

THAILAND

Q2 2026

Thailand shows what it can do.

31 companies here publish proof of capability,
averaging 63 of 100.



Retail leads the visible end

Of the five signals the index reads in Thailand, proof of capability is the one its record leans on hardest: 31 of 155 ranked companies publish capability evidence, and where they do they average 63 of 100. Retail and e-commerce carries the visible end, taking four of the ten strongest places here, and 44 companies reach the published APAC top 1,000. 49.0% of those screened leave too little public evidence to assess, which is the largest single group of companies in this market and the one with the most to gain from a first published page.

Every figure here measures what a company shows, not what it can do. That distance is the opportunity.

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43

Readiness score for Thailand. Range 42-44.



41.1

Average visibility score across 155 scored companies. Public evidence only.



44

Companies here that reach the published APAC top 1,000, of 155 scored.

Source: AIR APAC AI Readiness Pulse, Q2 2026 (v0.2A). Scores measure public evidence, not verified capability. A company score says what it publishes, never what it can do.

EXECUTIVE SUMMARY

Proof, where it is visible

Readiness 43 of 100, range 42-44.

Visibility 41.1 of 100 across 155 scored companies.

Thailand at a glance, Q2 2026

43

Readiness score out of 100.
Range 42-44, evidence graded B.

49.0%

Of 304 companies screened in Thailand,
too little public evidence to rank.

A low score here reflects the public record, not a company's capability. Thailand is among the proof leaders: of the five signals the index reads, its record leans hardest on capability visibility and thinnest on freshness and authority. The conditions companies here operate under score 43, and what those companies publish scores 41.1. Of the two, the second is the one companies here control, and the quicker to change: 80% of the 155 companies with enough of a public trail to score publish no proof of capability at all.

Thailand publishes the signal a buyer can check. Bringing that record up to date is the cheapest work it has left.

Exhibit 1. Tier mix in Thailand

Emerging Findable Building Proven

Thailand

72%

22%

Source: AIR APAC AI Readiness Pulse, Q2 2026 (v0.2A). Scores measure public evidence, not verified capability.



44 companies in Thailand reach the published APAC top 1,000.

111 of 155 are scored already, next in line for the published list.

Invisible is not the same as absent

Buyers, investors and partners treat it that way. Most decisions about a company are shaped before anyone is contacted, from what they can find. The record is the only version of it most people ever meet. and here about half the market has started one, which makes the other half the addressable group rather than the verdict. In Thailand, 149 of 304 companies screened leave too little behind to assess, which is the addressable group rather than the verdict.



Capital and customers screen before they call

Investors, corporate buyers and procurement teams build a shortlist from public material long before a meeting exists. A company absent from that material is not rejected on the merits. It never reaches the shortlist.



Partners and talent read the same record

Prospective partners, joint-venture counterparties and senior candidates all check what an organisation says about its own AI work. Silence is read as inactivity, which is often wrong and rarely without cost.



AI assistants now answer the question first

When someone asks an AI system what a company is doing with AI, the answer is assembled from public sources. A company that publishes nothing cedes its own description to whatever else the model finds.

"Most companies we look at are doing more with AI than their customers, investors and partners can see. The work is real, the evidence of it is thin, and people decide on the evidence."

Indhran Seghar

Founding Director, AIR APAC



44

Companies here reach the published APAC top 1,000.



54%

Of 155 scored rest on grade A or B evidence.



111

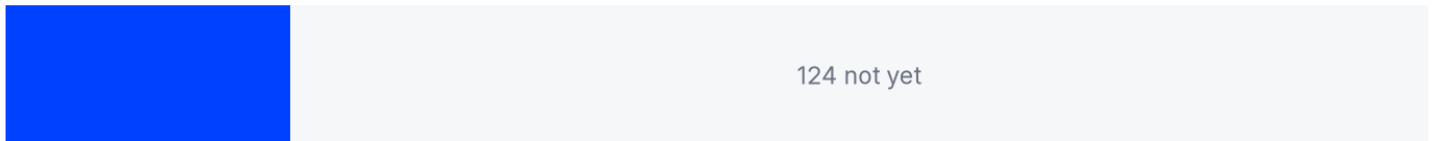
Scored already, and next in line for the published list.

Who is publishing proof

31 companies in Thailand publish capability evidence; the rest do not yet.

Exhibit B. Proof concentration in Thailand.

31 publish proof, avg 63/100



Source: AIR APAC AI Readiness Pulse, Q2 2026 (v0.2A). Scores measure public evidence, not verified capability.



Proof changes the quality of the record.

Capability evidence shows what was built or deployed. It gives buyers, investors and partners something concrete to evaluate, rather than another statement of intent.



20%

Of ranked companies publish capability evidence.



63

Average visibility score among those publishing proof.



124

Ranked companies have not published capability proof yet.

How the evidence grades

How the evidence behind Thailand's ranked companies grades out.

Exhibit C. Evidence quality mix in Thailand.



Source: AIR APAC AI Readiness Pulse, Q2 2026 (v0.2A). Scores measure public evidence, not verified capability.



A grade describes traceability, not capability.

Higher grades mean the public claim is easier to verify through first-party or attributable evidence. They do not certify that the underlying AI system performs well.



54%

Of ranked companies rest on grade A or B evidence.



7

Ranked companies carry the strongest evidence grade.



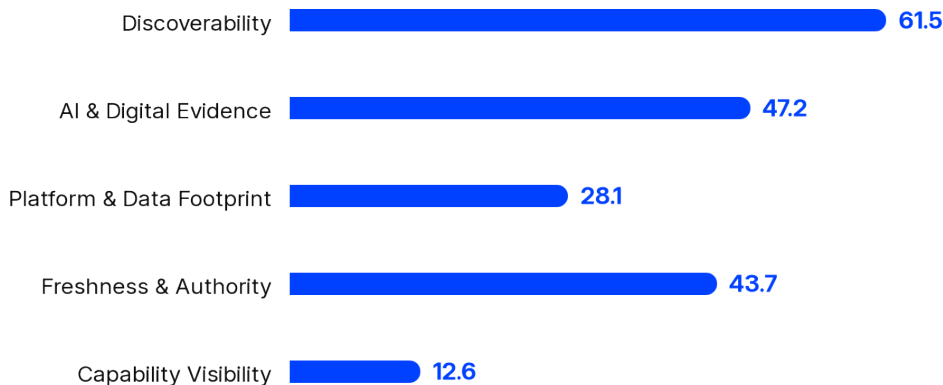
46%

Of ranked companies rely on grade C or D evidence.

Thailand's strongest and weakest public signals

The five signals are not on one scale. Nearly every company in the index is discoverable and nearly none publishes proof of what it can do, so the longest bar below is a property of the index before it is a property of Thailand. Read against its own other four signals, this record leans hardest on capability visibility and thinnest on freshness and authority. The first is where companies here have already shown they can publish; the second is where the same effort has not yet gone, and it is the clearest place to start.

Exhibit 2. Average score by signal in Thailand



Source: AIR APAC AI Readiness Pulse, Q2 2026 (v0.2A). Scores measure public evidence, not verified capability.

WHAT THIS MEANS

The lean is capability visibility.

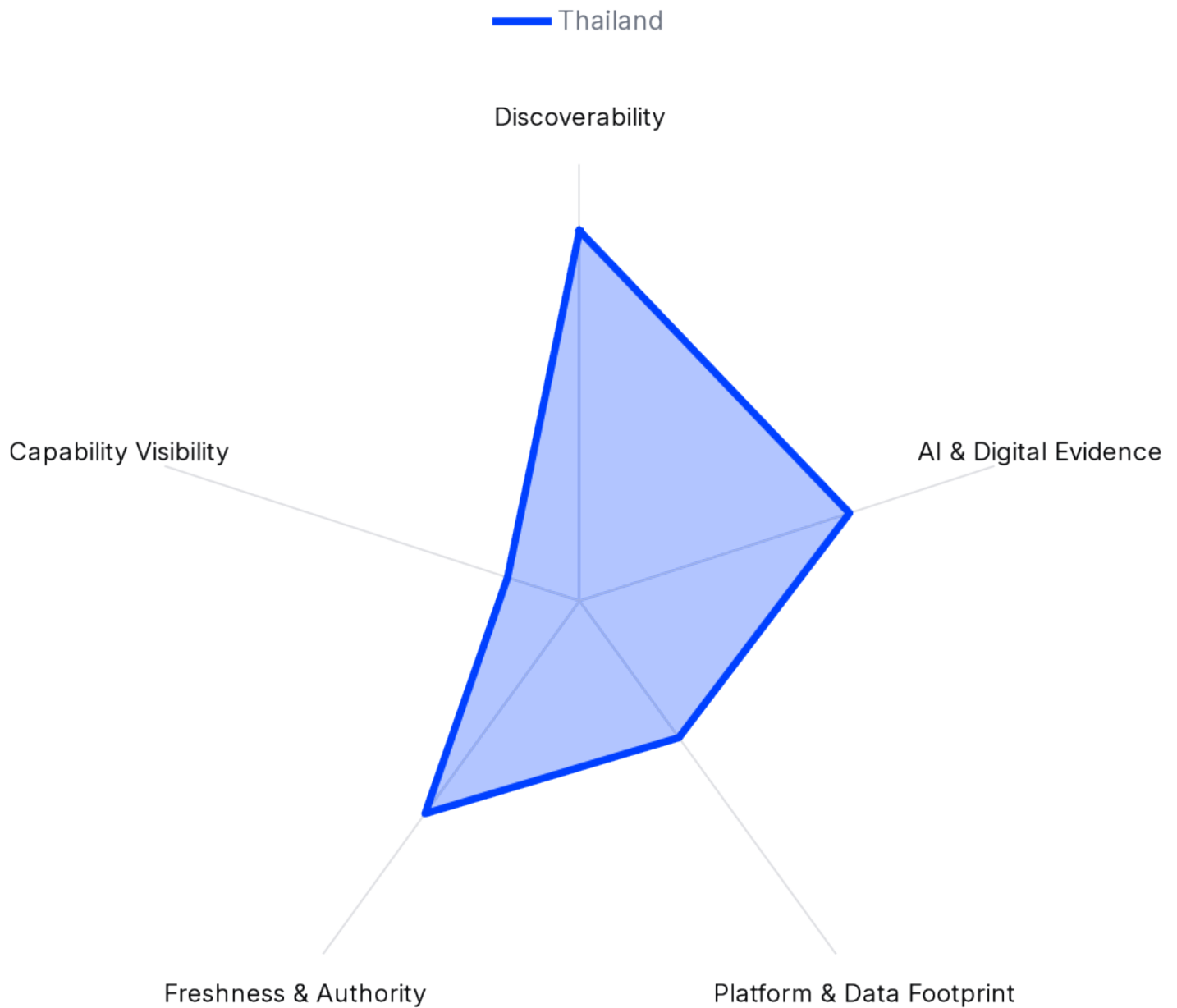
31 companies in Thailand publish capability evidence, averaging 63 and well clear of the market. It works where it exists. The other 80% have yet to publish it, against 83% regionally.

Page 17 sets out what closing it takes: dated case studies, named leads, AI roles on a careers page. Averages cover ranked companies only. Work published only in Thailand's own language is understated here, not absent.

Signal fingerprint

Thailand's signal profile, dimension by dimension.

Exhibit D. Signal shape, Thailand's five dimensions.

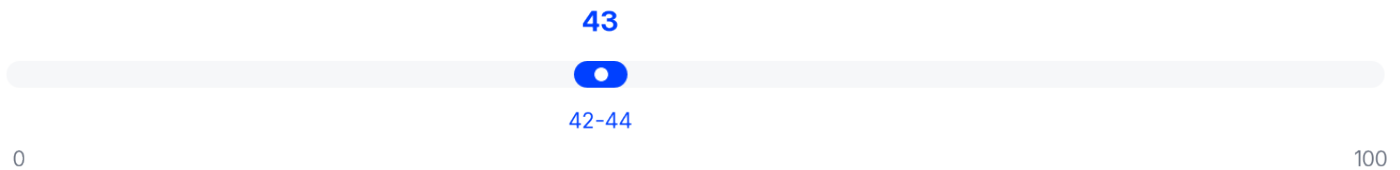


Source: AIR APAC AI Readiness Pulse, Q2 2026 (v0.2A). Scores measure public evidence, not verified capability.

Thailand's readiness, and who is visible

Thailand scores 43, within a range of 42-44 on evidence we grade B. Read it as this market's own country context, not as a position against its neighbours: markets were not sourced to a common depth, so a gap between two of these scores does not have a reliable direction. The range is set by how much country evidence we can verify, and it narrows as that coverage improves.

Exhibit 3. Thailand's readiness score and range, out of 100



Source: AIR APAC AI Readiness Pulse, Q2 2026 (v0.2A). Scores measure public evidence, not verified capability.

The ten most visible companies in Thailand

APAC	Company	Score	Grade	Sector
#54	Siam Piwat	68	B	Retail/E-commerce
#77	scb.co.th	66	B	Financial Services
#84	Central Retail Corporation Public Company Limited	65	B	Retail/E-commerce
#86	CP Aextra	65	A	Retail/E-commerce
#109	Shopee Thailand	65	B	Retail/E-commerce
#139	Beryl8	63	B	Tech/Fintech
#153	Ngern Tid Lor	63	B	Financial Services
#186	Kiatnakin Phatra Bank Public Company Limited	62	A	Tech/Fintech
#187	Krungthai Bank	62	B	Financial Services
#197	Prudential Thailand	62	A	Financial Services

Ranks are region-wide, not Thailand-only. Score is the visibility score (RPS in the dataset). Evidence grades run A to D. Source: AIR APAC AI Readiness Pulse, Q2 2026 (v0.2A). Scores measure public evidence, not verified capability.

The most visible company here ranks 54th in the region. Retail/E-commerce companies take 4 of the 10 highest individual places, more than any other sector.

Four tiers, and where companies in Thailand sit

A tier is a position in the published regional ranking, not a grade anyone awards. It says how much of a company's AI work a buyer or an investor can verify, and nothing at all about whether that work is any good.



Tier 1
Proven

4

Region rank 1-100. Publishing enough, recently enough, and across enough of the five signals that the public record alone establishes an AI position.



Tier 2
Building

6

Region rank 101-400. A consistent public trail, usually strong on two or three signals and thin on evidence of hiring.



Tier 3
Findable

34

Region rank 401-1,000. Credibly active and possible to verify, but sparse enough that it takes a deliberate search to find.



Tier 4
Emerging

111

Ranked beyond 1,000. Clears the evidence threshold but does not reach the published list. Real companies, scored and unlisted, and the largest group in almost every market.

4 of the 155 companies in Thailand that clear the threshold reach tier 1, and 111 are emerging, 72% of those scored. Emerging is the normal state of the region, and the group standing closest to the tier above.



Moving up a tier is a disclosure decision, not a technology one, because every signal this index reads is something a company already controls.



54%

Of scored companies rest on grade A or B evidence.



44

Reach the published regional top 1,000, of 155 scored.



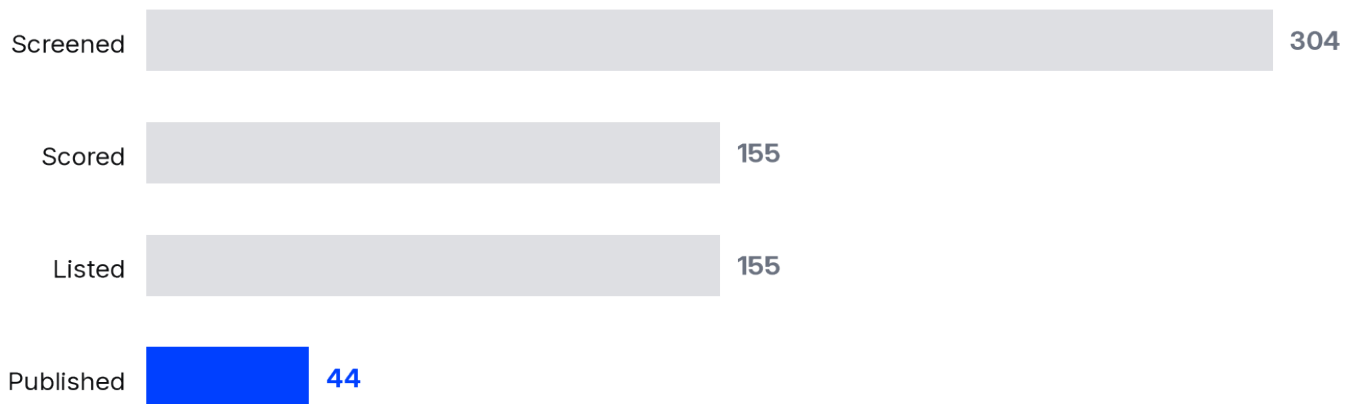
49.0%

Of 304 screened leave too little to score.

The visibility ladder

From 304 screened to 44 published: the funnel behind Thailand's ranked table.

Exhibit E. The visibility ladder in Thailand.



Source: AIR APAC AI Readiness Pulse, Q2 2026 (v0.2A). Scores measure public evidence, not verified capability.



Each step is a different filter, not a ranking.

Screened is the sourced universe. Scored is what left enough public trail to read. Listed merges a group scored under several web domains into one row. Published is the regional top 1,000.



304

Companies sourced in this market before any filter applies.



0

Rows merged where one group was scored under several web domains.



28%

Of listed companies reach the published regional top 1,000.

Where the sectors stand

The five sectors with the strongest average visibility in Thailand.

Exhibit F. Sector strengths in Thailand.



Source: AIR APAC AI Readiness Pulse, Q2 2026 (v0.2A). Scores measure public evidence, not verified capability.



A sector score is a publishing habit, not an adoption rate.
It says how visibly an industry writes up its AI work in public, English-language sources.
It does not say how much of that work is under way.



44.3

Mean visibility in Retail/E-commerce, the strongest of these five.



5.5

Points separate that sector from the fifth on this page.



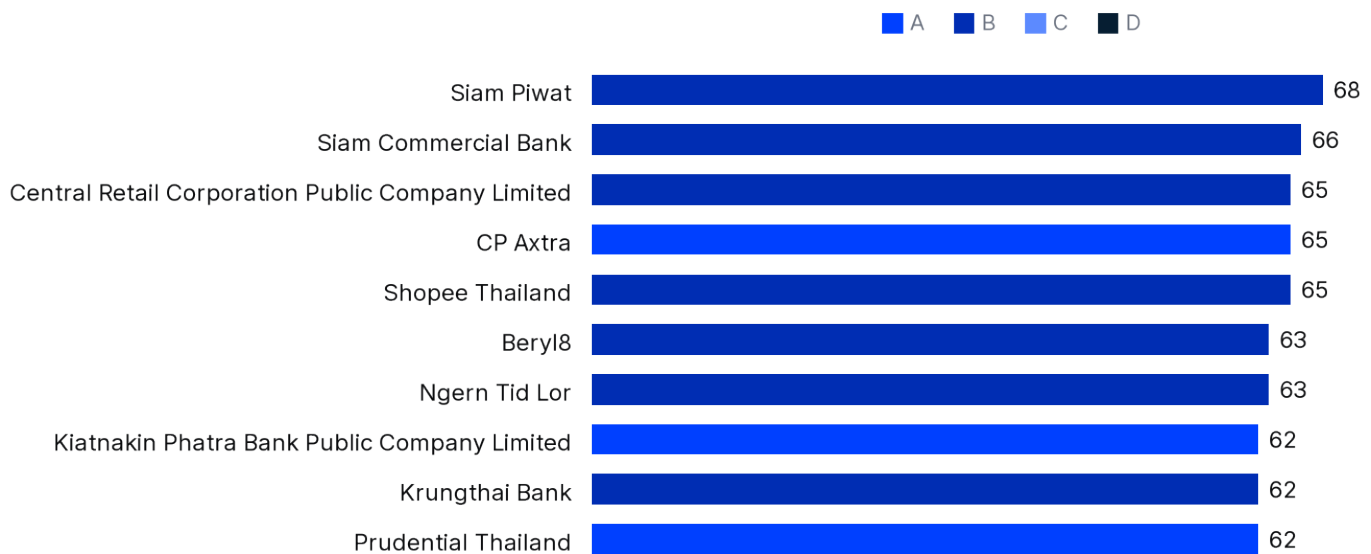
139

Ranked companies sit inside these five sectors.

The national champions

The ten most visible companies in Thailand, coloured by evidence grade.

Exhibit G. National champions in Thailand, top ten by visibility.



Source: AIR APAC AI Readiness Pulse, Q2 2026 (v0.2A). Scores measure public evidence, not verified capability.



This is a ranking of records, not of companies.

A company reaches this table by publishing what it does with AI where it can be found.
One absent from it may be doing more, and saying less.



64.1

Average across these ten. Every ranked company here averages 41.1.



3

Of the ten rest on grade A evidence, the most traceable the index reads.



4 of 10

Of the ten are in retail/e-commerce.

How Thailand's numbers were built

Three steps produce every figure in this report. Most readers only ever see the third. The first two are where the honest limits live.

1. What we look at, and only what we look at

Every Thailand score is built from public material: company sites, regulatory filings, job postings and third-party coverage. Nothing is inferred and nothing is self-reported, so no company can improve its position by telling us it deserves to. We search in English, so work published only in another language is undercounted, and we carry that as a known blind spot rather than correcting it quietly.

2. The threshold, where most companies stop

Of 304 companies screened in Thailand, 49.0% leave too little public material to score at all, against 42.3% across the region. They are not ranked low. They are not ranked. They receive no score, no tier, and appear in no table in this report.

3. The score, and what it is a score of

The 155 companies that clear the threshold receive a visibility score, which measures how much of their AI work is publicly evident and never whether that work is any good. A company here can be genuinely capable and still score low, and the distance between the two is the finding. Tables here show 155 rows, because where one group is scored under several web domains only its strongest row is listed.



A missing score is not a low score.

It is the most common misreading of this index, which is why the threshold gets a step of its own above.

What this report does not claim

Printed with the findings rather than in an appendix at the back.

Known blind spots in this market

Thailand carries 2 this cycle: evidence is gathered from English-language search, likely undercounting local-language activity; below the full three-source-block coverage standard. Each is a direction we know the number leans in. The country evidence behind the readiness score is graded B on source coverage of macro=1, enterprise=1.

A high score means published, not proven

A high visibility score means a company publishes a lot that can be found about its AI work. It does not mean the work is good, in production, or making money. A company here running serious AI quietly will score low here, and it should: this index reads the public record and nothing else.

What would change these numbers

Three things, all scheduled and all documented on page 21. Fuller source coverage per market, which is what currently sets the width of every readiness range. Validating the coverage weighting behind those ranges, which is a stopgap in this edition. And merging companies that operate several web domains, so one group cannot appear twice. Nothing here was audited inside a company, and no verified-readiness score is published this cycle. Next edition: Q3 2026.



149

Companies screened and left unranked. That is a missing record, not a low score.



71

Scored companies rest on grade C or D evidence and carry more uncertainty than the rest.

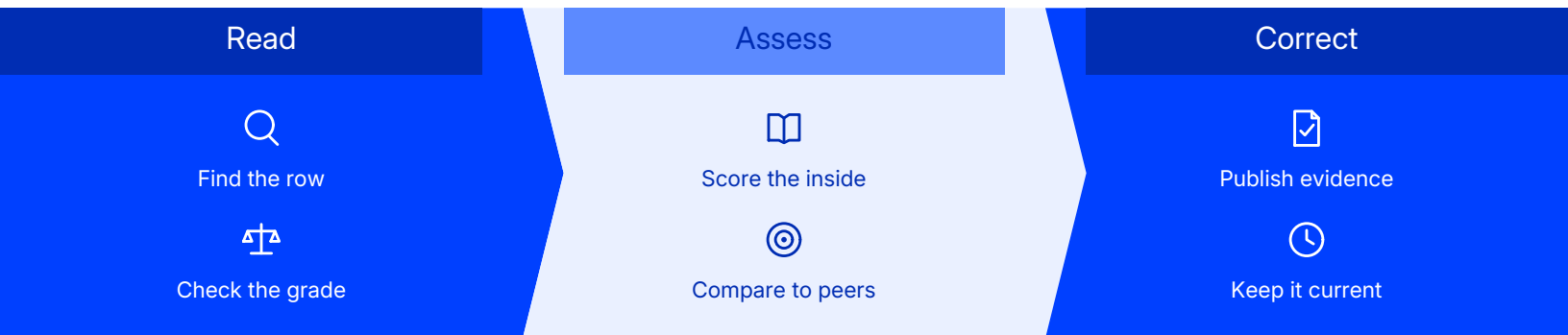


2

Known blind spots in this market, each published rather than quietly corrected.

What to do with a visibility score

A visibility score is something a company here can move, because every signal behind it is something it already controls. Three steps separate it from a record that shows what it is actually doing.



Start with the company's own row

Every scored company in Thailand appears in the dataset with its five signal scores and an evidence grade. A grade C or D row is usually a company that has not said much, not a company that has not done much.



Then measure what this cannot see

This index reads the outside only. Leadership alignment, governance, data quality and workforce capability are invisible to it by design, and that is where the real answer sits.



Correct the record on purpose

Proof of capability is the region's weakest signal, because companies announce intent faster than they show work. Job posts, named leads and dated case studies move the score honestly.



None of this requires a new AI programme.
It requires publishing the one that already exists.



FIND YOUR OWN ROW

airapac.org/research

Dataset, method and corrections,
published in full.

About AIR APAC

An independent, vendor-neutral center for AI readiness in Asia Pacific. Ready people. Reliable processes. Trusted data.

The technology for AI adoption is mature. Most organisations are not. AIR APAC prepares organisations across people, process and data before they commit capital, and publishes the evidence base that informs that work.

Three principles

01

Neutrality

The Center is vendor-agnostic. It does not sell software and takes no commissions from technology vendors. Its role is to say whether an organisation is ready to adopt, not what it should buy.

02

Evidence

Opinion is insufficient for strategic decisions. This index is one output of a standing public-signal dataset on organisational maturity across APAC. Guidance is benchmarked against evidence, not theory.

03

Context

Frameworks written elsewhere do not always translate to Southeast Asia, North Asia or Oceania. The Center works inside the regulatory and institutional dynamics that define the region.

What the Center publishes



Research

This index, the per-market context benchmarks and the methodology behind both.



Programs

Certification and executive education on the human layer of AI adoption.



Advisory

Readiness assessment covering what public evidence structurally cannot see.

Research and advisory work rests on standing executive, academic, technology and advisory councils, none of which carry vendor sponsorship. Exeter Labs is the engineering arm behind the evidence infrastructure; readiness guidance never depends on buying its software.

Sources and notes

Provenance

Index	AIR APAC AI Readiness Pulse, Q2 2026.
Algorithm	ai_readiness_public_signal_v02b
Run	2026-Q2, generated 2026-08-01.
Method	docs/COUNTRY_READINESS_TRIANGULATION_METHOD_2026Q2.md and airapac.org/research/methodology .
Next edition	Q3 2026. Corrections received before that run are applied in it.
Coverage	5,820 companies screened region-wide, 3,359 of them scored, across 22 markets. 3,232 rows after merging multi-domain duplicates for display.
This market	304 companies screened in Thailand, 155 scored and 149 not, 155 rows shown, 44 listed.

Method decisions and open limits

Declined. Derivative Oxford/IMF meta-indices. Conditionally open. Independent sources that fill Taiwan, Hong Kong or Macau; without them grade A is unreachable, but markets are not frozen at grade C. Measured, not corrected. None yet; recency and local-language effects remain deferred. What none of this fixes. Depth and evidence-density overlap still closes cross-market comparison.

Note

Scores in this report are a measure of publicly observable evidence. They are not an audit, not a certification, and not a statement about any organisation's internal capability, financial performance or prospects. An organisation may run substantial AI programmes and score low here if it does not publish them; the reverse is equally possible.

Ranks are region-wide and are given only to companies that clear the evidence threshold. Absence from this report is not evidence of absent activity. Evidence is gathered in English, so activity published only in another language is systematically undercounted, and that limit is published as a known blind spot rather than corrected silently.

The country readiness score (CERS in the dataset) is a separate measure from a company's visibility score (RPS) and is never added to it. Cross-market comparison is not licensed for this edition because sourcing depth and public evidence density are confounded.

AIR APAC does not accept technology vendor funding and takes no commission on any product referenced in this report. Corrections to any published row are accepted at airapac.org and applied in the following quarterly cycle.

How to cite

AIR APAC (2026). AI Readiness Pulse: Thailand, Q2 2026. Center for AI Readiness in Asia Pacific. Retrieved from airapac.org/research.

Where the build differs from the written method

This page is for reviewers and is deliberately technical. Every build differs from its specification somewhere; these are the places this one does, recorded by the build itself and reproduced without editing.

01

coverage_quality (cov_q)

Specified. Section 15.1 lambda uses cov_q but does not define it.

Built. Proxy cov_q = $0.5 * \text{share}(\text{companies with evidence_confidence A/B}) + 0.5 * \min(1, n_{\text{effective}}/50)$. This stopgap silently drives lambda and therefore CERS; it is not validated. Replace when real coverage data exists.

02

services_class R/O/C/P

Specified. Section 7 requires multi-signal classification; warns name regex catches ~5/738.

Built. Implemented as NAME-ONLY word-boundary heuristic for precision. HIGH precision, LOW recall.

Consequence: the company-level services_class_factor penalty (O->0.5, R->0.0) rarely fires, so the company-level BPO correction relies primarily on (a) the evidence-based company_hiring_intent_factor (official-careers vs third-party job-board counts, which still fires for all rows) and (b) the country posting-bias factor (macro CRP-derived). The offshore-hub hiring dampening is therefore partly macro, not fully company-level. Disclosed per Section 0.1.

03

CERS precision

Specified. Section 12 says publish bands, not false precision.

Built. CERS published as integer plus a band spanning the k=75/150/300 sensitivity results. Precise sensitivity values are retained in the audit JSON.

04

evidence_confidence A/B/C-D

Specified. Section 12.1 needs official/third-party/job evidence grading.

Built. Heuristic from all per-dimension evidence URL host classification + dimension scores. Not validated.

NOT_BUILT - aer_score_or_null is NULL for all rows. The Salesforce/Access Partnership Business AI Readiness source now provides an enterprise/business block for 12 APAC economies, but company evidence confidence and services/entity classification remain heuristic and the full >=3-block CRP v0.2 coverage standard is not met. adjusted_rps (hiring-corrected) and cap_rules_applied are published as audit intermediates, not as company AER.

Thailand, Q2 2026

Thailand publishes the signal a buyer can check. Bringing that record up to date is the cheapest work it has left.



149

Companies here that buyers and investors cannot assess at all.



111

Scored but unlisted, and closest to moving up a tier.



31

Companies here already publishing proof of capability, averaging 63.

[READ THE FULL INDEX](#)

airapac.org/research

Nothing in this report rests on a source a reader cannot check.



The index

Every listed company, with its five signal scores and evidence grade.



The method

How each signal is weighted, where the threshold sits, and how the readiness score is built.



Corrections

Dispute a row any time. Applied in the Q3 2026 edition.



WORK WITH AIR APAC

airapac.org/scorecard

Readiness advisory and executive programs.
No software, and no vendor commissions.