

Confidence Index 2025/26

Logistics and Supply Chain
Confidence Index 2025/26

Poland

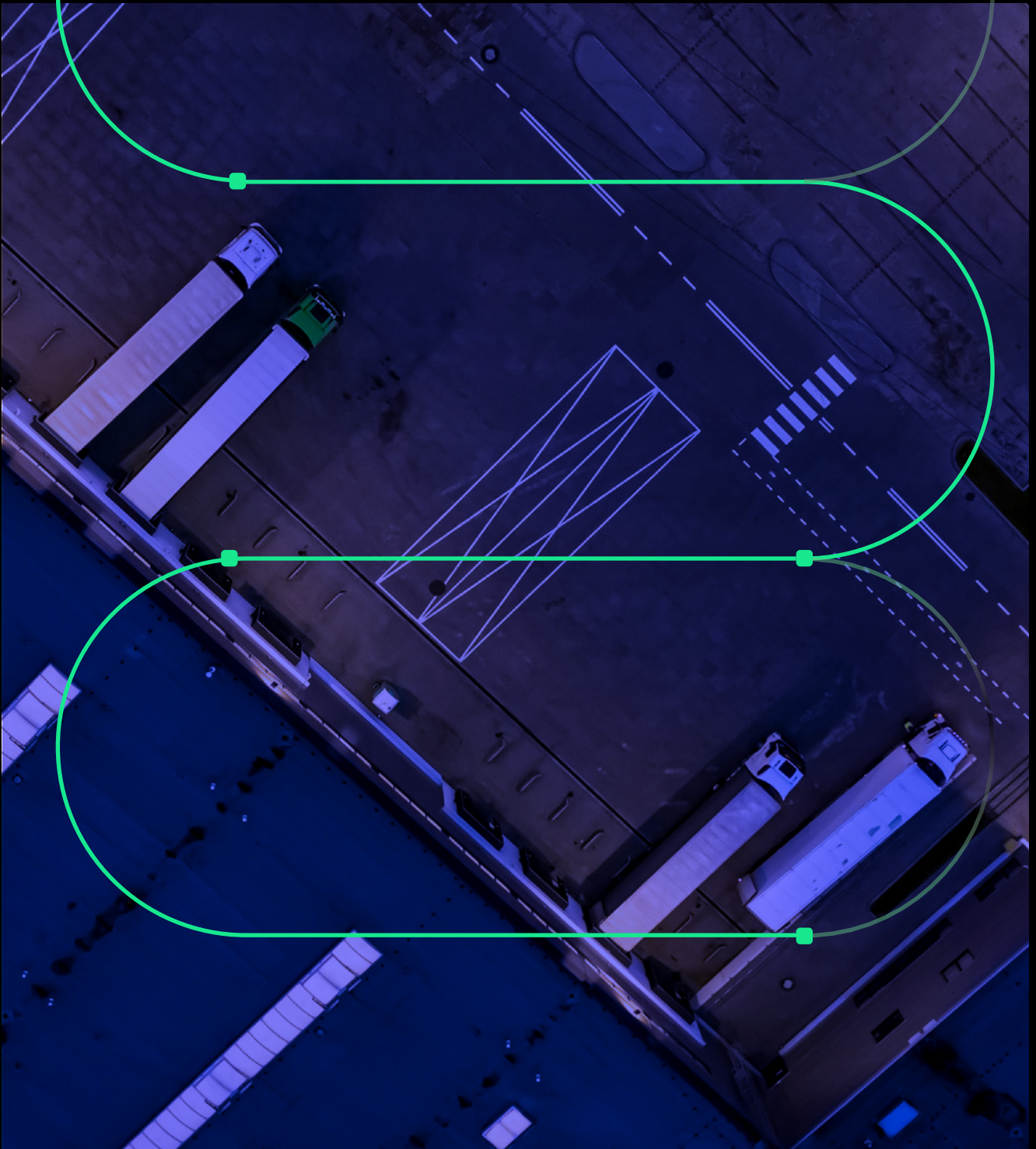


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1

INTRODUCTION



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A number over 50.0 indicates an optimism, while below 50.0 suggests a pessimism. The further away from 50.0 the index is, the stronger the change over the period.

”

The Poland Logistics and Supply Chain Confidence Index 2025/26 is the eighth edition of a market survey undertaken to assess confidence and expectations in the Polish logistics and supply chain sector. CBRE and P3, with strong support from the specialist sector research agency Analytiqa, have summarised the main performance indicators for businesses operating within the logistics and supply chain sector. The report corresponds with similar analysis carried out in other European countries, such as UK, Ireland, Spain, Portugal or Netherlands.

50 decision makers representing both logistics companies, manufacturers and retailers have shared their opinions and insights to facilitate the industry research study. Respondents included CEOs, managing directors and senior management. Interviewees were asked about current business conditions in Poland and forecasts for the future. In addition to the quantitative analysis, we are delighted to yet again present the comments of a selection of our research respondents, who have agreed to share their more detailed views on key topics in the country and in the industry.

In contrast to the encouraging improvement observed in last year's edition - and diverging from the upward momentum recorded over the previous four years - the current research indicates a return to a more subdued outlook for the logistics and supply chain market. The Poland Logistics and Supply Chain Confidence Index 2025/26 stands at **46.8**, signaling a downturn in sentiment compared with the previous edition's score of **52.2**. This decline suggests that companies are once again experiencing increased uncertainty and a more cautious market environment.



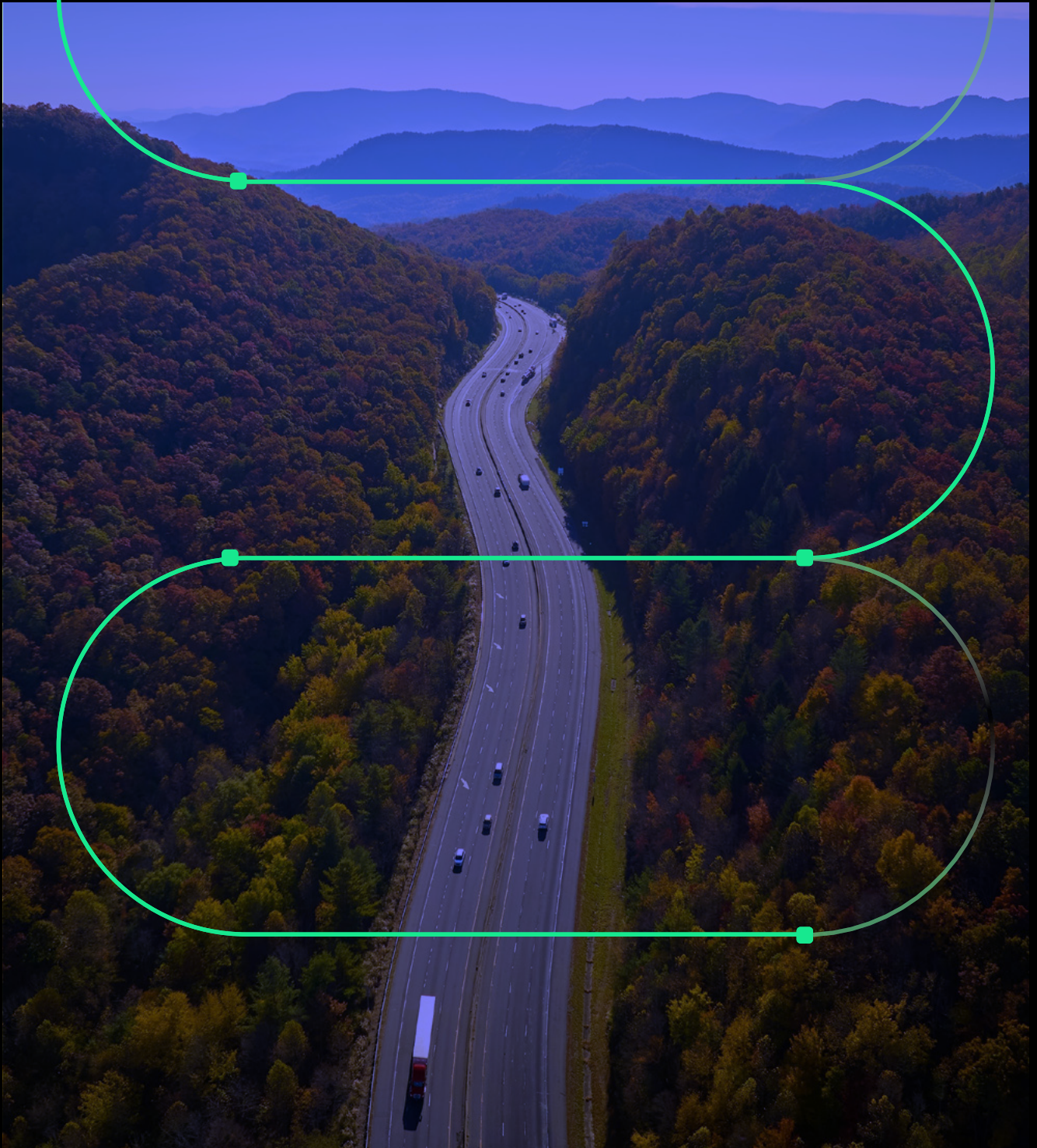
All figures and data relating to the Poland Logistics & Supply Chain Confidence Index within this report have been researched by Analytiqa.

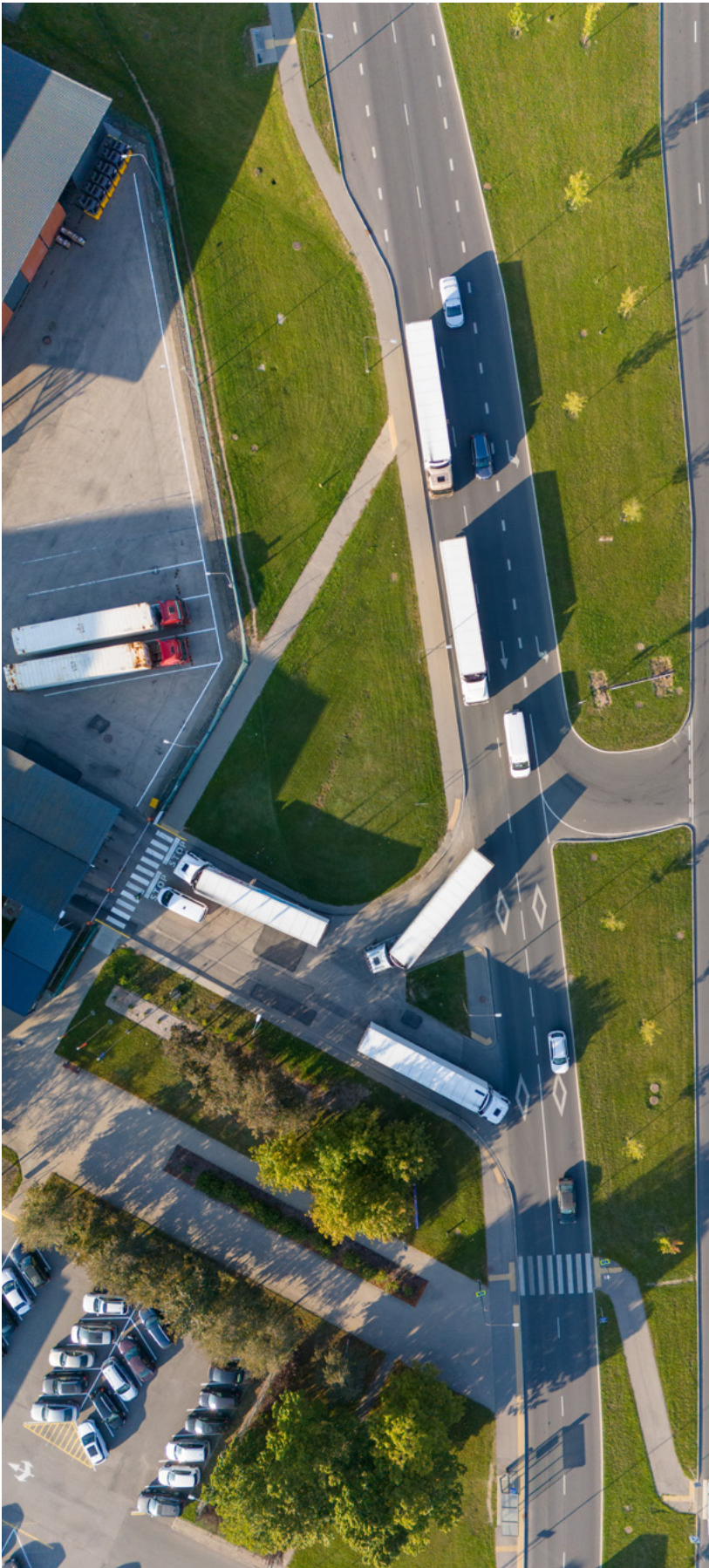
Analytiqa is a market analysis company providing published reports, bespoke research and strategic advisory for multinational clients across all sectors and

industry verticals of the global supply chain. Analytiqa delivers high quality, commercially relevant research to assist clients to grow and profit in challenging and competitive markets.

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2 MEASURING CONFIDENCE





In undertaking this survey, we have adopted the same methodology used across similar surveys conducted by Analytiqa for other jurisdictions. The report examines the key performance indicators for businesses operating within the logistics and supply chain sector. It provides insights from the perspective of both logistics buyers and service providers, thus giving us a 360 degree view of sentiment as well as the current issues and topics affecting the sector. In addition to sharing their views on the recent performance of the logistics sector, respondents also outlined their expectations for the sector over the near term.

This is the eighth recording of the Logistics and Supply Chain Confidence Index in Poland and the research was conducted in the second half of 2025.

The report was supported by CEOs, managing directors and senior decision makers from some of Poland's most successful logistics providers, manufacturers and retailers including:

Antalis	Hellmann Worldwide Logistics
Auchan	ID Logistics
CEVA Logistics Dartom	Kellanova
Direx	Opmobility
DMT	Raben Group
DSV Eurocash	Rhenus Logistics
FIEGE	Rohlig Suus
	Wawel

2.1 Respondents

There were a total of 50 respondents to our survey of which 25 were from logistics companies and 25 were manufacturers and retailers group.

We are grateful to our loyal respondent base, as we publish the eighth edition of the report. The regular participants in our survey provide us with valuable consistency of responses, collected from senior industry leaders across Poland.

Figure 1. Overall job titles

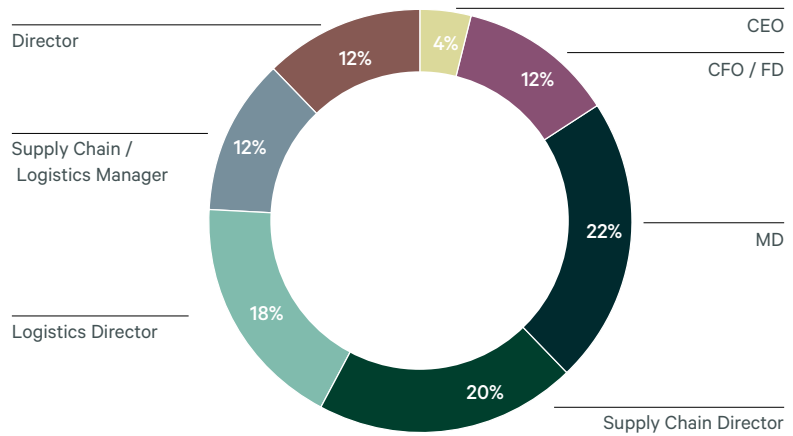


Figure 2. Logistics company types

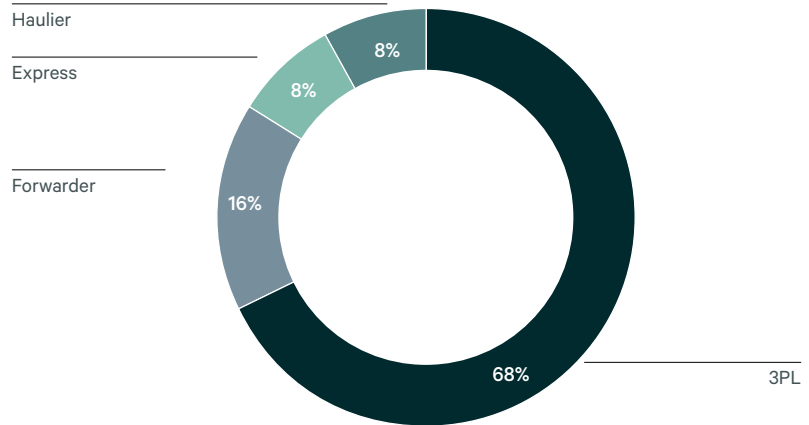
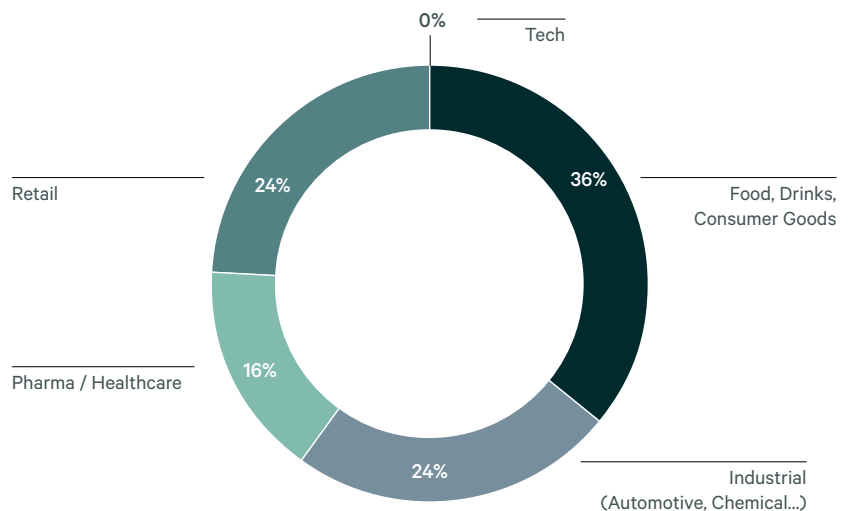
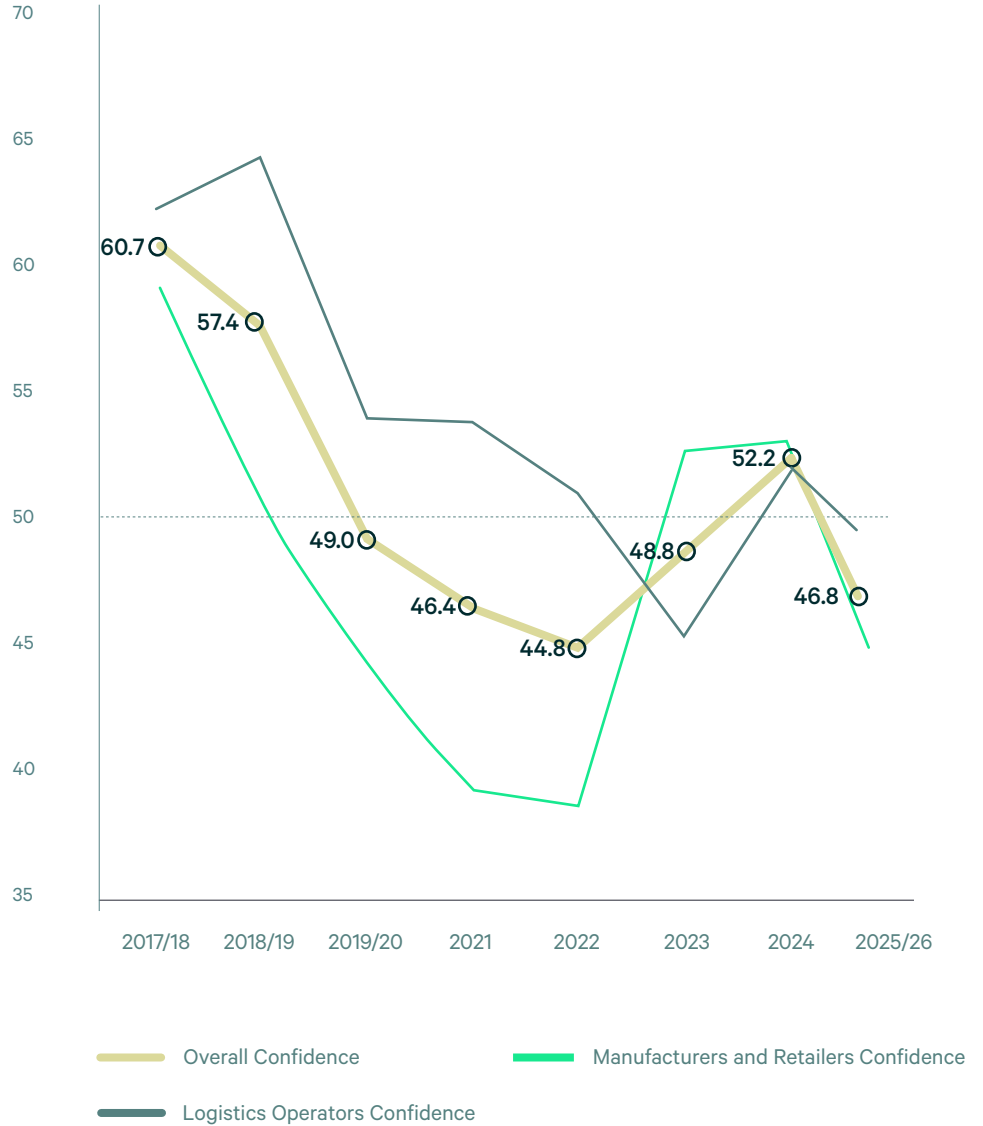


Figure 3. Manufacturers and Retailers company types



2.2 How confident is the logistics and supply chain sector in poland?

Figure 4. Confidence Index in time series



This year’s survey shows a reversal of the upward trend observed in the 2024 edition of the research. Despite a generally favourable macroeconomic environment and continued GDP growth in Poland, confidence among logistics and supply chain professionals has weakened. The 2025/26 Poland Logistics and Supply Chain Confidence Index stands at 46.8, marking a significant decline from last year’s level and bringing sentiment back below the neutral threshold.

In contrast to 2024, when the confidence levels of logistics operators and manufacturers/retailers were almost aligned, the 2025/26 results reveal a renewed

divergence between the two respondent groups. Logistics operators report a confidence index of 49.6, remaining close to neutral, while manufacturers and retailers demonstrate a lower confidence level of 44.0. This widening gap suggests that manufacturers and retailers are currently facing more pressure related to costs, demand predictability, and production planning.

The decrease in confidence is driven less by broad economic factors and more by challenges specific to the logistics and supply chain sector. Companies continue to face volatile operating costs, particularly in transport and warehousing;

labour shortages, especially in skilled operational roles; and persistent geopolitical uncertainties influencing cross border flows and international procurement strategies.

The 2025/26 Index therefore reflects a moderate decrease in confidence among

logistics operators and a sharper decline among manufacturers and retailers. Overall, this year’s edition highlights a return to caution and a more guarded outlook for the sector, despite supportive macroeconomic indicators.

How confident is the logistics and supply chain sector?

The 2025/26 Poland Logistics and Supply Chain Confidence Index for logistics operators stands at 49.6, reflecting a moderate decline compared with the strong improvement recorded in the previous edition. After breaking through the 50.0 barrier in 2024 for the first time since 2018/2019, sentiment among logistics operators has softened, returning just below the neutral threshold. While confidence in the sector remains relatively stable, the slight drop suggests a more cautious outlook driven by ongoing cost volatility, evolving customer demand patterns, and persistent operational pressures.

Unlike last year, when the logistics operators’ score experienced a substantial rise - from 45.2 to 51.6, the 2025/26 results indicate a partial correction following that sharp rebound. Operators continue to face

challenges related to labour availability, capacity planning, and uncertainty in international trade flows, which are affecting expectations for the year ahead. Nevertheless, the index remains close to neutral, signaling that the sector’s sentiment is subdued rather than pessimistic.

Despite supportive macroeconomic conditions—such as sustained GDP growth and continued easing of inflation—sector specific challenges are tempering expectations. The 2025/26 Index therefore reflects a more measured outlook among logistics operators, shaped by cautious strategic planning and uncertainty about how market conditions will evolve throughout the year.

Figure 5. Confidence in 2025/26



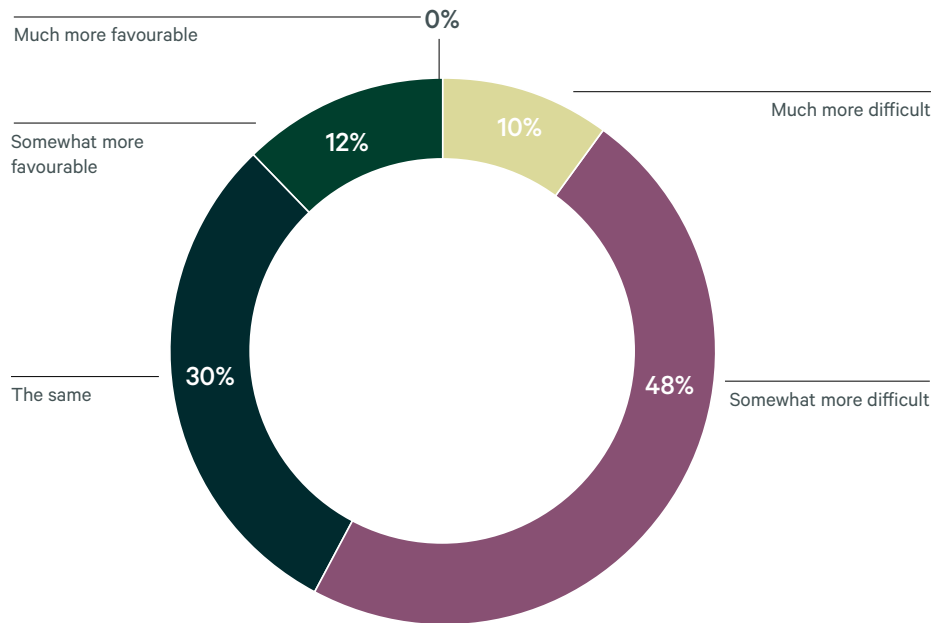
The index calculation is based on the proportion of respondents reporting either an improvement, no change or deterioration within the sector. Therefore, a number over 50 indicates an improvement, while below 50 suggest a decline. The further away from 50 the index, the stronger the change over the period.

2.3 Business confidence compared To 12 months previous

This year's results point to a clear shift toward more challenging business conditions. Compared with the 2024 edition, the share of respondents who view the environment as more difficult has increased noticeably, while the proportion seeing improvement has fallen sharply.

In 2025/26, 58% of companies report more difficult conditions - up from 44% in 2024, driven primarily by rising operational pressures and continued uncertainty in supply chain planning. At the same time, positive responses have dropped: only 12% see conditions as more favourable (down from 16%).

Figure 6. Change in business conditions vs the last 12 months



A divergence between respondent groups is also visible. Logistics operators present a more stable outlook, with a larger share indicating conditions remain the same or somewhat more favourable. In contrast, manufacturers and retailers are significantly more negative, with 60% reporting “somewhat more difficult” conditions.

Overall, the trend signals a shift back toward caution, driven by sector specific pressures despite supportive macroeconomic fundamentals.

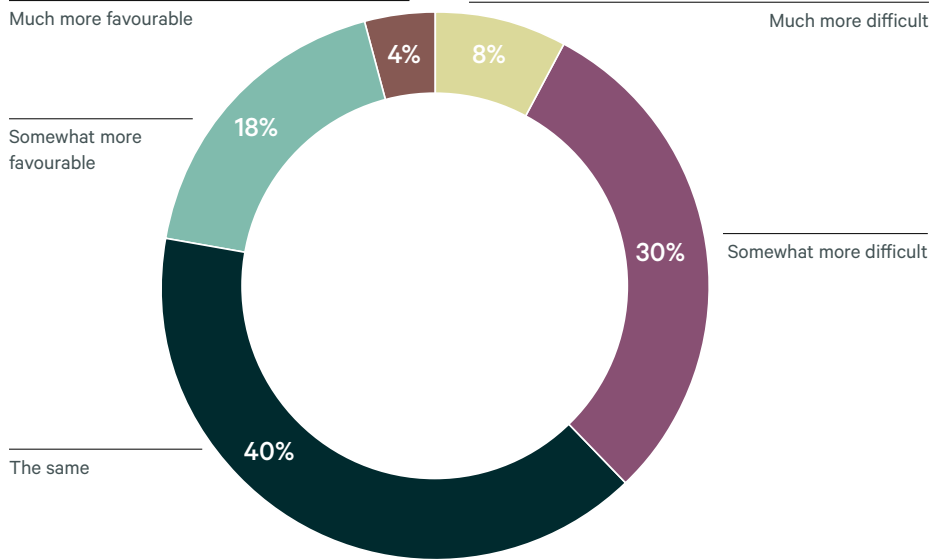


2.4 Business confidence forecast for next 12 months

Expectations for the next 12 months remain cautious, though slightly more balanced than current conditions assessments. Compared with the 2024 edition, the share of respondents expecting business conditions to worsen

has decreased marginally - from 42% last year to 38% in 2025/26. At the same time, more companies now anticipate stability: 40% expect conditions to remain broadly the same, up from 30% in 2024.

Figure 7. Change in business conditions vs the next 12 months



Differences between respondent groups remain notable. Logistics operators are more confident, with 32% expecting more favourable conditions and only 20%

anticipating a deterioration. Manufacturers and retailers are more pessimistic, with 48% expecting conditions to worsen and just 8% anticipating any improvement.



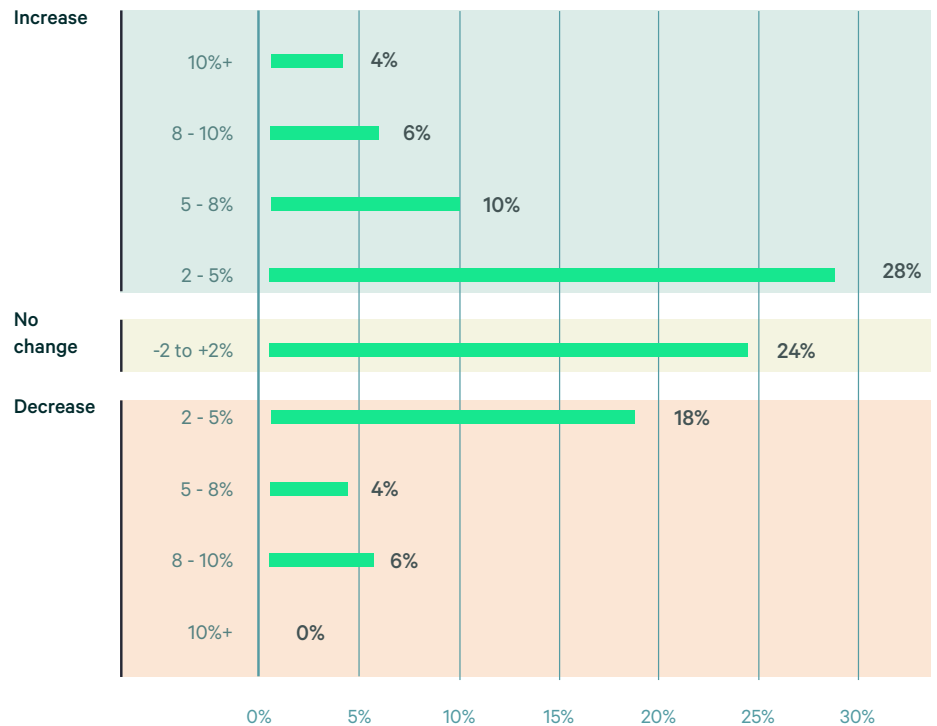
2.5 Anticipated changes in turnover

Turnover expectations for 2025/26 remain positive overall, but they reflect a noticeably more cautious outlook than last year. In this edition, 48% of respondents expect turnover to increase - down from 52% in 2024, indicating a softening in confidence across the sector. At the same time, only 28% anticipate decreasing turnover, which is a significant improvement compared with the 38% who

expected a decline last year. This suggests that while optimism has moderated, fears of further deterioration have eased.

A substantial share (24%) expect turnover to remain broadly unchanged, reinforcing the trend toward more conservative forecasting and stable, rather than dynamic, performance expectations.

Figure 8. Change in turnover over the next 12 months



2.6 Anticipated changes in profitability

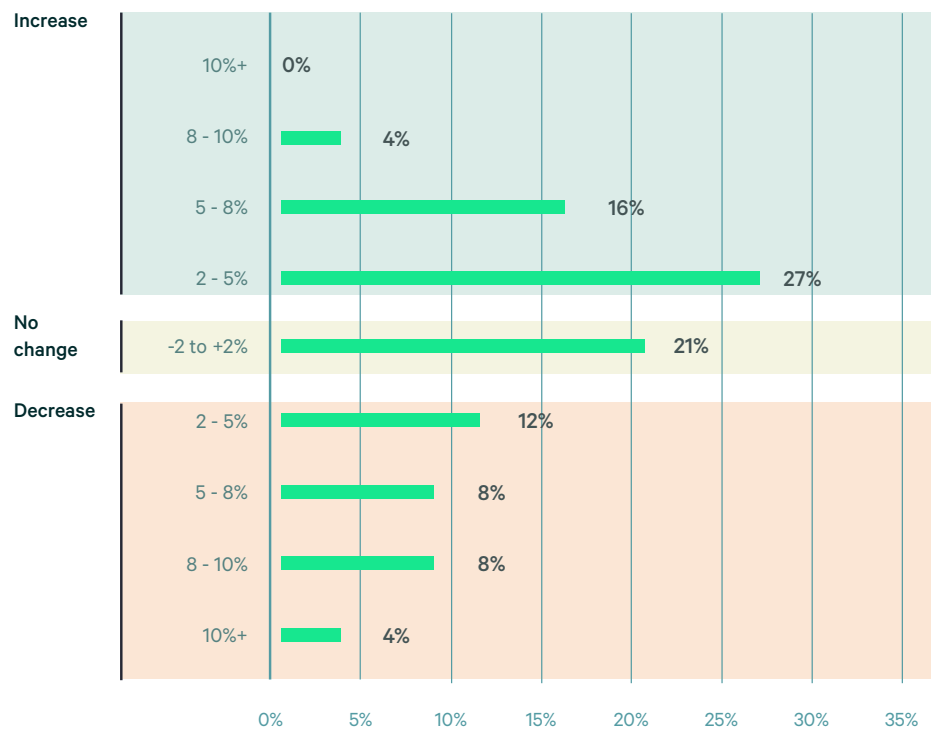
Profit expectations in 2025/26 remain broadly positive, but they show a shift toward more cautious and stable forecasts compared with last year. In the current edition, 47% of respondents expect profits to increase. Meanwhile, the share expecting a decline has fallen noticeably to 32%, from 33% last year, indicating that fewer companies now foresee a deterioration in financial performance.

A key trend is a rise in expectations of stability: 30% of respondents anticipate

profits to remain unchanged, up from 20% the year before. This suggests that many organisations are adjusting their outlook toward steady rather than dynamic profit growth.

Logistics operators remain more optimistic, with 52% expecting an increase in profits, compared with 40% among manufacturers and retailers—highlighting continued differences in resilience and market confidence between the two groups.

Figure 9. Change in profit over the next 12 months



“ (...) many organisations are adjusting their outlook toward steady rather than dynamic profit growth. ”

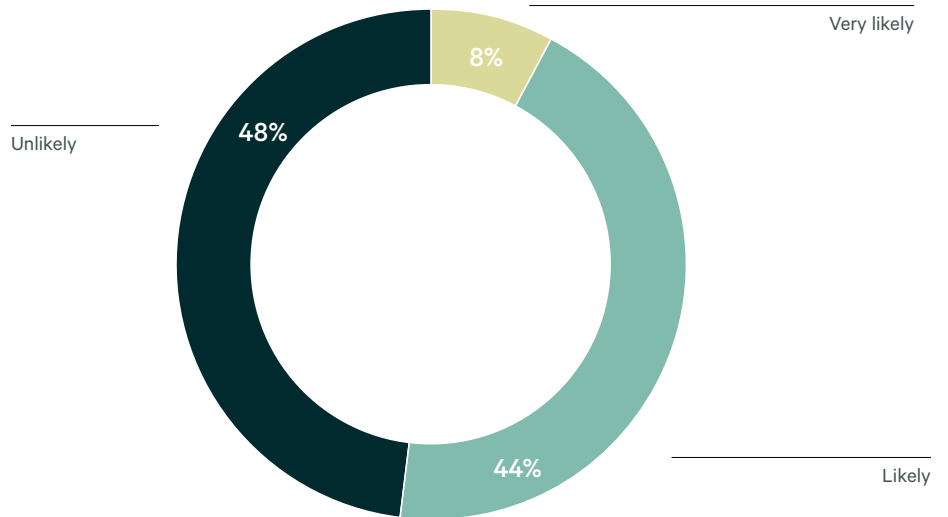
2.7 Forecasts of capital expenditure

Intentions to undertake significant capital expenditure have weakened notably compared with last year's edition. In 2025/26, only 8% of respondents consider major investment very likely, down sharply from 20% in 2024. The share of companies viewing investment as likely has also declined - from 50% last year to 44% in the current survey. At the same time, 48% now

describe significant capex as unlikely, an increase from 30% in the previous edition.

Overall, the 2025/26 results point to a clear cooling in investment appetite, with companies adopting a more cautious approach to capital expenditure despite stable macroeconomic conditions.

Figure 10. Significant capital expenditure by companies over the next 12 months

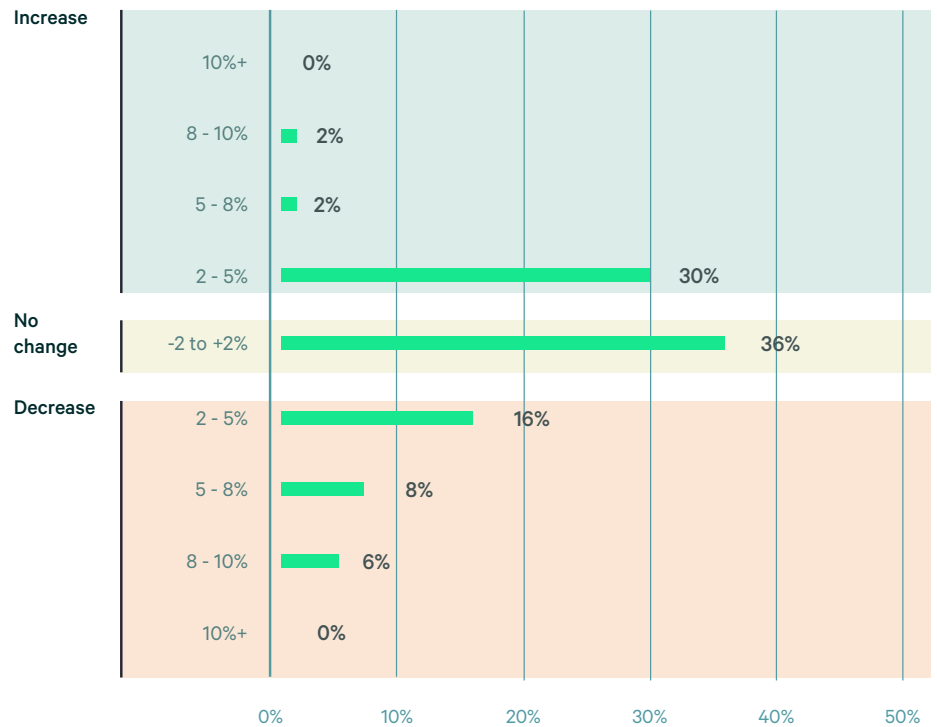


2.8 Forecast changes to employment

The 2025/26 employment outlook points to a more cautious stance compared with the previous edition, with companies signalling a shift toward stabilising rather than expanding headcount. This year, 34% of respondents expect to increase employment, slightly below the 38% reported in 2024. At the same time, 30% anticipate a reduction in headcount, broadly in line with last year's 32%, but with a clearer tilt toward modest rather than significant cuts.

A notable development is the rise in expectations of stability: 36% of companies foresee no major change in workforce levels, compared with 30% in the previous edition. This suggests organisations are adopting a more measured approach to workforce planning, likely driven by cost pressures and careful demand forecasting.

Figure 11. Forecast in headcount over the next 12 months



“ A notable development is the rise in expectations of stability: 36% of companies foresee no major change in workforce levels, compared with 30% in the previous edition. ”



Yann Belgy
Managing Director
ID Logistics

What are your expectations for this year's performance for your company and the logistics sector in general in Poland? How will this be influenced by expectation for the general economic environment?

The general economic environment in Poland remains overall very positive with relatively high expected GDP growth, competitive costs and innovative, flexible and dynamic markets, allowing to compensate the unstable geopolitical situation.

We are so reasonably optimistic for the logistics sector in Poland in 2026, fuelled especially by the further modernisation of the warehousing surfaces and processes

for domestic usage, as well as by the opening of new Fulfilment Centres aiming to deliver part or whole of Europe from Poland.

In this context, we believe that the expertise developed by ID Logistics local and group teams, our customer-focus and flexibility will allow us to develop faster than the market and we thus expect to open three to five new operations in the country during this year.

Technology is playing a vital role in the optimisation of logistics and supply chain operations. How is your company embracing this? Are you planning to invest more in technology in 2026 and, if so, what solutions are a priority?

More than only Technology, having an innovative and continuous improvement mindset became absolutely vital for all logistics and Supply Chain Operations.

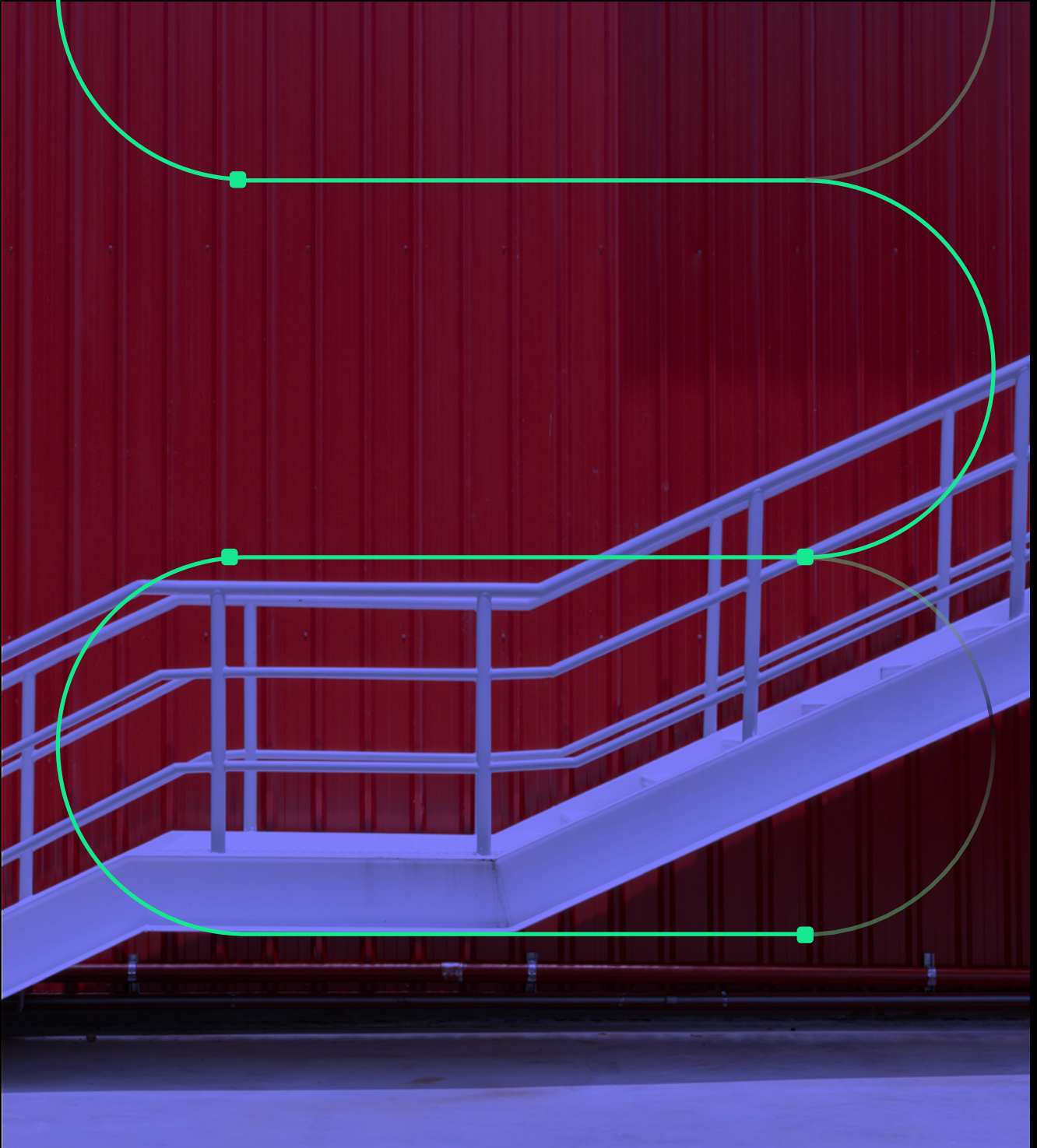
In ID Logistics, we developed a two way programme: Top-Down by deploying proven innovations and technologies to all operations, but also Bottom-Up by encouraging the local initiatives and

developing internal challenges, where I am proud to see our Polish teams are regularly awarded.

As per 2026, we will definitely go on investing in Innovations and Automatisation, especially into technologies allowing flexible upscaling, like for example AMR or Good-to-Person systems.

3

KEY ISSUES



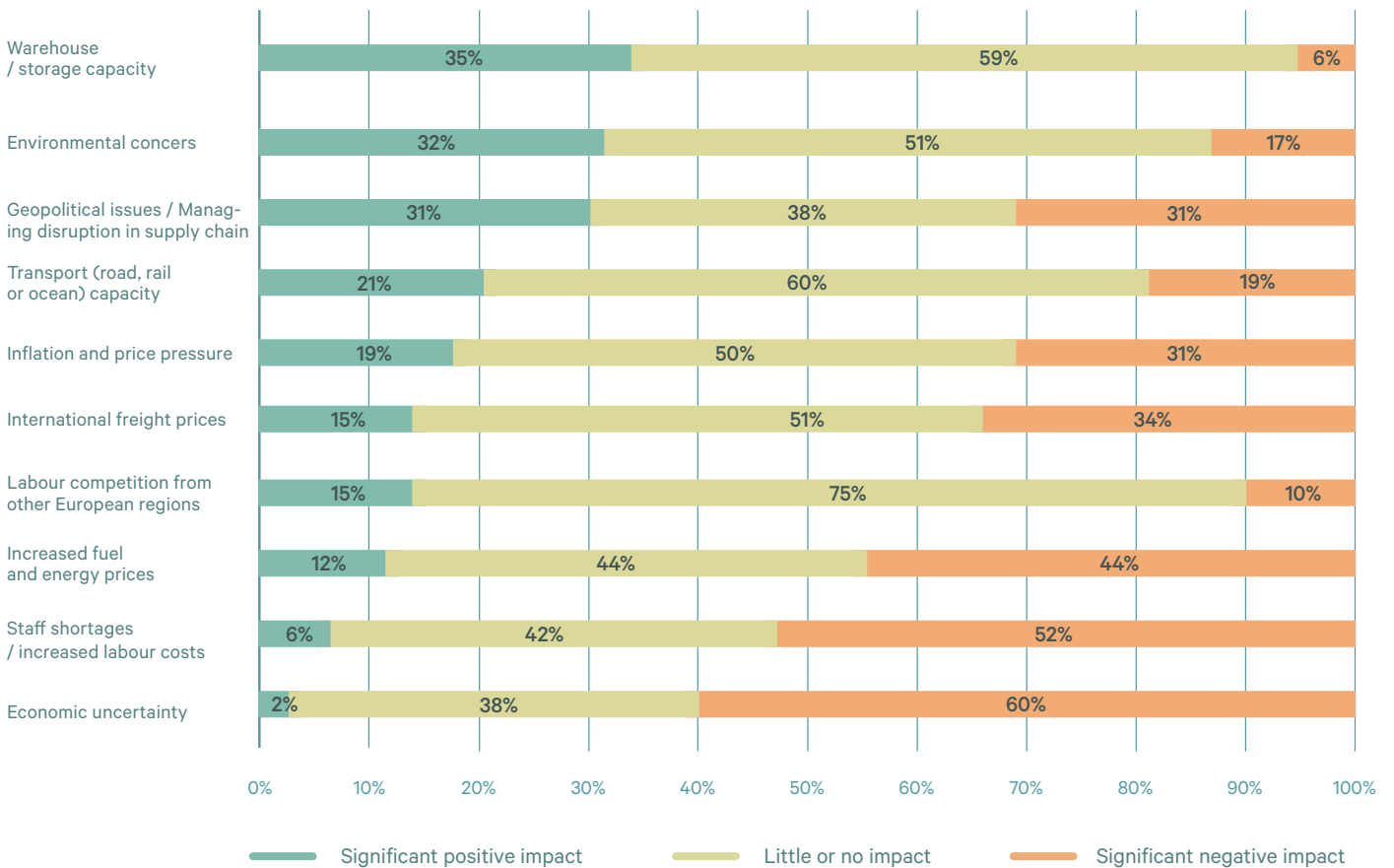
3.1 The economy, trading conditions and investment

This year's results show a noticeable shift in what respondents perceive as having the most significant negative impact on company performance. Economic uncertainty emerges as the dominant challenge, with 60% reporting a significant negative impact—a clear sign that, despite improving macroeconomic indicators, companies remain highly sensitive to external unpredictability and volatility. This represents a change from last year,

when fuel and energy prices were the top concern.

Overall, the 2025/26 results indicate a shift away from last year's acute cost driven pressures toward broader uncertainty, labour related constraints, and operational disruptions, while capacity related factors remain consistent sources of positive performance support.

Figure 12. To what extent are the following currently having a significant positive or negative impact on your company's performance?



Staff shortages and increased labour costs continue to exert strong negative pressure, affecting 52% of respondents. Although still among the top negative influences, their relative weight has eased slightly compared with last year's results, when increased labour costs ranked second.

Two categories newly added or reworded this year - geopolitical issues and environmental concerns, also feature

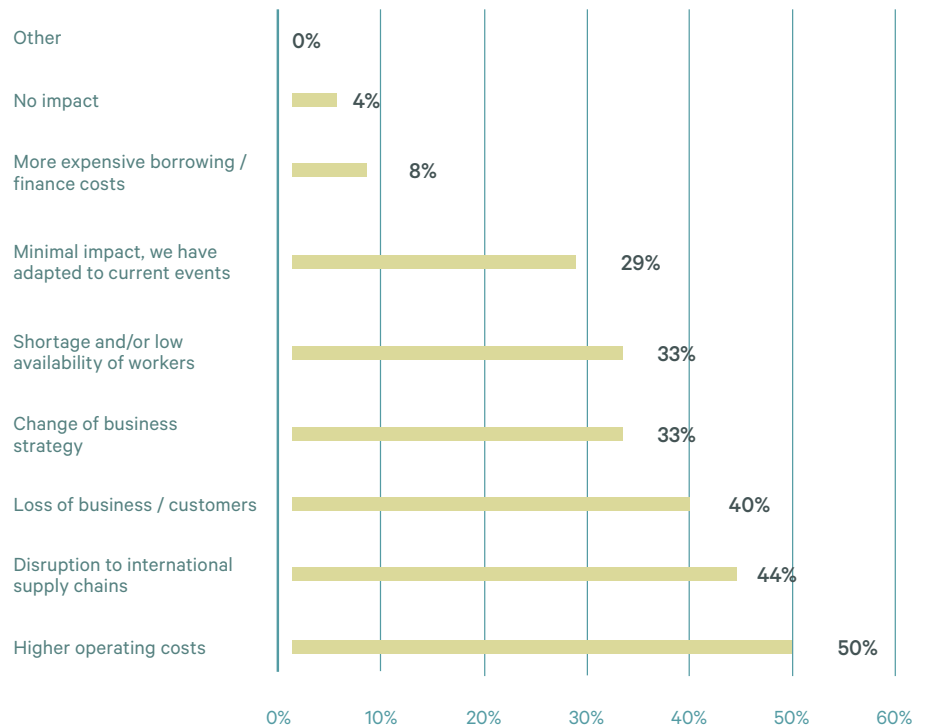
strongly. Geopolitical disruption presents a significant negative impact for 31% of companies, while environmental concerns are increasingly relevant, with 32% reporting positive influence linked to regulatory alignment or sustainability-driven efficiencies.

Geo political events in 2025/26 are having a noticeable impact on businesses, with higher operating costs emerging as the

most common effect, reported by half of respondents. Disruptions to international supply chains and the loss of customers also feature prominently, highlighting continued instability in global markets. Around one third note changes to business strategy and worker availability issues, while a smaller group reports minimal impact or rising finance costs. Only a very small share indicates no impact at all, suggesting that geo political pressures are broadly felt across the business environment.

Figure 13. What, if any, are the impacts of geo-political events on your business in 2025/26

(Share of respondents selecting each category
- will not add up to 100%)



As we have done across all edition of our research, this year we once again asked respondents to compare Poland to other EU countries in terms of its logistics performance and / or ease of managing supply chain operations.

In 2026, the results show a clear improvement across several operational factors, but the most striking change is the strong rise in investment attractiveness, which increases markedly compared with 2024 and stands out as the key

positive shift year on year. Logistics space availability and the cost of supply chain operations also improve, while labour force skills soften slightly and supply chain speed remains broadly stable. At the same time, bureaucracy and planning processes continue to perform poorly, showing little to no improvement. Overall, 2025/26 reflects a more favourable environment, with the sharp upswing in investment attractiveness emerging as the most important takeaway from the comparison.

“ Overall, 2025/26 reflects a more favourable environment, with the sharp upswing in investment attractiveness emerging as the most important takeaway from the comparison. ”

Figure 14. How does Poland compare to other EU countries in terms of its logistics performance and/or ease of managing supply chain operations?

Overall	Speed of supply chain operations		Cost of supply chain operations		Legislation / red-tape / bureaucratic decision-making		Investment attractiveness		Labour force skills		Planning permission process		Logistics space quality / availability	
	2024	2025/26	2024	2025/26	2024	2025/26	2024	2025/26	2024	2025/26	2024	2025/26	2024	2025/26
Better than average	46%	42% ●	42%	48% ●	10%	17% ●	28%	50% ●	62%	50% ●	20%	21% ●	36%	47% ●
Average	46%	46% ●	46%	46% ●	52%	51% ●	58%	35% ●	30%	40% ●	64%	63% ●	54%	47% ●
Worse than average	8%	13% ●	12%	6% ●	38%	32% ●	14%	15% ●	8%	10% ●	16%	17% ●	10%	6% ●

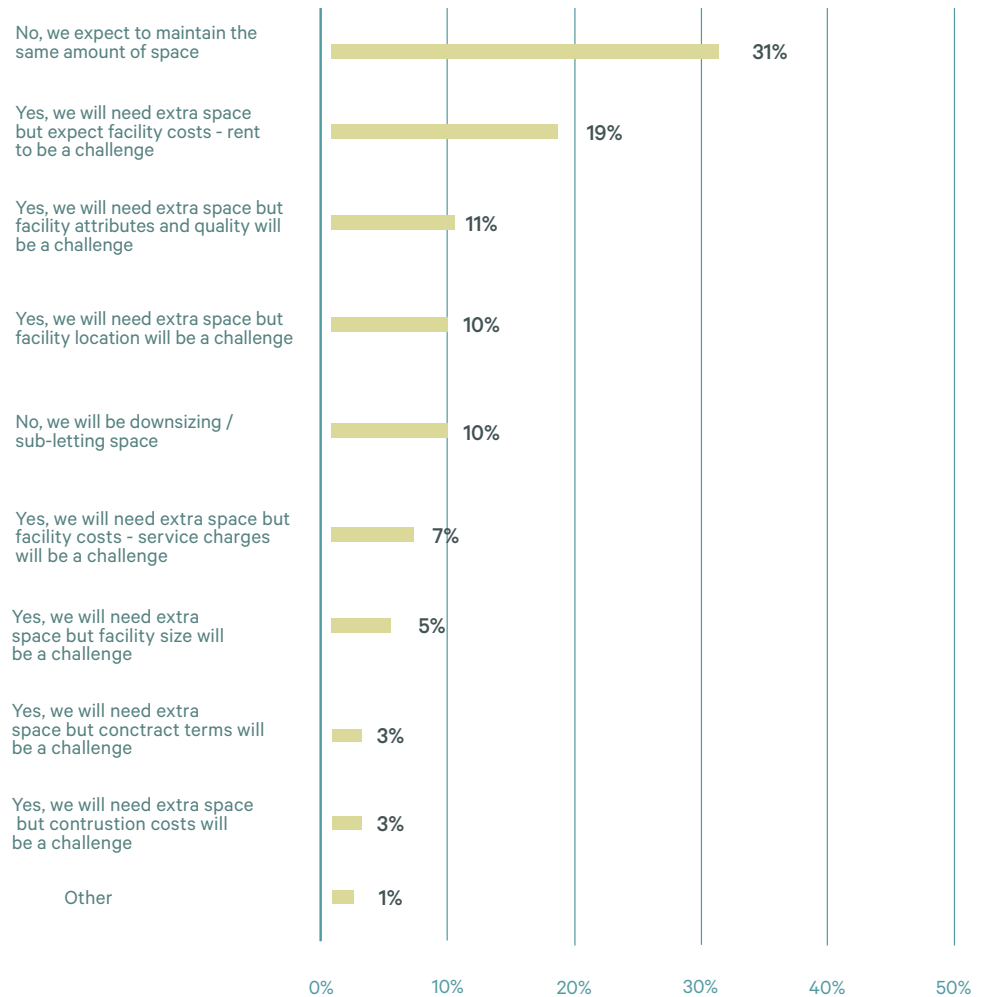


3.2 Logistics property

In 2026, fewer companies plan to maintain the same amount of space (31% vs. 40% in 2024), while downsizing becomes more common (10% vs. 4%). At the same time, overall demand for additional space increases (58% vs. 53%). The most notable shift concerns cost pressures: challenges related to rent rise sharply to 19% from 11%, and issues with facility attributes and quality increase to 11% from 6%. Meanwhile,

concerns about location and service charges soften slightly. Overall, the trend points to growing expansion needs, accompanied by significantly heightened sensitivity to cost-related barriers when securing extra warehouse space.

Figure 15. Does your company expect an increase in demand for logistics property in 2025/26 over 2024 and, if so, will there be any issues in supply or securing the additional warehouse space?

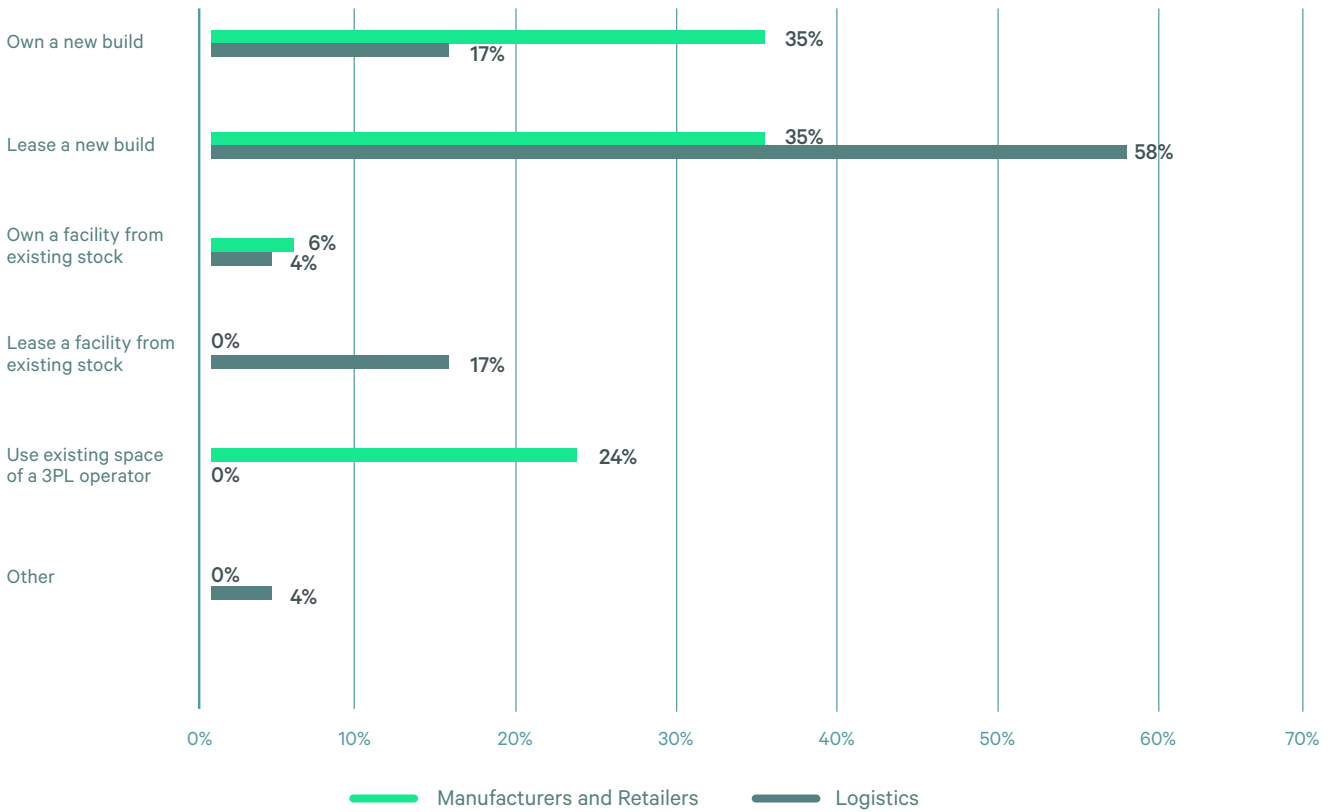


Among respondents who are expecting to need additional space, leasing new-build facilities is the dominant preference, especially among logistics companies, with a clear majority choosing this option.

Manufacturers and retailers are more evenly split, showing a stronger inclination than logistics firms to own or lease existing stock and to use the space of a 3PL operator.

Please refer to the data appendix at the end of the report to see a more detailed breakdown of responses by company type.

Figure 16. If your company is planning for new warehouse space in 2025/26, what type of facility do you expect to require?



P3 Prague Horni Pocernice



Andrzej Szymański
Managing Director
Dartom Sp. z o.o.

What are your expectations for this year's performance for your company and the logistics sector in general in Poland? How will this be influenced by expectations for the general economic environment?

In 2025, we did not see a significant increase in transport demand. At the same time, there was a clear shortage of available trucks on the market. In our view, this was mainly caused by bankruptcies of transport companies across Europe and by many companies reducing their fleets in response to high costs and market uncertainty.

For our company, this year will be focused on stability and efficiency rather than rapid growth. We expect similar conditions for the logistics sector in Poland. The overall economic situation remains uncertain, and companies are still cautious with investments. If the economy improves, demand may increase, but for now we expect a stable market with limited growth and better balance between demand and available transport capacity.

Uncertainty continues to shape global supply chains. How did international supply chains adjust in 2025/26 (for example with nearshoring) and what do you expect to see in 2026 and beyond? Do you expect Poland's role to grow?

In 2025/26, many companies continued to adjust their supply chains to make them more stable and less risky. Nearshoring and moving production closer to European markets became more common, as businesses wanted shorter delivery times and more reliable transport. This supported transport within Europe, even though total volumes did not grow significantly.

At the same time, we are seeing very dynamic changes in IT systems across the logistics sector, especially related to the implementation of artificial intelligence. AI is increasingly used for route planning, demand forecasting, capacity

management, and improving operational efficiency. These technologies help companies react faster to market changes and better manage uncertainty, which is becoming an important competitive factor.

Looking ahead to 2026 and the following years, we expect supply chains to continue becoming more regional and flexible. Poland is in a strong position to benefit from this trend thanks to its location and well-developed logistics sector. Poland's role in European supply chains is likely to grow, but this will also depend on the financial stability of transport companies and their ability to invest in fleets and operations in a challenging market environment.

3.3 E-commerce

The growth of e-commerce business in Poland continues apace and the country remains one of the fastest growing markets in Europe after the Covid-19 pandemic. In 2023, CBRE conducted a European study “E-commerce in the post-pandemic era” in which it was assessed which countries returned to the pre-pandemic trend (had the pandemic e-commerce boost not happened). Poland is one of the outliers, where online shopping volume is still 2.9 years ahead of the trend which was present before the pandemic. Even though Polish customers have gotten used to omnichannel strategies, the e-commerce sales growth rate is slowing down, visible

also in our Confidence Index answers.

The 2025/26 results show expectations shifting toward moderate growth, with nearly half of respondents predicting a 6-10% increase (48% vs. 28% in 2024). Lower growth expectations decline sharply, as only 22% now foresee 0-5% growth, compared with 44% last year. Expectations for stronger growth of 11-15% remain stable (22% vs. 18%), while forecasts of growth above 15% soften slightly (9% vs. 10%). Overall, the trend points to greater confidence in mid range eCommerce expansion in 2025/26, with fewer respondents anticipating very slow or very rapid growth.

Figure 17. In 2025/26, what will be the growth rate (year on year) for e-commerce (B2B and B2C) across Poland?

Overall	
0% - 5%	21.7%
6% - 10%	47.8%
11% - 15%	21.7%
>15%	8.8%

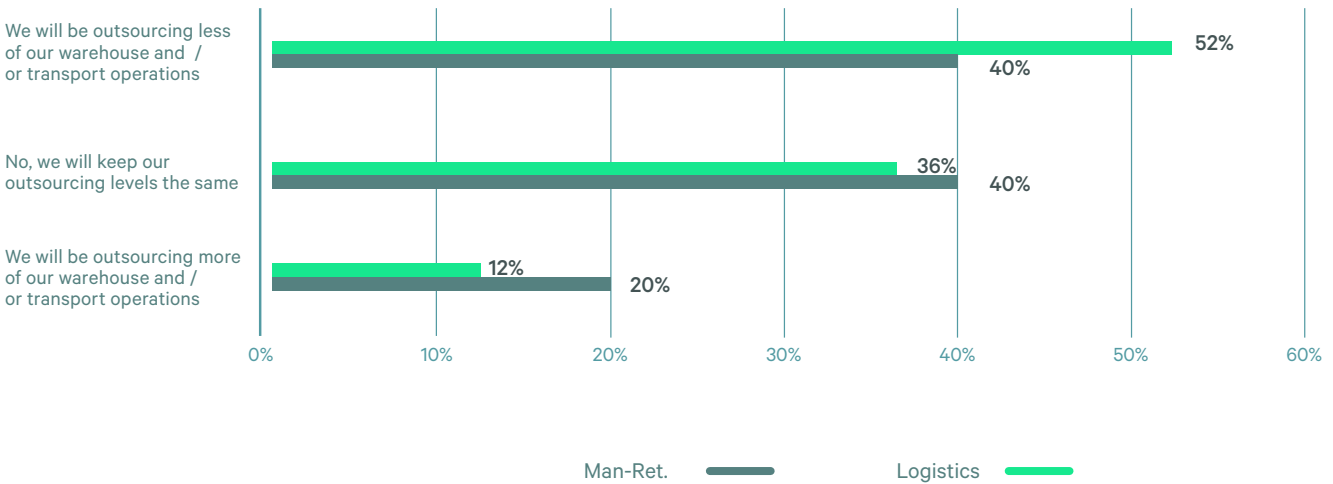
3.4 Customer / service provider commercial dynamics

We asked our respondents a question about outsourcing their supply chain activity to third party logistics service providers.

Outsourcing strategies show a shift toward expansion in 2025/26, with 46% of companies planning to outsource more of their warehouse or transport operations. This move is led especially by logistics firms, where 31% expect to increase outsourcing of transport and distribution and 18% plan to expand warehouse outsourcing. Manufacturers and retailers also show increased activity, particularly in combined outsourcing of warehouse and transport operations (10%).

At the same time, 38% of respondents intend to keep their outsourcing levels unchanged—similar to last year’s pattern, where logistics companies were more likely to maintain the status quo (36%) compared with manufacturers/retailers (40%). Reductions remain limited, with 16% planning to outsource less, only slightly above last year’s figures for both groups. Overall, the trend points to a growing reliance on third party logistics services, with increases outpacing reductions and logistics companies driving much of the upward movement.

Figure 18. In 2025/26, will your company be outsourcing more or less of your supply chain activity to third party logistics service providers?

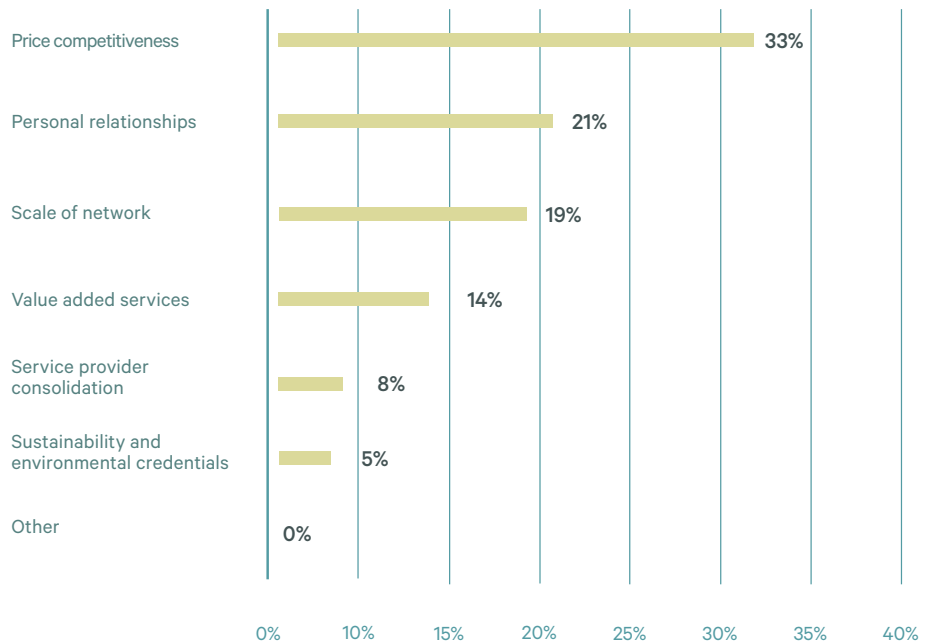


Please refer to the data appendix at the end of the report to see a more detailed breakdown of responses by company type.

Price competitiveness continues to dominate as the key driver behind contract wins, holding steady at 33%, which keeps it well ahead of all other factors and reinforces its leading position from last year. Personal relationships have risen in importance, now reaching 21%, while the scale of network, although still significant at 19%, sits slightly below last year's 24%. Value added services

take a more visible role this year (14%), whereas sustainability and environmental credentials decline further to 5%, continuing the downward trend from 15% last year. Overall, the new results show a stronger emphasis on commercial and relational factors, while sustainability continues to lose ground in contract award decisions.

Figure 19. In the last 12 months, what were the key drivers behind contract wins from customers/awards to service providers?



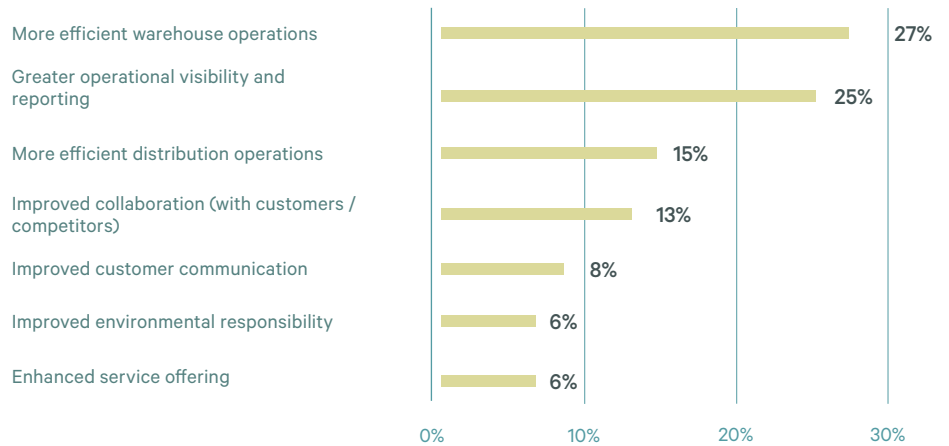
3.5 Technology

The increasingly vital role of technology in logistics and supply chain operations has been a key feature across all editions of the Confidence Index report.

This edition's responses show a shift back toward more efficient warehouse operations as the leading area benefiting from technology, now at 27%, after having been overtaken last year. Operational visibility and reporting follows closely at 25%, slightly lower than the 29% recorded previously but still a major area of technological impact. Efficiency gains in distribution operations

remain relevant at 15%, though below last year's 18%. New this year is a noticeable emphasis on collaboration improvements (13%) and customer communication (8%), which did not feature as prominently before. Environmental responsibility, which was added last year and ranked last then, continues to sit at the bottom with 6%, alongside enhanced service offerings at the same level. Overall, technology investment continues to favour operational efficiency, but the results show a gradual broadening toward communication and collaboration benefits.

Figure 20. Which is the area where technology is the most benefitting your business?

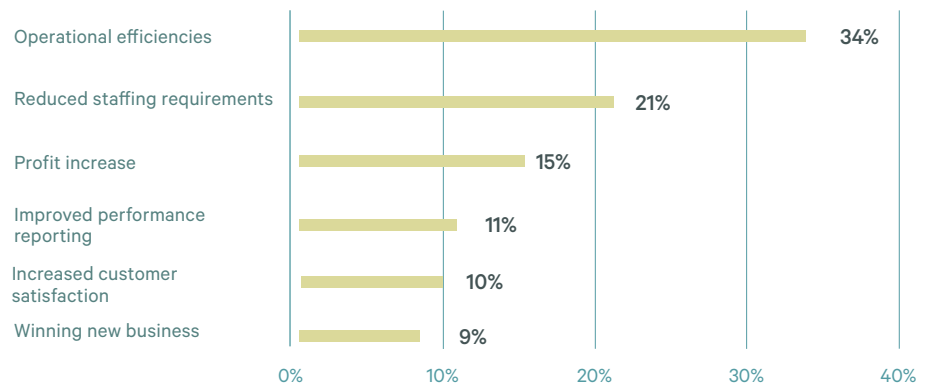


We asked our respondents if they have invested in supply chain technology over the last two years and, if so, what has been the impact on their business of this investment.

Operational efficiencies remain the dominant benefit of technology, rising to 34% of responses compared with 28% last year, strengthening their position as the most important impact area. Reduced staffing requirements, which experienced a sharp jump in the previous edition, stay high at

21%, although slightly below last year's 25%. Profit increases (15%) and improved performance reporting (11%) continue to form the next tier of perceived benefits, while customer satisfaction (10%) and winning new business (9%) play a more modest role. Overall, the results reinforce efficiency gains as the primary outcome of technological investment, with staffing reductions remaining a significant but slightly softened secondary effect compared with last year.

Figure 21. If you have invested in supply chain technology over the last two years, what has been the impact on the business of this investment?



3.6 Sustainability

In the latest edition of our report, we decided to focus on the topic of sustainability more intensely and five questions cover this subject.

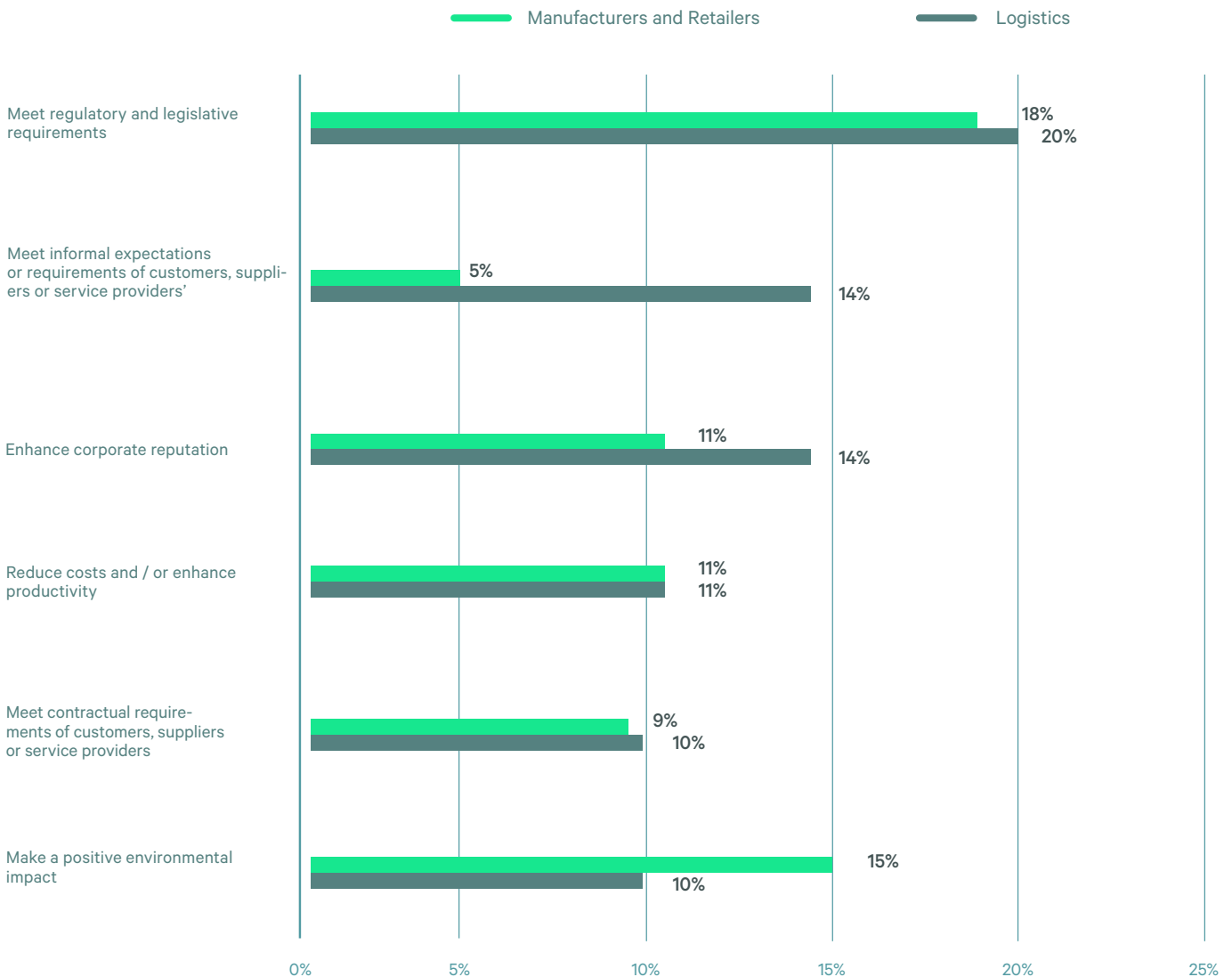
We chose to ask our respondents what was their rationale behind investing in such initiatives. The answers differed between the groups of respondents.

Overall, the motivations for adopting sustainability projects differ between logistics operators and manufacturers and retailers.

Logistics operators are relatively more driven by "informal expectations of customers and suppliers and corporate reputation considerations", while manufacturers and retailers more often cite "making a positive environmental impact" as a key motivation. "Regulatory and legislative requirements" are important for both groups at a similar level, and "cost reduction and productivity improvements" play an equally significant role across the two groups.

Figure 22. What is the main driver of your decision to invest in any sustainable/environmental/ 'green' (supply chain) projects or other Corporate Social Responsibility (CSR) projects (select all that apply). Only response categories exceeding 10% have been included

Please refer to the data appendix at the end of the report to see a more detailed breakdown of responses by company type.



We then asked respondents about the sustainability initiatives which had already implemented, which were going to be implemented in the future or those that are not planned.

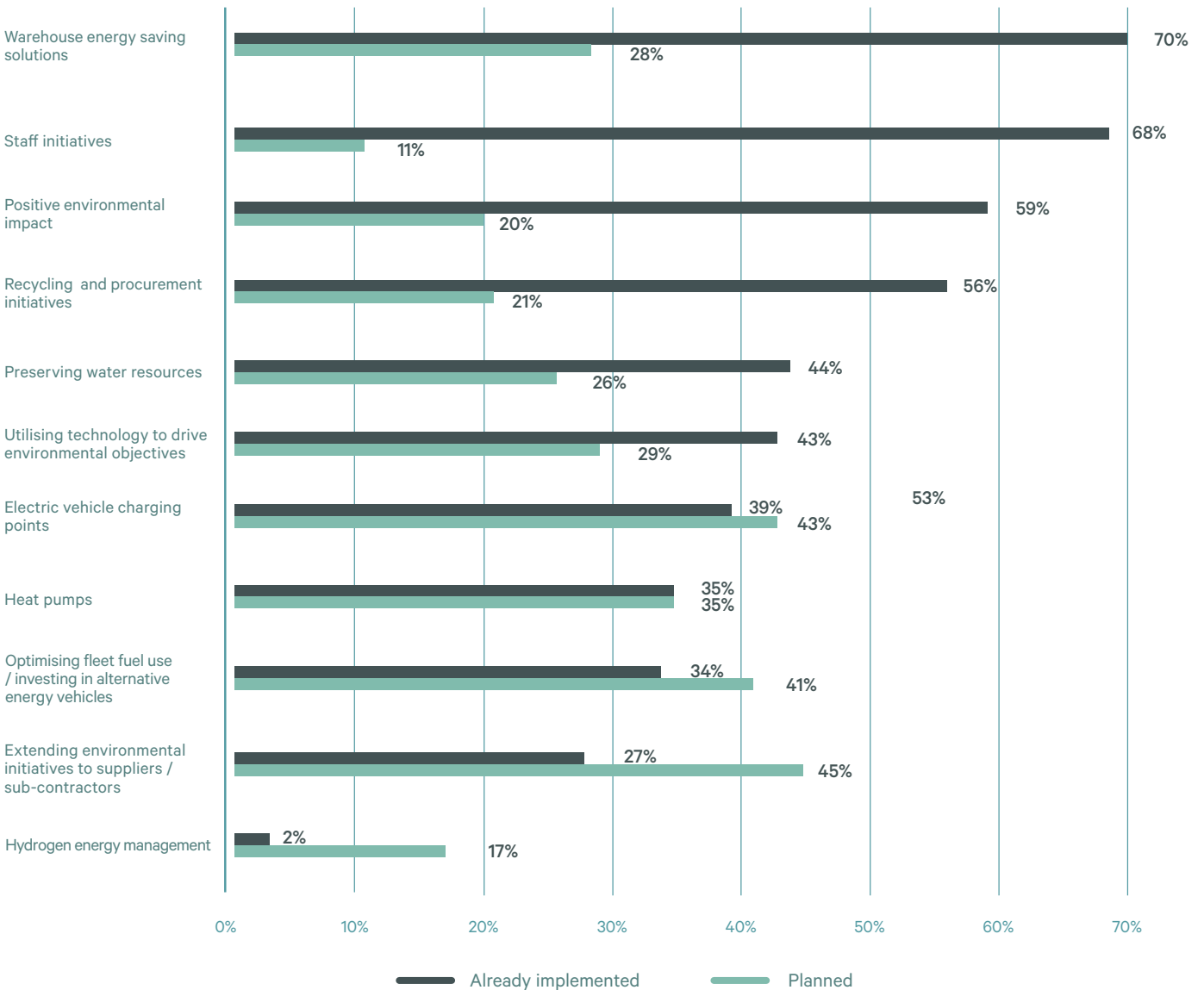
Almost 70% of the companies have already invested in warehouse energy saving solutions, 68% in staff initiatives, 59% in positive environmental impacts, 56% in recycling and procurement initiatives and 44% in preserving water resources.

In 2026, 16% of respondents will invest in positive environmental impact, 14% will utilize technology to drive environmental objectives, and another 14% will focus on recycling and procurement initiatives.

In 2027, 30% plan to introduce electric vehicle charging points and 27% extend environmental initiatives to suppliers / sub-contractors.

Figure 23. Which of the “green” projects has your company already or will be investing in? (select already implemented/ planning in 25/ planning in 2026-27/ planning after 2027 / no plans)
Share of respondents selecting each category - will not add up to 100%

Please refer to the data appendix at the end of the report to see a more detailed breakdown of responses.

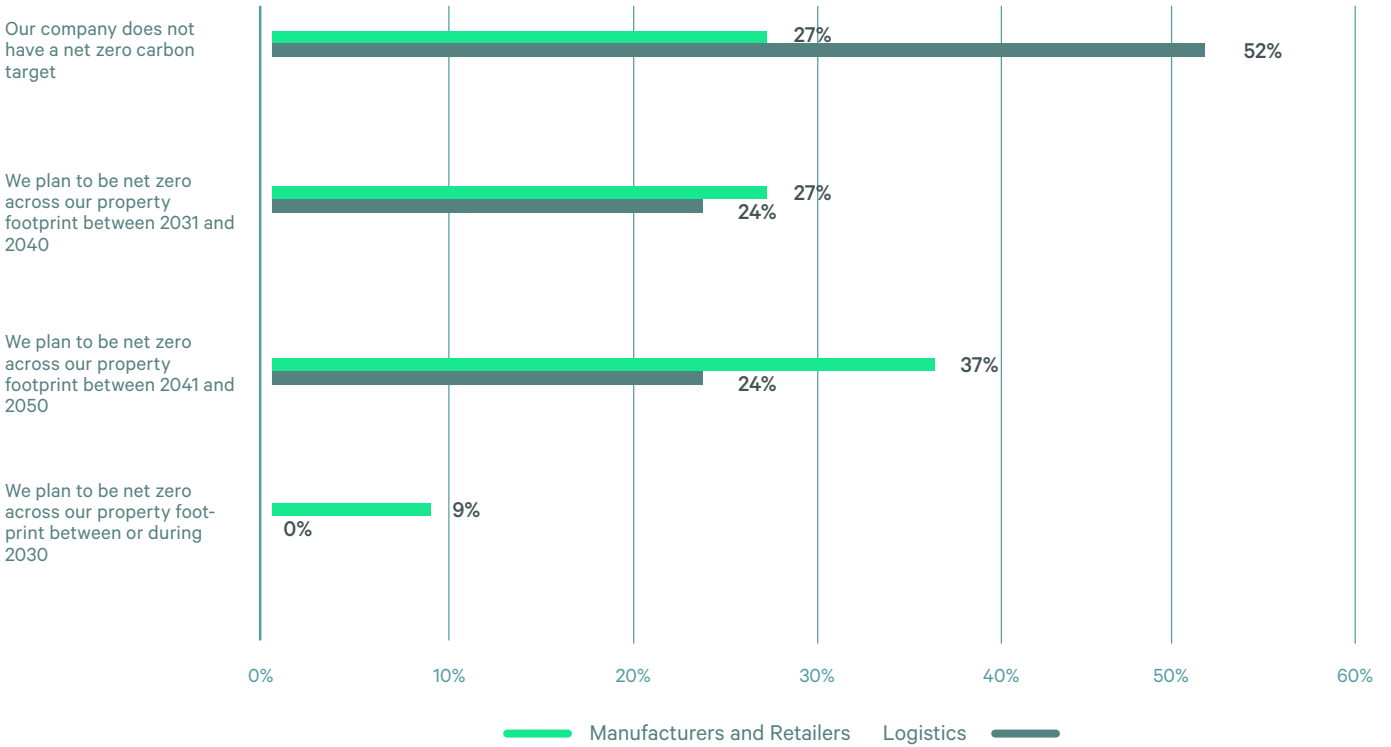


We asked few additional questions this year in the topic of sustainability.

The first one focused on when companies plan to achieve net zero across their property portfolios.

None of the logistics companies plan to be net zero across their property footprint before or during 2030. 52% of logistics companies do not have a net zero carbon target, while 37% of manufacturers and retailers plan to be net zero across their property footprint between 2041 and 2050.

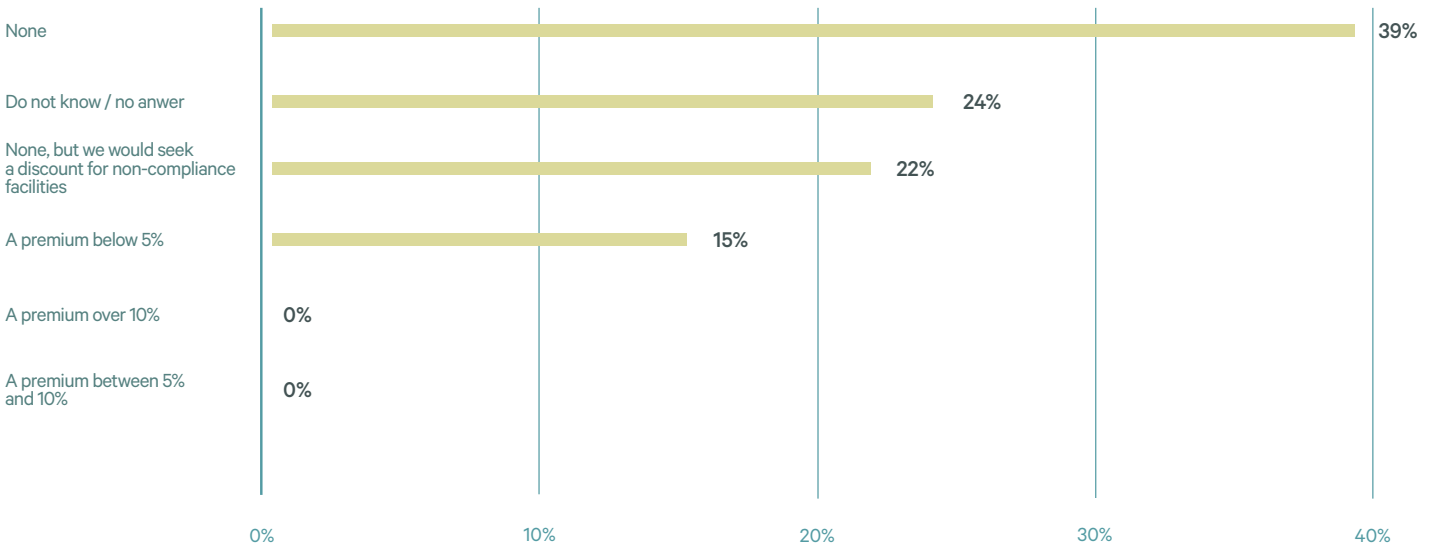
Figure 24.: When has your company stated it will achieve net zero for its property portfolio? (select one)



We then asked our respondents what rent premium, over regular market rent, their companies would be willing to pay for a new or existing facility that holds a green certification.

Just 15% of respondents indicated that they would be willing to pay a premium below 5%. Meanwhile, 39% of respondents stated that they would not be willing to pay any premium at all.

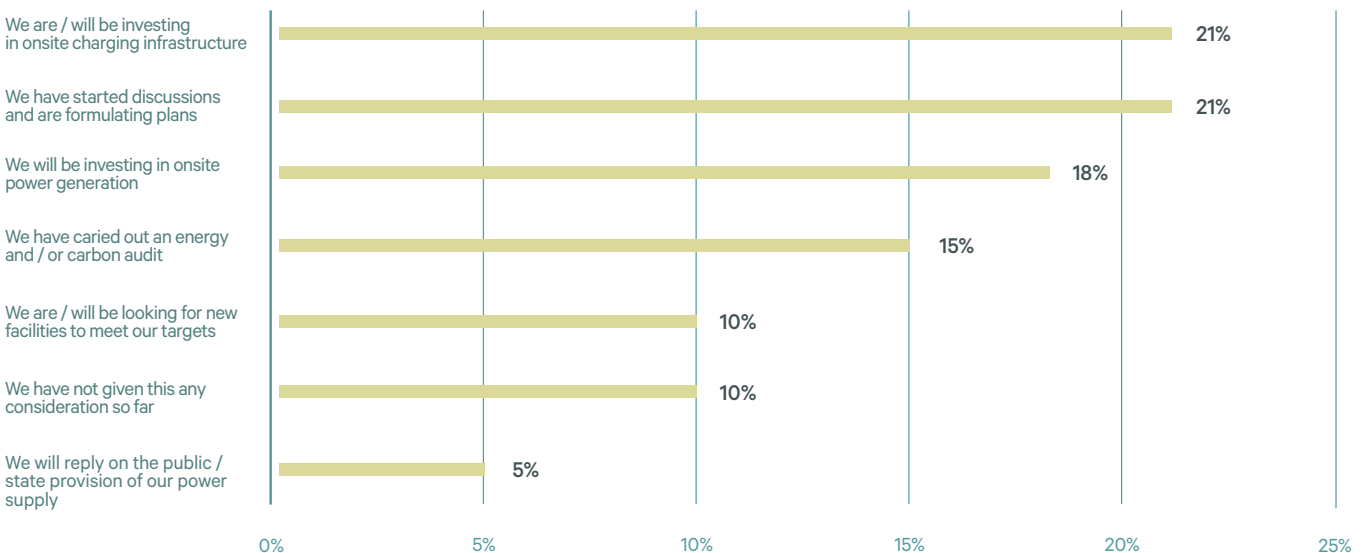
Figure 25. What rent premium over regular market rent would your company be willing to pay for a new or existing facility that has a green certificate



The respondents were asked how, if at all, they are planning to power future warehouse automation, alternative fuelled vehicles, or meet future legal 'green' targets for their business.

21% of respondents have started discussions and are formulating plans while another 21% will be investing in onsite charging infrastructure. 29% of manufacturers and retailers will be investing in onsite power generation. In contrast, only 6% of logistics companies reported similar intentions.

Figure 26. How, if at all, are you planning to power future warehouse automation, alternative fuelled vehicles or to meet future legal 'green' targets for your





Rafał Witowski
CFO, Board Member
FIEGE Sp. z o.o.

What are your expectations for this year's performance for your company and the logistics sector in general in Poland? How will this be influenced by expectation for the general economic environment?

Being an optimist is not the most popular feature of CFO, but 2026 seems to bring some more space for this. Stable local consumption growth, strong GDP in Poland strengthen by improving position of the country on the European logistic map (also as a good placement for China/Korea trade) and infrastructure investments will support the market opportunities.

Based on this we aim for further growth, especially in e-commerce. However, the raising regulatory impact and shortages on labour market will require additional efforts. Nevertheless, Poland still seems to be one of the most interesting places in Europe for the ones responsible for logistic decisions.

Technology is playing a vital role in the optimisation of logistics and supply chain operations. How is your company embracing this? Are you planning to invest more in technology in 2026 and, if so, what solutions are a priority?

Continuous investments in technology and constant optimization of costs are vital in logistics – often being a formal requirement in the cooperation with customers. 2026 however strengthens that part even further with rapid AI involvement both in operational process and support functions.

FIEGE has shown full commitment here having for years its stakes both in start-ups of that kind and in solutions already grown on the market. The role of new technologies as in everyday operations as in decision making is clearly visible and there is only one way here - forward.

3.7 Future Opportunities and Challenges

Looking ahead, respondents were asked to list the business areas which they plan to focus on over the next 12 months in order to achieve their growth plans.

The top results weren't too hard to predict based on the previous editions. Cost control was selected as the main focus for both group of respondents.

For logistics operators, the top three priorities remained unchanged compared to 2024. In lieu of offering more services,

contract margin improvement moved higher in the ranking this year, rising to fourth place.

For manufacturers and retailers, the top two priorities remain unchanged for the last five years, with optimising operational efficiency at the second place. Technology continues to be the third most important priority for the coming year. Additionally, securing the supply of materials moved higher in the ranking this year, rising from seventh place to fourth.

Figure 27. What is the main focus for your company over the next 12 months in order to achieve your growth plans?

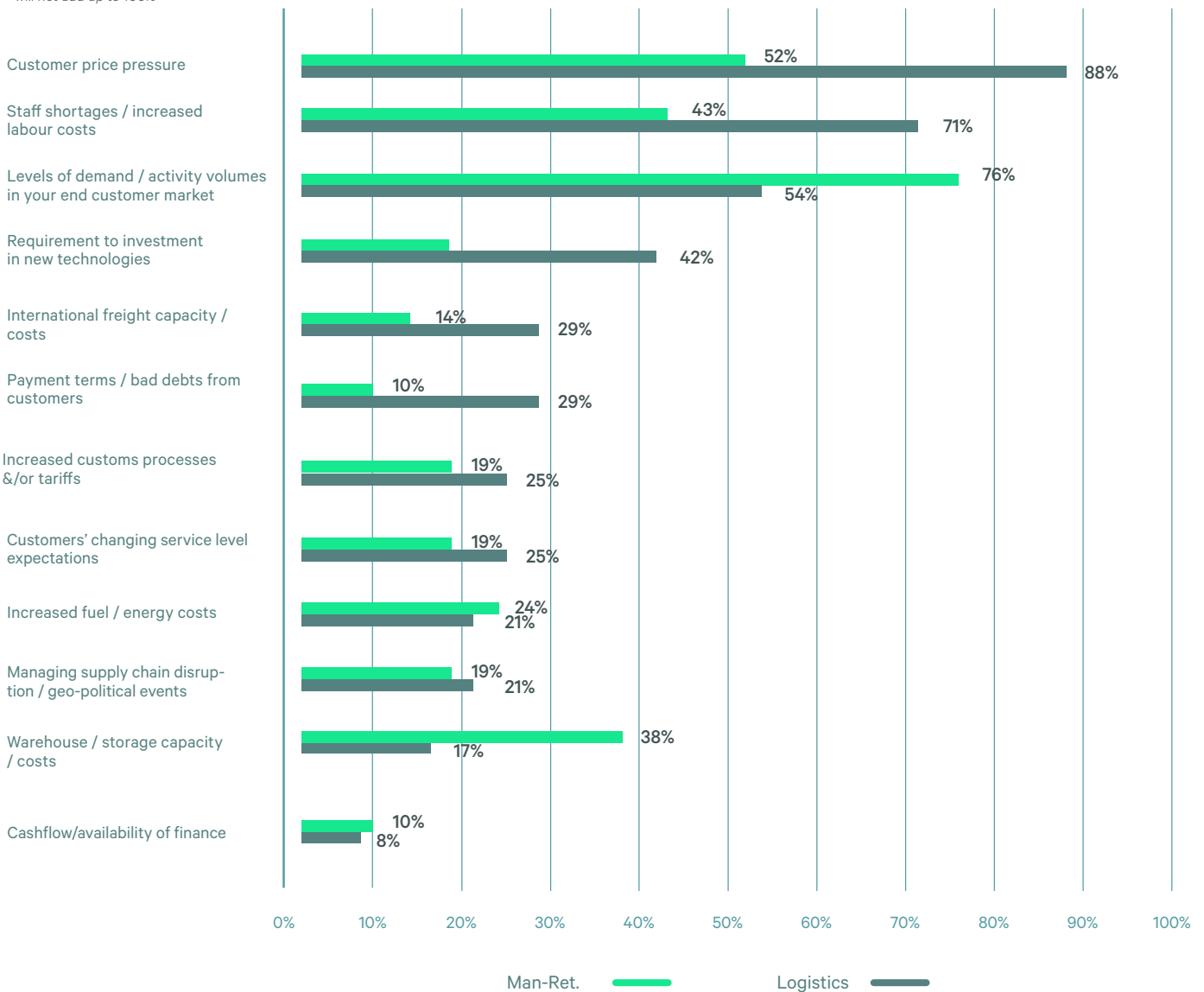
Logistics Ranking	2025/26	2024/25	2023/24	2022/23	2021/22	2019/20	2018/19
Cost control	1	1	1	4	2	1	1
Maintaining existing customer base	2	2	3	2	4	3	4
Winning new contracts	3	3	2	2	1	2	2
Contract Margin improvement	4	7	6	1	3	3	2
Entering new vertical sectors	5	8	7	8	7	5	8
Expanding geographical markets	5	5	5	6	6	5	7
Offering more services	7	4	4	5	5	5	5
Enhancing supply chain footprint	8	6	8	6	8	8	5

Manufacturers and Retailers Ranking	2025/26	2024/25	2023/24	2022/23	2021/22	2019/20	2018/19
Cost control	1	1	1	1	1	2	2
Optimising operational efficiency	2	2	2	2	2	1	1
Technology	3	3	5	3	5	3	5
Securing the supply of materials	4	7	6	5	3	5	2
Strengthen outbound delivery operations	5	4	4	4	6	4	4
Investment in resources (fleet, materials management, etc.)	6	6	3	6	3	6	5
Strengthening supply chain footprint	7	5	8	6	8	6	7
Strengthen inbound delivery operations	8	8	7	8	7	6	8

When asked about the challenges in the coming year, concerns about customer price pressure (88% by logistics operators and 53% by manufacturers and retailers) and the levels of demand/activity volumes in end customer markets (54% by logistics and 76% manufacturers and retailers) are the top two challenging issues.

Additionally, 72% of logistics operators and 43% of manufacturers and retailers are concerned about staff shortages and increased labour costs.

Figure 28. Where in your business do you see the greatest challenges for the next 12 months?
Share of respondents selecting each category
- will not add up to 100%



“ When asked about the challenges in the coming year, concerns about customer price pressure and the levels of demand/activity volumes in end customer markets are the top two challenging issues. ”



Wojciech Cipiur
CEO & Managing Director,
DSV Solutions

What are your expectations for this year's performance for your company and the logistics sector in general in Poland? How will this be influenced by expectation for the general economic environment?

We expect profitability this year to remain broadly stable compared to last year — not significantly higher, but also not under pressure. In the current market environment, maintaining margin stability is in itself a positive outcome. While cost pressures are easing, high vacancy levels across the market are intensifying competition, which continues to put pressure on pricing and limits the potential for margin expansion.

At the same time, our own business is growing significantly, driven largely by organic growth and the launch of new projects with both existing and new customers. At the beginning of 2026, we opened our third large distribution centre in Wrocław, reflecting continued customer

demand and our confidence in the long-term fundamentals of the Polish market.

Operating costs are stabilising and warehouse rents remain relatively low, supporting new business inflows to Poland. However, the competitive environment means that efficiency, scale, and disciplined cost management are critical to protecting profitability. Encouragingly, visibility and predictability are improving, allowing for better operational planning and more informed investment decisions. From a broader sector perspective, Poland continues to benefit from its strategic position as a European logistics hub, particularly in nearshoring and regional distribution, with steady demand from e-commerce, FMCG, and industrial clients providing a solid foundation for the market.

Technology is playing a vital role in the optimisation of logistics and supply chain operations. How is your company embracing this? Are you planning to invest more in technology in 2026 and, if so, what solutions are a priority?

Technology plays a key role in optimising our logistics and supply chain operations, with a strong focus on scalability and efficiency. We are continuing to deepen our use of AutoStore, implemented in 2024, to improve throughput and space utilisation as volumes grow. Looking ahead to 2026, we plan to further increase investment in technology, particularly in AI-driven solutions and predictive analytics.

Our overarching goal is simplicity, as this enables faster integrations, easier onboarding of customers, and scalable solutions; in this context, AI in the customs area, as part of a global initiative, will help drive scale through improved speed, accuracy, and compliance, while predictive analytics will support better forecasting and capacity planning.



Wojciech Szafran
Managing Director
Raben Logistics Polska sp. z o.o.

What are your expectations for this year's performance for your company and the logistics sector in general in Poland? How will this be influenced by expectations for the general economic environment?

Looking ahead to 2026, I remain cautiously optimistic – both regarding Raben Logistics Poland and the logistics sector in Poland as a whole. We are seeing an improvement in demand, but this is not a return to the old market realities. Rather, it is a more selective environment in which customers expect reliability, transparency and strong cost discipline at the same time.

From a macroeconomic perspective, the outlook for Poland remains solid. Although we do not yet have full numerical data for 2026, current forecasts point to continued GDP growth accompanied by moderate inflation. This supports consumption, investment and overall economic activity, which in turn has a positive impact on both domestic and European supply chains.

For the sector, 2026 will, in my view, be a year of gradual recovery and further operational optimisation, rather than rapid growth.

At Raben Logistics Poland, we consistently focus on what we consider key: customer trust and high service quality, built by an engaged team – people with passion and motivation – and continuous process improvement. We invest in innovation, digital tools and the delivery of our sustainability goals, as these factors increasingly determine long-term cooperation with customers.

The main challenges for 2026 remain cost pressure – particularly in energy and labour – regulatory complexity, and constraints in road transport capacity, including driver availability. As a result, success will belong to those operators who can combine operational excellence with flexibility and a partnership-based approach to working with customers.



Wojciech Szafran
Managing Director
Raben Logistics Polska sp. z o.o.

Uncertainty continues to shape global supply chains. How did international supply chains adjust in 2025/26 (for example with nearshoring) and what do you expect to see in 2026 and beyond? Do you expect Poland's role to grow?

The year 2025/26 demonstrated that global supply chains continue to operate in an environment of high uncertainty – geopolitical, commodity-related and demand-driven. In practice, this translated into a stronger focus on diversification of sourcing, multi-sourcing and the regionalisation of logistics processes. From the perspective of a logistics operator such as Raben Logistics Poland, this resulted in increased demand for solutions that are resilient to disruption and located close to the customer – both domestically and across Central and Eastern Europe.

Nearshoring did not mean a mass relocation of entire production processes. Instead, it involved the gradual shifting of selected manufacturing and assembly stages – along with logistics operations – closer to end markets.

At the same time, we have seen an acceleration in the transition from single distribution points to multi-location logistics networks, designed to be closer to the end customer and more resilient to disruption. This trend is clearly visible in Poland as well: growing interest in flexible warehouse space, value-added services and solutions that enhance visibility and control across supply flows.

Looking ahead to 2026 and beyond, I expect three key developments:

1. Supply chain resilience will be designed in from the outset, rather than added reactively – meaning better planning, greater use of data and improved end-to-end transparency.

2. Regionalisation of supply chains will continue in stages, depending on industry specifics and investment incentives. The relocation of selected processes closer to target markets strengthens Poland's position as an important European distribution hub, supported by well-developed infrastructure and strong local logistics operators.
3. Sustainability requirements will move from declarations to concrete contractual conditions, including emissions reporting, green transport options and intermodal solutions, driving further investment in process efficiency.

Will Poland's role continue to grow? I believe it will – and for structural reasons. Poland is a natural logistics backbone for the region thanks to its geographical location, ongoing infrastructure development and the strengthening nearshoring trends across Europe.

At the same time, this growth is not guaranteed. Poland will strengthen its position only if we continue to invest consistently in infrastructure, productivity and skills, and effectively manage constraints – particularly in labour availability and operating costs. In other words, Poland has a real opportunity to increase its share in European supply chains, but this requires consistent, professional execution every single day.



APPENDIX

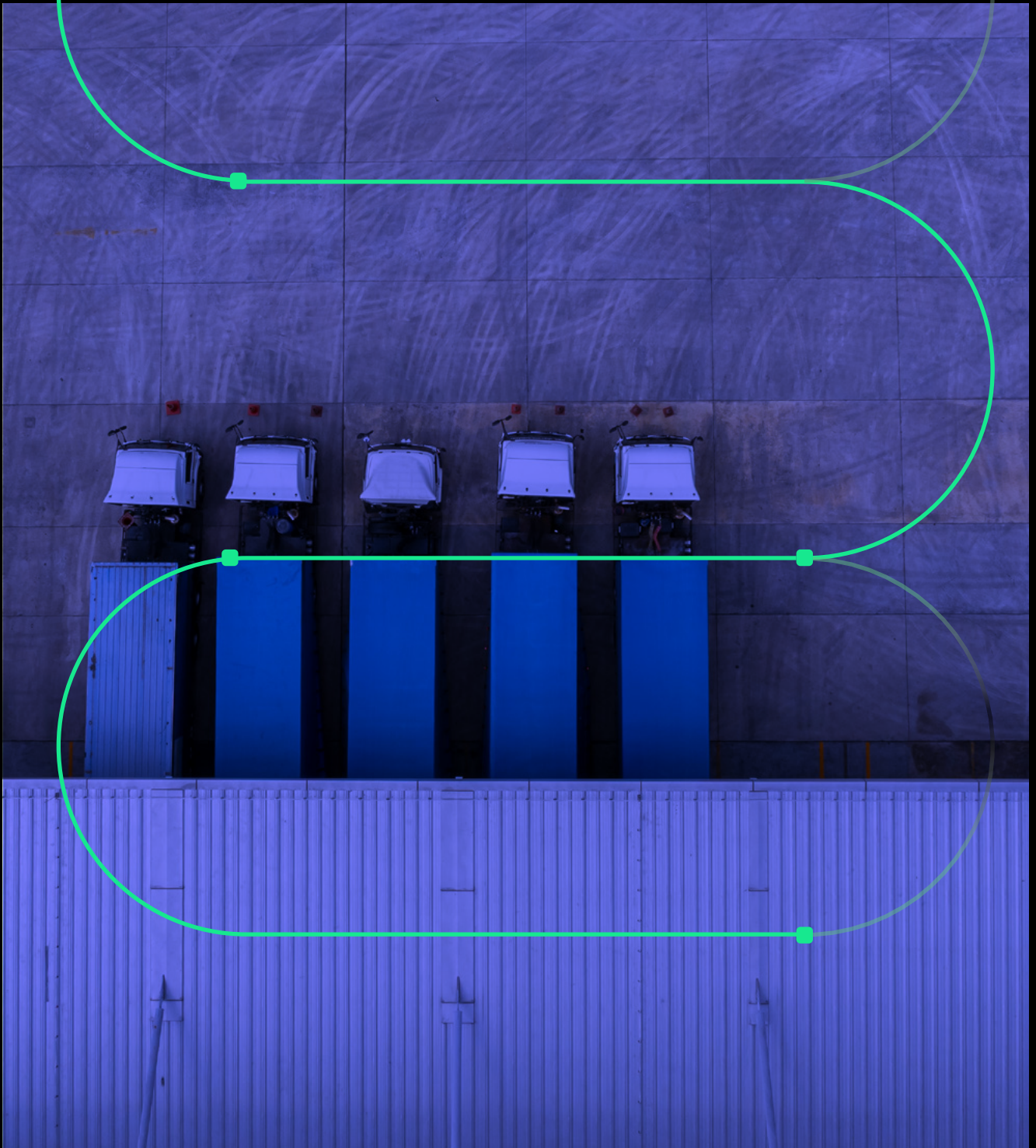
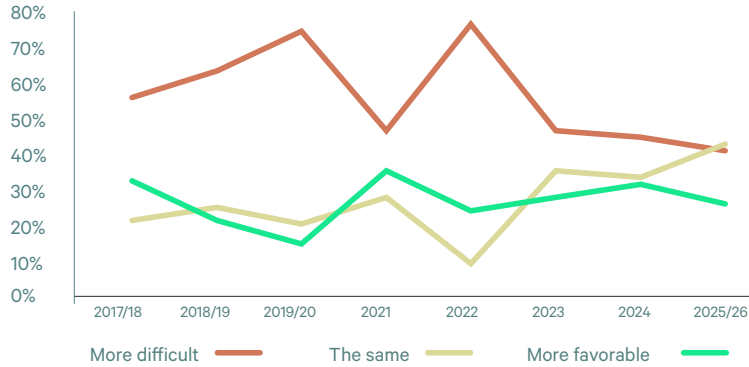
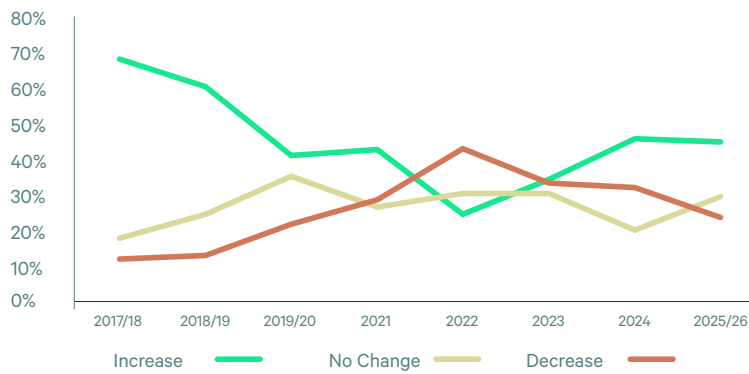


Figure 1. Forecasting future trading conditions



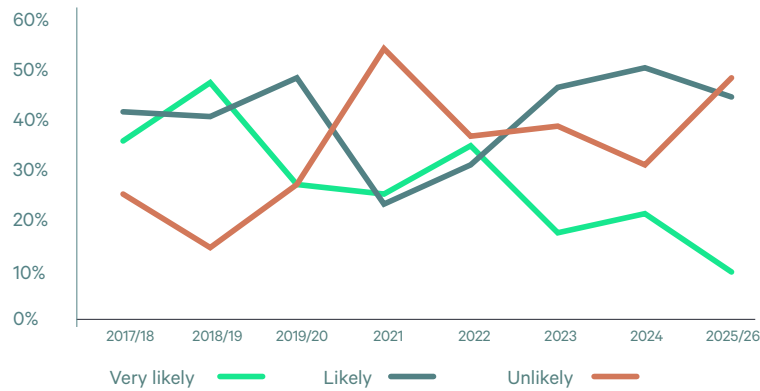
For 2026, 40% of respondents expect trading conditions to be in line with the previous year, the highest share for this category across our eight-year series.

Figure 2. Forecasting changing profitability



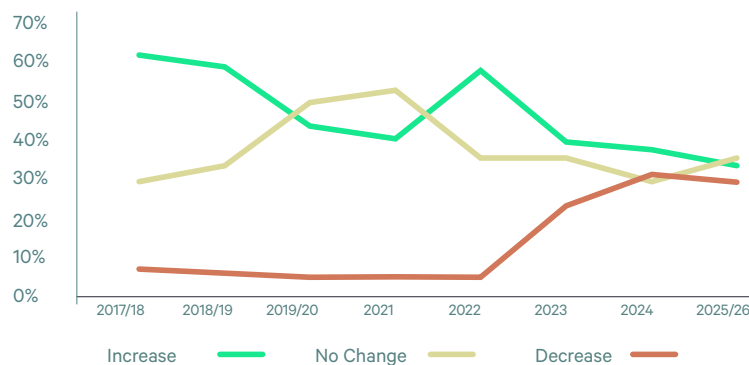
For 2026, 24% of respondents are forecasting lower levels of profitability. This is the lowest share of responses for this category since our 2020 report.

Figure 3. Forecasting capital expenditure



For 2026, 48% of respondents say they are unlikely to make significant capital expenditure. Only in 2021 did we record a higher share of responses for this category.

Figure 4. Forecasting changing headcount



34% of respondents suggest they will be increasing the size of their workforce in 2026. This is the lowest share of companies providing this answer across the eight editions of our report.

Figure 5. If your company is planning for new warehouse space in 2025/26, what type of facility do you expect to require?

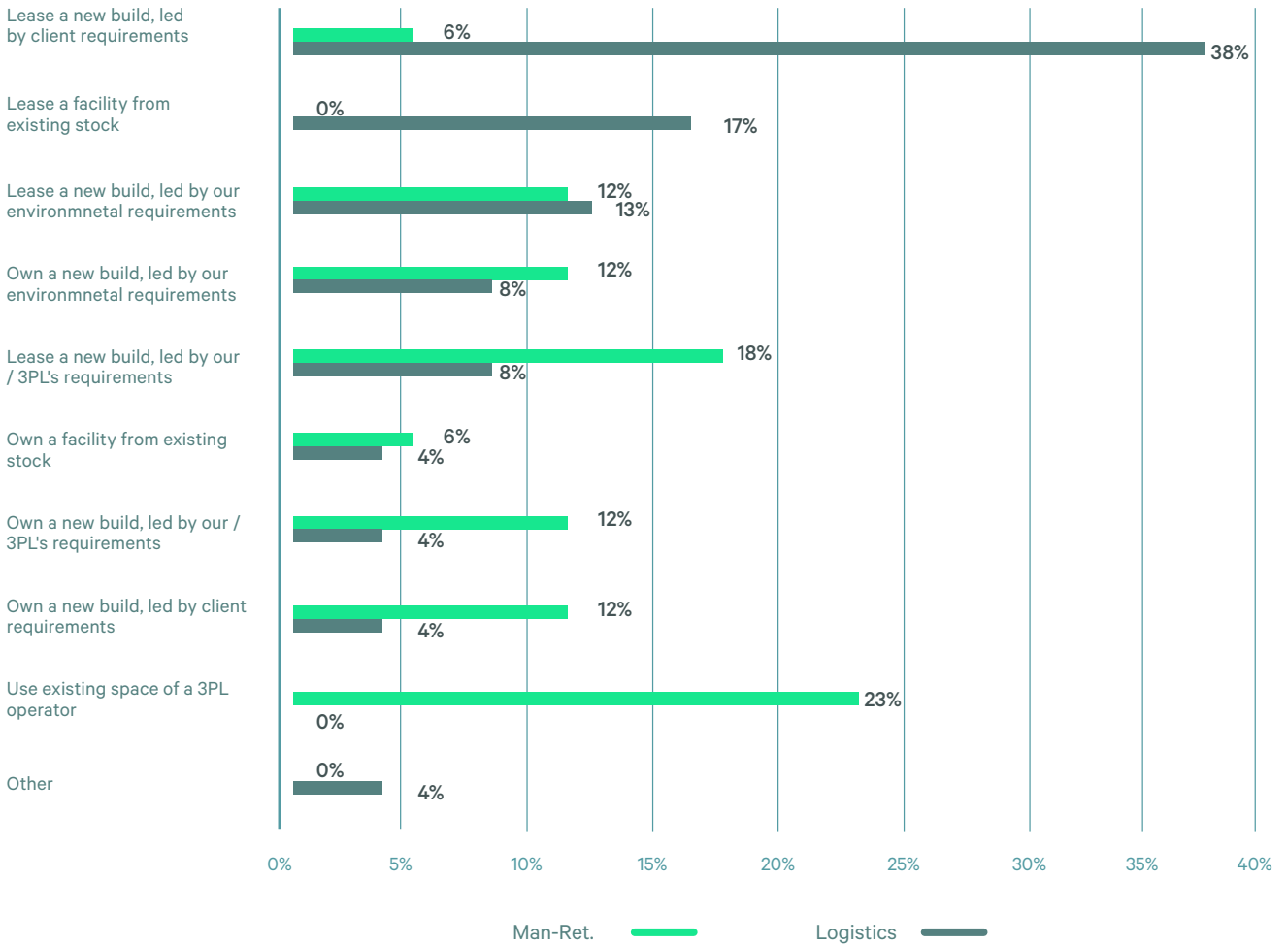


Figure 6. In 2025/26, will your company be outsourcing more or less of your supply chain activity to third party logistics service providers?

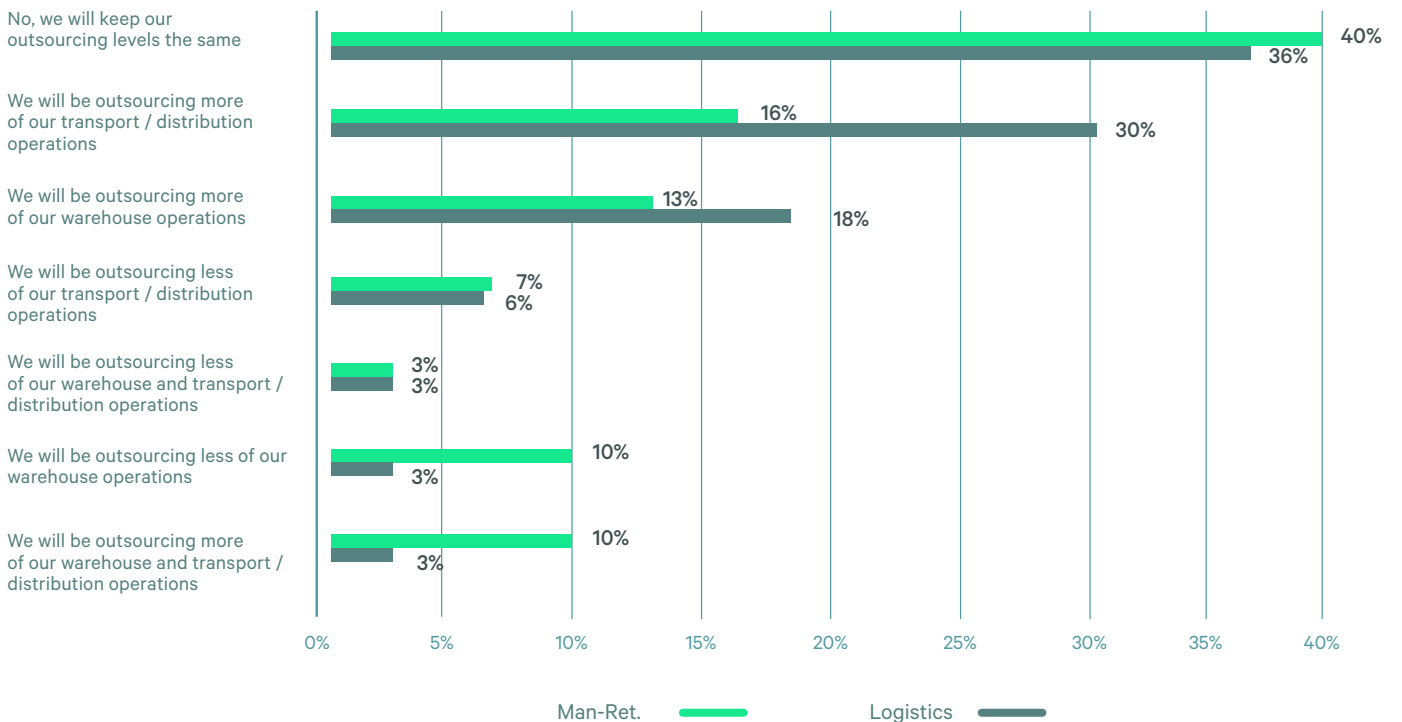


Figure 7. What is the main driver of your decision to invest in any sustainable / environmental / 'green' (supply chain) projects or other Corporate Social Responsibility (CSR) projects?

Indications below 10%

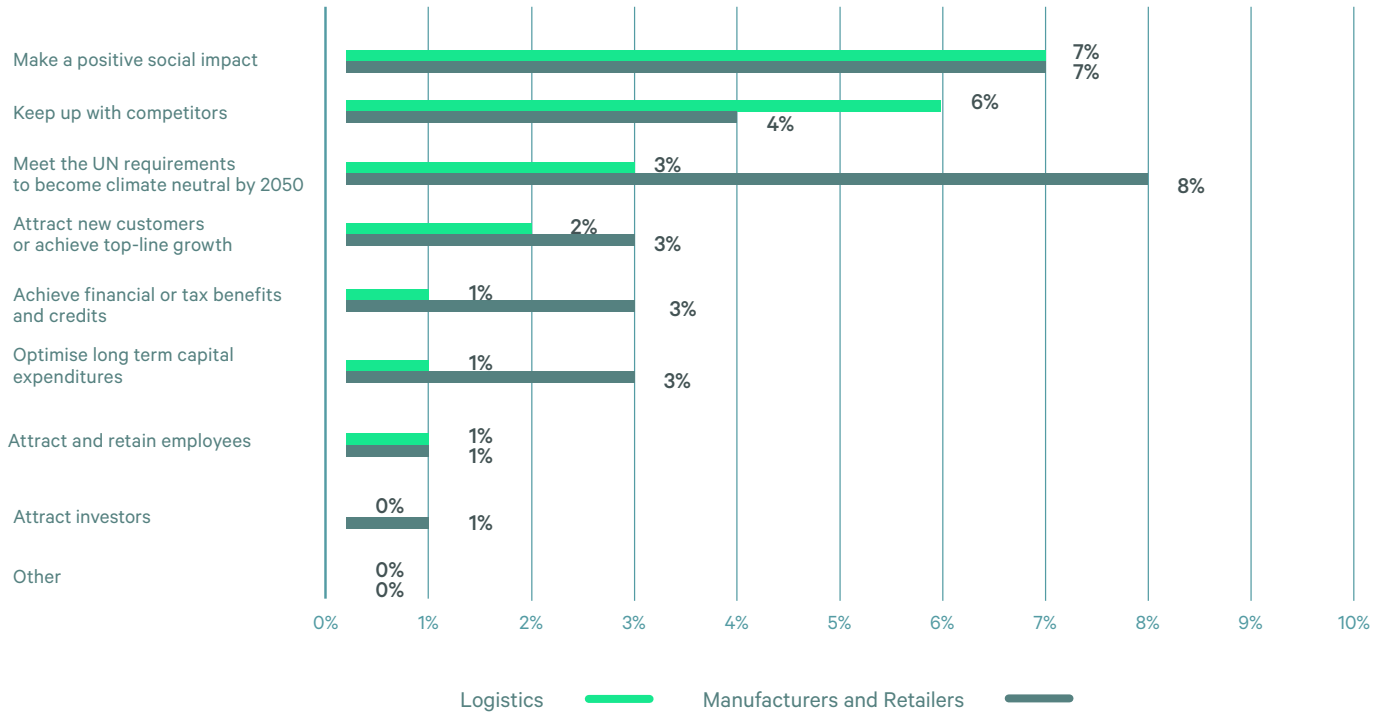
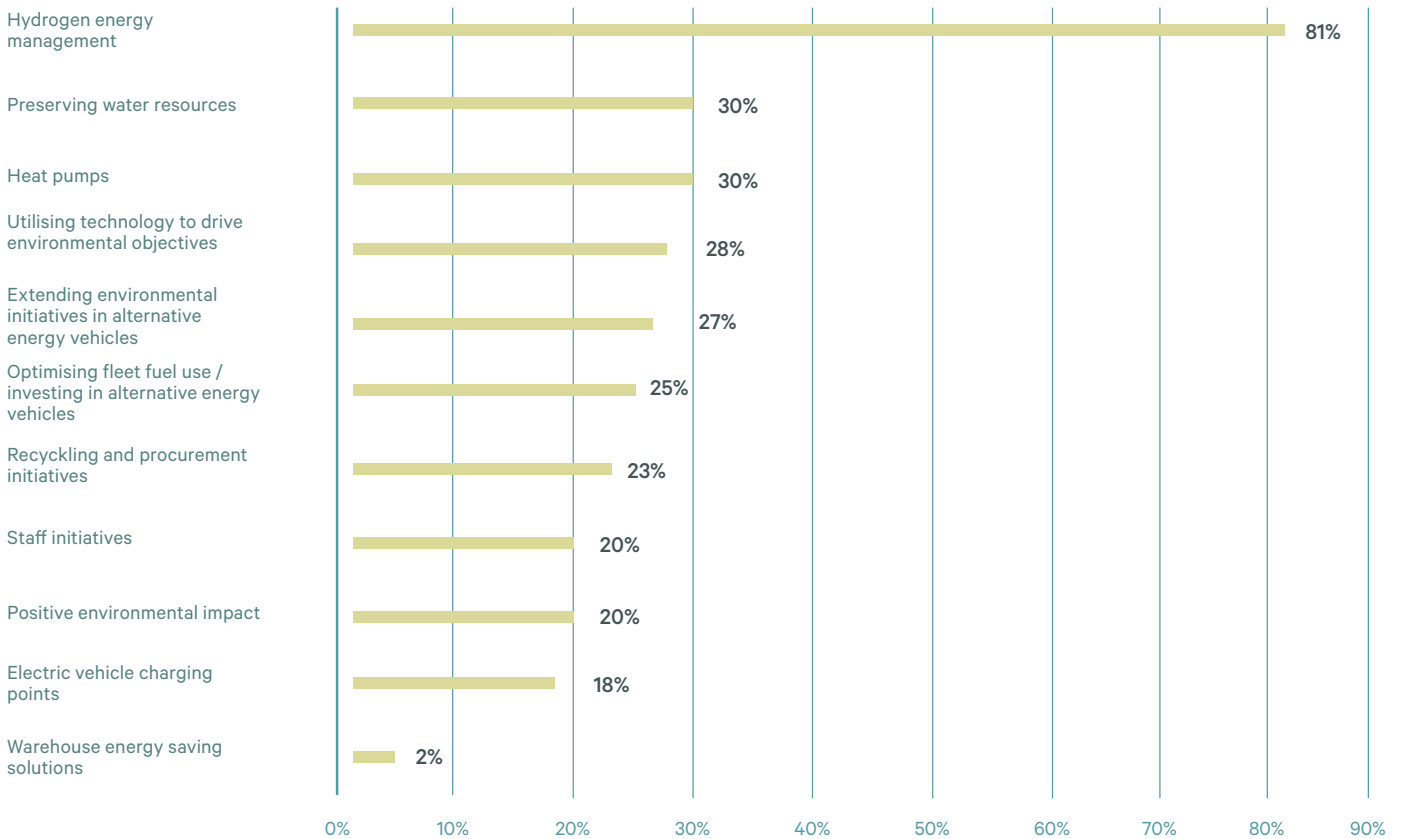


Figure 8. Please describe the 'green' projects that your company has already or will be investing in: (for each category, select already implemented / 2024-2025 / 2026-2027 / After 2027 / no plans). Only 'no plans' indications



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