and spa therapies to its unique hospitality, Thailand continues to attract millions of international patients and wellness travelers each year.¹

Thailand has laid a strong foundation in healthcare services from the early days of its modernization, with the establishment of the first medical school in 1890². Access to modern healthcare expanded significantly with the introduction of the National Health Security Act, with the enactment of the Universal Coverage

Scheme (UCS) in 2002. By 2021, the UCS, Social Security System (SSS), and Civil Servant Medical Benefit Scheme (CSMBS) collectively covered over 99% of Thai citizens,^{3,4} earning Thailand a score of 80 on the latest WHO Universal Health Coverage (UHC) service coverage index, up from 43 in 2000⁵.

¹ Global Wellness Institute (BDMS) and the Global Health Security (GHS) Index
² Faculty of Medicine Siriraj Hospital, Mahidol University
³ Damrongplasit K, Melnick G., BMJ Glob Health.
⁴ Foreign Affairs Office, The Government Public Relations Department
⁵ World Health Organization, "Universal health coverage (UHC) service coverage index"



Thailand's healthcare sector is also highly ranked internationally. The latest Global Health Security Index (GHS) places Thailand at the global rank of 5th among 195 countries and the 1st among its peers in the upper middle-income countries and the Southeast Asia region. Similarly, 'the Health Care index by country 2025 midyear' by Numbeo⁶ ranked Thailand as high as 10th globally and the 4th in Asia, following only Taiwan, South Korea, and Japan.

Thailand's excellence in healthcare is also evident at the facility level, with 65 hospitals accredited by the Joint Commission International (JCI), the highest number in the region and the 4th highest globally as of November 2025. Several Thai hospitals are recognized as global leaders; for example, Bumrungrad International Hospital in Bangkok is ranked first in Thailand and among the world's 100 best hospitals by Newsweek, ranked 14th worldwide and second in Asia in the World's Best Hospitals 2025 list by Statista, following only the University of Tokyo Hospital. Bangkok Dusit Medical Services (BDMS) has also achieved top recognition, ranking first in the Dow Jones Sustainability Indices (DJSI) 2024 for the second consecutive year, and leading the DJSI Emerging Markets for the fourth consecutive year in the Health Care Providers & Services sector. Together, these milestones underscore Thailand's robust presence and competitiveness in the global healthcare market.⁷

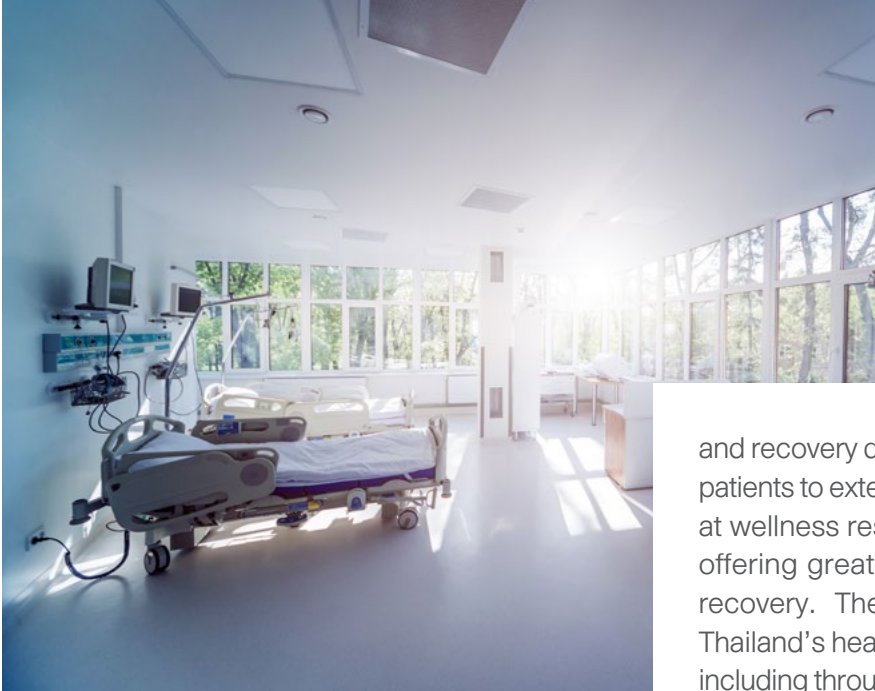
Building on its internationally recognized medical excellence, Thailand now seeks to translate this strength into a comprehensive medical hub strategy. Following the cabinet approval in 2016, setting the principle to develop Thailand to become the global medical hub, the government adjusted the strategic plan to align with the national economic development plans 12th and 13th. The government's strategic roadmap outlines four priority areas for developing the medical hub, including medical services, wellness, medical academics, and medical products. Together, they form a comprehensive framework that promotes investment, human resource development, and innovation in healthcare delivery⁸.

Beyond the excellence of its medical system, Thailand's strength in wellness further reinforces its leadership in the regional healthcare landscape. The country's natural beauty, world-renowned hospitality, and deep-rooted traditions of care have long made it a preferred destination for those seeking rejuvenation and balance. This foundation has evolved into a thriving wellness industry that complements the medical sector, offering experiences that merge clinical precision with cultural authenticity. From Thai massage and herbal medicine to mindfulness retreats and luxury spa resorts, the country's ability to integrate modern innovation with local wisdom and

⁶ Numbeo, "Health Care Index by Country 2025 Mid-Year"

⁷ Bangkok Dusit Medical Services (BDMS)

⁸ Bureau of Medical Hub Industry Promotions (MIP)



and recovery destination. The visa allows international patients to extend their rehabilitation beyond hospitals, at wellness resorts, rehabilitation centers, or hotels, offering greater flexibility and comfort during their recovery. The agency also continues to showcase Thailand's healthcare excellence on the global stage, including through its participation in Expo Osaka 2025.

hospitality has created a distinctive form of healthy tourism that appeals to both international visitors and long-stay residents. Supported by its strong tourism infrastructure and growing network of wellness-certified facilities, Thailand continues to expand its role as a global wellness hub, where health, nature, and culture converge to offer outstanding experiences.

In 2023, the **Global Wellness Institute**, in partnership with BDMS Wellness Clinic, estimated Thailand's wellness economy at USD 40.5 billion, ranking ninth among Asia-Pacific countries.⁹ In 2024, the institute additionally estimated the remarkable growth of Thailand's wellness tourism expenditure, reporting a 36.4% year-on-year increase from 10.3 billion USD in 2023 to 14.1 billion USD in 2024, placing Thailand 15th among 218 economies worldwide. One of the key drivers to Thailand's wellness tourism is the country's renowned spa industry, which ranked fifth in the Asia-Pacific region and 18th worldwide in spa revenue. These indicators highlight the growing confidence and global recognition of Thailand as a premier destination for health and wellness.¹⁰

In resonance with the rapid growth of Thailand's wellness economy and tourism sector, the **Department of Health Service Support (DHSS)** has introduced the "Medical Treatment Visa" in 2024 to further enhance the country's appeal as a long-stay health

Amid the industry's rapid expansion, the BOI remains committed to fostering further growth through a range of targeted investment incentives. Projects in the healthcare sector may be eligible for up to eight years of Corporate Income Tax (CIT) exemption, particularly for specialty medical centers. Other eligible activities, such as senior hospitals, health rehabilitation centers, and related services, can also benefit from varying CIT exemption periods depending on their scope and impact. In addition, the BOI promotes wellness tourism projects located within the Northern Economic Corridor (NEC) and the Southern Economic Corridor (SEC), offering an additional three years of 50% CIT reduction to encourage investment in these emerging wellness destinations.

Building on decades of medical excellence and a deep-rooted culture of well-being, Thailand is strengthening its position as a hub for healthcare and wellness innovation, ready to meet the world's rising demand for quality healthcare and wellness experiences. Supported by proactive government initiatives,¹¹ attractive BOI incentives, and new facilitation measures by the DHSS, Thailand continues to foster an ecosystem that encourages investment, innovation, and sustainable growth. Together, these efforts reaffirm Thailand's role as a regional leader and underscore its promising future as a world-class destination for health and wellness. **Explore the story inside. ■**

⁹ Global Wellness Institute (BDMS), "Thailand Wellness Economy Report"

¹⁰ Global Wellness Institute (BDMS), "Global Wellness Economy Monitor 2025"

¹¹ Ministry of Public Health, Department Of Health Service Support and Ministry of Foreign Affairs of Thailand

Thailand's Healthcare Economy: Insights from Rankings, Demand, and Medical Innovation

The global healthcare services market is witnessing significant growth. Its value is estimated at USD 11.07 trillion in 2024, projected to reach USD 12.08 trillion in 2025 and surge to USD 26.56 trillion by 2034, reflecting a robust 9.15% CAGR¹. Key drivers include the rising prevalence of chronic diseases, rapid technological advancements, and increasing investments in healthcare infrastructure. Within this vast ecosystem, Thailand's tourism industry remains a critical national driver, contributing 10.4% of GDP and generating USD 53.5 billion in value. One of its most dynamic segments, medical tourism, is rapidly gaining prominence. Projected to reach USD 433 million in 2024 and an impressive USD 1.3 billion by 2035², this growth reflects both rising international demand and Thailand's readiness to meet it.



Global Accolades and Healthcare Quality

Thailand's healthcare credentials are reflected in prestigious international rankings and certifications. The country boasts more than 65 healthcare facilities accredited by Joint Commission International (JCI), the highest number in ASEAN and fourth-most worldwide³ as of November 2025. This indicates that many Thai hospitals meet the strict quality and safety standards recognized globally. Building on this reputation, Thailand has been ranked second globally after Turkey among the Top Medical Tourism Countries for 2025 by the Imperium Health Group⁴. The country's excellence in orthopedics, wellness, and cosmetic procedures has been especially notable, with leading JCI-accredited hospitals offering linguistically trained medical staff to ensure a seamless experience for international patients.

Further reinforcing its reputation for quality, the Health Care Index by Country 2025 (Mid-Year) ranks Thailand 10th worldwide⁵, first in ASEAN and behind only Taiwan, South Korea, and Japan in Asia. This ranking underscores the country's ability to deliver world-class healthcare at competitive costs, affirming its leadership in the region's evolving medical landscape. The recognition extends beyond rankings to on-the-ground achievements. In the World's Best Hospitals 2025 list by Statista, Bumrungrad International Hospital in Bangkok is listed among the global top 100 best hospitals and ranks third in ASEAN, following only the Singapore General Hospital (SGH) and National University Hospital (NUH) in Singapore⁶. Such honors highlight Thailand's state-of-the-art medical facilities, many of which deliver cutting-edge treatments comparable to those in Western centers. Together, these accolades affirm that Thailand has achieved a rare balance of quality, safety, and affordability, a combination that inspires sustained investor confidence in its healthcare and wellness sectors.

Expanding Market and Healthcare Capacity

As global recognition strengthens, Thailand's healthcare infrastructure is expanding rapidly to meet rising demand. Private hospital inpatient numbers

¹ Towards Healthcare, "Hospital Services Market Grows with Global Investment"

² Bangkok Post, "Wellness targeted as key to growth"

³ Joint Commission

⁴ Imperium Health Group, "Top Medical Tourism Countries for the Global healthcare 2025"

⁵ Numbeo, "Health Care Index by Country 2025 Mid-Year"

⁶ Statista, "World's Best Hospitals 2025"



are projected to increase from 2.52 million in 2024 to 2.93 million by 2030, supported by a rise in bed capacity from 35,935 to 42,182 over the same period. Similarly, outpatient visits are forecast to climb from 59.37 million to 76.77 million, reflecting the continued growth of private healthcare consumption⁷.

At the same time, medical and wellness tourism continues to accelerate. Industry forecasts project that Thailand’s medical and wellness tourism market (combined), valued around USD 31.5 billion in 2024, will grow at around 13% CAGR to reach over USD 110 billion by 2034⁸. This impressive trajectory would make Thailand one of the largest medical tourism markets in the world. Key drivers include the country’s cost-effective, high-quality services, growing global interest in health travel, and supportive government policies (such as simplified visas and promotional campaigns).

Regional demand continues to shape Thailand’s healthcare landscape. Thailand draws patients from around the globe, with particularly strong interest from neighboring Asia-Pacific countries and the Middle East. For example, affluent travellers from China increasingly seek Thailand’s medical and wellness services, a trend supported by collaborations like the Thailand-China “Wellness Hub” initiative to attract Chinese wellness tourists⁹. Middle Eastern patients from the Gulf Cooperation Council (GCC) states also contribute to demand, attracted by Thailand’s

specialized care (such as advanced fertility and cosmetic treatments) and more temperate climate. Within ASEAN, Thailand is often the top choice for regional patients in need of complex procedures, given its reputation and geographic proximity.

To accommodate this expanding market, Thailand is strategically strengthening its healthcare workforce and infrastructure. The number of doctors is projected to rise from 71,616 in 2024 to 102,690 by 2034¹⁰, although each will continue to handle over 1,500¹¹ outpatient visits annually, reflecting persistent high demand and highlighting opportunities for investment in hospital expansion, workforce development, and digital health innovation.

Apart from the physician, as of 2024, Thailand’s healthcare system comprises a diverse and growing pool of professionals, including 6,064 dentists, 11,394 pharmacists and 122,951 registered nurses.¹² The system also includes specialized practitioners such as 1,759 occupational therapists, 488 speech therapists, 1,320 clinical psychologists, 982 cardiothoracic technologists, and 6,630 radiological technicians, demonstrating Thailand’s capacity to deliver comprehensive care across disciplines. Complementing this are 1,943 traditional Chinese medical practitioners and 3,532 dietitians, reflecting the integration of traditional and preventive medicine within the broader health ecosystem.

⁷ Intellify Industry Report, “Thailand’s healthcare services industry outlook 2025–2030”

⁸ Global Market Insights, “Thailand Medical and Wellness Tourism Market Size”

⁹ TMX Group and BDMS Wellness Clinic

¹⁰ Ministry of Public Health

¹¹ Thaipublica, “Thailand’s Health Crisis 40.5M annual visits projected by 2026”

¹² Strategy and Planning Division of Office of the Permanent Secretary Ministry of Public Health

This robust human resource base is supported by extensive healthcare infrastructure across the country. Thailand hosts 13,364 public medical facilities, including 9,800 public health centers, 3,270 district health offices, and 294 community and general hospitals. On the private side, there are 25,148 medical facilities, comprising 24,778 private clinics and 370 private hospitals, 31.4% of which are located in Bangkok, the nation’s premier healthcare hub.¹³

Innovation and Integrated Healthcare Development

As Thailand’s healthcare sector expands, its services are evolving beyond traditional elective procedures toward high-value specialties such as cardiovascular surgery, orthopedics, oncology, and preventive wellness. Wellness resorts now integrate medical check-ups, detox programs, meditation, and DNA-tailored nutrition plans, reflecting the growing convergence between healthcare and hospitality. This synergy positions Thailand as a pioneer in medical-wellness tourism, appealing to travelers seeking not only treatment but holistic well-being experiences.

At the same time, innovation and integration are driving Thailand’s healthcare transformation. The country is advancing in key frontier fields, precision medicine, regenerative medicine, and reproductive medicine, supported by world-class institutions and favorable regulation¹⁴. Examples include Asia’s first preventive genomics center at Bumrungrad International Hospital¹⁵, stem-cell and tissue-engineering research for regenerative therapies, and globally competitive IVF clinics serving patients from China, Australia, and the Middle East. These advances, backed by government support for clinical research and specialized centers, are creating new investment opportunities in biotechnology, cell therapy, and longevity services.



Beyond individual treatments, Thailand’s healthcare industry is an integral part of a dynamic life-sciences ecosystem that connects biotechnology, pharmaceuticals, and medical devices. Global pharmaceutical sales reached USD 1.6 trillion in 2024, expanding by 8.7% year on year.¹⁶ Within Southeast Asia, Thailand stands out with a USD 6.1 billion pharmaceutical market¹⁷ —offering strong potential for investors seeking to localize high-value production and R&D. At the same time, the country’s fast-growing medical device and digital-health sectors are driving collaboration among hospitals, researchers, and manufacturers to create innovations such as AI-powered diagnostics, telemedicine platforms, and smart prosthetics. By combining modern medicine with traditional wellness and a growing focus on longevity, Thailand is emerging as a comprehensive, innovation-driven healthcare hub that continues to attract both patients and global investors. ■



¹³ Department of International Trade Promotion, Ministry of Commerce

¹⁴ Dr. StemCellsThailand, “Thai FDA and Stem Cell Regulations in Thailand”

¹⁵ Bumrungrad International Hospital, “Bumrungrad Genomics: Transforming Healthcare in the Era of Precision Medicine”

¹⁶ Grand View Research, “Global Pharmaceutical Market Size & Outlook, 2025–2030”

¹⁷ Bangkok Post, “Challenges to clinical trial growth in Thailand” and BMI Fitch Solutions, “Stable Outlook For Thailand’s Pharmaceutical Sector Amid Economic Constraints And Regulatory Challenges”

Promoting Health Investment: Policies for a Future-Ready Medical Industry



Thailand’s prominence as a medical hub did not happen by chance. It is the result of deliberate investment, forward-looking policy, and an unrelenting commitment to universal well-being. From world-class hospitals in Bangkok to wellness resorts in Phuket and community clinics nationwide, Thailand’s healthcare ecosystem embodies a balance between innovation, inclusivity, and long-term vision.

Thailand’s Health Advantage

The Thai healthcare industry stands at a strategic turning point. In 2024, the sector witnessed unprecedented technological adoption and demographic transformation. Telemedicine use grew by over 30%¹, while artificial intelligence became integral to diagnostics and hospital management. These trends mark a decisive shift from treatment-centered medicine to a digitally connected, preventive care system that ensures quality access for all.

At the same time, Thailand’s entry into a fully aged society has redefined national priorities. Demand for senior healthcare, rehabilitation, and long-term care services continues to surge, encouraging investment in medical infrastructure and new insurance models. The private healthcare market, valued at over 320 billion baht², has expanded steadily on the strength of both domestic and international patients who recognize Thailand for its high-quality yet affordable medical treatment.

Beyond hospitals, the ecosystem is diversifying—linking healthcare with biotechnology, pharmaceuticals, and digital platforms—reflecting a shift toward a broader “health economy.”

Medical Hub 2.0 and the Rise of Thailand’s Health Economy

Thailand’s next chapter is guided by the Global Medical Hub Action Plan 2023–2027³, spearheaded by the **Department of Health Service Support (DHSS)**. The plan outlines four strategic pillars: **Medical Services Hub**, **Academy Hub**, **Products and Innovation Hub**, and most crucially, the **Wellness and Integrative Medicine Hub**.

¹ The Nation, “Exploring 4 trends shaking up the Thai healthcare industry in 2024”
² Ibid
³ Global Health Division Office of Permanent Secretary, Ministry of Public Health

This integrated vision is already translating into significant economic success. The burgeoning **Wellness Tourism** sector serves as a powerful testament to the vitality of the Wellness Hub pillar. Experts note that Thailand’s Wellness Economy is growing at the world’s fastest rate, with the global market projected to reach USD 9 trillion by 2028. Specifically, Thailand’s Wellness Tourism sector saw an impressive 119.5 percent growth (ranked second globally), generating approximately USD 12.41 billion. Wellness tourists spend substantially more—an average of **5–6 times** that of regular tourists (USD 1,860 – 2,170 per trip).⁴

Together, these pillars mark Thailand’s evolution from a destination for medical tourism to a full-fledged health economy to be Thailand Medical Hub, where healthcare, innovation, and education intersect to drive sustainable growth. Flagship projects such as “Medical Valley Thailand”⁵ in EECMd, embody this integrated vision, attracting both global investors and high-skilled professionals.

Policy Vision: Health Security and Global Leadership

Underpinning Thailand’s progress is a strong policy framework. The Thailand Global Health Action Plan 2021–2027⁶ articulates a national roadmap toward a “health-secure Thailand”, emphasizing resilience, self-reliance, and global cooperation. It integrates pandemic preparedness, vaccine and drug security, and climate-related health adaptation into a coherent vision for national well-being.

Thailand’s leadership in Universal Health Coverage (UHC) remains a cornerstone of its credibility. Since 2002, every resident has been entitled to essential care without financial hardship. The UHC system—recognized by the WHO and World Bank—continues to evolve under the government’s sustainable finance initiative,⁷ ensuring fiscal sustainability and quality improvement. This policy consistency strengthens investor confidence by signaling stability, inclusiveness, and long-term commitment.

Equally vital is Thailand’s role in **global health diplomacy**. The Ministry of Public Health works closely with ASEAN, APEC, and the WHO to promote cross-border cooperation, strengthen disease

surveillance, and enhance health equity. By doing so, Thailand positions itself as a trusted regional partner in building shared health resilience.

Accelerating Medical Innovation through Regulation and R&D

Innovation has become the cornerstone of Thailand’s healthcare transformation. Recent regulatory reforms—such as the Clinical Trials Act⁸ and the Digital Health Regulatory Sandbox⁹—are streamlining approval processes, enabling faster translation of laboratory research into market-ready applications. These initiatives strengthen Thailand’s position as a regional testing ground for medical technologies, biotechnology, and AI-driven healthcare solutions.

One of the nation’s most transformative undertakings is Genomics Thailand¹⁰, a five-year national project to map 50,000 Thai genomes. The database will advance precision medicine, supporting targeted treatments for cancer, rare diseases, and genetic conditions. Complementary to this, the Yothi Medical Innovation District and the EECmd Medical Innovation District in the Eastern Economic Corridor are fostering collaboration among hospitals, universities, and biotech firms. By integrating regulation, incentives, funding, research, and commercialization, Thailand is cultivating a cohesive innovation ecosystem capable of competing globally.



⁴ Bangkokbiz News, “2026: Thailand as ‘Wellness Hub’ 5 Must-Watch Longevity Trends”
⁵ Saikha, “Powering Thailand as a Regional Medical Valley: EECmd”
⁶ Global Health Division Office of Permanent Secretary, Ministry of Public Health
⁷ The Working Group on Sustainable Finance (WG-SF), “The Sustainable Finance Initiatives for Thailand”
⁸ Bangkok Post, “Challenges to clinical trial growth in Thailand”
⁹ Ministry of Public Health, “Digital Health Strategy (2021 – 2025)”
¹⁰ National Biobank of Thailand, “Genomics Thailand”



Digital/AI Utilization and Thai Health Care Services

In the digital era, health data has become a vital asset for improving national healthcare delivery. Thailand ranks **4th among 22 OECD and partner economies**¹¹ in the interoperability of health data exchange—demonstrating significant progress toward data-driven medicine.

The National Electronics and Computer Technology Center (NECTEC), under the NSTDA and Ministry of Higher Education, Science, Research and Innovation (MHESI), has partnered with the Department of Medical Services and Mahidol University’s Faculty of Medicine Ramathibodi Hospital to establish the Medical AI Consortium. This network—comprising medical schools, research institutes, and hospitals nationwide—is building Thailand’s first Medical AI Data Platform¹², a centralized repository of high-quality medical imaging data.

Supported by the Program Management Unit for Human Resources & Institutional Development (PMU-B) during 2023–2026, the platform will strengthen the country’s data infrastructure and enable AI-based diagnostic tools. The initiative aims to reduce doctors’ workloads, enhance diagnostic accuracy, and improve healthcare access across the nation—laying the foundation for a new era of intelligent healthcare services in Thailand.

Human Capital for the Next Health Frontier

A future-ready healthcare industry depends on skilled and adaptable human resources. Thailand is implementing a 10-year National Health Workforce Reform Plan to expand its pool of medical professionals—targeting an additional 4,000 doctors and 15,000 nurses annually to meet growing healthcare demand.

To attract global expertise, the Long-Term Resident (LTR) Visa¹³ offers renewable 10-year residence, tax benefits, and simplified work permits for medical and R&D professionals. Similarly, the Medical Treatment (MT) Visa¹⁴ facilitates short- and long-term stays for international patients seeking treatment in Thailand. Meanwhile, the Talent Exchange Program, jointly operated by the Ministry of Public Health, MHESI, and BOI, connects Thai professionals with international experts, advancing medical innovation and knowledge transfer.

Domestically, the government is investing in education reform and digital literacy for healthcare professionals, emphasizing AI-supported learning and clinical simulation. These initiatives address an anticipated shortage of around 10,000 physicians by 2030¹⁵ and prepare the workforce for new healthcare paradigms driven by robotics, data analytics, and telehealth. This human-capital strategy ensures that Thailand’s healthcare transformation remains technologically advanced, socially inclusive, and globally competitive.

Catalysts for Investment and Innovation

The **Board of Investment (BOI)** remains a pivotal driver of Thailand’s medical industry expansion. Through generous incentives—such as up to eight years of corporate income-tax exemption, import-duty waivers on medical equipment and research materials, and rights for foreign ownership and capital repatriation—the BOI transforms policy vision into tangible opportunity.

The BOI actively promotes the manufacturing of advanced and high-value medical devices. This encompasses everything from innovative diagnostics tools, medical robotics, and digital health hardware to essential consumables and specialized instruments.



¹¹ Thai Health Promotion Foundation, “Thai Health 2024”
¹² National Science and Technology Development Agency (NSTDA)
¹³ Thailand Investment and Expat Services Center (TIESC)
¹⁴ Royal Thai Embassy, Pretoria, Republic of South Africa
¹⁵ The Nation Thailand, “Thai Health Ministry Admits Critical Doctor Shortage in Nine Provinces”



Promoted activities include R&D and the production of Class II and III medical devices, often linked to the aforementioned clinical research facilities and biotechnology sector. These incentives are crucial for attracting foreign direct investment (FDI) in high-tech medical device production, positioning Thailand as a regional manufacturing hub that meets both domestic demand and export needs.

Eligible sectors include hospitals, senior-care centers, biotechnology, pharmaceuticals, and clinical research facilities. Importantly, BOI promotion encourages cross-sector collaboration—bridging healthcare providers with universities, startups, and data firms to accelerate innovation.

Additionally, Thailand's growing emphasis on digital health infrastructure—notably the National Health Information Exchange (HIE)¹⁶ and the forthcoming Health Data Center—is improving interoperability across hospitals and enabling data-driven public health management. These investments ensure that digital transformation extends beyond hospitals to benefit patients, policymakers, and investors alike.

Thailand as ASEAN's Health Gateway

As global health cooperation intensifies, Thailand is taking a leadership role in the region. Through the ASEAN Health Cluster¹⁷, the country aims to facilitate patient mobility and medical collaboration across borders. Initiatives such as Border Health Cooperation with neighboring countries further demonstrate Thailand's commitment to health equity and regional resilience.

In this regional vision, Thailand serves not just as a destination—but as a gateway for healthcare innovation, clinical excellence, and cross-border collaboration within ASEAN and beyond.

Conclusion

Thailand's healthcare evolution reflects a rare equilibrium between social welfare and economic opportunity. Supported by visionary policies, robust incentives, and an expanding innovation ecosystem, the nation is positioning itself as a future-ready health economy—one that integrates medical excellence, technological advancement, and human potential.

For global investors, Thailand offers more than a thriving market—it offers a long-term partnership in building a healthier, smarter, and more resilient Asia. ■

¹⁶ Health Link

¹⁷ Center for International Cooperation, Department of Health, Ministry of Public Health

Driving Thailand's Wellness and Medical Hub: A New Engine for the Health Economy

As Thailand advances toward its vision of becoming Asia's premier Medical and Wellness Hub, the Department of Health Service Support (DHSS), under the Ministry of Public Health, plays a pivotal coordinating role. Serving as the secretariat of the National Committee on the Wellness and Medical Hub—chaired by the Deputy Prime Minister—DHSS is leading efforts to transform Thailand's strengths in healthcare, hospitality, and wellness into a dynamic growth engine for the national economy.



“Wellness must come before medical, because wellness holds **higher value**. Together, they form the new engine that will drive **Thailand's economy forward**”

Dr. Kornkrit Limsommut
Deputy Director-General,
Department of Health Service Support (DHSS)

Positioning Health as Thailand's New Economic Engine

According to Dr. Kornkrit Limsommut, Deputy Director-General of DHSS, Thailand's economy has long relied on four key drivers: government, industry, agriculture, and tourism. The next phase of growth, he says, will be powered by a fifth engine—the **medical and wellness economy**.

“Wellness must come before medical, because wellness holds higher value. Together, they form the new engine that will drive Thailand's economy forward,” he explains.

Thailand's strength lies in its unique combination of advanced medical expertise, skilled personnel, and a deep cultural foundation of care and hospitality. With global demand for preventive healthcare, medical tourism, and longevity services accelerating, Thailand's strategy leverages these competitive advantages to create new value chains across both health services and health-related industries.

A Comprehensive Strategy: Six Hubs for Health and Wellness

The DHSS serves as the operational backbone of the Wellness and Medical Hub initiative, coordinating with multiple ministries, public agencies, and private partners to develop six strategic “Hubs”:

- 1. Medical Service Hub** – Enhancing Thailand’s global reputation in high-value medical services such as cosmetic and reconstructive surgery, dentistry, IVF, and advanced therapies (ATMP).
- 2. Wellness Hub** – Promoting wellness tourism, spas, and Nuad Thai, Thailand’s traditional massage recognized by UNESCO as an Intangible Cultural Heritage.
- 3. Product Hub** – Expanding the market for health products, especially Thai herbal medicines, dietary supplements, and natural ingredients rooted in Thai identity.
- 4. Academic Hub** – Positioning Thailand as a regional center for medical training, knowledge exchange, and professional development in health sciences.
- 5. Convention and Exhibition Hub (MICE)** – Attracting global health-related conferences and exhibitions to Thailand in cooperation with the Thailand Convention and Exhibition Bureau (TCEB).
- 6. Facilitation and Regulatory Hub** – Streamlining inter-agency procedures and regulatory frameworks to enhance convenience and competitiveness for investors and service providers.

Each hub is designed to reinforce the others, creating an integrated ecosystem that connects public health with investment, innovation, and international collaboration.



Public–Private Synergy: Expanding Thailand’s Health Ecosystem

To turn strategy into impact, DHSS has built strong partnerships across government and industry. Within the Ministry of Public Health, DHSS collaborates closely with the Department of Medical Services on advanced technologies such as gene therapy and Advanced Therapy Medicinal Products (ATMP), and with the Department of Thai Traditional and Alternative Medicine to develop academic standards for herbal and wellness services.

Beyond the health sector, the Ministry of Tourism and Sports works with DHSS to develop “Health Tourism Routes,” linking wellness destinations with local economies. The Ministry of Commerce supports international promotion through initiatives such as Nuad Thai Select, modeled after “Thai Select” restaurants, to certify and elevate Thai massage and spa businesses abroad.

In the private sector, hospitals, wellness operators, and product manufacturers are key partners in expanding the industry’s global reach. DHSS has coordinated with the Tourism Authority of Thailand (TAT) and major hospital groups to showcase Thailand’s medical and wellness capabilities at international expos, including the recent Expo Osaka 2025, where over 2 million visitors experienced Thai medical and wellness services firsthand.

“We see excellent cooperation from the private sector. Thailand’s medical and wellness brands are already recognized internationally, but our goal is to strengthen standards and promote them under a unified national identity,” says Dr. Kornkrit.

Facilitating Global Access: The Medical Visa and Investment Opportunities

To enhance accessibility for international patients, Thailand introduced the Medical and Wellness Visa, allowing extended stays for individuals receiving treatment or rehabilitation. The initiative addresses a common pain point: the need for frequent visa extensions for long-term medical procedures, such as gender-affirming surgery or fertility treatments. The new visa streamlines travel for high-value health tourists while benefiting multiple sectors—from hospitals to hospitality and real estate.

Parallel to service facilitation, Thailand is also welcoming foreign investment in emerging health industries. The government seeks collaboration with investors in developing Wellness and Medical Parks within the Eastern Economic Corridor (EEC) and across regional provinces. Priority areas include advanced medical technologies, biopharmaceutical manufacturing, medical devices, and R&D in herbal and dietary supplement products.

“We look to investors for technology, innovation, and joint ventures that enhance our domestic capacity—from ATMP and vaccines to wellness infrastructure,” Dr. Kornkrit adds.

Human Capital and Global Partnerships: Building for the Long Term

A strong workforce is the foundation of a sustainable health economy. Thailand’s 10-year medical workforce plan integrates the needs of both the public health system and the economic sector, ensuring sufficient personnel to serve domestic and international markets.

At the same time, Thailand is deepening collaboration with universities and professional councils to upskill healthcare professionals and explore pathways for mutual recognition of qualifications within ASEAN—an essential step toward regional mobility and knowledge exchange.

Insurance and financial mechanisms also play a vital role. Thailand’s affordability and high medical standards make it attractive to international insurers, who increasingly include Thai hospitals—both public and private—in their global networks. The growth of “premium hospitals” within public institutions such as Siriraj and Ramathibodi is expanding options for insured foreign patients while maintaining universal healthcare for Thai citizens.



The Road Ahead: Thailand’s Health Economy for the Future

For Dr. Kornkrit, the path forward lies in focusing on Thailand’s true strengths: service excellence, wellness heritage, and integration of technology with human touch.

“Thailand may not lead in producing high-tech medical devices, but we excel in applying technology with compassion, art, and culture. That’s what makes our healthcare experience unique,” he notes.

In this vision, the medical and wellness economy is more than a policy agenda—it is a national development strategy that links public health, innovation, and investment to drive inclusive growth. From advanced therapies and herbal products to wellness tourism and academic partnerships, Thailand is building a holistic ecosystem where health becomes both an economic opportunity and a global good.

Conclusion: Investing in Health, Investing in Thailand

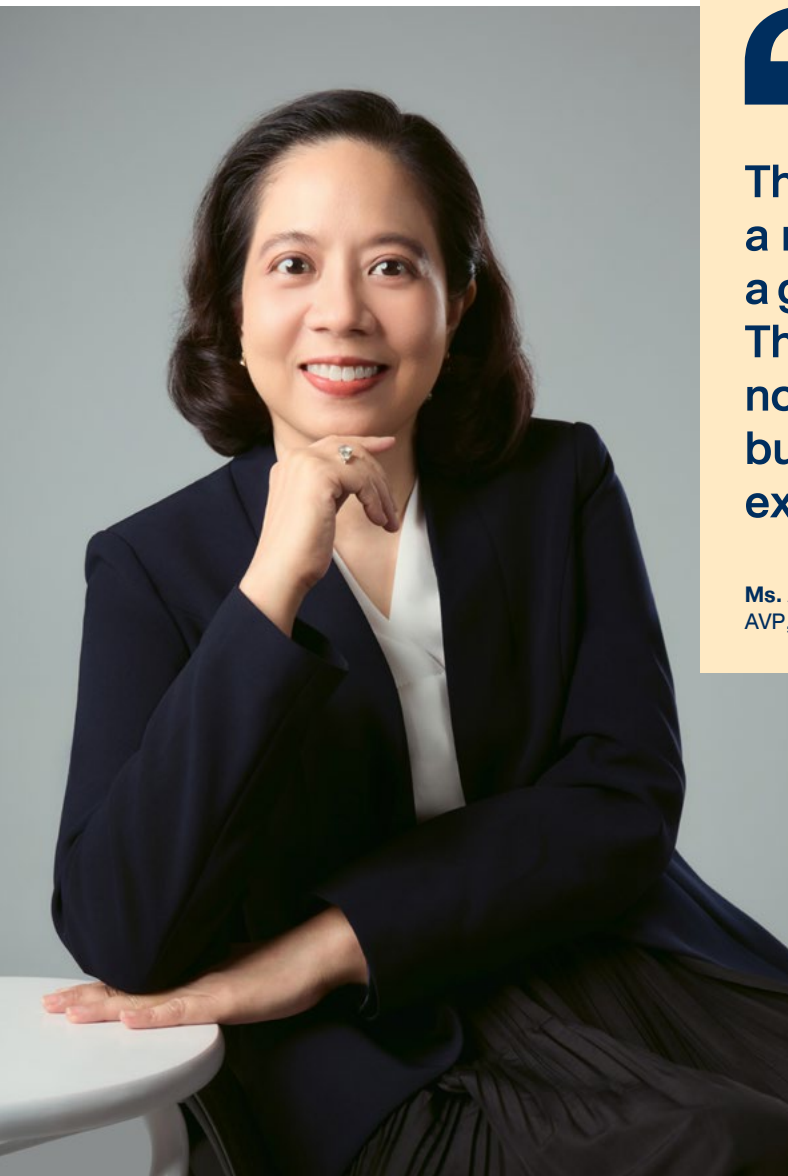
With strong policy continuity, multi-sector collaboration, and global partnerships, Thailand’s Wellness and Medical Hub initiative is shaping a new chapter in Asia’s health economy.

As Dr. Kornkrit affirms, *“Our goal is to make Thailand not only a destination for healing—but a partner in creating health solutions for the world.”*

For global investors, innovators, and healthcare providers, the message is clear: **Thailand’s health economy is ready to lead the next wave of growth—where wellness meets innovation, and care meets opportunity. ■**

Health Without Borders: Global Leaders Investing in Thai Medical Excellence

As one of Asia's most respected medical networks, Bangkok Dusit Medical Services (BDMS) has been at the forefront of Thailand's transformation into a global healthcare and wellness hub. With more than 50 hospitals across the country and world-class Centers of Excellence, BDMS is not only a leading healthcare provider but also a driver of medical innovation, preventive wellness, and cross-border patient care. In this exclusive interview with Thailand Investment Review (TIR), Ms. Ajaya Intaraprasong AVP, Investor relations, BDMS representative, shares insights into Thailand's growing healthcare ecosystem, the company's collaboration with the Board of Investment (BOI), and BDMS's vision to make "health without borders" a reality.



“

Thailand is facing an aging society, a rise in chronic diseases, and a growing influx of medical tourists. These changes mean we need not only more doctors and nurses, but also highly specialized expertise.

”

Ms. Ajaya Intaraprasong
AVP, Investor relations, BDMS representative

Empowering People for a Healthier Future

BDMS sees human capital development as the cornerstone of Thailand's healthcare competitiveness. *"The government's policy to increase the number and capability of medical professionals is absolutely crucial,"* Ms. Ajaya emphasized. *"Thailand is facing an aging society, a rise in chronic diseases, and a growing influx of medical tourists. These changes mean we need not only more doctors and nurses, but also highly specialized expertise."*



She noted that Thailand currently has 9 doctors per 10,000 people, compared to the global average of 18, and 31 nurses per 10,000, compared to 39 worldwide. Bridging this gap requires strategic investment in advanced medical training. BDMS is doing just that—collaborating with top institutions in the United States, Europe, and Japan to provide continuous training and research opportunities for its staff.

Beyond clinical care, BDMS is also investing in digital health and data innovation. *“Experts in digital health are still few, but this area is vital,”* she explained. From AI-driven diagnostics to speech-to-text medical records and telemedicine platforms, BDMS is transforming patient care with technology. These innovations not only enhance healthcare quality but also improve accessibility for patients nationwide.

Partnering for Progress: Experience with BOI Incentives

BDMS’s success story is closely tied to Thailand’s investment promotion framework. The company has received BOI promotion for several projects, including its Specialized Cancer Center and the BDMS Digital Core Transformation, which improves operational efficiency through digital technologies.

“The BOI has provided excellent facilitation—from consultations and documentation to training and interpretation of requirements,” said Ms. Achaya. *“These supports have allowed us to move quickly, correctly, and receive full tax benefits.”*

Beyond hospitals, BDMS is expanding into wellness and sustainability, aligning with Thailand’s broader policy goals. *“We also received promotion for energy-saving and renewable-energy initiatives,”* she added. *“The BOI plays a vital role in driving investment, innovation, and sustainability in healthcare.”*

Expanding Horizons in Wellness and Preventive Care

For BDMS, **wellness is the next frontier** of healthcare growth. *“Before, people came to hospitals when they were sick. Now, the focus is on preventing illness before it happens,”* Ms. Achaya said. *“Wellness covers everything—from tourism and real estate to fitness, mental health, and aesthetics—and it’s growing by more than 8% annually worldwide.”*



BDMS has already made major strides in this direction. In addition to the flagship BDMS Wellness Clinic and BDMS Wellness Resort on Wireless Road, the company is developing a new mixed-use wellness and residence project at the Sarasin–Lang Suan intersection. Set to open by 2030, it will combine a clinic, residences, a hotel, and lifestyle amenities in one integrated ecosystem. *“This project reflects the continuum of care that BDMS envisions—preventive, curative, and rehabilitative services that help people stay healthy at every stage of life.”*

Expectations for Government and Regional Cooperation

As Thailand deepens its role as a regional healthcare leader, BDMS hopes to see continued public-private collaboration, particularly in wellness promotion and health-tech talent development.

“The government has done very well, but we still need more support in training specialists in health technology,” Ms. Achaya said. *“Sometimes we have to rely on foreign experts. Building local capability in this area will be key to Thailand’s long-term competitiveness.”*

BDMS also values cooperation with government agencies such as the Tourism Authority of Thailand (TAT) and Department of International Trade Promotion (DITP), joining official delegations to promote Thailand’s medical and wellness services in markets across the Middle East, South Asia, and the GCC region. *“We serve patients from more than 100 nationalities. Public-private partnerships like these help strengthen Thailand’s visibility as a trusted global medical destination,”* she added.

Medical Visas: Gateway to Global Health Access

Thailand's Medical Treatment Visa is another policy tool that enhances the country's appeal. BDMS views such measures positively. *"Anything that facilitates foreign patients coming for treatment increases confidence and supports long-term investment,"* she said.

Currently, medical visas allow stays of up to 60 days, which BDMS believes could be extended for patients requiring long-term rehabilitation. *"Extending to 180 days or even longer would make treatment more convenient,"* Ms. Achaya suggested. She also highlighted the growing need for international health insurance portability, as many foreign insurers still restrict coverage to domestic treatment. *"If more international insurance schemes recognize Thai hospitals, it would significantly boost medical tourism."*

Thailand's Strength: Quality, Hospitality, and Affordability

When asked about Thailand's global standing, Ms. Achaya was confident: *"Thailand is already recognized as one of the world's top destinations for medical tourism because of our strong treatment outcomes, world-class service, and Thai hospitality."*

BDMS believes that treatment outcomes are the ultimate decision factor for patients. At the same time, Thailand offers cost advantages—30–40% cheaper than Singapore, while maintaining higher infrastructure standards than many other countries in the region. *"These are our competitive edges,"* she said.

In preventive medicine, BDMS is advancing medical wellness that goes far beyond spas or traditional massage. The company applies genomics, personalized nutrition, and precision medicine to provide tailored care for each patient. *"More than half of our wellness clients are foreign patients, especially from the Middle East and China,"* she noted. *"This reflects growing global recognition of Thailand's medical wellness expertise."*

Message to Investors: Why Thailand, Why Now

Looking ahead, BDMS sees abundant opportunities for international investors. *"Thailand's healthcare and wellness industries are moving toward integration—medical services, digital technology, wellness real estate, and tourism,"* said Ms. Achaya. *"Investors who come now will be part of a fast-growing, world-class ecosystem."*

She concluded with optimism: *"With continued government support, BOI facilitation, and Thailand's strengths in quality, hospitality, and cost efficiency, the vision of a Global Wellness and Medical Hub is well within reach."*

In essence, BDMS embodies Thailand's journey toward "Health Without Borders"—a vision where innovation, partnership, and compassion converge to make world-class healthcare accessible to all. ■



THAI ECONOMY AT A GLANCE

Key Economic Figures



GDP (2024)
USD 526 Billion



GDP per Capita (2024)
USD 7,496 / Year

GDP Growth



Source: NESDC
(Data as of Dec 2025)

Unemployment (2024)



Inflation (2024)



Source: NESDC
(Data as of Dec 2025)

Investment Growth



Export Value of Goods Growth



Source: NESDC
(Data as of Dec 2025)

Market Profile (2024)



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-Oct 2025: 294,926

Top 10 Export Markets (Jan-Oct 2025)

Rank	Value (USD Million)	Share
United States	61,184.88	20.75%
China	35,207.48	11.94%
Japan	20,626.58	6.99%
India	13,763.63	4.67%
Malaysia	11,592.61	3.93%
Vietnam	11,091.31	3.76%
Australia	10,123.42	3.43%
Singapore	10,072.51	3.42%
Hong Kong	10,008.28	3.39%
Indonesia	8,238.95	2.79%

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

Top 10 Exports (Jan-Oct 2025)

Goods / Products	Value (US\$ million)	Share
Computers and Parts	33,813.26	11.47%
Vehicles and Parts	27,324.86	9.26%
Jewelry Products	24,202.32	8.21%
Rubber Products	13,607.16	4.61%
Machinery and Parts	10,205.09	3.46%
Integrated Circuits	9,702.87	3.29%
Facsimile Machines, Telephones, Parts and Accessories	7,553.02	2.56%
Plastic Pellets	7,482.72	2.54%
Miscellaneous Industrial Goods	7,237.33	2.45%
Chemical Products	7,219.78	2.45%

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



70 BPM

EKG



60 %

**BRAIN
ACTIVITY**



38 RPM

RESP





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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