

Thailand Retail Market Size & Share Analysis - Growth Trends and Forecast (2026 - 2031)

> ****Industry:**** Retail (Retail)
> ****Source:**** <https://www.mordorintelligence.com/industry-reports/retail-industry-in-thailand>
> ****Scraped Date:**** 2026-09-17

Executive Market Summary

Market Metric	Details
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Base Market Size	USD 154.17 billion
Projected Forecast (2031)	USD 154.17 billion
Growth Rate (CAGR)	3.66 %
Largest Market Region	N/A
Fastest-Growing Region	N/A

Market Visualizations & Infographics

![Major players in Thailand Retail Market industry](images/chart_2.png)

![Thailand Retail Market (2025 - 2030)](images/chart_3.png)

![Thailand Retail Market : Market Share by Product Type, 2025](images/chart_4.png)

![Thailand Retail Market : Market Share by By Format, 2025](images/chart_5.png)

![Thailand Retail Market](images/chart_6.png)

![footer background image](images/chart_9.png)

![Mordor Intelligence on Facebook](images/chart_11.svg)

![Mordor Intelligence on Pinterest](images/chart_13.svg)

![Mordor Intelligence on Instagram](images/chart_14.svg)

![ESOMAR](images/chart_16.png)

![GPTW](images/chart_18.png)

Comprehensive Research Analysis

Overview Points List Flex 49 Share Feature End

Market Overview

Study Period | 2020 - 2031 |
Forecast Data Period | 2026 - 2031 |
Base Year Market Size (2025) | USD 148.73 Billion |
Market Size (2026) | USD 154.17 Billion |
Market Size (2031) | USD 184.5 Billion |
Growth Rate (2026 - 2031) | 3.66 % |
Market Concentration | Medium |
Major Players*Disclaimer: Major Players sorted in no particular order

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Market Overview

Thailand Retail Market Analysis by Mordor IntelligenceThe Thailand retail market size is expected to grow from USD 148.73 billion in 2025 to USD 154.17 billion in 2026 and is forecast to reach USD 184.5 billion by 2031 at 3.66% CAGR over 2026-2031. Household deleveraging, evolving payment systems, and sustained tourism inflows form the bedrock of growth, while persistent cost pressures and muted credit expansion temper the outlook. Omnichannel integration accelerates as PromptPay usage tops 52.7 million accounts, steering consumers toward friction-free shopping journeys[1]Source: Bank of Thailand, "PromptPay: The Game Changer for Payments," bot.or.th. Quick-commerce fulfillment networks continue to proliferate, raising the competitive bar for inventory localization and same-hour delivery propositions. Modern trade chains extend footprints into rural provinces, leveraging mobile wallets and data-driven category management to capture rising up-country spending.

Key Report Takeaways

- * By product type, food, beverage & tobacco captured 55.68% of the Thailand retail market share in 2025, while personal care & household care is projected to grow at a CAGR of 11.15% between 2026 and 2031.
- * By retail channel, traditional mom & pop outlets accounted for 44.10% of the Thailand retail market share in 2025, whereas e-commerce & others are expected to expand the Thailand retail market size at a CAGR of 16.85% during 2026-2031.
- * By format, convenience stores held 38.78% of the Thailand retail market share in 2025, and the segment is forecast to advance the Thailand retail market size with a CAGR of 10.15% from 2026 to 2031.

Key Market Trends

Thailand Retail Market Trends and InsightsDrivers Impact Analysis*

Driver	(~) % Impact on CAGR Forecast	Geographic Relevance	Impact Timeline
Quick-commerce demand in Bangkok & tier-2 cities	+1.2%	Bangkok, Chiang Mai, Phuket	Short term (≤ 2 years)
Tourism rebound lifting discretionary spend	+0.8%	Bangkok, Phuket, Pattaya	Medium term (2-4 years)
Modern trade push into rural provinces	+0.6%	Northeast & North	Long term (≥ 4 years)
"Thailand 4.0" digital-payment incentives	+0.4%	National	Medium term (2-4 years)
E-commerce platform expansion and logistics improvements	+1.0%	Nationwide	Short to Medium term (1-3 years)
Rising middle-class incomes driving premium product demand	+0.7%	Bangkok, Chiang Mai, Khon Kaen	Medium term (2-4 years)

Source: Mordor Intelligence |

Competitive Landscape

Competitive Landscape

In 2024, the top players held a significant share of Thailand's retail market, reflecting a moderately concentrated landscape where scale provides bargaining power, but local agility continues to play a critical role. Leading chains deploy machine-learning engines that recalibrate prices multiple times daily, enhancing value perception and raising basket sizes. Strategic acquisitions extend capabilities; prominent examples include a Thai conglomerate acquiring a European department-store chain, broadening private-label sourcing options and luxury know-how. Retailers forge cross-border alliances with Japanese convenience giants to co

-develop food-to-go menus tuned to Thai palates while exploiting procurement synergies.

Digital-wallet and loyalty-app ecosystems evolve into data-rich advertising platforms, birthing new revenue streams. For example, a cash-and-carry wholesaler partners with a global media agency to launch a retail-media network that targets SME shoppers inside and outside physical stores. Sustainability gains momentum as leading grocers sign MoUs on recyclable packaging and commit to halving single-use plastic by 2030. Exit of a foreign food-delivery platform accelerates consolidation, empowering remaining players to invest in autonomous delivery pilots and dark-kitchen expansions. Cold-chain specialists and parcel integrators vie for contracts as grocery players scale e-commerce.

Fragmentation persists in niche categories such as specialty fashion and DIY, where local brands leverage cultural resonance and agile replenishment cycles to fend off global entrants. Intellectual-property enforcement intensifies; customs authorities deploy AI-powered image recognition to intercept counterfeit shipments, safeguarding authorized retailers' margins. Competitive intensity is expected to heighten as 5G-enabled in-store analytics mature, leveling decision-making across store sizes. Strategic emphasis on omnichannel profitability over sheer footprint growth characterizes the next strategic horizon.

Thailand Retail Industry Leaders* CP All PCL (7-Eleven Thailand)

* Central Retail Corporation

* Lotus's (Ek-Chai Distribution System)

* Big C Supercenter PCL

* Siam Makro PCL (Makro/Cash & Carry)

* *Disclaimer: Major Players sorted in no particular order

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Scope Methodology P Space

For this methodology, the Thailand retail market is treated as the total value of goods sold to end consumers through store-based and online retail channels within Thailand, measured in current USD.

Scope exclusions: Wholesale-only transactions, B2B trade that does not reach a consumer checkout, and re-exports are excluded where the value cannot be reasonably tied to domestic retail spend.

Segmentation Container

* By Product Type* Food, Beverage, and Tobacco Products

* Personal Care and Household Care

* Apparel, Footwear, and Accessories

* Furniture, Toys, and Hobby

* Industrial and Automotive

* Electronic and Household Appliances

* Other Products

* By Retail Channel* Traditional Mom and Pop Retail

* Modern Trade Retail

* E-Commerce and Others

* By Format* Hypermarkets

* Supermarkets

* Convenience Stores

- * Department Stores
- * Specialty Stores
- * Others (drugstore, cash & carry, wholesaler)

Frequently Asked Questions

How large is the Thailand retail market in 2026?

The Thailand retail market size is USD 154.17 billion in 2026 and is projected to grow at a 3.66% CAGR to 2031.

Which product category leads sales value?

Food, Beverage & Tobacco accounts for 55.68% of 2025 sales, reflecting the country's strong food culture and steady tourist demand.

What retail channel is growing fastest?

E-Commerce & Others is expanding at a 16.85% CAGR to 2031, fueled by live-stream shopping and improved nationwide fulfillment.

Why are convenience stores proliferating?

Convenience formats blend proximity, extended hours, and integrated financial services, driving a 10.15% CAGR through 2031.

How is digital payment influencing retail?

Government-backed wallets and PromptPay QR codes accelerate cashless adoption, enabling seamless omnichannel experiences and data-driven promotions.