Press Release (June 30, 2026)

Summary

Survey on Business Sentiment of Japanese Corporations in Thailand

For the 1st Half of 2026

＜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 56 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 12 to June 5, 2026.
- The questionnaires received responses from 504 companies.
- Press release date: June 30, 2026 (Tue.)

1. Business Sentiment Illustrated by DI (Diffusion Index)

- The business sentiment (DI) is 0 in the second half of 2025, -6 in the first half of 2026 (forecast), and -7 in the second half of 2026 (forecast). The DI forecast for the first half of 2026 is expected to be negative (0→-6). This is due to factors such as rising raw material prices and transportation costs caused by the deteriorating Middle East situation, as well as a decline in exports, despite strong semiconductor-related demand and capital investment.
- For the second half of 2026, the DI is expected to deteriorate further (-6 → -7), reflecting a slowdown in the domestic economy and rising costs influenced by the Middle East situation, despite an increase in data center-related orders.

	Industry	Survey this time: Result 25H2	Forecast 26H1	Forecast 26H2	No.of firms
Manufacturing	Food	0	7	0	13
	Textile	-21	-50	-29	14
	Chemical	-2	-11	-13	39
	Steel/Non-ferrous metal	4	-11	-11	28
	General machinery	-4	8	-12	24
	Electric/Electronics machinery	6	-2	0	46
	Transportation machinery	16	-12	-12	59
	Others	3	0	-6	37
	Manufacturing sector total	3	-7	-9	260
Non-manufacturing	Trading	-8	6	-5	86
	Retailer	-22	-33	-44	9
	Finance/Insurance/Securities	0	-20	-17	24
	Construction/Civil engineering	10	-22	3	29
	Transportation/Communication	-12	0	12	34
	Others	-2	-10	-3	62
	Non-Manufacturing sector total	-5	-6	-4	244
Total		0	-6	-7	504

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

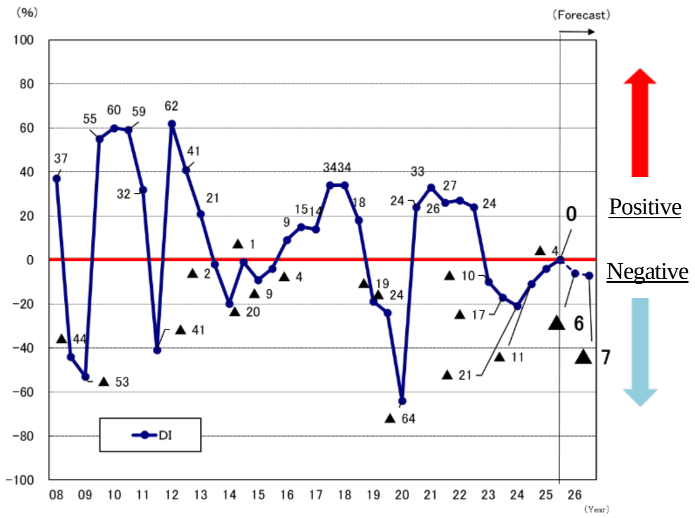
For the second half of 2026

“Improving” (25%), “No change” (43%), “Deteriorating” (32%)

25% - 32% = DI -7

Historical Change of DI

(since 2008)



Business Sentiment

	2025 H2	2026 H1	2026 H2
Improving (%)	31	30	25
No change (%)	38	34	43
Deteriorating (%)	31	36	32
（Ref.） DI (pt)	0	-6	-7

＜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 2026 is 23%, whereas 48% of them anticipated “No change” and 16% anticipated “Decrease”

No. of firms and (%)

Industry	No. of firms								
	Increase		No change		Decrease		Undecided		Total
Food	7	(54)	5	(38)	1	(8)	0	(0)	13
Textile	5	(36)	5	(36)	4	(29)	0	(0)	14
Chemical	5	(13)	21	(54)	10	(26)	3	(8)	39
Steel/Non-ferrous metal	7	(25)	15	(54)	5	(18)	1	(4)	28
General machinery	5	(23)	16	(73)	0	(0)	1	(5)	22
Electric/Electronics machinery	21	(46)	14	(30)	10	(22)	1	(2)	46
Transportation machinery	16	(28)	25	(43)	16	(28)	1	(2)	58
Others	12	(33)	17	(47)	5	(14)	2	(6)	36
Manufacturing sector total	78	(30)	118	(46)	51	(20)	9	(4)	256
Trading	10	(12)	48	(57)	2	(2)	24	(29)	84
Retail	0	(0)	4	(57)	3	(43)	0	(0)	7
Finance/Insurance/Securities	6	(26)	10	(43)	0	(0)	7	(30)	23
Construction/Civil engineering	5	(19)	11	(41)	3	(11)	8	(30)	27
Transportation/Communication	4	(13)	15	(47)	4	(13)	9	(28)	32
Others	9	(15)	29	(49)	16	(27)	5	(8)	59
Non-manufacturing sector total	34	(15)	117	(50)	28	(12)	53	(23)	232
Total	112	(23)	235	(48)	79	(16)	62	(13)	488

Results from the previous survey (Second half of 2025)

Manufacturing sector total	85	(33)	99	(38)	62	(24)	13	(5)	259
Non-manufacturing sector total	30	(12)	117	(49)	31	(13)	63	(26)	241
Total	115	(23)	216	(43)	93	(19)	76	(15)	500

(Note) Year-to-year comparison

(Reference) Details of the capital investment in 2026 (multiple answers)

Unit: No. of firms and (%)

	Industry	New		Expansion		Replacement		Streamlining		DX-related		Environment-related (including decarbonization)		Others		Total	No. of firms
Manufacturing	Food	5	(38)	3	(23)	9	(69)	4	(31)	5	(38)	2	(15)	0	(0)	28	13
	Textile	2	(14)	3	(21)	9	(64)	8	(57)	5	(36)	2	(14)	0	(0)	29	14
	Chemical	7	(19)	4	(11)	26	(70)	13	(35)	4	(11)	6	(16)	1	(3)	61	37
	Steel/Non-ferrous metal	2	(7)	3	(11)	19	(68)	8	(29)	5	(18)	6	(21)	1	(4)	44	28
	General machinery	4	(19)	1	(5)	9	(43)	7	(33)	3	(14)	1	(5)	4	(19)	29	21
	Electrical/Electronic machinery	16	(35)	15	(33)	28	(61)	14	(30)	12	(26)	6	(13)	2	(4)	93	46
	Transportation machinery	14	(25)	6	(11)	40	(71)	34	(61)	14	(25)	9	(16)	3	(5)	120	56
	Others	8	(24)	10	(29)	20	(59)	11	(32)	4	(12)	3	(9)	3	(9)	59	34
	Manufacturing sector total	58	(23)	45	(18)	160	(64)	99	(40)	52	(21)	35	(14)	14	(6)	463	249
Non-manufacturing	Trading	1	(2)	6	(10)	26	(42)	10	(16)	17	(27)	3	(5)	13	(21)	76	62
	Retail	0	(0)	1	(14)	6	(86)	2	(29)	2	(29)	0	(0)	0	(0)	11	7
	Finance/Insurance/Securities	1	(5)	5	(25)	12	(60)	4	(20)	7	(35)	0	(0)	1	(5)	30	20
	Construction/Civil engineering	1	(5)	5	(23)	12	(55)	3	(14)	7	(32)	0	(0)	1	(5)	29	22
	Transportation/Communication	4	(16)	4	(16)	12	(48)	4	(16)	5	(20)	1	(4)	7	(28)	37	25
	Others	5	(11)	4	(9)	28	(60)	10	(21)	6	(13)	3	(6)	8	(17)	64	47
	Non-manufacturing sector total	12	(7)	25	(14)	96	(52)	33	(18)	44	(24)	7	(4)	30	(16)	247	183
Total		70	(16)	70	(16)	256	(59)	132	(31)	96	(22)	42	(10)	44	(10)	710	432

3. Export

Export Trend in the second half of 2026 (July-December)

- The percentage of the firms anticipating “Increase” in their exports in the second half of 2026 totaled 37%, while 42% 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	8 (62)	2 (15)	1 (8)	5 (38)	5 (38)	0 (0)	0 (0)	0 (0)	0 (0)	13
Textile	2 (14)	1 (7)	0 (0)	1 (7)	4 (29)	8 (57)	4 (29)	2 (14)	2 (14)	14
Chemical	15 (38)	8 (21)	1 (3)	6 (15)	15 (38)	9 (23)	5 (13)	2 (5)	2 (5)	39
Steel/Non-ferrous metal	8 (29)	4 (14)	1 (4)	3 (11)	16 (57)	4 (14)	2 (7)	2 (7)	0 (0)	28
General machinery	10 (42)	7 (29)	0 (0)	3 (13)	10 (42)	4 (17)	1 (4)	1 (4)	2 (8)	24
Electrical/Electronic machinery	17 (37)	10 (22)	4 (9)	3 (7)	18 (39)	11 (24)	8 (17)	2 (4)	1 (2)	46
Transportation machinery	19 (32)	11 (19)	3 (5)	5 (8)	26 (44)	14 (24)	7 (12)	7 (12)	0 (0)	59
Others	16 (43)	10 (27)	2 (5)	4 (11)	16 (43)	5 (14)	2 (5)	2 (5)	1 (3)	37
Manufacturing sector	95 (37)	53 (20)	12 (5)	30 (12)	110 (42)	55 (21)	29 (11)	18 (7)	8 (3)	260
Results of the second half of the 2025 survey (Manufacturing sector)	94 (35)	34 (13)	24 (9)	36 (13)	119 (45)	54 (20)	27 (10)	15 (6)	12 (4)	267

(Note) Year-to-year comparison

4. Exchange Rates

4.1 Thai Baht/US Dollar

- Regarding the exchange rates deemed desirable for business operations (Thai Baht/US Dollar), the predominant rates deemed are in a range between “No less than 30.0 but less than 30.5” (27.4%), followed by “No less than 32.0 but less than 32.5” (19.5%), with the median rate at 32.0 baht/US dollar. In addition, the median by industry is 32.0 baht/US dollar for both the manufacturing and non-manufacturing sectors.

Thai Baht/US Dollar, No. of firm, and (%)

Industry / Baht/US dollar	Manufacturing									Non-manufacturing				Total		Total from the Previous Survey (Second Half of 2025)	
	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				
less than 28.0	0	0	1	0	0	0	1	0	2	1	0	0	1	3	(1.1)	-	-
No less than 28.0 but less than 28.5	0	0	0	0	0	0	0	1	1	0	0	2	2	3	(1.1)	1	(0.3)
No less than 28.5 but less than 29.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	0	(0.0)
No less than 29.0 but less than 29.5	0	1	0	0	0	0	0	0	1	0	0	0	0	1	(0.4)	1	(0.3)
No less than 29.5 but less than 30.0	0	0	0	0	0	0	0	0	0	1	0	0	1	1	(0.4)	0	(0.0)
No less than 30.0 but less than 30.5	3	1	12	6	5	5	6	8	46	16	1	13	30	76	(27.4)	64	(21.8)
No less than 30.5 but less than 31.0	0	0	0	0	0	0	1	0	1	0	0	0	0	1	(0.4)	2	(0.7)
No less than 31.0 but less than 31.5	1	0	1	1	1	3	3	0	10	4	0	3	7	17	(6.1)	10	(3.4)
No less than 31.5 but less than 32.0	0	0	0	1	0	1	0	1	3	1	0	1	2	5	(1.8)	0	(0.0)
No less than 32.0 but less than 32.5	0	4	5	3	4	9	9	0	34	11	1	8	20	54	(19.5)	40	(13.7)
No less than 32.5 but less than 33.0	2	0	0	3	0	0	1	1	7	5	0	1	6	13	(4.7)	15	(5.1)
No less than 33.0 but less than 33.5	2	2	5	3	1	3	7	4	27	7	1	4	12	39	(14.1)	64	(21.8)
No less than 33.5 but less than 34.0	0	0	0	0	0	2	3	0	5	2	0	0	2	7	(2.5)	6	(2.0)
No less than 34.0 but less than 34.5	0	0	3	0	1	4	3	1	12	2	0	0	2	14	(5.1)	41	(14.0)
No less than 34.5 but less than 35.0	0	0	0	1	0	0	0	1	2	0	0	0	0	2	(0.7)	3	(1.0)
No less than 35.0 but less than 35.5	1	3	4	1	2	9	3	1	24	6	0	1	7	31	(11.2)	37	(12.6)
No less than 35.5 but less than 36.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	1	(0.3)
No less than 36.0 but less than 36.5	1	0	1	0	0	0	0	1	3	1	0	0	1	4	(1.4)	3	(1.0)
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)	0	(0.0)
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)	0	(0.0)
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	0	0	0	0	0	0	1	1	1	(0.4)	3	(1.0)
No less than 38.5 but less than 39.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	0	(0.0)
No less than 39.0 but less than 39.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	0	(0.0)
No less than 39.5 but less than 40.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	0	(0.0)
No less than 40.0 but less than 40.5	0	0	0	0	0	0	0	1	1	2	0	0	2	3	(1.1)	1	(0.3)
No less than 40.5	0	0	0	0	1	1	0	0	2	0	0	0	0	2	(0.7)	-	-
No. of firms	10	11	32	19	15	37	37	20	181	59	3	34	96	277		293	

	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	Total	Total from the Previous Survey (Second Half of 2025)
Average	32.30	32.57	31.84	31.82	33.07	33.06	32.13	32.18	32.36	32.20	31.77	31.31	31.87	32.11	32.55
Median	32.50	32.30	32.00	32.00	32.00	33.00	32.00	32.05	32.00	32.00	32.00	31.00	32.00	32.00	33.00
Mode	30.00	32.00	30.00	30.00	30.00	35.00	32.00	30.00	30.00	30.00	#N/A	30.00	30.00	30.00	30.00

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

4.2 Japanese Yen/Thai Baht

- Regarding the exchange rates deemed desirable for business operations (Japanese Yen/Thai Baht), the predominant rates deemed are in a range between "No less than 4.0 but less than 4.1" (27.1%), followed by "No less than 3.5 but less than 3.6" (17.8%), with the median rate at 4.0 yen/baht. In addition, the median by industry is 4.0 yen/baht for both the manufacturing and non-manufacturing sectors.

Japanese Yen/Thai Baht, No. of firm, and(%)

Yen/Baht \ Industry	Manufacturing									Non-manufacturing				Total		Total from the Previous Survey (Second Half of 2025)	
	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				
less than 2.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	1	(0.3)
No less than 2.8 but less than 2.9	0	0	0	0	0	0	0	1	1	0	0	0	0	1	(0.3)	1	(0.3)
No less than 2.9 but less than 3.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	0	(0.0)
No less than 3.0 but less than 3.1	0	0	2	0	3	0	4	1	10	6	0	3	9	19	(5.8)	25	(7.6)
No less than 3.1 but less than 3.2	0	0	0	0	0	0	0	0	0	1	0	0	1	1	(0.3)	0	(0.0)
No less than 3.2 but less than 3.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	1	(0.3)
No less than 3.3 but less than 3.4	1	0	4	1	3	2	1	2	14	4	0	3	7	21	(6.5)	20	(6.1)
No less than 3.4 but less than 3.5	0	0	0	0	0	0	0	0	0	0	0	1	1	1	(0.3)	0	(0.0)
No less than 3.5 but less than 3.6	3	0	10	3	5	7	3	4	35	13	0	10	23	58	(17.8)	69	(21.0)
No less than 3.6 but less than 3.7	0	0	1	0	0	0	1	0	2	2	0	1	3	5	(1.5)	1	(0.3)
No less than 3.7 but less than 3.8	0	0	0	0	1	1	0	0	2	1	0	0	1	3	(0.9)	4	(1.2)
No less than 3.8 but less than 3.9	1	0	0	0	2	2	1	2	8	3	0	1	4	12	(3.7)	9	(2.7)
No less than 3.9 but less than 4.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	1	(0.3)
No less than 4.0 but less than 4.1	1	0	9	9	4	13	8	9	53	19	0	16	35	88	(27.1)	110	(33.5)
No less than 4.1 but less than 4.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	3	(0.9)
No less than 4.2 but less than 4.3	0	0	0	1	0	1	2	1	5	2	2	3	7	12	(3.7)	23	(7.0)
No less than 4.3 but less than 4.4	0	0	2	0	0	0	7	0	9	3	0	1	4	13	(4.0)	14	(4.3)
No less than 4.4 but less than 4.5	0	0	1	0	0	1	0	0	2	1	0	0	1	3	(0.9)	9	(2.7)
No less than 4.5 but less than 4.6	2	12	3	2	0	4	6	3	32	9	2	4	15	47	(14.5)	24	(7.3)
No less than 4.6 but less than 4.7	0	0	0	0	0	1	2	1	4	0	1	2	3	7	(2.2)	5	(1.5)
No less than 4.7 but less than 4.8	0	0	0	1	0	0	2	0	3	1	0	0	1	4	(1.2)	4	(1.2)
No less than 4.8 but less than 4.9	1	0	1	2	0	5	4	2	15	1	0	0	1	16	(4.9)	2	(0.6)
No less than 4.9 but less than 5.0	1	0	0	0	0	1	0	0	2	1	0	0	1	3	(0.9)	0	(0.0)
No less than 5.0 but less than 5.1	0	0	0	0	0	0	1	0	1	4	0	5	9	10	(3.1)	2	(0.6)
No less than 5.1 but less than 5.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	0	(0.0)
No less than 5.2 but less than 5.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	0	(0.0)
No less than 5.3 but less than 5.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	0	(0.0)
No less than 5.4 but less than 5.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0.0)	0	(0.0)
No less than 5.5 but less than 5.6	0	0	0	0	0	1	0	0	1	0	0	0	0	1	(0.3)	0	(0.0)
No. of firms	10	12	33	19	18	39	42	26	199	71	5	50	126	325		328	
Average	4.04	4.50	3.79	4.07	3.54	4.10	4.13	3.92	4.00	3.93	4.40	3.96	3.96	3.98		3.86	
Median	3.90	4.50	3.60	4.00	3.50	4.00	4.30	4.00	4.00	4.00	4.50	4.00	4.00	4.00		4.00	
Mode	3.50	4.50	3.50	4.00	3.50	4.00	4.00	4.00	4.00	4.00	4.20	4.00	4.00	4.00		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 irregulary. low/high values as much as possible. Mode is the value most cited by the respondents and 「#N/A」 (Not Applicable) indicates that all respondemts' values differ.

5. Challenges for Corporate Management (multiple answers)

➢ The top challenge for Japanese companies' corporate management, is "Surging prices of raw materials and parts" (65%), followed by "Severe competition with other companies" (58%), and "Sluggish domestic demand" (57%).

No. of firms and (%)

Previous survey	Current survey	Challenges for corporate management	Manufacturing		Non-manufacturing		Total	
5	1	Surging prices of raw materials and parts	207	(81)	117	(49)	324	(65)
2	2	Severe competition with other companies	157	(61)	133	(56)	290	(58)
1	3	Sluggish domestic demand	147	(57)	138	(58)	285	(57)
11	4	Increased in logistics cost	149	(58)	95	(40)	244	(49)
3	5	Increase in total labor cost	128	(50)	108	(45)	236	(48)
-	5	Enhacement of business efficiency	134	(52)	102	(43)	236	(48)
7	7	Utilizing digital transformation and AI to address challenges in business operations and efficiency	111	(43)	96	(40)	207	(42)
4	8	Foreign exchange rate fluctuation	100	(39)	58	(24)	158	(32)
8	9	Shortage of engineers	100	(39)	39	(16)	139	(28)
6	10	Increase in cheap imported products	81	(32)	43	(18)	124	(25)
		Total	1,681		1,190		2,871	
		No. of firms	257		239		496	

(Note) Ranks up to top 10

6. Requests to the Thai Government

6.1 Requests to the Thai Government (multiple answers)

➢ "Response to the situation in Iran (price stabilization, securing supply)" (33%) is most requested by the responding companies, followed by "Improvements in tax refund and tax audit procedures (e.g. the complexity of refund procedures and inconsistencies in implementation among officials)" (31%), and "Addressing household debt issues" (30%).

➢ "Promotion of economic measures (consumption stimulus, targeting durable goods)" (32%) is also popular among the manufacturing sector, while "Resolution of problems concerning work permit and visa issuance" (24%) 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	Response to the situation in Iran (price stabilization, securing supply)	82	(36)	59	(31)	141	(33)
3	2	Improvements in tax refund and tax audit procedures (e.g. the complexity of refund procedures and inconsistencies in implementation among officials)	70	(30)	62	(32)	132	(31)
2	3	Addressing household debt issues	74	(32)	54	(28)	128	(30)
(1)	4	Promotion of economic measures (consumption stimulus, targeting durable goods)	73	(32)	46	(24)	119	(28)
10	5	Stabilization of monetary policy (exchange rates, interest rates)	66	(29)	36	(19)	102	(24)
16	6	Digitalization of administrative procedure	49	(21)	36	(19)	85	(20)
4	7	Development of transportation infrastructure	42	(18)	41	(21)	83	(20)
(6)	8	Promotion of economic measures (tax measures, targeting corporations)	36	(16)	43	(22)	79	(19)
15	8	Resolution of problems concerning work permit and visa issuance	33	(14)	46	(24)	79	(19)
5	10	Implementation of measures for air pollution	46	(20)	32	(17)	78	(18)
		Total	1,176		962		2,102	
		No. of firms	230		192		422	

(Note 1) Ranks up to top 10

(Note 2) The numbers in parentheses for the previous rankings are for reference only, as the answer options were subdivided in 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 "Digitalization of administrative procedure" (21%), followed by "Development of transportation infrastructure" (14%) and "Stabilization of monetary policy (exchange rates, interest rates)" (13%).

No. of firms and (%)

Previous survey	Current survey	Recent Improvement in Policy	Manufacturing		Non-manufacturing		Total	
1	1	Digitalization of administrative procedure	40	(27)	17	(14)	57	(21)
3	2	Development of transportation infrastructure	22	(15)	16	(13)	38	(14)
20	3	Stabilization of monetary policy (exchange rates, interest rates)	14	(9)	22	(18)	36	(13)
6	4	Development of new incentives for investment in Thailand	21	(14)	11	(9)	32	(12)
7	5	Flood prevention measures	20	(13)	10	(8)	30	(11)
4	6	Problems concerning work permit and visa issuance	25	(17)	4	(3)	29	(11)
11	7	Support for energy-saving initiatives	21	(14)	6	(5)	27	(10)
2	8	Addressing household debt issues	9	(6)	17	(14)	26	(10)
(4)	9	Promotion of economic measures (consumption stimulus, targeting non-durable goods and services)	7	(5)	16	(13)	23	(9)
-	9	Response to the situation in Iran (price stabilization, securing supply)	13	(9)	10	(8)	23	(9)
8	9	Improvements in tax refund and tax audit procedures (e.g. the complexity of refund procedures and inconsistencies in implementation among officials)	14	(9)	9	(8)	23	(9)
-	-	Others	11	(7)	7	(6)	18	(7)
		Total	348		228		555	
		No. of firms	149		120		269	

(Note 1) Ranks up to top 10

(Note 2) The numbers in parentheses for the previous rankings are for reference only, as the answer options were subdivided in this survey

7. Geopolitical uncertainties

(A) Uncertainty regarding US tariff policies

7.1 Impact of uncertainty in U.S. tariff policies

- Regarding impact of uncertainty in U.S. tariff policies, most firms indicated that it "has almost no impact" (42%) and 39% stated that it "has some impact". Meanwhile, 8% reported that it "has a major impact".

Unit: No. of firms and (%)

Ranking	Impact of uncertainty in U.S. tariff policies	Manufacturing		Non-manufacturing		Total	
1	Has almost no impact	111	(44)	88	(39)	199	(42)
2	Has some impact	88	(35)	98	(43)	186	(39)
3	Has a major impact	27	(11)	11	(5)	38	(8)
4	Do not know / Not sure	13	(5)	17	(7)	30	(6)
5	Has no impact at all	12	(5)	14	(6)	26	(5)
	No. of firms	251		228		479	

7.2 Responses to uncertainty in U.S. tariff policies (multiple answers)

- Regarding responses to uncertainty in U.S. tariff policies, most firms indicated that they "Do not recognize the necessity" (37%) and 25% stated that "No specific measures currently implemented, but recognize the necessity", followed by, "Strengthening information-gathering and analysis systems for policy developments" (19%).

Unit: No. of firms and (%)

Ranking	Responses to uncertainty in U.S. tariff policies	Manufacturing		Non-manufacturing		Total	
1	Do not recognize the necessity	81	(33)	88	(41)	169	(37)
2	No specific measures currently implemented, but recognize the necessity	64	(26)	49	(23)	113	(25)
3	Strengthening information-gathering and analysis systems for policy developments	39	(16)	48	(23)	87	(19)
4	Supply chain diversification	49	(20)	25	(12)	74	(16)
5	Development of alternative markets	27	(11)	29	(14)	56	(12)
6	Implementation of pricing strategies incorporating tariff risks	30	(12)	15	(7)	45	(10)
7	Relocation of production bases to the U.S.	2	(1)	0	(0)	2	(0)
	Total	292		254		546	
	No. of firms	246		213		459	

(multiple answers)

7.3 Measures that companies expect from the Thai government to mitigate the impact (multiple answers)

- "Support through tax and financial measures and subsidies" (29%) is most cited as a measure that companies expect from the Thai government to mitigate the impact of uncertainty in U.S. tariff policies, followed by "Support for expanding domestic market access" (26%) and "Support for market development in third countries, such as the promotion of FTA" (24%).

Unit: No. of firms and (%)

Ranking	Expected government's measures to mitigate the impact	Manufacturing		Non-manufacturing		Total	
1	Support through tax and financial measures and subsidies	63	(31)	42	(26)	105	(29)
2	Support for expanding domestic market access	47	(23)	48	(30)	95	(26)
3	Support for market development in third countries, such as the promotion of FTA	51	(25)	35	(22)	86	(24)
4	Prevention of excessive exchange rate volatility caused by uncertainty	49	(24)	32	(20)	81	(23)
5	Support for diversification of procurement sources to mitigate risks	31	(15)	33	(21)	64	(18)
6	Provision of up-to-date information on trade policy developments	29	(14)	23	(14)	52	(14)
7	Ensuring effective enforcement of measures to prevent trade circumvention	25	(12)	26	(16)	51	(14)
8	Provision of information on other companies' responses and best practices	13	(6)	10	(6)	23	(6)
9	Others	5	(2)	2	(1)	7	(2)
	Total	313		251		564	
	No. of firms	201		159		360	

（multiple answers）

(B) Uncertainty related to the situation in Iran

7.4 Impact via crude oil prices, logistics costs, and logistics disruptions

- Concerning the impact via crude oil prices, logistics costs, and logistics disruptions, most firms indicated that it "has some impact" (47%) and 42% stated that it "has a major impact". Meanwhile, 8% pointed out that it "has almost no impact".

Unit: No. of firms and (%)

Ranking	Impacts of uncertainty related to the situation in Iran	Manufacturing		Non-manufacturing		Total	
1	Has some impact	106	(43)	119	(53)	225	(47)
2	Has a major impact	131	(53)	70	(31)	201	(42)
3	Has almost no impact	8	(3)	28	(12)	36	(8)
4	Do not know / Not sure	4	(2)	5	(2)	9	(2)
5	Has no impact at all	0	(0)	3	(1)	3	(1)
	No. of firms	249		225		474	

7.5 Responses to uncertainty related to the situation in Iran (multiple answers)

- Regarding the responses to uncertainty related to the situation in Iran, the most popular choices are "Diversification of procurement sources for raw materials and energy" (46%) and "Measures to address rising energy costs" (41%), followed by "Review of inventory management and logistics systems" (36%).

Unit: No. of firms and (%)

Ranking	Responses to uncertainty related to the situation in Iran	Manufacturing		Non-manufacturing		Total	
1	Diversification of procurement sources for raw materials and energy	151	(60)	67	(30)	218	(46)
2	Measures to address rising energy costs	122	(49)	72	(32)	194	(41)
3	Review of inventory management and logistics systems	100	(40)	70	(31)	170	(36)
4	Diversification of transportation routes and securing alternative routes	57	(23)	36	(16)	93	(20)
5	Strengthening information-gathering and analysis systems related to political situations and international relations	33	(13)	51	(23)	84	(18)
6	No specific measures currently implemented, but recognize the necessity	27	(11)	45	(20)	72	(15)
7	Strengthening of business continuity planning (BCP) considering geopolitical risks	41	(16)	15	(7)	56	(12)
8	Development of alternative markets	24	(10)	24	(11)	48	(10)
9	Do not recognize the necessity	7	(3)	16	(7)	23	(5)
	Total	562		396		958	
	No. of firms	250		223		473	

(multiple answers)

7.6 Measures that companies expect from Thai government to mitigate the impact (multiple answers)

- “Measures to stabilize energy prices” (78%) is most cited by the respondents as a measure that companies expect from Thai government to mitigate the impact on energy and logistics caused by tensions in the Middle East, followed by “Tax and financial measures, and subsidies to mitigate cost increases due to logistics costs and transport delays” (51%) and “Ensuring stable energy supply” (46%).

Unit: No. of firms and (%)

Ranking	Expected government's measures to mitigate impact	Manufacturing		Non-manufacturing		Total	
1	Measures to stabilize energy prices	202	(85)	139	(70)	341	(78)
2	Tax and financial measures, and subsidies to mitigate cost increases due to logistics costs and transport delays	138	(58)	87	(44)	225	(51)
3	Ensuring stable energy supply	112	(47)	87	(44)	199	(46)
4	Measures to address foreign exchange and financial risks	36	(15)	32	(16)	68	(16)
5	Streamlining and facilitation of import-export and customs procedures for delayed cargo	38	(16)	24	(12)	62	(14)
6	Strengthening logistics infrastructure, such as alternative transportation routes	23	(10)	30	(15)	53	(12)
7	Provision of real-time information and alerts to companies	24	(10)	28	(14)	52	(12)
8	Support for investments in decarbonization and energy efficiency	16	(7)	12	(6)	28	(6)
9	Others	1	(0)	2	(1)	3	(1)
	Total	590		441		1031	
	No. of firms	238		199		437	

(multiple answers)

8. Human Resource

8.1 Changes in the difficulty in recruiting personnel

➢ Regarding the difficulty in recruiting personnel compared to 1–2 years ago, “No change (difficuly remains high)” was the most common response at 37%. This was followed by “Moderately more difficult” (34%) and “No change (difficulty remains low)” (24%).

Unit: No. of firms and (%)

Ranking	Difficulty in recruiting personnel	Manufacturing		Non-manufacturing		Total	
1	No change (difficulty remains high)	86	(35)	89	(39)	175	(37)
2	Moderately more difficult	92	(37)	69	(30)	161	(34)
3	No change (difficulty remains low)	58	(23)	59	(26)	117	(24)
4	Significantly more difficult	10	(4)	9	(4)	19	(4)
5	Moderately easier	2	(1)	5	(2)	7	(1)
6	Significantly easier	0	(0)	0	(0)	0	(0)
	No. of firms	248		231		479	

8.2 Positions with hiring difficulties (multiple answers)

➢ Concerning the positions with hiring difficulties, “Managers (management positions)” (48%) is the respondents’ top choice, followed by “Engineers (production engineering, design, etc.)” (45%) and “Digital personnel (DX and AI related)” (27%).

Unit: No. of firms and (%)

Ranking	Positions with hiring difficulties	Manufacturing		Non-manufacturing		Total	
1	Managers (management positions)	83	(46)	83	(52)	166	(48)
2	Engineers (production engineering, design, etc.)	117	(64)	36	(22)	153	(45)
3	Digital personnel (DX and AI related)	56	(31)	35	(22)	91	(27)
4	Sales positions (technical)	34	(19)	42	(26)	76	(22)
5	Sales positions (administrative)	26	(14)	42	(26)	68	(20)
6	Personnel with Japanese language skills	31	(17)	26	(16)	57	(17)
7	Personnel with English language skills	22	(12)	32	(20)	54	(16)
8	General workers (manufacturing site, etc.)	38	(21)	10	(6)	48	(14)
9	Staff (accounting and finance)	14	(8)	23	(14)	37	(11)
10	Staff (general affairs, human resources, and general administration)	5	(3)	10	(6)	15	(4)
	Total	451		359		810	
	No. of firms	182		161		343	

(Note) Ranks up to top 10 （multiple answers）

8.3 Measures that company to retain and attract employees (multiple answers)

- Regarding the company's measures to retain and attract employees, "Creating work-friendly environment" (75%) is the most popular choice, followed by "Improvement of wages and employee welfare" (66%) and "Provision of education, training, and skills development opportunities" (43%).

Unit: No. of firms and (%)

Ranking	Measures to recruit and retain employees	Manufacturing		Non-manufacturing		Total	
1	Creating work-friendly environment	180	(73)	172	(76)	352	(75)
2	Improvement of wages and employee welfare	161	(66)	150	(66)	311	(66)
3	Provision of education, training, and skills development opportunities	110	(45)	91	(40)	201	(43)
4	Accepting internship programs	67	(27)	36	(16)	103	(22)
5	Diversification of recruitment channels (e.g., social media, online job advertisements, referral programs)	37	(15)	42	(19)	79	(17)
6	Improvement of corporate brand image (such as promotion of carbon neutrality initiatives)	48	(20)	27	(12)	75	(16)
7	Recruitment activities in collaboration with external educational institutions, universities, and technical colleges	33	(13)	15	(7)	48	(10)
8	No specific measures currently implemented	14	(6)	14	(6)	28	(6)
-	Others	0	(0)	2	(1)	2	(0)
	Total	650		549		1199	
	No. of firms	245		227		472	

（multiple answers）

9. Digital Transformation (DX) and Artificial Intelligence (AI)

9.1 AI utilization situation

- In respond to a question concerning the company's AI utilization situation, 32% of the companies indicated that "The company sees the necessity, and has a plan to utilize AI", while 25% stated that "While the company sees the necessity, it has not utilized AI" and 24% stated that "The company has already utilized AI and recognized the results."

Unit: No. of firms and (%)

Ranking	Company's AI utilization situation	Manufacturing		Non-manufacturing		Total	
1	The company sees the necessity and has a plan to utilize AI	85	(34)	68	(30)	153	(32)
2	While the company sees the necessity, it has not utilized AI	60	(24)	58	(25)	118	(25)
3	The company has already utilized AI and recognized the results	57	(23)	59	(26)	116	(24)
4	The company has already utilized AI but still not recognized the results	36	(14)	29	(13)	65	(14)
5	The company sees that it is unnecessary and has not utilized AI	13	(5)	14	(6)	27	(6)
	No. of firms	251		228		479	

9.2 Purposes of AI Utilization (multiple answers)

- Among firms that indicated in 9.1 that they have already utilized AI or have recognized its necessity, the most cited purpose of AI Utilization is "Improving efficiency in document preparation and data processing" (67%), followed by "Improving efficiency in administrative operations (e.g., accounting, contract processing)" (43%) and "Marketing and customer analysis" (41%)

Unit: No. of firms and (%)

Ranking	Purposes of AI Utilization	Manufacturing		Non-manufacturing		Total	
1	Improving efficiency in document preparation and data processing	149	(63)	153	(71)	302	(67)
2	Improving efficiency in administrative operations (e.g., accounting, contract processing)	104	(44)	92	(43)	196	(43)
3	Marketing and customer analysis	78	(33)	106	(50)	184	(41)
4	Production management, quality control, and logistics management	138	(58)	31	(14)	169	(37)
5	Support for management decision-making and strategic planning (including risk forecasting)	48	(20)	61	(29)	109	(24)
6	Automation of skills and operations (e.g., use of robotics or replacement of skilled work)	73	(31)	14	(7)	87	(19)
7	Security and compliance measures (e.g., facial recognition, detection of unauthorized access)	48	(20)	35	(16)	83	(18)
8	Demand forecasting	42	(18)	34	(16)	76	(17)
9	Improving efficiency in customer service (e.g., chatbots, call centers)	27	(11)	48	(22)	75	(17)
10	Design and improvement of products and services	35	(15)	29	(14)	64	(14)
	Total	837		647		1484	
	No. of firms	238		214		452	

(multiple answers)

(Note) Ranks up to top 10

9.3 Challenges regarding AI promotion (multiple answers)

- Concerning challenges regarding AI promotion, the most commonly cited challenge is "Shortage of personnel and skills capable of handling AI" (63%), followed by "Risk of leakage of internal information and personal information, data management" (59%). Moreover, 18% stated that they are "unable to foresee cost-effectiveness."

Unit: No. of firms and (%)

Ranking	Challenges regarding AI promotion	Manufacturing		Non-manufacturing		Total	
1	Shortage of personnel and skills capable of handling AI	160	(69)	116	(56)	276	(63)
2	Risk of leakage of internal information and personal information, data management	132	(57)	127	(61)	259	(59)
3	Unable to foresee cost-effectiveness	49	(21)	29	(14)	78	(18)
4	Difficult to determine where responsibility lies in case of trouble	39	(17)	28	(13)	67	(15)
5	How to utilize excess capacity (e.g., time and manpower) brought by Digital Transformation, AI	28	(12)	24	(12)	52	(12)
5	Not knowing/understanding what should be worked on	21	(9)	31	(15)	52	(12)
7	Differences of opinion between the head office and local offices	22	(10)	28	(13)	50	(11)
8	Differences of opinion between management and job site	13	(6)	25	(12)	38	(9)
-	Others	4	(2)	3	(1)	7	(2)
	Total	468		411		879	
	No. of firms	231		208		439	

(Note) Ranks up to top 10 (multiple answers)