



# Retail in Thailand

May 2026

Table of Contents

## EXECUTIVE SUMMARY

Slower Growth Reflects Weak Consumer Sentiment as Retail E-Commerce Gains Traction

## KEY DATA INSIGHTS

### KEY INDUSTRY TRENDS

Chart 1 - Key Industry Trends for Retail

## INDUSTRY PERFORMANCE

Slower Growth Reflects Weak Consumer Sentiment as Retail E-Commerce Gains Traction

Retail Convenience Is Redefined by Rapid Fulfillment and Digital Touchpoints

Tiktok Shop and Temu Disrupt through Social Commerce and Price Competition

Chart 2 - Temu launches Digital Mall in Thailand

Chart 3 - Value Sales 2020-2030

## WHAT'S NEXT?

Chinese Sellers Set New Price Standards as Discounters and Premium Outlets Widen the Gap

Retail Chains Leverage Micro-Fulfillment and Social Commerce to Outpace Traditional Formats

Chart 4 - Forecast Value Sales 2020-2030

Chart 5 - Forecast Value Sales by Category 2025-2030

## COMPETITIVE LANDSCAPE

Chart 6 - Analyst Insight for Retail

Cp All Pcl? Leverages Its Broad Network and Digital Delivery to Hold Leadership

Temu and Central Park Transform Retail Experience and Consumer Expectations

Chart 7 - Central Park Bangkok debuts in 2025, setting new benchmark for immersive ecosystems

Chart 8 - Company Shares 2025

Chart 9 - Brand Shares 2025

## OPERATING ENVIRONMENT

Informal Retail

Opening Hours for Physical Retail

Summary 1 - Standard Opening Hours by Channel Type 2025

Seasonality

Payday shopping

Mid-year and year-end sales

Back-to-School

Valentine's Day

Thai Mother's Day

Thai Father's Day

## ECONOMIC CONTEXT

Chart 10 - Economic Context for Retail

Chart 11 - Real Gdp Growth 2020-2030

Chart 12 - Inflation 2020-2030

## CONSUMER CONTEXT

Chart 13 - Consumer Context for Retail

Chart 14 - Population 2020-2030

Chart 15 - Population by Generation 2025

## COUNTRY REPORTS DISCLAIMER

## Convenience Retailers in Thailand

### KEY DATA INSIGHTS

#### 2025 DEVELOPMENTS

Cp All Expands Omnichannel Reach as Shoppers Prioritise Speed and Access

#### KEY INDUSTRY TRENDS

Chart 16 - Key Industry Trends for Convenience Retailers

#### INDUSTRY PERFORMANCE

Cp All Expands Omnichannel Reach as Shoppers Prioritise Speed and Access

7-Eleven and Cp All Redefine Retail Convenience in Thailand

Chart 17 - CP All's Omnichannel 7-Eleven Ecosystem Sets the New Benchmark for Retail Convenience

Players Reconceptualise Physical Space with Café-Led Store Formats

Chart 18 - Value Sales 2020-2030

Chart 19 - Value Sales by Category 2025

#### WHAT'S NEXT?

Convenience Stores Displace Neighbourhood Grocers as Consumer Needs Evolve

Store Format Innovation and Urbanisation Drive the Shift to Convenience Retailing

Chart 20 - Forecast Value Sales 2020-2030

Chart 21 - Forecast Value Sales by Category 2025-2030

#### COMPETITIVE LANDSCAPE

Chart 22 - Analyst Insight for Convenience Retailers

7-Eleven'S Dominance Continues as Cj More Accelerates Outlet Expansion

Chart 23 - Company Shares 2025

Chart 24 - Brand Shares 2025

#### ECONOMIC CONTEXT

Chart 25 - Economic Context for Convenience Retailers

Chart 26 - Real Gdp Growth 2020-2030

Chart 27 - Inflation 2020-2030

#### CONSUMER CONTEXT

Chart 28 - Consumer Context for Convenience Retailers

Chart 29 - Population 2020-2030

Chart 30 - Population by Generation 2025

#### COUNTRY REPORTS DISCLAIMER

## Supermarkets in Thailand

### KEY DATA INSIGHTS

#### 2025 DEVELOPMENTS

Lotus'S and Tops Market Reshape Shopper Choice as Smaller Formats Gain Relevance

#### KEY INDUSTRY TRENDS

Chart 31 - Key Industry Trends for Supermarkets

#### INDUSTRY PERFORMANCE

Lotus'S and Tops Market Reshape Shopper Choice as Smaller Formats Gain Relevance

Tops Fine Food Attracts Affluent Shoppers as Value and Premium Trends Diverge

Chart 32 - Tops Fine Food expands premium supermarket formats in Bangkok

Players Elevate Digital Convenience to Keep Pace with Changing Demands

Chart 33 - Value Sales 2020-2030

#### WHAT'S NEXT?

Affluent Shoppers Drive the Development of Premium Supermarkets as Everyday Shopping Trips Become Localised

Retailers Invest in Omni-Channel Tools as Further Polarisation Is Anticipated

Chart 34 - Forecast Value Sales 2020-2030

#### COMPETITIVE LANDSCAPE

Chart 35 - Analyst Insight for Supermarkets

Tops Market Consolidates Leadership as Villa Market Expands in Affluent Urban Zones

Chart 36 - Company Shares 2025

Chart 37 - Brand Shares 2025

#### ECONOMIC CONTEXT

Chart 38 - Economic Context for Supermarkets

Chart 39 - Real Gdp Growth 2020-2030

Chart 40 - Inflation 2020-2030

#### CONSUMER CONTEXT

Chart 41 - Consumer Context for Supermarkets

Chart 42 - Population 2020-2030

Chart 43 - Population by Generation 2025

#### COUNTRY REPORTS DISCLAIMER

[Hypermarkets in Thailand](#)

#### KEY DATA INSIGHTS

##### 2025 DEVELOPMENTS

Big C and Lotus'S Prioritise Operational Efficiency as Footfall Stagnates

##### KEY INDUSTRY TRENDS

Chart 44 - Key Industry Trends for Hypermarkets

##### INDUSTRY PERFORMANCE

Big C and Lotus'S Prioritise Operational Efficiency as Footfall Stagnates

Hypermarkets Lean on Omni-Channel Convenience-Led Services to Attract Shoppers

Chart 45 - Big C enhances omnichannel services to modernise hypermarket experience

Big C Drives Footfall with Deep Discounts and Subsidy-Linked Promotions

Chart 46 - Value Sales 2020-2030

#### WHAT'S NEXT?

Hypermarkets Face Challenges as Everyday Shopping Trips Decline

Big C and Lotus'S Pivot to Mission-Specific and Premium Experiences

Chart 47 - Forecast Value Sales 2020-2030

#### COMPETITIVE LANDSCAPE

Chart 48 - Analyst Insight for Hypermarkets

Lotus'S Leverages Integration and Omnichannel to Defend Share Lead

Tops Plaza Format Resonates with Affluent Households

Chart 49 - Company Shares 2025

Chart 50 - Brand Shares 2025

## ECONOMIC CONTEXT

Chart 51 - Economic Context for Hypermarkets

Chart 52 - Real Gdp Growth 2020-2030

Chart 53 - Inflation 2020-2030

## CONSUMER CONTEXT

Chart 54 - Consumer Context for Hypermarkets

Chart 55 - Population 2020-2030

Chart 56 - Population by Generation 2025

## COUNTRY REPORTS DISCLAIMER

[Small Local Grocers in Thailand](#)

## KEY DATA INSIGHTS

### 2025 DEVELOPMENTS

Convenience Store Expansion Erodes Traditional Neighbourhood Store Relevance

## INDUSTRY PERFORMANCE

Convenience Store Expansion Erodes Traditional Neighbourhood Store Relevance

Critical Presence in Rural and Suburban Communities

Chart 57 - Value Sales 2020-2030

## WHAT'S NEXT?

7-Eleven and Cj More Expansion to Drive Shift Away From Neighbourhood Stores in Urban Areas

Grabmart and Foodpanda Partnerships Help Small Local Grocers Maintain Relevance among Digital-First Shoppers

Chart 58 - Forecast Value Sales 2020-2030

## ECONOMIC CONTEXT

Chart 59 - Economic Context for Small Local Grocers

Chart 60 - Real Gdp Growth 2020-2030

Chart 61 - Inflation 2020-2030

## CONSUMER CONTEXT

Chart 62 - Consumer Context for Small Local Grocers

Chart 63 - Population 2020-2030

Chart 64 - Population by Generation 2025

## COUNTRY REPORTS DISCLAIMER

[General Merchandise Stores in Thailand](#)

## KEY DATA INSIGHTS

### 2025 DEVELOPMENTS

Tourist Spending and Value-Driven Retail Sustain Outlet Growth

## KEY INDUSTRY TRENDS

Chart 65 - Key Industry Trends for General Merchandise Stores

## INDUSTRY PERFORMANCE

Tourist Spending and Value-Driven Retail Sustain Outlet Growth

Moshi Moshi Leverages Value-Based Shopping to Capture Younger Demographics

Chart 66 - Moshi Moshi expands trend-led lifestyle product range

Miniso Transforms Physical Space to Drive Footfall and Engagement

Chart 67 - Value Sales 2020-2030

Chart 68 - Value Sales by Category 2025

#### WHAT'S NEXT?

Variety Stores Accelerate Expansion as Discovery Shopping Appeals to Gen Z

Department Stores Adapt Product Range as Subdued Tourism Outlook Stifles Growth

Retailers Leverage Digital Engagement and Sustainability to Drive Loyalty

Chart 69 - Forecast Value Sales 2020-2030

Chart 70 - Forecast Value Sales by Category 2025-2030

#### COMPETITIVE LANDSCAPE

Central Retail Corp Reinforces Dominance as Variety Chains Gain Ground

Chart 71 - Analyst Insight for General Merchandise Stores

Chart 72 - Company Shares 2025

Chart 73 - Brand Shares 2025

#### ECONOMIC CONTEXT

Chart 74 - Economic Context for General Merchandise Stores

Chart 75 - Real Gdp Growth 2020-2030

Chart 76 - Inflation 2020-2030

#### CONSUMER CONTEXT

Chart 77 - Consumer Context for General Merchandise Stores

Chart 78 - Population 2020-2030

Chart 79 - Population by Generation 2025

#### COUNTRY REPORTS DISCLAIMER

[Apparel and Footwear Specialists in Thailand](#)

#### KEY DATA INSIGHTS

#### 2025 DEVELOPMENTS

Slower Value Growth Reflects Challenges as Players Show Resilience

#### KEY INDUSTRY TRENDS

Chart 80 - Key Industry Trends for Apparel and Footwear Specialists

#### INDUSTRY PERFORMANCE

Slower Value Growth Reflects Challenges as Players Show Resilience

Chart 81 - Bata leverages an e-commerce strategy

Bata Leverages E-Commerce to Reach Digital-First Shoppers

Jaspal Converts Social Engagement into Sales with Creator Partnerships

Chart 82 - Value Sales 2020-2030

#### WHAT'S NEXT?

Local Retailers Capture Demand by Focusing on Affordability and Convenience

Non-Specialists and E-Commerce Disrupt Traditional Retail, Driving Need for Differentiation

Hybrid Retail Models and Convenience-Led Shopping Reshape Consumer Expectations

Chart 83 - Forecast Value Sales 2020-2030

#### COMPETITIVE LANDSCAPE

Uniqlo Consolidates Its Lead as Rivals Face Pressure

Chart 84 - Analyst Insight for Apparel and Footwear Specialists

Mothercare Faces Pressure From the Digital Retail Shift

Chart 85 - Company Shares 2025

Chart 86 - Brand Shares 2025

#### ECONOMIC CONTEXT

Chart 87 - Economic Context for Apparel and Footwear Specialists

Chart 88 - Real Gdp Growth 2020-2030

Chart 89 - Inflation 2020-2030

#### CONSUMER CONTEXT

Chart 90 - Consumer Context for Apparel and Footwear Specialists

Chart 91 - Population 2020-2030

Chart 92 - Population by Generation 2025

#### COUNTRY REPORTS DISCLAIMER

[Appliances and Electronics Specialists in Thailand](#)

#### KEY DATA INSIGHTS

##### 2025 DEVELOPMENTS

Retailers Respond to Weaker Demand with Aggressive Promotions

##### KEY INDUSTRY TRENDS

Chart 93 - Key Industry Trends for Appliances and Electronics Specialists

##### INDUSTRY PERFORMANCE

Retailers Respond to Weaker Demand with Aggressive Promotions

Studio7 Captures Premium Digital Demand as Apple Ecosystem Expands

Chart 94 - Studio7 expands its Apple ecosystem footprint as digital lifestyles accelerate

Social Commerce Leveraged by Retailers to Target Digital Natives

Chart 95 - Value Sales 2020-2030

##### WHAT'S NEXT?

Retailers Expand Urban Formats to Drive Value Growth

Livestreaming and Platform Financing Accelerate Online Conversion and Challenge Store Loyalty

Chart 96 - Forecast Value Sales 2020-2030

##### COMPETITIVE LANDSCAPE

Chart 97 - Analyst Insight for Appliances and Electronics Specialists

Studio7 Leverages Store Expansions and Apple Products to Widen Its Overall Lead

Chart 98 - Company Shares 2025

Chart 99 - Brand Shares 2025

#### ECONOMIC CONTEXT

Chart 100 - Economic Context for Appliances and Electronics Specialists

Chart 101 - Real Gdp Growth 2020-2030

Chart 102 - Inflation 2020-2030

#### CONSUMER CONTEXT

Chart 103 - Consumer Context for Appliances and Electronics Specialists

Chart 104 - Population 2020-2030

Chart 105 - Population by Generation 2025

#### COUNTRY REPORTS DISCLAIMER

## Home Products Specialists in Thailand

### KEY DATA INSIGHTS

#### 2025 DEVELOPMENTS

Muted Performance Amid Economic Uncertainty and Weak Discretionary Demand

#### KEY INDUSTRY TRENDS

Chart 106 - Key Industry Trends for Home Products Specialists

#### INDUSTRY PERFORMANCE

Muted Performance Amid Economic Uncertainty and Weak Discretionary Demand

Ikea and Homepro Drive Digital-First Shopping with New Store Concepts

Chart 107 - Ikea leverages e-commerce to tailor to the needs of the Thai consumers

Chart 108 - Value Sales 2020-2030

Chart 109 - Value Sales by Category 2025

#### WHAT'S NEXT?

Homepro and Ikea Expand into Rural Areas as Urbanisation Drives Outlet Growth

Premiumisation and E-Commerce Reshape the Competitive Landscape

Pet Shops Outpace Other Channels as Humanisation Fuels Sustained Growth

Chart 110 - Forecast Value Sales 2020-2030

Chart 111 - Forecast Value Sales by Category 2025-2030

#### COMPETITIVE LANDSCAPE

Homepro Expands Multi-Format Reach to Widen Sales Lead

Chart 112 - Analyst Insight for Home Products Specialists

Thaiwatsadu Solidifies Its Second Position

Pet Us Captures Rising Pet Ownership with Specialised Retail Experiences

Chart 113 - Company Shares 2025

Chart 114 - Brand Shares 2025

#### ECONOMIC CONTEXT

Chart 115 - Economic Context for Home Products Specialists

Chart 116 - Real Gdp Growth 2020-2030

Chart 117 - Inflation 2020-2030

#### CONSUMER CONTEXT

Chart 118 - Consumer Context for Home Products Specialists

Chart 119 - Population 2020-2030

Chart 120 - Population by Generation 2025

#### COUNTRY REPORTS DISCLAIMER

## Health and Beauty Specialists in Thailand

### KEY DATA INSIGHTS

#### 2025 DEVELOPMENTS

Boots Attracts Price-Conscious Shoppers with Aggressive Discounting and Digital Campaigns

#### KEY INDUSTRY TRENDS

Chart 121 - Key Industry Trends for Health and Beauty Specialists

#### INDUSTRY PERFORMANCE

Boots Attracts Price-Conscious Shoppers with Aggressive Discounting and Digital Campaigns

Chart 122 - Boots Thailand drives strong shopper traffic

Health and Personal Care Stores Sustain Leadership through Affordability and Accessibility

Eveandboy Drives Sales with Creator-Driven Social Commerce and Viral Launches

Chart 123 - Value Sales 2020-2030

Chart 124 - Value Sales by Category 2025

## WHAT'S NEXT?

Eveandboy Drives Premiumisation and Social Commerce among Younger Shoppers

Watsons Sustains Leadership through Affordability as Beauty Specialists Accelerate Fastest Growth

Chart 125 - Forecast Value Sales 2020-2030

Chart 126 - Forecast Value Sales by Category 2025-2030

## COMPETITIVE LANDSCAPE

Chart 127 - Analyst Insight for Health and Beauty Specialists

Watsons Leverages Loyalty and Omnichannel to Widen Its Lead

Beautrium Captures Fastest Growth through Exclusive Launches and Omnichannel Agility

Chart 128 - Company Shares 2025

Chart 129 - Brand Shares 2025

## ECONOMIC CONTEXT

Chart 130 - Economic Context for Health and Beauty Specialists

Chart 131 - Real Gdp Growth 2020-2030

Chart 132 - Inflation 2020-2030

## CONSUMER CONTEXT

Chart 133 - Consumer Context for Health and Beauty Specialists

Chart 134 - Population 2020-2030

Chart 135 - Population by Generation 2025

## COUNTRY REPORTS DISCLAIMER

[Vending in Thailand](#)

## KEY DATA INSIGHTS

### 2025 DEVELOPMENTS

Urban Consumers Embrace Seamless Payment and Product Variety

### INDUSTRY PERFORMANCE

Urban Consumers Embrace Seamless Payment and Product Variety

Chart 136 - Value Sales 2020-2030

Chart 137 - Value Sales by Category 2025

## WHAT'S NEXT?

Vending Plus Expands Product Range to Capture Urban Demand

Dynamic Pricing and Digital Integration Reshape Consumer Interaction

Chart 138 - Forecast Value Sales 2020-2030

Chart 139 - Forecast Value Sales by Category 2025-2030

## COMPETITIVE LANDSCAPE

Chart 140 - Analyst Insight for Vending

Sun Vending Technology Pcl Cedes Ground as Forth Vending Co Ltd Advances

Chart 141 - Company Shares 2025

Chart 142 - Brand Shares 2025

## ECONOMIC CONTEXT

Chart 143 - Economic Context for Vending

Chart 144 - Real Gdp Growth 2020-2030

Chart 145 - Inflation 2020-2030

## CONSUMER CONTEXT

Chart 146 - Consumer Context for Vending

Chart 147 - Population 2020-2030

Chart 148 - Population by Generation 2025

## COUNTRY REPORTS DISCLAIMER

[Direct Selling in Thailand](#)

## KEY DATA INSIGHTS

### 2025 DEVELOPMENTS

E-Commerce and Social Commerce Pose Ongoing Challenges for Direct Selling

### KEY INDUSTRY TRENDS

Chart 149 - Key Industry Trends for Direct Selling

## INDUSTRY PERFORMANCE

E-Commerce and Social Commerce Pose Ongoing Challenges for Direct Selling

Health and Beauty Remain a Core Product in Direct Selling

Personalised Engagement Boosts Loyalty, but Cannot Reverse Digital Migration

Chart 150 - Amway's Nutrilite promotes personalised assessments to compete with other channels

Chart 151 - Value Sales 2020-2030

Chart 152 - Value Sales by Category 2025

## WHAT'S NEXT?

Direct Selling Faces Ongoing Competitive Pressures

Health and Beauty Expand through Wellness Innovation and Digital Engagement

Digitalisation and Social Commerce Are Critical to Engaging Consumers

Chart 153 - Forecast Value Sales 2020-2030

Chart 154 - Forecast Value Sales by Category 2025-2030

## COMPETITIVE LANDSCAPE

Amway Adapts Digital Strategies as Competitors Chase Younger Buyers

Chart 155 - Analyst Insight for Direct Selling

Chart 156 - Company Shares 2025

Chart 157 - Brand Shares 2025

## ECONOMIC CONTEXT

Chart 158 - Economic Context for Direct Selling

Chart 159 - Real Gdp Growth 2020-2030

Chart 160 - Inflation 2020-2030

## CONSUMER CONTEXT

Chart 161 - Consumer Context for Direct Selling

Chart 162 - Population 2020-2030

Chart 163 - Population by Generation 2025

## COUNTRY REPORTS DISCLAIMER

## KEY DATA INSIGHTS

### 2025 DEVELOPMENTS

Marketplace E-Commerce Drives Growth as Creators Reshape Online Shopping

### KEY INDUSTRY TRENDS

Chart 164 - Key Industry Trends for Retail E-Commerce

### INDUSTRY PERFORMANCE

Marketplace E-Commerce Drives Growth as Creators Reshape Online Shopping

Makro Accelerates Omnichannel Fulfilment to Capture Sme Loyalty

Chart 165 - Makro expands omnichannel fulfilment with branch-level delivery

Tiktok Shop Empowers Creators to Drive Instant Purchases and Brand Growth

Chart 166 - Value Sales 2020-2030

Chart 167 - Value Sales by Category 2025

### WHAT'S NEXT?

Influencers Drive Affiliate Commerce as Brands Shift to Social Platforms

Brand-Owned Apps and Logistics Innovation Reshape Consumer Expectations

Specialised Platforms and Creator-Led Selling Reshape Competitive Dynamics

Chart 168 - Forecast Value Sales 2020-2030

Chart 169 - Forecast Value Sales by Category 2025-2030

### COMPETITIVE LANDSCAPE

Shopee Marketplace Leverages Price and Logistics to Hold the Leading Position

Chart 170 - Analyst Insight for Retail E-Commerce

Temu Marketplace Makes Its Mark on Thailand's E-Commerce Landscape

Grocery Retail E-Commerce Players Capture Incremental Share

Chart 171 - Company Shares 2025

Chart 172 - Brand Shares 2025

### ECONOMIC CONTEXT

Chart 173 - Economic Context for Retail E-Commerce

Chart 174 - Real Gdp Growth 2020-2030

Chart 175 - Inflation 2020-2030

### CONSUMER CONTEXT

Chart 176 - Consumer Context for Retail E-Commerce

Chart 177 - Population 2020-2030

Chart 178 - Population by Generation 2025

### COUNTRY REPORTS DISCLAIMER

## About Euromonitor International

Euromonitor International is an independent market intelligence provider. Data, insight and analysis stem from in-the-field research spanning 210 national markets.

Content ranges from the in-depth and country-specific, to key strategic themes with a global range and significance. Products cover a comprehensive range of insights and market data, but can be broadly categorised as:

- **Strategy Briefings:** Global or regional in scope, and focussing on the most important themes shaping consumer demand, the

key markets, competitive environment and future outlook across a range of industries.

- **Company Profiles:** Analysis dedicated to the world's most significant companies, with detailed insight into their activities, focus of operations, their competitors, their geographic presence and performance.
- **Country Reports:** For an in-depth understanding of specific countries, whether by industry, economic metrics or consumer trends and lifestyles. These reports cover current trends, consumer demand, market potential and future prospects, with country-specific local insight and comprehensive data, unavailable elsewhere.

For more information on this report, further enquiries can be directed via this link [www.euromonitor.com/retail-in-thailand/report](http://www.euromonitor.com/retail-in-thailand/report).