



Thailand, a global hub for tourism and investment, will take center stage at Expo 2025 Osaka, Kansai, Japan. Under the theme “Thailand Empowering Lives for Greatest Happiness,” the country will share its future-focused vision — a society where well-being and innovation thrive. With emphasis on sustainability, wellness and digital transformation, Thailand will highlight its tourism and business sectors, shaped by decades of close ties with Japan.

Led by Health Minister Somsak Thepsutin, Deputy Commerce Minister Naphinthorn Srisampan and Department of Public Works Deputy Director-General Theeraphong Krutdilakanan — alongside the Japan External Trade Organization, the Japan Chamber of Commerce, and the Association of Southeast Asian Nations-Japan Centre — this report explores collaborations shaping Thailand's future.

Supported by the Phuket Country Club, Asian Identity, PropertyGuru Asia Property Awards, Japan Valuers and Amata, with contributions from Baker McKenzie, Bangkok Airways and Hino Motors, this edition offers insights into Thailand's evolving partnership with Japan.

Read more about Thailand's tourism on Bridges.



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[sms-bridges.com/TH25](https://sms-bridges.com/TH25)  
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# Thailand: Bridging cultures and building future ties at expo pavilion

## Phuket Country Club: One of Thailand’s premier golf destinations

Tucked in the heart of one of Thailand's most famous islands, Phuket Country Club stands as a popular destination for golf enthusiasts and professionals. Established in 1989, this traditional 27-hole course offers a relaxed yet challenging experience, making it a favorite among both casual players and serious competitors.

The club has gained recognition for hosting major events such as the King Rama IX Cup, a Senior PGA tournament, and the ongoing current Senior PGA series through 2026. It has firmly established itself as one of Thailand's leading venues for high-level golf competitions. Its 18-hole, 6,500-yard course features rolling hills, limestone cliffs, water hazards and pot bunkers, demanding both skill and precision. The back nine, with its wide-open fairways, is ideal for modern high-tech drivers.

A standout challenge is the signature 10th hole — a dramatic dogleg right that curves around a vast lake that is reachable in one shot. Golfers aiming to conquer it must carry a 240-yard drive over water, offering a true risk-reward experience.

Beyond championship play, the



The **Phuket Country Club** is one of golf's most coveted destinations, with a traditional 27-hole course that provides a relaxed yet challenging experience, making it a favorite among casual players and serious competitors alike.

PHUKET COUNTRY CLUB

Phuket Country Club is committed to golf development. Its independent nine-hole, 3,370-yard par 36 course supports a junior golf program, featuring a school within the clubhouse complex, a golf simulation room, a

chipping and putting green and structured nine-hole game experiences. A 52-bay driving range further enhances practice opportunities.

Strategically located with easy access to the city of Phuket and the resort

areas of Patong, Karon and Rawai, the club is not just a golfing destination but also a hub for socialization and networking. Major events attract top-tier players and business leaders, fostering valuable connections in a relaxed yet professional setting.

As Phuket continues to thrive as a tourist hot spot, the Phuket Country Club remains a symbol of golfing excellence in Thailand. With its commitment to hosting premier Senior PGA events, supporting future golfers and offering outstanding facilities, it stands as the island's leading golfing destination. ■

Explore Phuket Country Club:  
[www.phuketcountryclub.com](http://www.phuketcountryclub.com)



## Asian Identity: Transforming workplaces through harmonization

In today's fast-evolving business landscape, companies face the challenge of fostering unity and driving efficiency within diverse workforces. Bangkok-based consulting firm Asian Identity Co. believes the key lies in a simple yet transformative principle: harmonization.

Founded in 2014 by Katsuhiro “Jack” Nakamura, an experienced consultant in corporate and individual performance, the company specializes in human resources and organizational development. Asian Identity helps businesses cultivate strong and sustainable workplace cultures across Southeast Asia.

The firm's philosophy is grounded in the idea of “Asia is One,” promoting an “Asianized” management style that reflects the region's shared history and cultural foundation for embracing diversity. “Many Japanese companies in Southeast Asia struggle with organizational conflict,” Nakamura said. “While they excel in producing high-quality products, managing diverse teams is



**Katsuhiro “Jack” Nakamura**, founder of Asian Identity Co. ASIAN IDENTITY CO.

often a challenge due to cultural and language barriers.”

Asian Identity bridges this gap by supporting companies in operating under a shared vision while respecting

**Through leadership development, employee engagement and customized human resources programs, the firm helps integrate corporate philosophy with daily operations.**

local cultures. A core area of focus is philosophy-driven management.

“Every strong company has its own philosophy: mission, vision and values,” Nakamura said. “But in Southeast Asia, some companies lack a clear purpose beyond serving their headquarters. We help them define their own identity so they’re not just an extension of the parent company but a thriving entity in their own right.”

Asian Identity's team includes Thai and Japanese consultants with multicultural expertise, along with other professional partners from across Asia. Their insights and experience support companies aiming for sustainable growth. Through leadership development, employee engagement and customized human resources programs, the firm helps integrate corporate philosophy with daily operations.

Recent projects with major Japanese manufacturers have helped organizations transition from seniority-based structures to performance-driven cultures. By aligning diverse teams under a unified mission, Asian Identity empowers businesses to strengthen leadership, improve retention and drive long-term success. ■

Learn more at [www.asian-identity.com](http://www.asian-identity.com)



## Celebrating two decades of excellence: The PropertyGuru Asia Property Awards and their role in sustainable development

As it celebrates its 20th anniversary this year, the PropertyGuru Asia Property Awards series has become a hallmark of excellence in Asia's real estate industry. Launched in Thailand in 2005, the awards have expanded to 13 countries across the region and are widely regarded as the most respected in the field.

Jules Kay, general manager of PropertyGuru Asia Property Awards and Events, said the journey and growth of the program has mirrored the region's soaring property market.

“The PropertyGuru Asia Property Awards began in Thailand with a single gala in 2006,” he said. “Today, the program

spans 13 countries, recognizing the best in design, development and innovation across Asia. Our goal has always been to set a gold standard for the real estate sector.”

Thailand, which remains the heart of the awards, has been crucial in shaping the program's identity. “Thailand remains one of our most competitive markets, setting benchmarks for quality and innovation,” Kay said.

In 2024, the PropertyGuru Asia Property Awards program further strengthened its commitment to sustainability by launching the ESG Developer Awards, recognizing developers leading the charge in environmental, social and governance initiatives. The new ESG Developer Awards highlight environmental issues with titles like Sustainable Design Champion, Low Carbon Champion and Social Impact Champion, aiming to highlight the industry's shift toward more responsible development practices.

“The ESG Developer Awards provide an opportunity to honor those at the fore-



**Jules Kay**, General Manager of PropertyGuru Asia Property Awards and Events PROPERTYGURU

front of sustainability, and we look forward to seeing more developers take part in future editions,” Kay said. The response from developers across Asia has been overwhelmingly positive, with winners

from markets like Thailand, Vietnam and the Philippines showcasing their commitment to sustainable development.

Looking ahead, PropertyGuru is focused on continued growth and innovation in the real estate sector. As the awards program approaches its 20th anniversary, it remains dedicated to championing excellence in property development. The PropertyGuru Asia Property Awards will continue to recognize and inspire future leaders, encouraging the creation of impactful and sustainable developments across the region.

The 20th edition of the PropertyGuru Asia Property Awards marks a celebration of excellence, sustainability and innovation in real estate. To learn more about the history of these prestigious awards, visit the PropertyGuru Asia Property Awards website. ■

[www.asiapropertyawards.com/en](http://www.asiapropertyawards.com/en)



## Japan Valuers: Your partner in strategic real estate investment in Thailand

From its origins in Tokyo to its expanding presence in Southeast Asia, Japan Valuers has built a strong reputation for providing trusted real estate valuation and advisory services.

Japan Valuers Thailand exemplifies the firm's commitment to offering strategic insights to a diverse range of clients — from local governments and enterprises to foreign investors seeking to enter the Thai and other Association of Southeast Asian Nations markets.

Japan Valuers Thailand specializes in helping clients make informed, confident real estate decisions in a market that is both complex and promising. The firm's services encompass asset valuation, business assessment, market research and investment feasibility studies — all designed to lay a solid foundation for successful investments. Whether it's a local developer seeking new opportunities or a foreign investor entering the market through a joint venture, Japan Valuers Thailand offers tailored support based on data, experience and cultural understanding.

“We support both local and international investors in making informed real estate decisions through a combination of deep market expertise, robust

valuation methodologies, and cross-cultural understanding,” said Managing Director Ratchaphum Jongpakdee.

What sets Japan Valuers Thailand apart is its blend of international valuation standards, such as those set by the Royal Institution of Chartered Surveyors, with in-depth local market knowledge. This ensures its reports are both globally credible and locally relevant. Japan Valuers Thailand's bilingual and trilingual team (Japanese, Thai and English) bridges communication gaps and aligns decision-making with investors' goals, particularly for Japanese clients with distinct investment philosophies.

Japan Valuers Thailand also addresses key challenges faced by international investors in Thailand, including legal restrictions on foreign ownership, market transparency issues, high transaction costs and limited access to local financing. With a local presence, Japan Valuers Thailand monitors zoning laws, land use regulations and market trends, which helps ensure that clients avoid missteps and maximize returns.

“Foreign investors in Thailand face challenges such as legal complexities, market transparency issues, financial risks and cultural differences,”



**Ratchaphum Jongpakdee**, Managing Director of Japan Valuers Thailand JAPAN VALUERS THAILAND

Jongpakdee explained. “We offer expert guidance to navigate these hurdles and empower investors to make informed, strategic decisions.”

In addition to valuation and advisement, Japan Valuers Thailand offers a comprehensive suite of services that includes architectural design, feasibility studies, project risk assessments and

project management. Their architectural team emphasizes sustainability and market-driven design, enhancing both long-term value and practical appeal.

As global trends in real estate evolve, Japan Valuers Thailand has proactively integrated these shifts into its services. From the rise of smart cities and digital transformation to the growing demand for energy-efficient, green-certified buildings, the firm continuously updates its valuation methods to reflect future growth potential. Analysts also monitor technological developments — such as the Internet of Things and smart utilities — that impact property operations and values, providing clients with a clearer picture of the evolving landscape.

“These trends present significant opportunities for investors to tap into high-growth sectors that are reshaping the future of real estate,” said Japan Valuers President and CEO Jun Komuro. “We ensure our clients are prepared to make future-ready investments that remain relevant and valuable over time.”

Japan Valuers Thailand's expertise is vital for investors navigating the complexities of Thailand's real estate market. With in-depth knowledge of local regulations, zoning laws and foreign

ownership rules, the firm provides critical insights that help both local and international investors make informed decisions. Whether it's through property valuations, feasibility studies or comprehensive due diligence, Japan Valuers Thailand equips investors with the tools they need to succeed in the ever-changing property landscape.

“Our impact on the local real estate sector has significantly enhanced market efficiency, supported sustainable development and shaped investment strategies. Through these efforts, Japan Valuers Thailand continues to influence Thailand's dynamic real estate market,” Komuro said.

As Japan Valuers continues to grow its presence, its impact on Thailand's real estate sector becomes more pronounced. The firm's ongoing commitment to providing reliable guidance solidifies its position as a trusted partner for anyone looking to make strategic, long-term investments in Thailand's property market. ■

[www.japanvaluers.com/en/](http://www.japanvaluers.com/en/)



## Experts promote Thailand and highlight opportunities with Japan

The Thailand Pavilion represents a significant opportunity for Thailand to showcase its potential in health care and medicine on the world stage, as well as to introduce Thai architecture, art, culture and the unique charm of Thailand to a global audience,” said **Health Minister Somsak Thepsutin**.

Thailand's growing relevance in health-related exports was also emphasized by **Deputy Commerce Minister Naphinthorn Srisampan**.

“Thailand has significant opportunities to expand exports to Japan, particularly in agricultural and health-related sectors. Strengthened FTAs (free trade agreements) continue to improve trade conditions, while Japan's demand for high-quality tropical fruits and wellness products aligns with Thailand's export capabilities. Additionally, the upcoming Expo 2025 ... presents an opportunity to showcase Thailand's expertise in health care products and services, catering to Japan's aging population.”



**Naphinthorn Srisampan**, Thailand's Deputy Commerce Minister MINISTRY OF COMMERCE

“We welcome opportunities for investment and partnerships in urban planning,” stated **Department of Public Works Deputy Director-General Theeraphong Krutdilakanan**.

“JICA (the Japan International Cooperation Agency) has been a long-standing partner, engaging with us in urban development discussions, and we see great potential for further cooperation with Japanese firms looking to contribute to Thailand's urban future,” he said.

The Japan External Trade Organization's support remains key to Thailand-Japan economic engagement.



**Somsak Thepsutin**, Thailand's Minister of Public Health MINISTRY OF PUBLIC HEALTH

“JETRO Bangkok will work in cooperation with JETRO Osaka, which serves as the secretariat of the Osaka One-Stop Business Service Desk and other domestic offices of JETRO to encourage as many business missions as possible consisting of government officials and businesspeople from Thailand to visit Kansai and Japan during the expo, in order to connect Japan and Thailand and provide new business opportunities, thereby contributing to the economic growth in both countries,” said **JETRO Thailand's President Jun Kuroda**.

“No matter how the business landscape changes, Japanese and Thai companies will continue to leverage their respective strengths, incorporate innovative technologies — such as those from startups — and work together with all stakeholders to solve social issues and realize a brighter future society through the spirit of ‘co-creation,’” added **Kozo To of the Japanese Chamber of Commerce**.

The Association of Southeast Asian Nations-Japan Centre facilitates Thailand-Japan partnerships by promoting investment, trade and tourism through business matching, policy dialogues, research and capacity-building programs. It connects Japanese investors with opportunities in Thailand, supporting sectors like manufacturing, renewable energy and smart agriculture through FTA seminars, entrepreneurship programs, and skill training and networking events, said **Secretary General Kunihiro Hirabayashi**. ■

Read the full interviews of other featured leaders in our special feature on: [sms-bridges.com/TH25](https://sms-bridges.com/TH25)

## Amata celebrates 50 years of its visionary’s journey

As Amata celebrates 50 years of the leadership of founder and Chairman Vikrom Kromadit this year, the company reflects on a journey of growth, innovation and sustainability that has transformed Thailand's industrial landscape and seen Amata grow from a small entrepreneurial venture into one of Southeast Asia's leading industrial estate developers.

The company built on the success of Kromadit's 1988 development of Bangpakong Industrial Park, one of the earliest industrial estates in Thailand. This marked the beginning of Amata's long-term commitment to responsible and future-oriented industrial development. “After that park was sold out, I established Bangpakong Industrial Park 2 in 1989, now known as Amata City Chonburi,” Kromadit said.

The company's reach soon expanded beyond Thailand's borders, marking a significant turning point in Amata's trajectory.

In 1994, Amata ventured into Vietnam with its first industrial park. By the end of 2024, Amata had managed to develop over 150 square kilometers of industrial parks across Thailand, Vietnam, Laos and Myanmar. “We deeply value the strong partnerships that support us. Amata wasn't built overnight — it was built through hard work, sacrifice and, above all, trust from people who believed in this journey,” Kromadit shared.

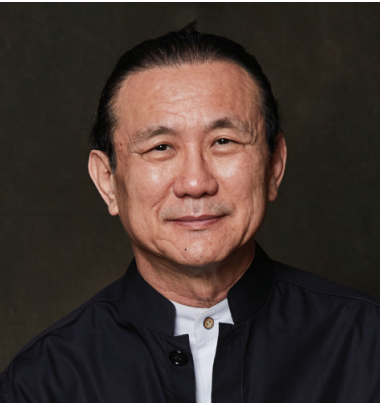
Amata's impact on the region is reflected in the presence of over 1,600 factory branches and commercial outlets within its parks, as many companies operate multiple facilities. But these industrial hubs are not just about business; they are also about creating communities.

“At Amata, our objective is to build the most perfect possible cities ensuring sustainability through careful urban planning, state-of-the-art utilities and dedicated management,” Kromadit said.

A key element of Amata's success lies in its commitment to the ‘all win’ philosophy, which focuses on ensuring sustainable, ethical growth.

“All win’ means all sides in the Amata equation are successful, including the environment. It emphasizes ethical practices, efficient resource use and a respectful balance with nature,” Kromadit explained. This approach aligns with Amata's long-term vision of building smart cities that balance economic growth, environmental stewardship and social responsibility.

Today, Amata is taking steps toward greater green energy adoption, with solar power gradually contributing to its energy mix. The company is also advancing



**Vikrom Kromadit**, founder and Chairman of Amata AMATA

**“Amata wasn’t built overnight — it was built through hard work, sacrifice and, above all, trust from people who believed in this journey.”**

plans for an eco-industrial park in Laos strategically situated near the Lao-China Railway to support agricultural industries and light manufacturing while strengthening regional connectivity.

Looking ahead, Amata's commitment to smart and future-ready urban development remains as strong as ever.

“The next 50 years won't just be about expansion. They'll be about creating sustainable living environments and ethical business practices that leave a lasting, positive impact on people and the planet, building a legacy that endures,” Kromadit said.

As Amata continues to innovate and lead in industrial development, it remains unwavering in its dedication to long-term value creation for communities across Southeast Asia. ■

Read the full interview with Kromadit at [sms-bridges.com/TH25-Amata](https://sms-bridges.com/TH25-Amata)

Learn more about Amata here:  
[www.amata.com](http://www.amata.com)

