

Summary

Survey on Business Sentiment of Japanese Corporations in Thailand

For the 1st Half of 2025

<Introduction of the Survey>

JCCB, Japanese Chamber of Commerce Bangkok, has been conducting survey on business sentiment of Japanese corporations in Thailand twice a year for 55 years, since 1971. This survey is the only comprehensive data reflecting the business situation of Japanese corporations in Thailand.

- The survey period was from May 7 to June 11, 2025.
- The questionnaires were handed out to 1,661 JCCB members, of which 528 companies responded (31.8%).
- Press release date: August 1, 2025 (Fri.)

1. Business Sentiment Illustrated by DI (Diffusion Index)

- The business sentiment (DI) is -11 in the second half of 2024, -7 in the first half of 2025 (forecast), and -2 in the second half of 2025 (forecast). The DI forecast for the first half of 2025 (-7) is influenced by factors, such as the sluggish domestic consumption of durable goods and a decrease in the number of foreign tourists despite some positive impacts from exports.
- The DI forecast for the second half of 2025 is expected to be negative (-7→-2) due to concerns about the impacts of U.S. tariff, despite factors such as expectation for Thai government policies and a recovery in domestic consumption of durable goods.

Industry		Survey this time			No.of firms
		Result	Forecast		
		24H2	25H1	25H2	
Manufacturing	Food	42	33	25	12
	Textile	-54	8	-15	13
	Chemical	-10	0	-3	30
	Steel/Non-ferrous metal	-12	-10	7	40
	General machinery	9	0	-13	22
	Electric/Electronics machinery	-12	-7	7	43
	Transportation machinery	-36	-3	-2	62
	Others	-15	-12	-10	39
	Manufacturing sector total	-16	-3	-1	261
Non-manufacturing	Trading	-20	-20	-10	99
	Retailer	-14	-29	-14	7
	Finance/Insurance/Securities	-20	-20	-20	30
	Construction/Civil engineering	0	-7	7	27
	Transportation/Communication	-14	-25	-6	37
	Others	21	16	9	67
	Non-Manufacturing sector total	-7	-10	-4	267
Total		-11	-7	-2	528

H1: The first half of the year, H2: The second half of the year

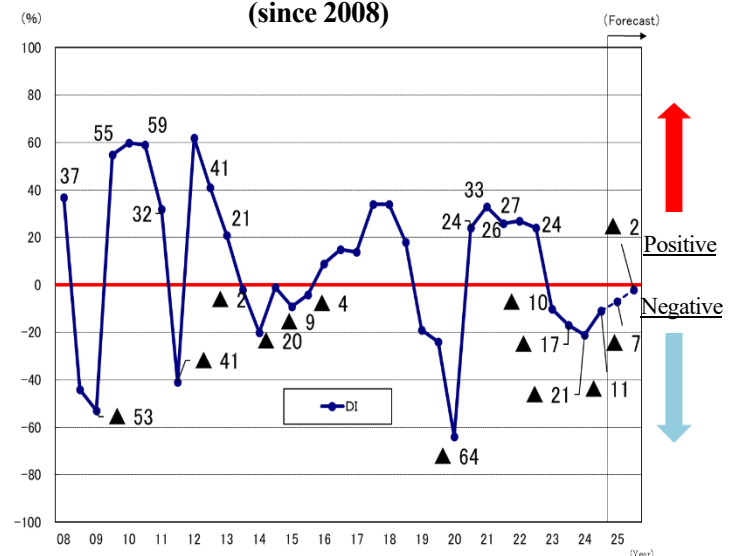
For the second half of 2025

“Improving” (25%), “No change” (48%), “Deteriorating” (27%)

25% - 27% = DI -2

Historical Change of DI

(since 2008)



Business Sentiment

	2024	2025	
	H2	H1	H2
Improving (%)	29	25	25
No change (%)	32	43	48
Deteriorating (%)	40	32	27
(Ref.) DI (pt)	-11	-7	-2

<What is DI?>

◆ DI (Diffusion Index):

DI = the percentage of those answered "improving" — (minus) the percentage of those answered "deteriorating"

A comparison of business performance in a six-month term with its previous term

2. Capital Investment

- The percentage of the firms anticipating “Increase” in their capital investments in 2025 is 24%, whereas 46% of them anticipated “No change” and 16% anticipated “Decrease”.

Industry	No. of firms and (%)					Total
	Increase	No change	Decrease	Undecided		
Food	6 (50)	5 (42)	1 (8)	0 (0)		12
Textile	6 (46)	5 (38)	2 (15)	0 (0)		13
Chemical	5 (17)	19 (63)	4 (13)	2 (7)		30
Steel/Non-ferrous metal	12 (31)	21 (54)	5 (13)	1 (3)		39
General machinery	7 (33)	9 (43)	4 (19)	1 (5)		21
Electric/Electronics machinery	21 (49)	13 (30)	8 (19)	1 (2)		43
Transportation machinery	19 (32)	28 (47)	12 (20)	1 (2)		60
Others	10 (26)	14 (36)	11 (28)	4 (10)		39
Manufacturing sector total	86 (33)	114 (44)	47 (18)	10 (4)		257
Trading	17 (18)	42 (45)	5 (5)	30 (32)		94
Retail	1 (17)	3 (50)	2 (33)	0 (0)		6
Finance/Insurance/Securities	3 (14)	13 (59)	2 (9)	4 (18)		22
Construction/Civil engineering	4 (15)	10 (38)	5 (19)	7 (27)		26
Transportation/Communication	1 (3)	12 (34)	12 (34)	10 (29)		35
Others	10 (16)	39 (61)	9 (14)	6 (9)		64
Non-manufacturing sector total	36 (15)	119 (48)	35 (14)	57 (23)		247
Total	122 (24)	233 (46)	82 (16)	67 (13)		504

Results from the previous survey (second half of 2024)

Manufacturing sector total	75 (27)	121 (43)	61 (22)	23 (8)	280
Non-manufacturing sector total	33 (13)	139 (54)	24 (9)	61 (24)	257
Total	108 (20)	260 (48)	85 (16)	84 (16)	537

(Note) Year-to-year comparison

(Reference) Details of the capital investment in 2025 (multiple answers)

Industry		Unit: No. of firms and (%)										Total	No. of firms
		New	Expansion	Replacement	Streamlining	DX-related	Environment-related (including decarbonization)	Others					
Manufacturing	Food	4 (33)	1 (8)	8 (67)	3 (25)	1 (8)	3 (25)	1 (8)				21	12
	Textile	2 (17)	3 (25)	10 (83)	3 (25)	2 (17)	2 (17)	0 (0)				22	12
	Chemical	4 (14)	3 (10)	23 (79)	7 (24)	4 (14)	4 (14)	1 (3)				46	29
	Steel/Non-ferrous metal	7 (18)	4 (11)	27 (71)	11 (29)	1 (3)	7 (18)	3 (8)				60	38
	General machinery	4 (21)	2 (11)	14 (74)	11 (58)	2 (11)	0 (0)	1 (5)				34	19
	Electrical/Electronic machinery	15 (36)	14 (33)	25 (60)	14 (33)	12 (29)	4 (10)	2 (5)				86	42
	Transportation machinery	21 (36)	10 (17)	37 (64)	32 (55)	9 (16)	14 (24)	3 (5)				126	58
	Others	9 (25)	7 (19)	18 (50)	11 (31)	4 (11)	8 (22)	5 (14)				62	36
Manufacturing sector total		66 (27)	44 (18)	162 (66)	92 (37)	35 (14)	42 (17)	16 (7)				457	246
Non-manufacturing	Trading	6 (8)	8 (11)	23 (32)	12 (17)	19 (26)	2 (3)	20 (28)				90	72
	Retail	1 (17)	1 (17)	3 (50)	1 (17)	2 (33)	1 (17)	0 (0)				9	6
	Finance/Insurance/Securities	4 (21)	1 (5)	12 (63)	3 (16)	4 (21)	2 (11)	3 (16)				29	19
	Construction/Civil engineering	4 (19)	0 (0)	11 (52)	4 (19)	5 (24)	0 (0)	4 (19)				28	21
	Transportation/Communication	3 (10)	2 (6)	15 (48)	10 (32)	7 (23)	2 (6)	5 (16)				44	31
	Others	10 (19)	7 (13)	20 (38)	11 (21)	6 (11)	1 (2)	9 (17)				64	53
Non-manufacturing sector total		28 (14)	19 (9)	84 (42)	41 (20)	43 (21)	8 (4)	41 (20)				264	202
Total		94 (21)	63 (14)	246 (55)	133 (30)	78 (17)	50 (11)	57 (13)				721	448

3. Export and Potential Export Markets in the Future

3.1 Export Trend in the second half of 2025 (July-December)

- The percentage of the firms anticipating “Increase” in their exports in the second half of 2025 totaled 29%, while 50% anticipated “No change” and 21% anticipated “Decrease”.

Unit: No. of firms and (%)

Industry	Increase				No change	Decrease				No. of firms
		> 20%	10-20%	< 10%			< 10%	10-20%	> 20%	
Food	5 (50)	0 (0)	2 (20)	3 (30)	3 (30)	2 (20)	1 (10)	0 (0)	1 (10)	10
Textile	5 (42)	0 (0)	1 (8)	4 (33)	3 (25)	4 (33)	3 (25)	1 (8)	0 (0)	12
Chemical	11 (39)	1 (4)	4 (14)	6 (21)	11 (39)	6 (21)	4 (14)	1 (4)	1 (4)	28
Steel/Non-ferrous metal	7 (21)	0 (0)	2 (6)	5 (15)	22 (65)	5 (15)	2 (6)	3 (9)	0 (0)	34
General machinery	5 (28)	0 (0)	2 (11)	3 (17)	10 (56)	3 (17)	1 (6)	0 (0)	2 (11)	18
Electrical/Electronic machinery	17 (40)	3 (7)	6 (14)	8 (19)	11 (26)	14 (33)	8 (19)	3 (7)	3 (7)	42
Transportation machinery	18 (33)	1 (2)	7 (13)	10 (19)	23 (43)	13 (24)	8 (15)	2 (4)	3 (6)	54
Others	8 (26)	0 (0)	2 (6)	6 (19)	15 (48)	8 (26)	3 (10)	3 (10)	2 (6)	31
Manufacturing sector total	76 (33)	5 (2)	26 (11)	45 (20)	98 (43)	55 (24)	30 (13)	13 (6)	12 (5)	229
Trading	23 (27)	2 (2)	5 (6)	16 (19)	48 (56)	14 (16)	9 (11)	3 (4)	2 (2)	85
Retail	0 (0)	0 (0)	0 (0)	0 (0)	3 (100)	0 (0)	0 (0)	0 (0)	0 (0)	3
Construction/Civil engineering	0 (0)	0 (0)	0 (0)	0 (0)	6 (100)	0 (0)	0 (0)	0 (0)	0 (0)	6
Others	3 (11)	0 (0)	0 (0)	3 (11)	20 (74)	4 (15)	2 (7)	2 (7)	0 (0)	27
Non-manufacturing sector total	26 (21)	2 (2)	5 (4)	19 (16)	77 (64)	18 (15)	11 (9)	5 (4)	2 (2)	121
Total	102 (29)	7 (2)	31 (9)	64 (18)	175 (50)	73 (21)	41 (12)	18 (5)	14 (4)	350
Results from the Previous Survey (second half of 2024)	93 (24)	15 (4)	25 (7)	53 (14)	237 (62)	50 (13)	25 (7)	14 (4)	11 (3)	380

(Note) Year-to-year comparison

3.2 Potential Export Markets in the Future (multiple answers)

- “India” (48%) ranks first on the list of future potential export markets from Thailand, followed by “Vietnam” (38%), “Indonesia” (30%), and “Japan” (17%), respectively.

No. of firms and (%)

Country/ Region	India	Vietnam	Indonesia	Japan	Philippines	USA	Malaysia	Europe	Cambodia	Middle East	China	Bangladesh	Laos	Oceania	Africa	Total	No. of firms
Manufacturing	105 (48)	76 (35)	65 (30)	32 (15)	29 (13)	35 (16)	29 (13)	33 (15)	17 (8)	15 (7)	15 (7)	10 (5)	7 (3)	13 (6)	11 (5)	528	217
Non-manufacturing	57 (46)	52 (42)	36 (29)	26 (21)	23 (19)	15 (12)	20 (16)	4 (3)	14 (11)	8 (6)	6 (5)	9 (7)	10 (8)	4 (3)	5 (4)	323	124
Total	162 (48)	128 (38)	101 (30)	58 (17)	52 (15)	50 (15)	49 (14)	37 (11)	31 (9)	23 (7)	21 (6)	19 (6)	17 (5)	17 (5)	16 (5)	851	341
Current survey	1	2	3	4	5	6	7	8	9	10	11	12	13	13	15	/	
Last survey	1	2	3	6	7	4	5	9	8	10	13	16	12	14	11		
The survey before last	2	1	3	4	7	5	6	8	9	10	11	15	12	16	12		

(Note) Ranks up to top 15

4. Exchange Rates Used in Business Planning

4.1 Thai Baht/US Dollar

- Regarding the exchange rates used in business planning (Thai Baht/US Dollar), the predominant rates used are in a range between “No less than 33.0 but less than 33.5” (25.9%), followed by “No less than 34.0 but less than 34.5” (19.6%), with the median rate at 33.71 baht/US dollar. In the previous survey, the predominant answers fell in a range between “No less than 35.0 but less than 35.5” (21.3%), followed by “No less than 34.0 but less than 34.5” (17.1%), which implies that some companies have adjusted their exchange rate settings.

Industry Baht/US dollar		Manufacturing									Non-manufacturing				Total		Total from the Previous Survey (Second Half of 2024)	
		Food	Textile	Chemical	Steel/Non-ferrous metal	General machinery	Electrical/Electronic machinery	Transportation machinery	Others	Manufacturing sector total	Trading	Retail	Others	Non-manufacturing sector total				
No less than 29.0 but less than 29.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	0	(0.0)
No less than 29.5 but less than 30.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	0	(0.0)
No less than 30.0 but less than 30.5	0	0	0	0	0	0	0	0	1	1	1	0	1	2	3	(1.1)	4	(1.3)
No less than 30.5 but less than 31.0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	(0.4)	0	(0.0)
No less than 31.0 but less than 31.5	0	0	0	1	0	0	0	0	0	1	0	0	0	0	1	(0.4)	1	(0.3)
No less than 31.5 but less than 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	1	(0.3)
No less than 32.0 but less than 32.5	0	0	0	1	3	4	1	1	10	3	0	0	0	3	13	(4.8)	16	(5.2)
No less than 32.5 but less than 33.0	0	0	1	1	1	0	4	2	9	4	2	1	7	16	(5.9)	6	(1.9)	
No less than 33.0 but less than 33.5	2	4	5	6	4	2	9	5	37	23	0	10	33	70	(25.9)	40	(12.9)	
No less than 33.5 but less than 34.0	4	0	3	7	1	5	6	1	27	10	0	3	13	40	(14.8)	23	(7.4)	
No less than 34.0 but less than 34.5	1	2	6	4	0	13	5	7	38	12	1	2	15	53	(19.6)	53	(17.1)	
No less than 34.5 but less than 35.0	1	2	2	2	1	1	6	3	18	6	0	0	6	24	(8.9)	35	(11.3)	
No less than 35.0 but less than 35.5	1	3	3	1	2	3	6	1	20	10	0	4	14	34	(12.6)	66	(21.3)	
No less than 35.5 but less than 36.0	0	0	1	0	0	1	0	2	4	1	0	0	1	5	(1.9)	38	(12.3)	
No less than 36.0 but less than 36.5	0	0	0	3	0	1	0	1	5	3	0	1	4	9	(3.3)	15	(4.8)	
No less than 36.5 but less than 37.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	10	(3.2)	
No less than 37.0 but less than 37.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	1	(0.3)	
No less than 37.5 but less than 38.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	1	(0.3)	
No less than 38.0 but less than 38.5	0	0	0	0	0	1	0	0	1	0	0	0	0	1	(0.4)	0	(0.0)	
No. of firms	9	11	21	26	12	31	37	24	171	73	3	23	99	270			310	
Average	33.74	34.00	33.99	33.76	33.23	34.06	33.87	33.78	33.85	33.73	33.10	33.43	33.64	33.74			Average	34.29
Median	33.50	34.00	34.00	33.50	33.00	34.00	33.70	34.00	34.00	33.70	32.80	33.00	33.50	33.71			Median	34.50
Mode	33.50	33.00	34.00	33.00	33.00	34.00	33.00	34.00	33.00	33.00	#N/A	33.00	33.00	33.00			Mode	35.00

(Note) Median is the value at the center of the data distribution, which would exclude any deviation resulting from the number of respondents or the irregularity.

low/high values as much as possible. Mode is the value most cited by the respondents and [#N/A] (Not Applicable) indicates that all respondents' values differ.

4.2 Japanese Yen/Thai Baht

- Regarding the exchange rates used in business planning (Japanese Yen/Thai Baht), the predominant rates used are in a range between “No less than 4.2 but less than 4.3” (24.3%), followed by “No less than 4.3 but less than 4.4” (20.8%), with the median rate at 4.3 yen/baht. In the previous survey, the predominant answers fell in a range between “No less than 4.0 but less than 4.1” (20.7%), followed by “No less than 4.2 but less than 4.3” (18.5%)

Japanese Yen/Thai Baht, No. of firm, and (%)															
Industry Yen/Baht	Manufacturing									Non-manufacturing				Total	Total from the Previous Survey (Second Half of 2024)
	Food	Textile	Chemical	Steel/Non-ferrous metal	General machinery	Electrical/Electronic machinery	Transportation machinery	Others	Manufacturing sector total	Trading	Retail	Others	Non-manufacturing sector total		
No less than 3.0 but less than 3.1	0	0	0	1	0	0	0	0	1	0	0	1	1	2 (0.6)	2 (0.6)
No less than 3.1 but less than 3.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0 (0.0)	0 (0.0)
No less than 3.2 but less than 3.3	0	0	0	0	0	0	0	0	0	1	0	0	1	1 (0.3)	0 (0.0)
No less than 3.3 but less than 3.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0 (0.0)	1 (0.3)
No less than 3.4 but less than 3.5	0	0	1	0	0	2	0	0	3	0	0	0	0	3 (0.9)	3 (0.9)
No less than 3.5 but less than 3.6	0	1	0	0	1	1	1	2	6	0	0	0	0	6 (1.8)	12 (3.4)
No less than 3.6 but less than 3.7	0	0	0	0	0	0	0	0	0	0	0	0	0	0 (0.0)	3 (0.9)
No less than 3.7 but less than 3.8	0	0	0	0	0	0	1	0	1	0	0	1	1	2 (0.6)	2 (0.6)
No less than 3.8 but less than 3.9	0	0	0	0	0	0	0	0	0	0	0	0	0	0 (0.0)	6 (1.7)
No less than 3.9 but less than 4.0	0	0	0	0	0	1	0	0	1	0	0	0	0	1 (0.3)	14 (4.0)
No less than 4.0 but less than 4.1	1	0	3	4	6	5	3	3	25	14	0	7	21	46 (13.6)	73 (20.7)
No less than 4.1 but less than 4.2	0	2	2	3	1	3	6	1	18	4	2	1	7	25 (7.4)	40 (11.4)
No less than 4.2 but less than 4.3	3	2	6	10	4	5	12	12	54	18	0	10	28	82 (24.3)	65 (18.5)
No less than 4.3 but less than 4.4	0	3	6	8	2	7	12	5	43	20	0	7	27	70 (20.8)	50 (14.2)
No less than 4.4 but less than 4.5	2	0	6	3	0	8	5	4	28	10	2	8	20	48 (14.2)	43 (12.2)
No less than 4.5 but less than 4.6	2	3	0	2	1	4	6	3	21	13	1	8	22	43 (12.8)	38 (10.8)
No less than 4.6 but less than 4.7	1	1	0	1	0	0	0	0	3	2	0	2	4	7 (2.1)	- (-)
No less than 4.7 but less than 4.8	0	0	0	0	0	0	0	0	0	0	0	1	1	1 (0.3)	- (-)
No. of firms	9	12	24	32	15	36	46	30	204	82	5	46	133	337	352

Average	4.34	4.27	4.22	4.24	4.11	4.20	4.24	4.21	4.22	4.26	4.31	4.27	4.27	4.24	
Median	4.40	4.30	4.25	4.21	4.10	4.30	4.30	4.20	4.21	4.30	4.40	4.30	4.30	4.30	
Mode	4.20	4.50	4.20	4.20	4.00	4.40	4.30	4.20	4.20	4.30	4.40	4.00	4.50	4.20	

Average	4.16
Median	4.20
Mode	4.00

(Note) Median is the value at the center of the data distribution, which would exclude any deviation resulting from the number of respondents or the irregularity.

low/high values as much as possible. Mode is the value most cited by the respondents and 「#N/A」 (Not Applicable) indicates that all respondents' values differ.

5. Challenges for Corporate Management (multiple answers)

- The top challenge for Japanese companies' corporate management, is "Severe competition with other companies" (68%), followed by "Sluggish domestic demand" (42%), "Increase in total labor cost" (40%), and "Surging prices of raw materials and parts" (31%).

No. of firms and (%)

Previous survey	Current survey	Challenges for corporate management	Manufacturing	Non-manufacturing	Total
1	1	Severe competition with other companies	164 (65)	185 (71)	349 (68)
3	2	Sluggish domestic demand	117 (46)	97 (37)	214 (42)
2	3	Increase in total labor cost	115 (45)	90 (34)	205 (40)
4	4	Surging prices of raw materials and parts	104 (41)	56 (21)	160 (31)
5	5	Foreign exchange rate fluctuation	91 (36)	63 (24)	154 (30)
6	6	Changes in products/users' needs	60 (24)	73 (28)	133 (26)
8	7	Enhancement of business efficiency through digital transformation	48 (19)	41 (16)	89 (17)
7	8	Shortage of engineers	63 (25)	25 (10)	88 (17)
12	9	Job hopping of employee	29 (11)	52 (20)	81 (16)
9	10	Increase in logistics cost	45 (18)	35 (13)	80 (16)
Total			1,158	917	2,075
No. of firms			253	262	515

(Note) Ranks up to top 10

6. Requests to the Thai Government

6.1 Requests to the Thai Government (multiple answers)

- "Promotion of economic measures (consumption stimulus measures)" (42%) is most requested by the responding companies, followed by "Countermeasures for Trump's second administration" (38%) and "Development of transportation infrastructure" (24%).
- "Implementation of measures for air pollution" (26%) is also popular among the manufacturing sector, while "Relaxation of the Foreign Business Act" (23%) is another popular request among the non-manufacturing sector.

No. of firms and (%)

Previous survey	Current survey	Requests to the Thai government	Manufacturing	Non-manufacturing	Total
1	1	Promotion of economic measures (consumption stimulus measures)	101 (46)	87 (39)	188 (42)
-	2	Countermeasures for Trump's second administration	99 (45)	70 (31)	169 (38)
4	3	Development of transportation infrastructure	46 (21)	61 (27)	107 (24)
6	4	Promotion of economic stimulus measures (tax measures)	50 (23)	52 (23)	102 (23)
2	4	Implementation of measures for air pollution	57 (26)	45 (20)	102 (23)
5	6	Promotion of economic stimulus measures (financial assistance)	44 (20)	37 (16)	81 (18)
10	7	Relaxation of the Foreign Business Act	27 (12)	52 (23)	79 (18)
7	8	Improvement of tax system implementation (e.g. Corporate Income Tax)	38 (17)	37 (16)	75 (17)
7	9	Improvement of customs duty-related operations e.g. custom valuation	43 (19)	28 (12)	71 (16)
10	10	Implementation of flood prevention measures	41 (19)	27 (12)	68 (15)
Total			970	944	1,914
No. of firms			221	225	446

(Note 1) Ranks up to top 10

(Note 2) "Countermeasures for Trump's second administration" was added to the choices from this survey.

6.2 Recent Improvement in Investment Environment

(Policy Evaluation, multiple answers)

- The policy area that most of the Japanese firms recognized some improvement recently is the “Development of transportation infrastructure” (20%), followed by “Digitization of administrative procedure” (19%) and “Problems concerning work permit and visa issuance” (13%).

Previous survey	Current survey	Recent Improvement in Policy	No. of firms and (%)			
			Manufacturing		Non-manufacturing	
1	1	Development of transportation infrastructure	36	(22)	30	(19)
2	2	Digitization of administrative procedure	29	(17)	32	(20)
3	3	Problems concerning work permit and visa issuance	26	(16)	16	(10)
4	4	Development of communication infrastructure	17	(10)	23	(14)
6	5	Economic ties e.g. FTA and EPA	16	(10)	13	(8)
5	6	Flood prevention measures	21	(13)	7	(4)
10	7	Stabilization of monetary policy (exchange rates, interest rates)	15	(9)	12	(7)
8	8	Promotion of economic stimulus measures (consumption stimulus measures)	13	(8)	11	(7)
8	8	Maintenance of public security and safety	14	(8)	10	(6)
7	10	Regulations related to green energy and its implementation	12	(7)	9	(6)
Total			320		287	
No. of firms			167		161	

(Note) Ranks up to top 10

7. The U.S. tariff policy toward China

7.1 Impacts of the additional tariff imposed by Trump's second administration on imports from China

- Concerning the impacts of the additional tariff imposed by Trump's second administration on imports from China, most firms indicated that the impacts are “Unclear” (39%) and 29% stated that they “Overall, received or expects to receive negative impacts”. Meanwhile, 24% pointed out that there is “No impact”.

Unit: No. of firms and (%)

Ranking	Impacts of the additional tariffs imposed by the U.S. on imports from China.	Manufacturing	Non-manufacturing	Total
1	Unclear	105 (43)	88 (36)	193 (39)
2	Overall, received or expects to receive negative impacts	69 (28)	74 (30)	143 (29)
3	No impact	56 (23)	62 (25)	118 (24)
4	Positive and negative impacts are within a similar range	10 (4)	16 (7)	26 (5)
5	Overall, received or expects to receive positive impacts	6 (2)	6 (2)	12 (2)
No. of firms		246	246	492

7.2 Specific impacts (multiple answers)

- “Intensifying competition due to the influx of Chinese products and the increase in investments from China” (55%) is most cited by the respondents as the specific impacts of the additional tariff imposed by Trump's second administration on imports from China, followed by “Decrease in domestic sales” (38%) and “Decrease in exports” (30%).

Unit: No. of firms and (%)

Ranking	Specific impacts on the company	Manufacturing	Non-manufacturing	Total
1	Intensifying competition due to the influx of Chinese products and the increase in investments from China	51 (55)	50 (54)	101 (55)
2	Decrease in domestic sales	34 (37)	36 (39)	70 (38)
3	Decrease in exports	31 (34)	25 (27)	56 (30)
4	Increase in exports	7 (8)	5 (5)	12 (7)
5	Decrease in imports	2 (2)	9 (10)	11 (6)
6	Increase in domestic sales	4 (4)	6 (7)	10 (5)
7	Increase in imports	1 (1)	6 (7)	7 (4)
-	Others	2 (2)	5 (5)	7 (4)
Total		132	142	274
No. of firms		92	92	184

7.3 Future Countermeasures (multiple answers)

➤ “Maintaining the current situation” (41%) is most cited as a future countermeasure, followed by “Expanding sales channels in export market” (33%) and “Expanding domestic sales channels” (29%).

Ranking	Future Countermeasures	Manufacturing		Non-manufacturing		Total	
1	Maintaining the current situation	37	(41)	39	(41)	76	(41)
2	Expanding sales channels in export market	33	(37)	28	(29)	61	(33)
3	Expanding domestic sales channels	26	(29)	28	(29)	54	(29)
4	Expanding business operations in Thailand (including additional investment to increase production scale and improvement of production efficiency)	15	(17)	21	(22)	36	(19)
5	Changing production plan in Thailand (Production items, Production volume, etc.)	11	(12)	2	(2)	13	(7)
6	Downsizing business operations in Thailand (including downsizing of production scale and reduction of employees)	3	(3)	9	(9)	12	(6)
7	Relocating production from China to Thailand	6	(7)	1	(1)	7	(4)
7	Relocating production from Thailand to third party countries (including returning production to Japan)	3	(3)	4	(4)	7	(4)
-	Others	3	(3)	4	(4)	7	(4)
Total		137		136		273	
No. of firms		90		95		185	

8. The U.S. tariff policy toward imports from Thailand

8.1 Impacts of the additional tariff imposed by the U.S. on imports from Thailand

- Concerning impacts of the additional tariff imposed or being considered for implementation on imports from Thailand, most firms indicated that they “Overall received or expects to receive negative impacts” (34%) and 29% stated that the impacts are “Unclear”. Meanwhile, 26% pointed out that there is “No impact”.

Unit: No. of firms and (%)

Ranking	Impacts of the additional tariffs imposed by the U.S. on imports from Thailand	Manufacturing	Non-manufacturing	Total
1	Overall, received or expects to receive negative impacts	100 (38)	78 (29)	178 (34)
2	Unclear	72 (28)	80 (30)	152 (29)
3	No impact	66 (25)	69 (26)	135 (26)
4	Overall, received or expects to receive positive impacts	21 (8)	31 (12)	52 (10)
5	Positive and negative impacts are within a similar range	2 (1)	9 (3)	11 (2)
No. of firms		261	267	528

8.2 Specific impacts (multiple answers)

- “Decrease in exports” (50%) is most cited by the respondents as the specific impacts of the additional tariffs imposed by the U.S. on imports from Thailand, followed by “Decrease in domestic sales” (45%) and “Increase in domestic sales” (6%).

Unit: No. of firms and (%)

Ranking	Specific impacts on the company	Manufacturing	Non-manufacturing	Total
1	Decrease in exports	63 (57)	39 (42)	102 (50)
2	Decrease in domestic sales	48 (43)	43 (47)	91 (45)
3	Increase in domestic sales	4 (4)	8 (9)	12 (6)
4	Decrease in imports	0 (0)	8 (9)	8 (4)
5	Increase in exports	0 (0)	3 (3)	3 (1)
5	Increase in imports	0 (0)	3 (3)	3 (1)
-	Others	4 (4)	9 (10)	13 (6)
Total		119	113	232
No. of firms		111	92	203

8.3 Future Countermeasures (multiple answers)

➤ “Maintaining the current situation” (41%) is most cited as a future countermeasures of the responding firms, followed by “Expanding domestic sales channels” (28%) and “Expanding sales channels in export market” (28%).

Unit: No. of firms and (%)

Ranking	Future Countermeasures	Manufacturing		Non-manufacturing		Total	
1	Maintaining the current situation	36	(35)	39	(48)	75	(41)
2	Expanding domestic sales channels	31	(30)	21	(26)	52	(28)
3	Expanding sales channels in export market	33	(32)	18	(22)	51	(28)
4	Downsizing business operations in Thailand (including downsizing of production scale and reduction of employees)	11	(11)	11	(14)	22	(12)
5	Expanding business operations in Thailand (including additional investment to increase production scale and improvement of production efficiency)	9	(9)	10	(12)	19	(10)
6	Changing production plan in Thailand (Production items, Production volume, etc.)	15	(15)	1	(1)	16	(9)
7	Relocating production from Thailand to third party countries (including returning production to Japan)	7	(7)	0	(0)	7	(4)
8	Others	2	(2)	2	(2)	4	(2)
Total		144		102		246	
No. of firms		103		81		184	

9. AI (Artificial intelligence)

9.1 Company's AI utilization situation

- In respond to a question concerning the company's AI utilization situation, 38% of the companies indicated that “The company has already utilized AI and recognized the results”, while 26% stated that “While the company sees the necessity, it has not worked on it.” and 25% stated that “The company sees the necessity and has a plan to work on it.”.

Unit: No. of firms and (%)

Ranking	Company's AI utilization situation	Manufacturing	Non-manufacturing	Total
1	The company has already utilized AI and recognized the results	92 (35)	108 (40)	200 (38)
2	While the company sees the necessity, it has not worked on it	78 (30)	60 (22)	138 (26)
3	The company sees the necessity and has a plan to work on it	72 (28)	58 (22)	130 (25)
4	The company sees that it is unnecessary and has not worked on it	10 (4)	24 (9)	34 (6)
5	The company has already utilized AI but still not recognized the results	9 (3)	17 (6)	26 (5)
No. of firms		261	267	528

(Reference) The result of the Survey on Business Sentiment of Japanese Corporations in Thailand for the second half of 2023
(Released on January 30, 2024)

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|--|-----|
| ① While the company sees the necessity, it has not worked on it | 40% |
| ② The company sees the necessity and has a plan to work on it | 29% |
| ③ The company sees that it is unnecessary and has not worked on it | 18% |
| ④ The company has already utilized AI and recognized the results | 9% |

9.2 Company's purpose of AI Utilization (multiple answers)

- “Assist in writing” (53%) is most cited as company's purpose of AI Utilization, followed by “Utilization in marketing (Data analysis)” (40%) and “Demand forecasting” (19%)

Unit: No. of firms and (%)

Ranking	Company's purpose of AI Utilization	Manufacturing	Non-manufacturing	Total
1	Assist in writing	72 (44)	108 (62)	180 (53)
2	Utilization in marketing (Data analysis)	51 (31)	84 (48)	135 (40)
3	Demand forecasting	29 (18)	35 (20)	64 (19)
4	Visual inspection and defective products detection	59 (36)	3 (2)	62 (18)
5	Anomaly detection, such as in factories and machinery	49 (30)	10 (6)	59 (17)
6	Using chatbot to handle inquiries	23 (14)	35 (20)	58 (17)
7	Sorting and management, such as in production lines and/or warehouses	36 (22)	10 (6)	46 (14)
8	Security measures (e.g., facial recognition, suspicious person detection)	25 (15)	20 (11)	45 (13)
9	Improving products and services, high-value adding	13 (8)	30 (17)	43 (13)
10	Equipment inspection	22 (13)	4 (2)	26 (8)
Total		427	364	791
No. of firms		164	174	338

(Note) Ranks up to top 10

(Reference) The result of the Survey on Business Sentiment of Japanese Corporations in Thailand for the second half of 2023
(Released on January 30, 2024)

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|---|-----|
| ① Visual inspection and defective products detection | 33% |
| ② Assist in writing | 31% |
| ③ Anomaly detection, such as in factories and machinery | 31% |

Note: In the survey conducted in the second half of 2023, 'Utilization in marketing (Data analysis)' was not among the choices.

9.3 Issues regarding AI promotion (multiple answers)

- Concerning issues regarding AI promotion, “Risk of leakage of internal information and personal information, data management” (54%) is the most popular choice, while 33% stated that they are “Unable to foresee cost-effectiveness”. Moreover, 21% stated that it is “Difficult to determine where responsibility lies in case of trouble.”

Unit: No. of firms and (%)

Ranking	Issues regarding AI promotion	Manufacturing		Non-manufacturing		Total	
1	Risk of leakage of internal information and personal information, data management	92	(50)	109	(57)	201	(54)
2	Unable to foresee cost-effectiveness	67	(36)	56	(29)	123	(33)
3	Difficult to determine where responsibility lies in case of trouble	35	(19)	42	(22)	77	(21)
4	Not knowing what should be worked on	40	(22)	33	(17)	73	(19)
5	Differences of opinion between management and job site	24	(13)	21	(11)	45	(12)
6	Differences of opinion between the head office and local offices	26	(14)	17	(9)	43	(11)
-	Others	10	(5)	13	(7)	23	(6)
Total		294		291		585	
No. of firms		185		190		375	

(Reference) The result of the Survey on Business Sentiment of Japanese Corporations in Thailand for the second half of 2023
(Released on January 30, 2024)

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|---|-----|
| ① Risk of leakage of internal information and personal information, data management | 41% |
| ② Unable to foresee cost-effectiveness | 39% |
| ③ Not knowing what should be worked on | 26% |