



wiiwExecutiveNetwork
COME FOR THE INSIGHTS, STAY FOR THE COMMUNITY

CEE 2027

BUDGETING FOR GROWTH AGAIN

Ambition is back, confidence is up,
and the region has one assumption to get right.

Preliminary findings from the Budgeting for 2027 in CEE benchmark · data as of 3 September 2026

wiiw Executive Network · Warsaw · 10 September 2026

Three questions every CEE budget has to answer this autumn

1

How did 2026 end, and why?

Budget achievement

2

What are you planning for 2027, and what are you counting on?

Targets, confidence, assumptions

3

**Where is the investment going,
and what will it take to deliver the 2027 plan?**

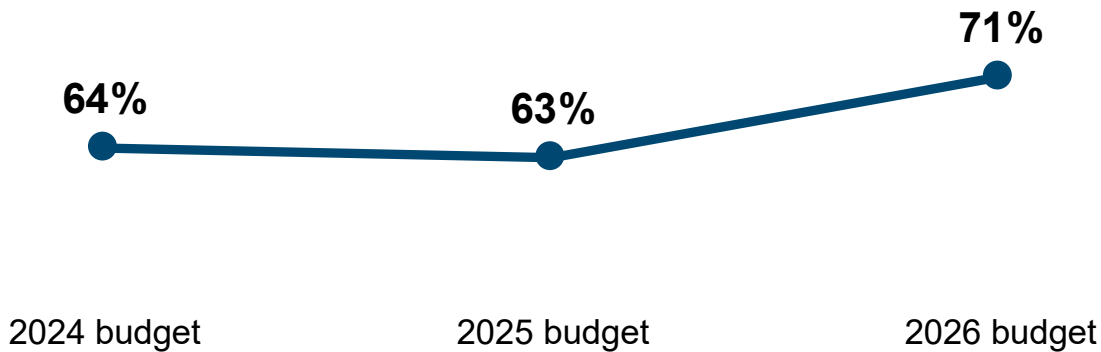
Wages, investment, priorities

Three years of the same questions: 2025, 2026 and 2027 budgets · 25 CEE markets · 2027 data preliminary

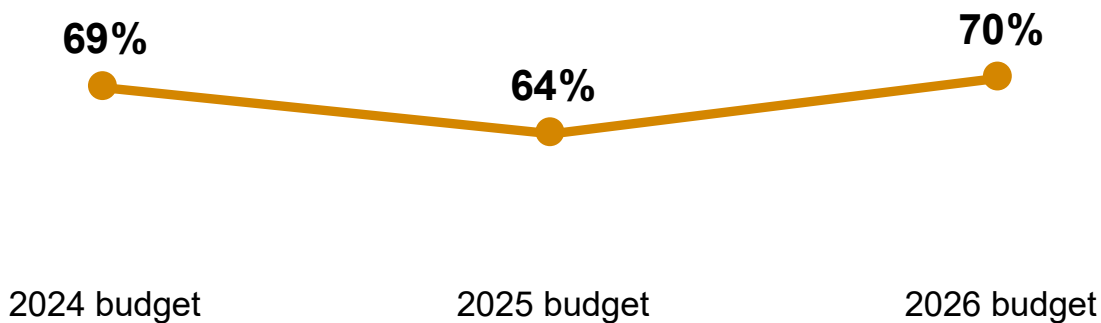
71% met or beat the 2026 revenue budget. The best reading in three years.

Did you meet your original 2026 revenue and profit budget? (each respondent answers separately for every market they manage)

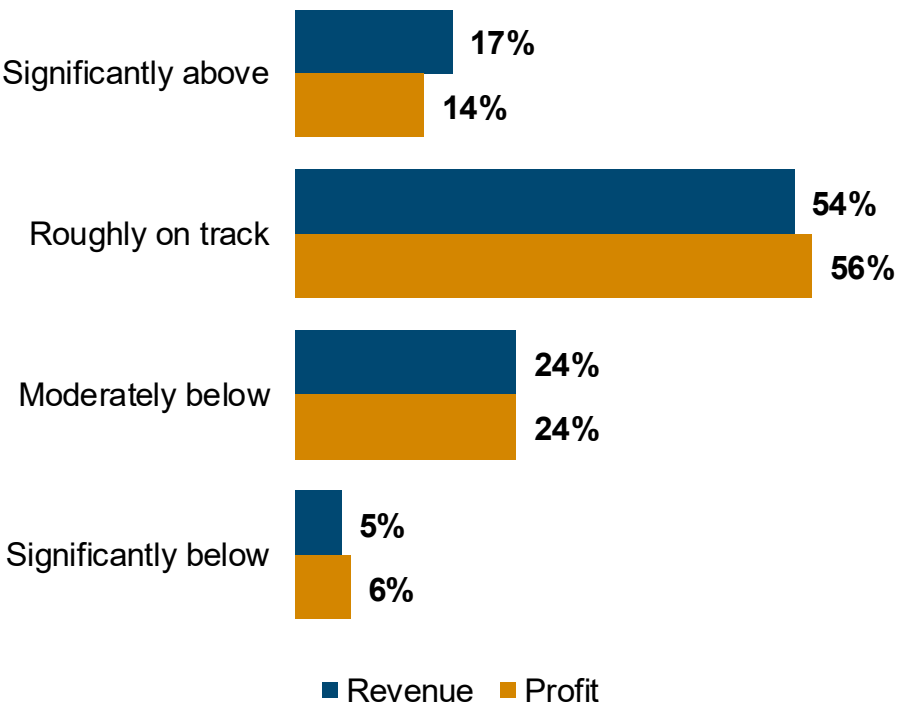
Revenue budget: share of market answers meeting or beating it



Profit budget: share of market answers meeting or beating it



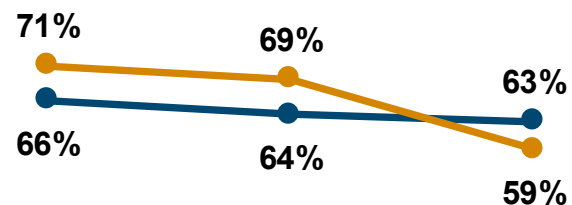
Where 2026 landed against budget



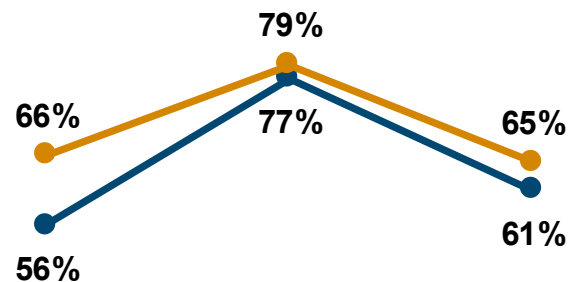
The key markets over three years: resilient delivery on the top and bottom lines.

Share of answers meeting or beating the revenue budget (blue) and profit budget (gold), market by market

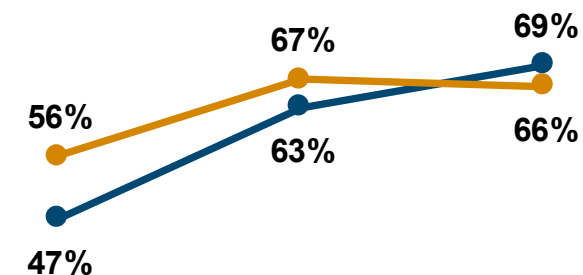
Poland



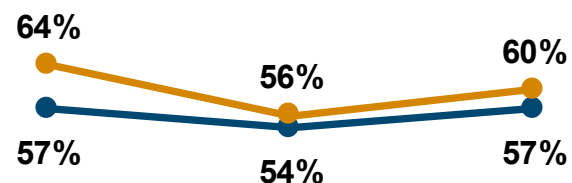
Czechia



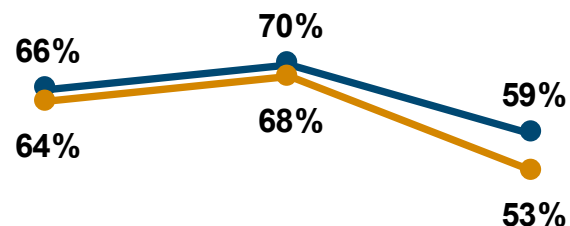
Slovakia



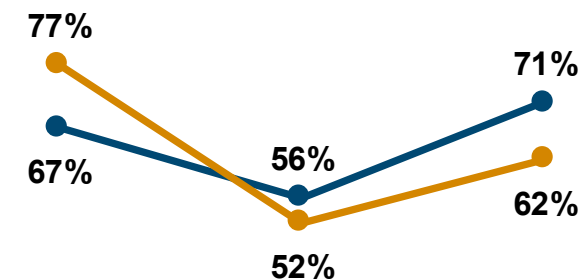
Hungary



Romania



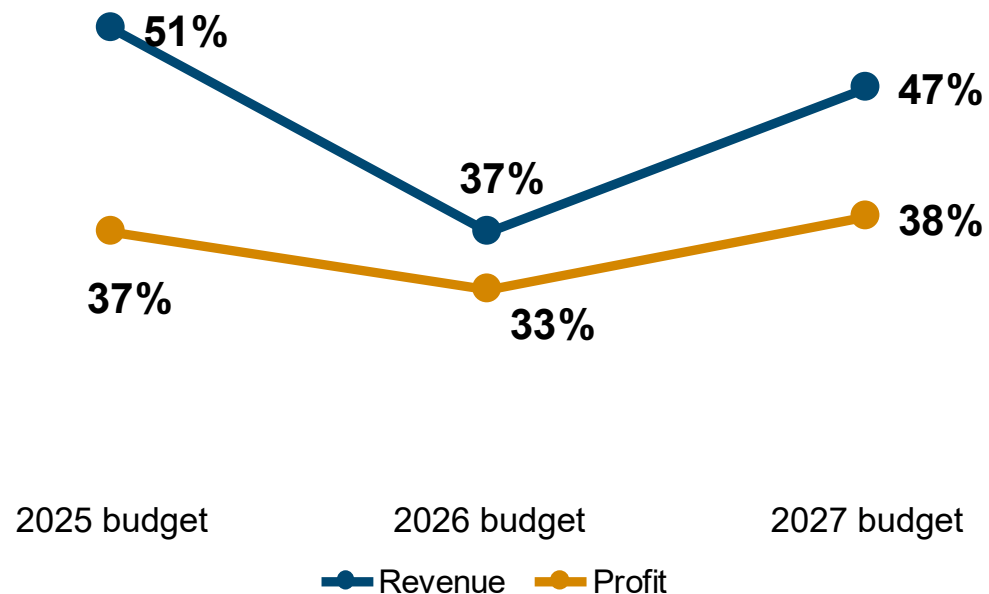
Kazakhstan



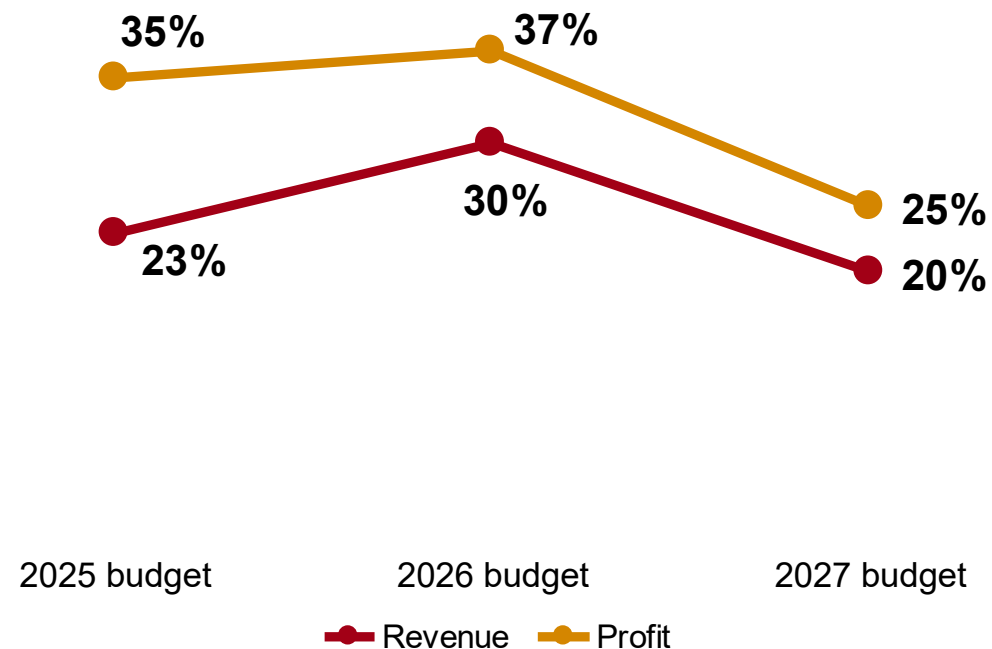
Ambition is back. Almost half of market budgets target revenue growth of 6% or more.

What is your budgeted 2027 revenue and profit growth, year on year? (market by market, same bands in all three years)

Targeting growth of +6% or more: share of market answers

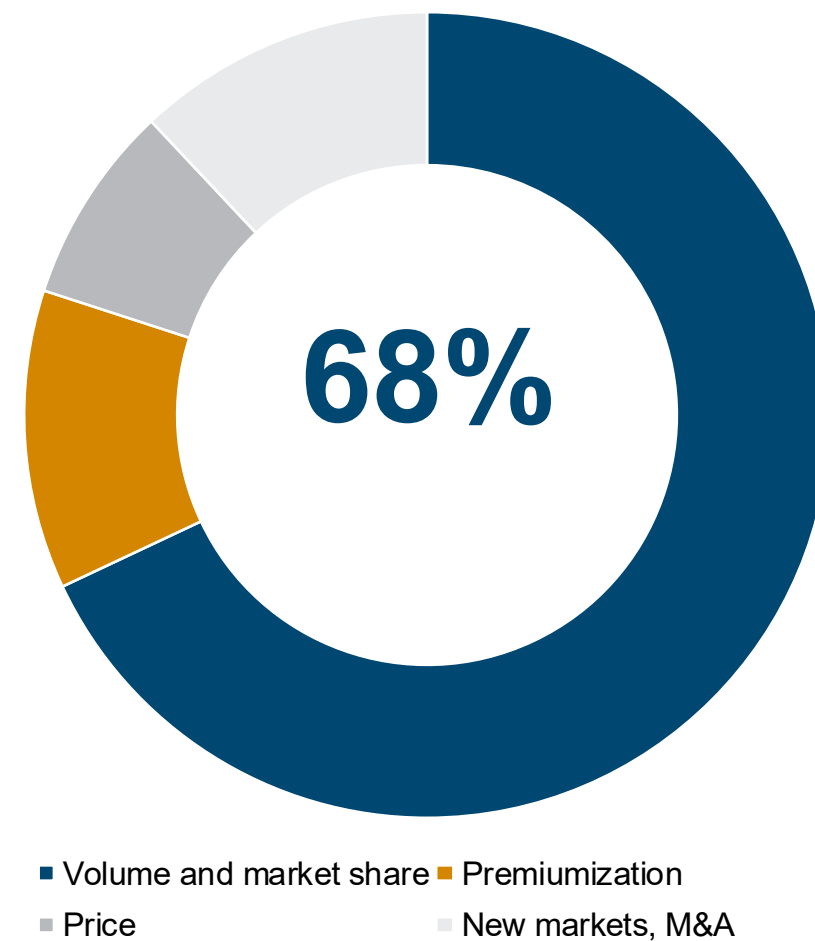
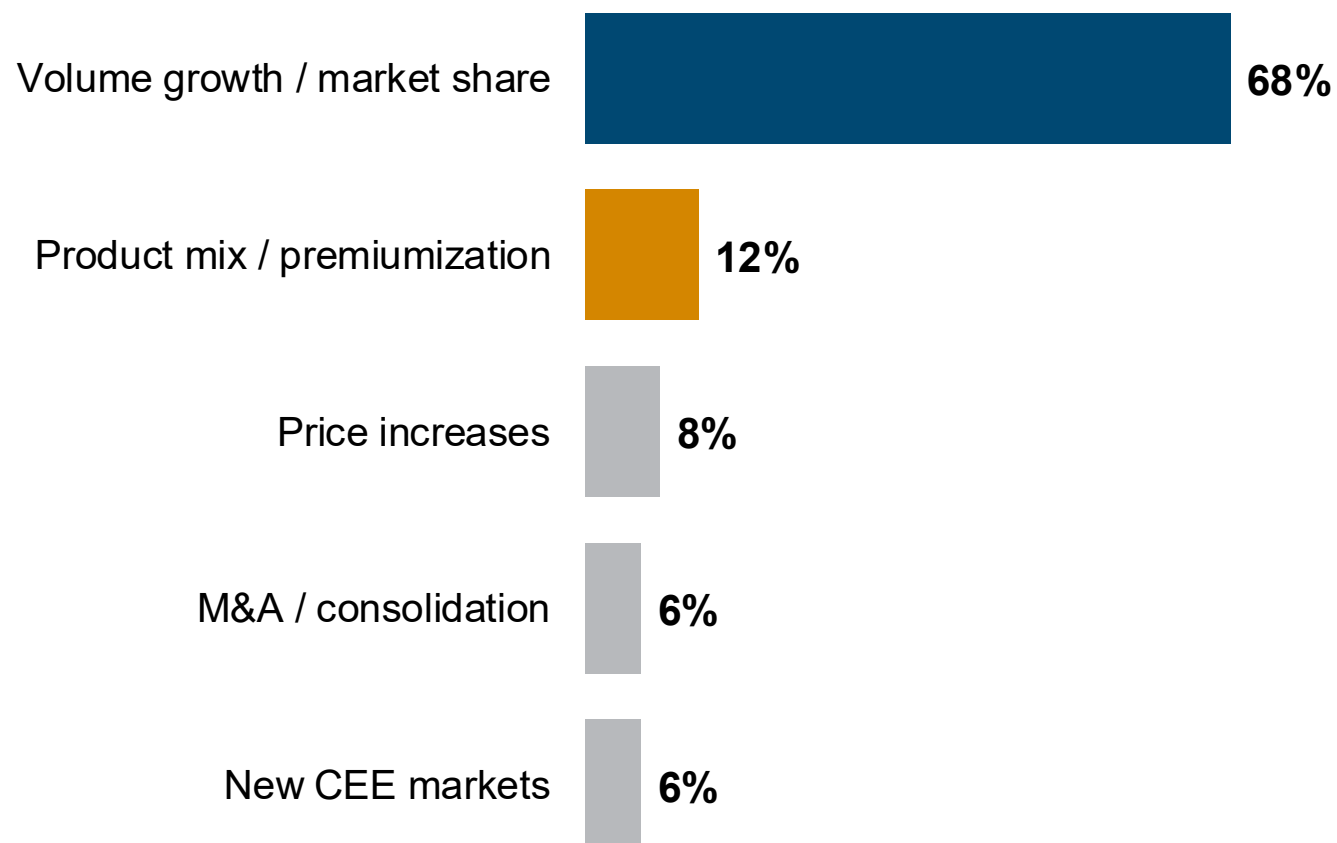


Planning no growth or decline: share of market answers



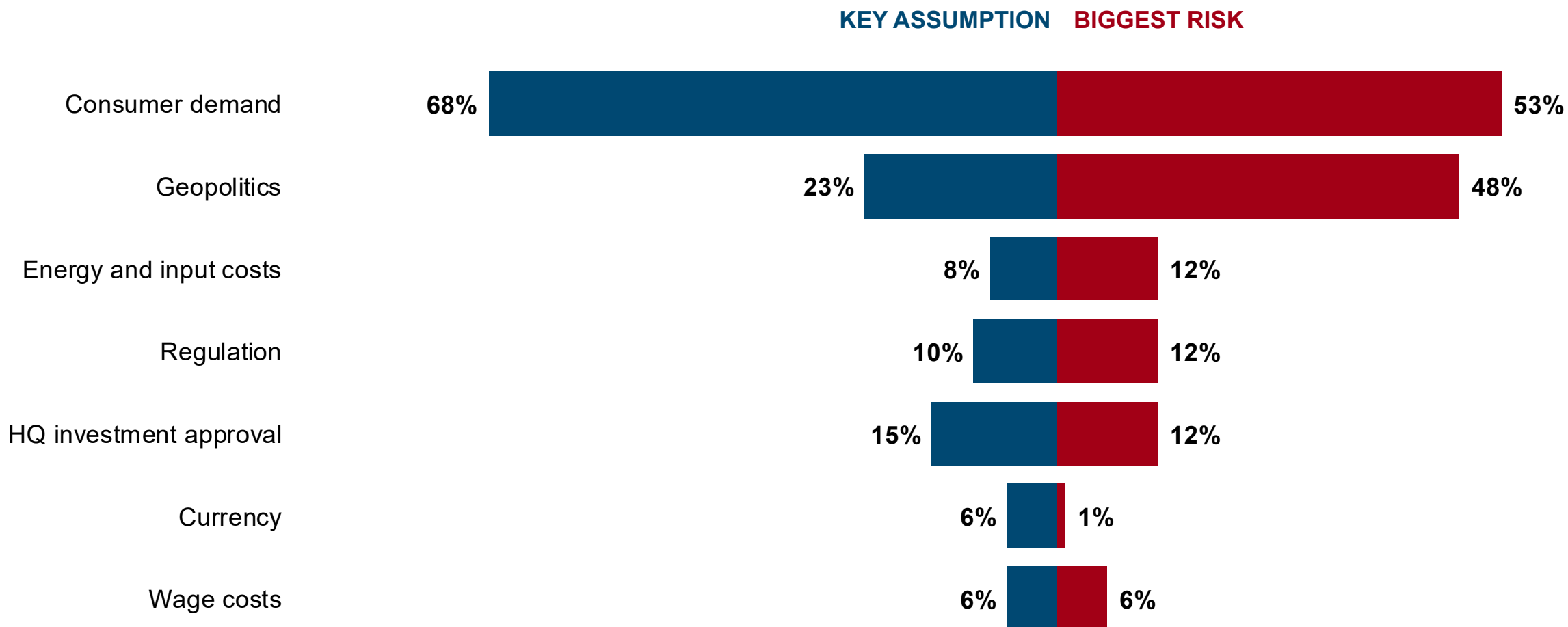
Growth is planned in units and market share, not in price.

What is the primary driver of your forecasted 2027 revenue growth?



One assumption carries the region: the consumer. It is also the number one risk.

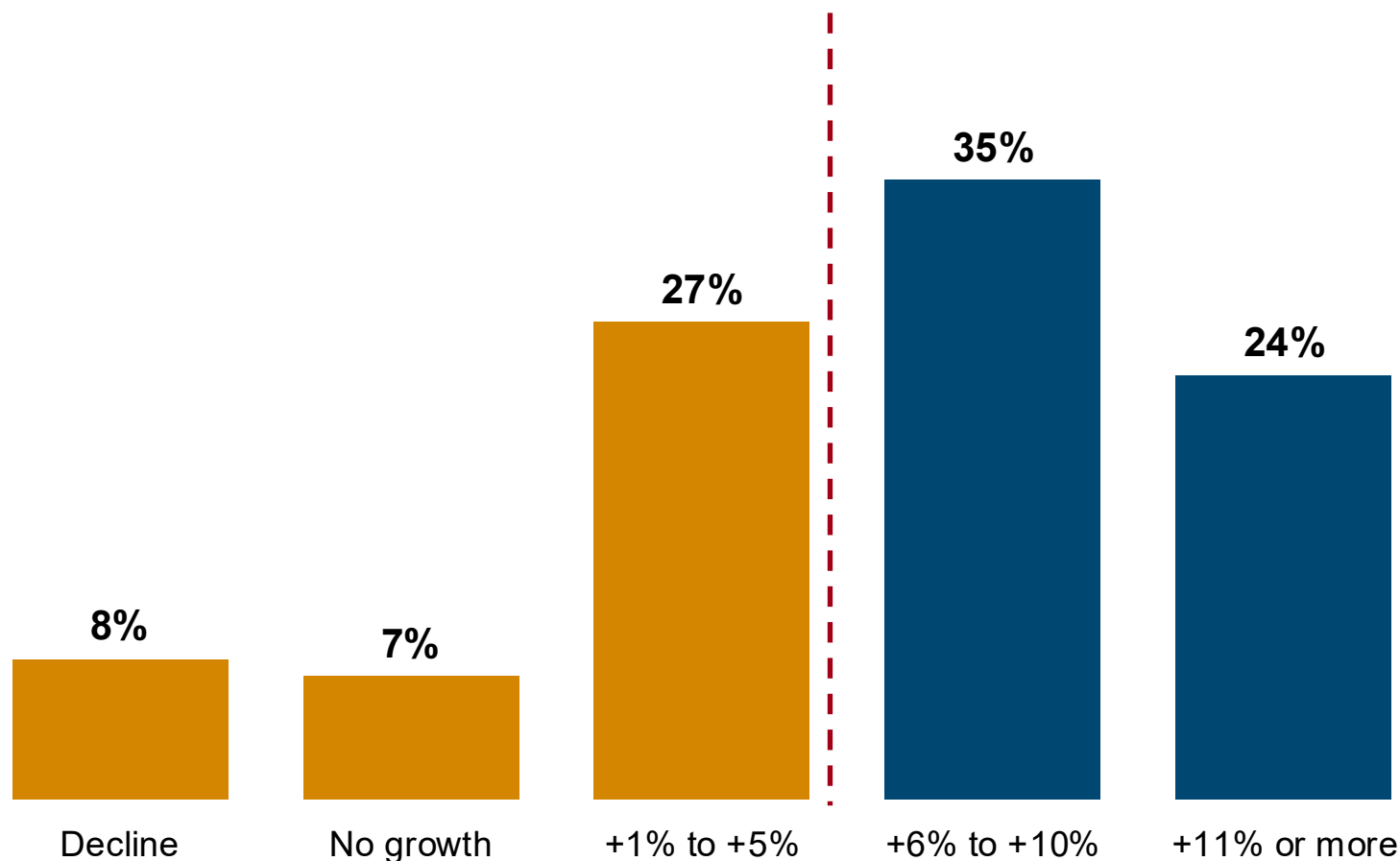
What is the most important assumption behind your 2027 budget, and the biggest risk to it? (up to two answers each)



The consumer is stronger. Premiumization is back on the table.

Poland: budgeted 2027 revenue growth, share of market answers (75 answers so far)

Polish market 2027: about +6.5% nominal (wiiw: GDP +2.9%, inflation 3.7%)



42%

of Poland targets sit below the market's nominal growth

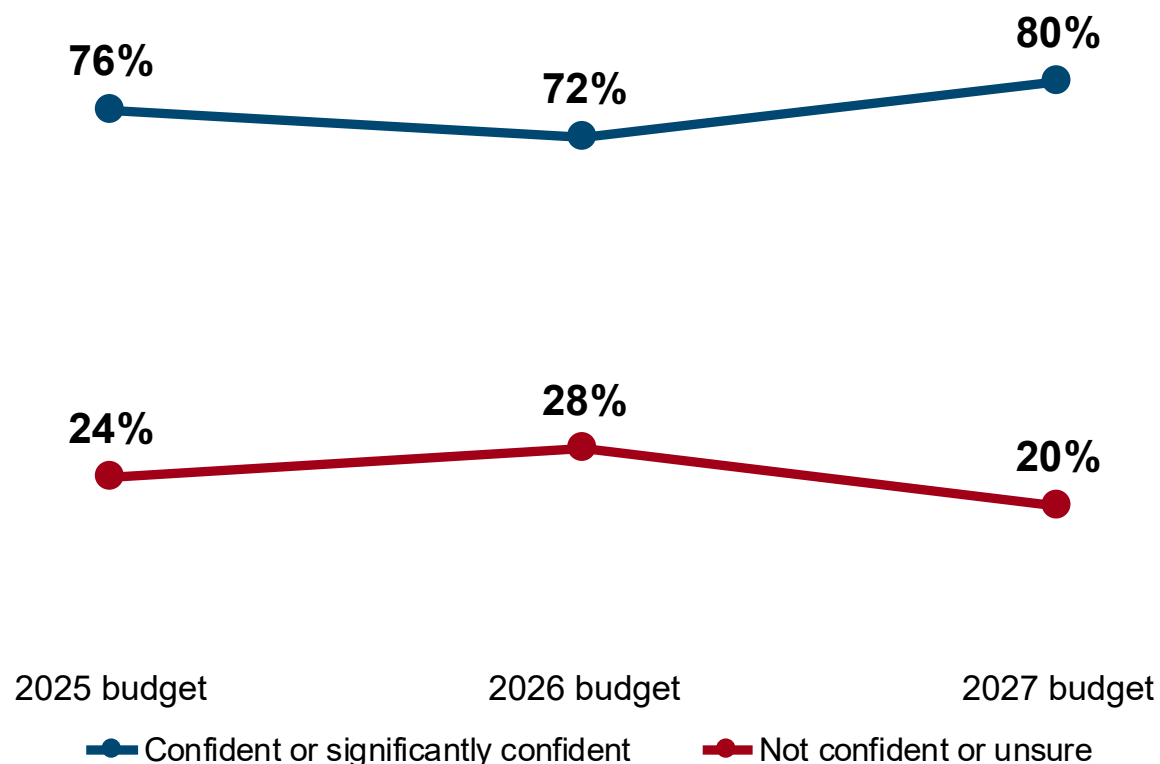
58%

target above it

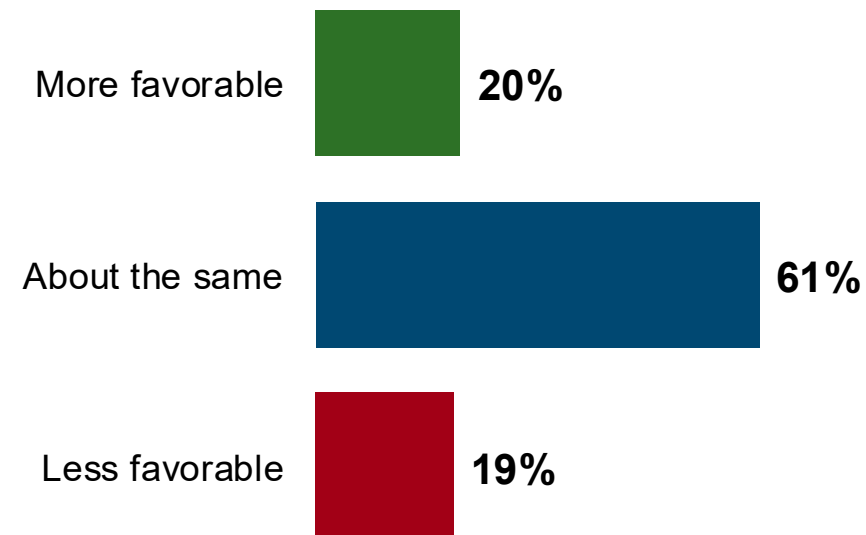
Confidence in hitting the budget is the highest in three years: 80%.

How confident are you that you will achieve your 2027 budgeted targets?

Share of executives



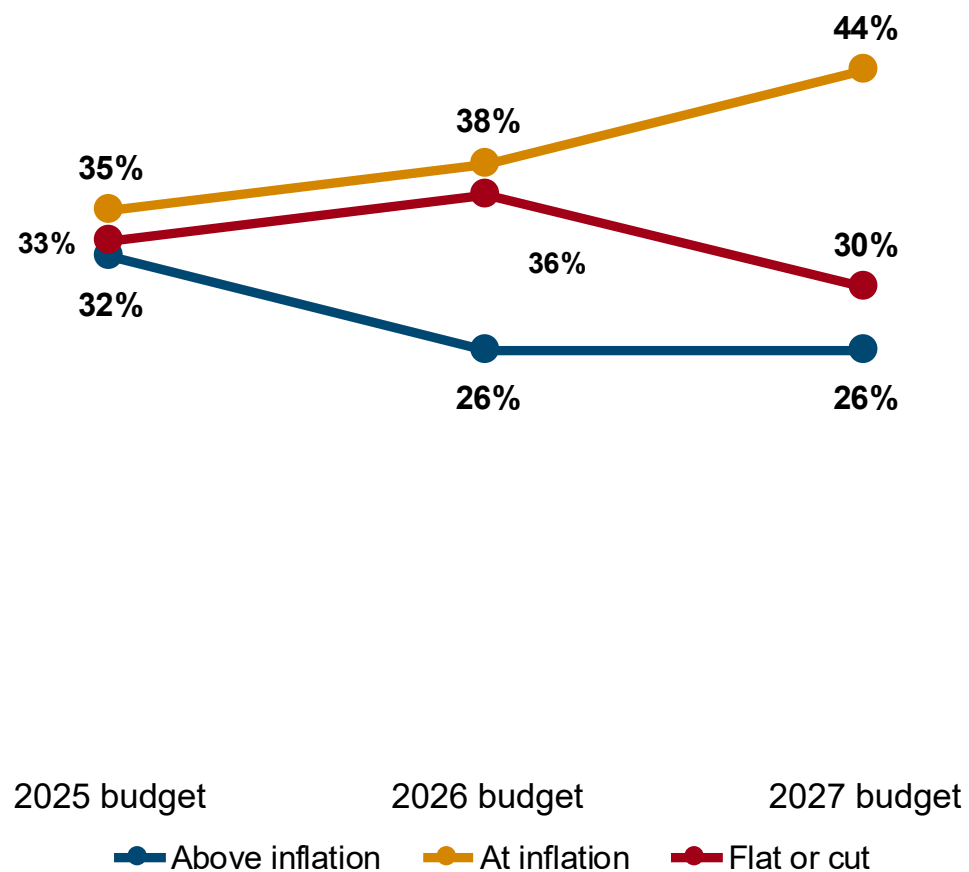
Is the 2027 budgeting environment better or worse than last year?



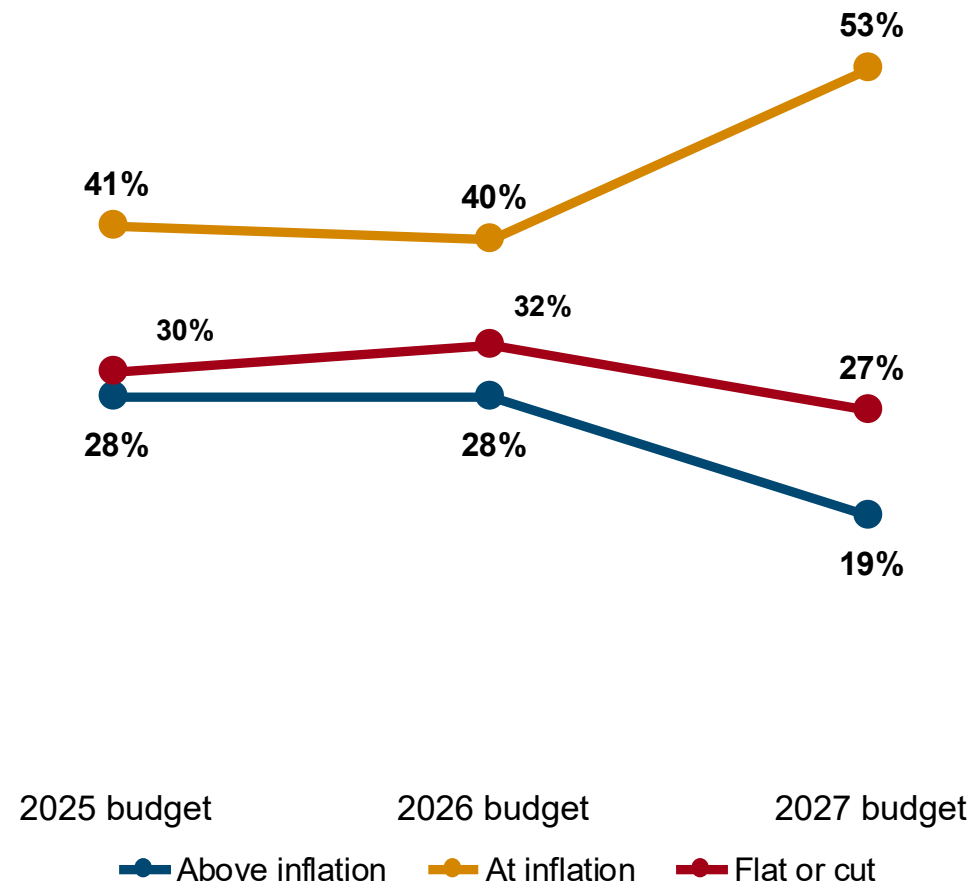
Wage discipline without wage cuts.

How will you change salaries in 2027 relative to local inflation? (CEE regional view)

Blue collar: share of market answers

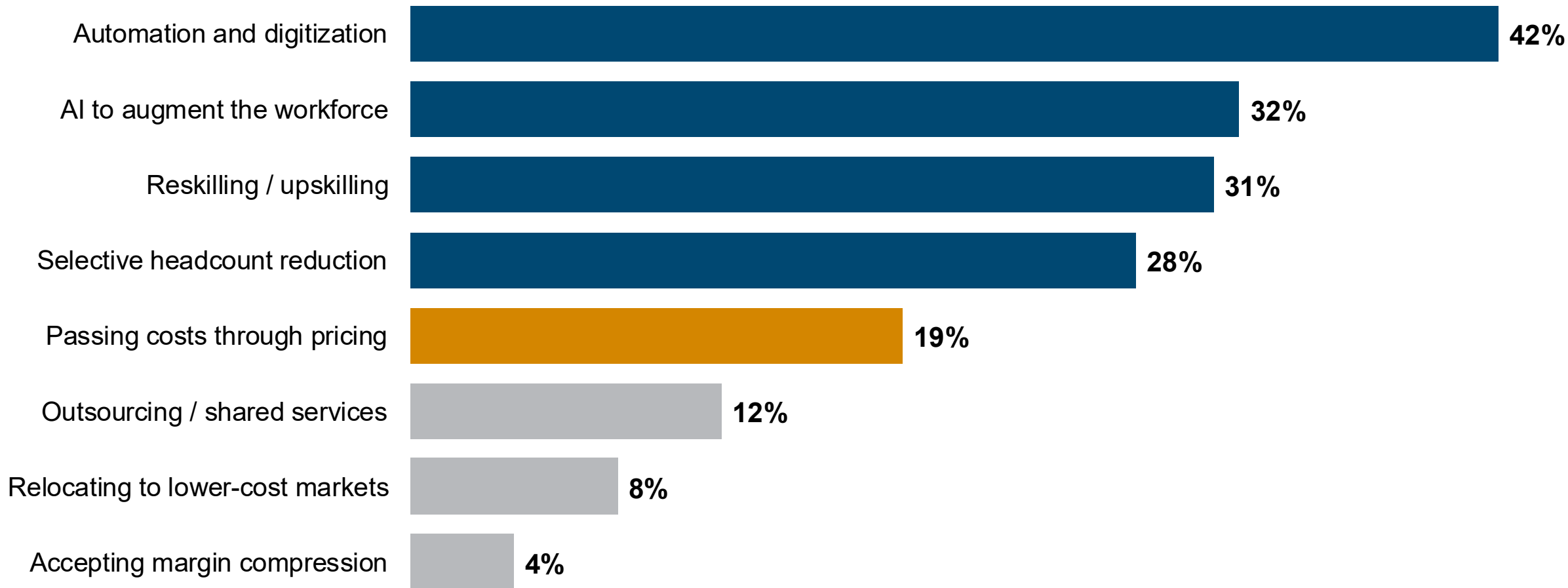


White collar: share of market answers



The answer to labor cost is productivity: automation, upskilling and AI, not pricing.

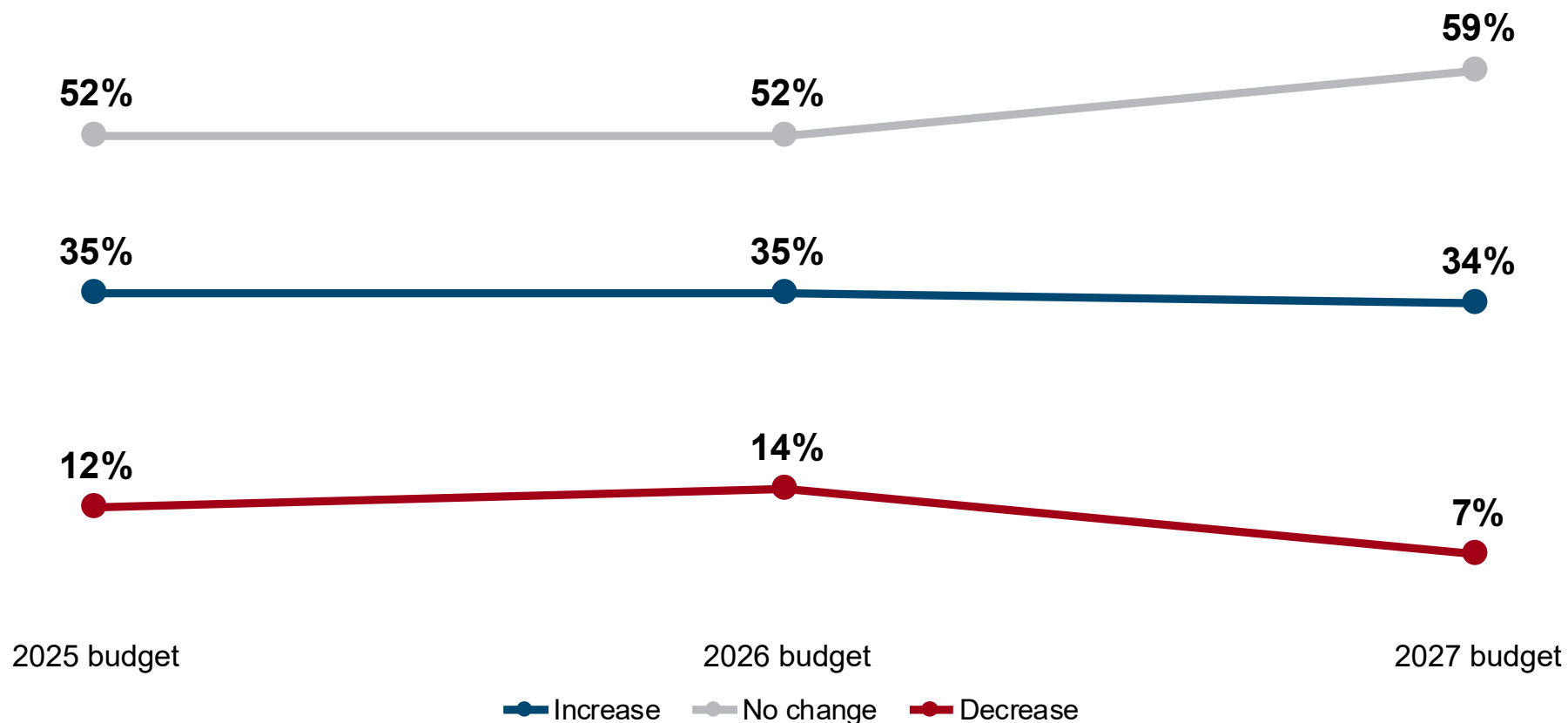
What is your primary strategy for managing labor cost increases in 2027? (up to two answers)



Investment is holding, and cuts are disappearing.

Will you increase or decrease investment in 2027? (CAPEX, sales and marketing, or headcount; answered market by market)

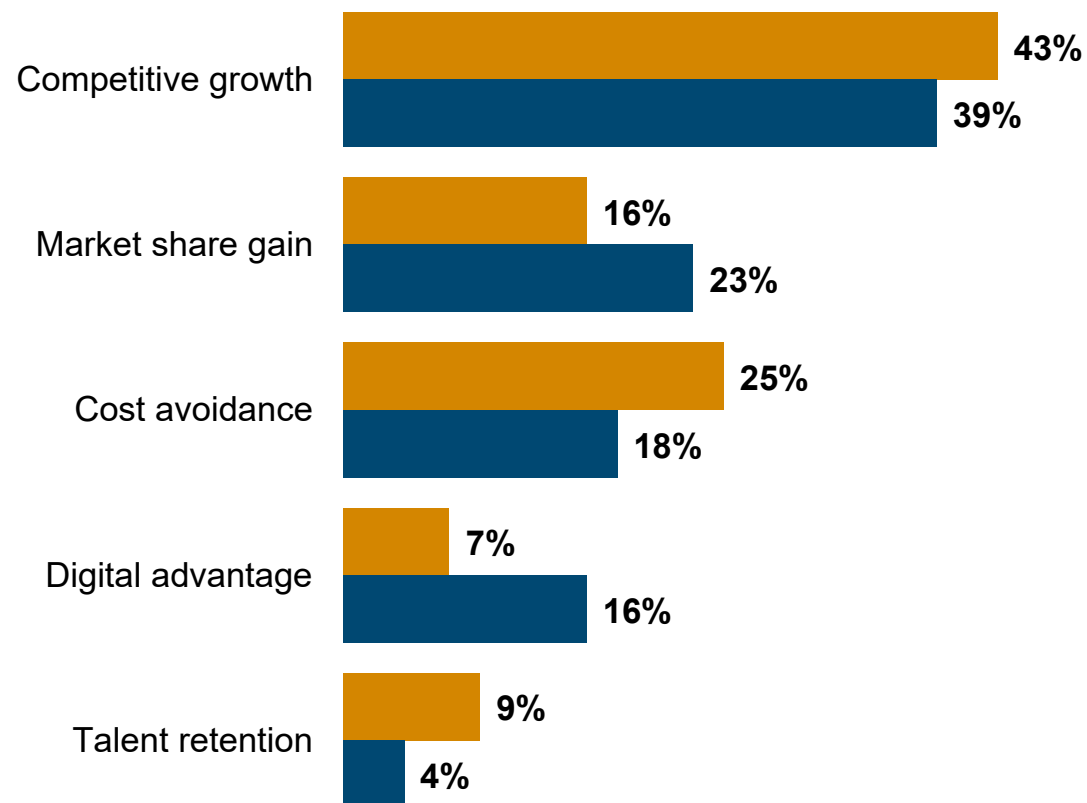
Share of market answers



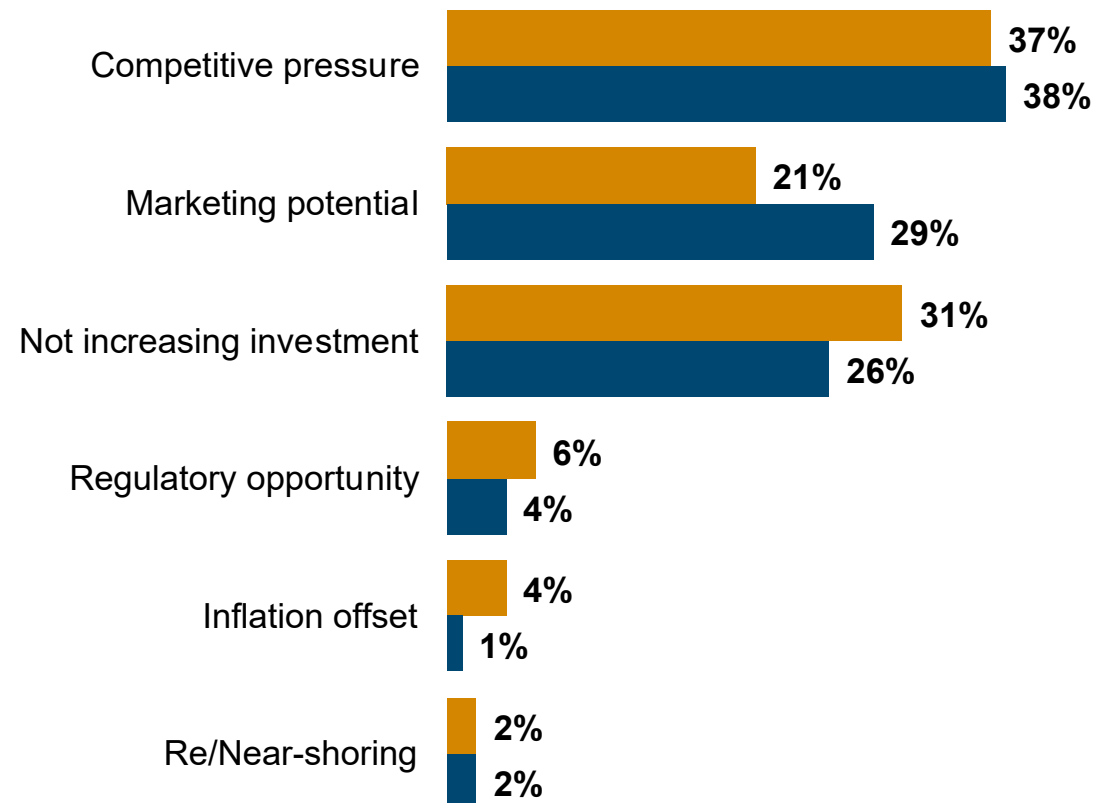
The case made to HQ is shifting from cost avoidance to market share.

How do you summarize your investment case to HQ?

2026 budget 2027 budget

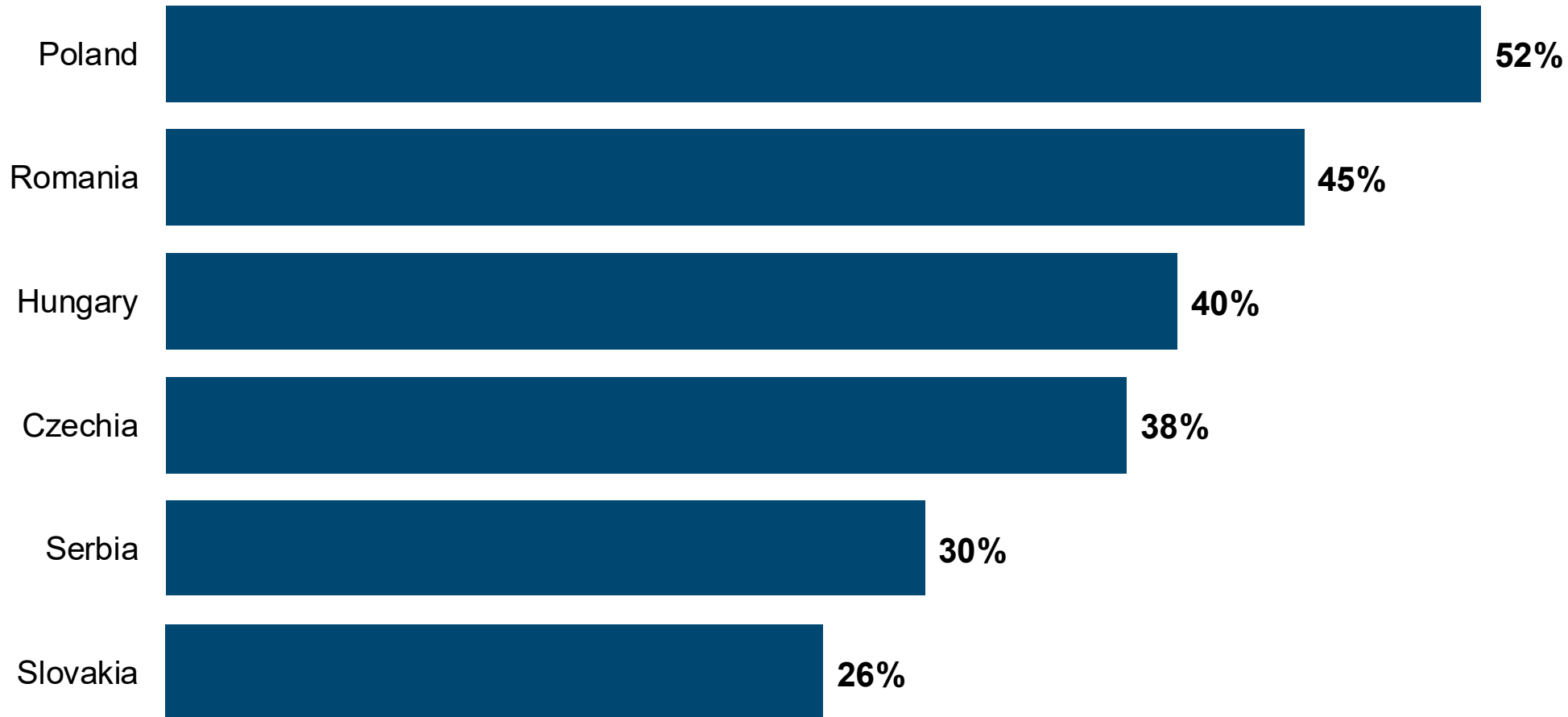


What is the main reason for increased investment?



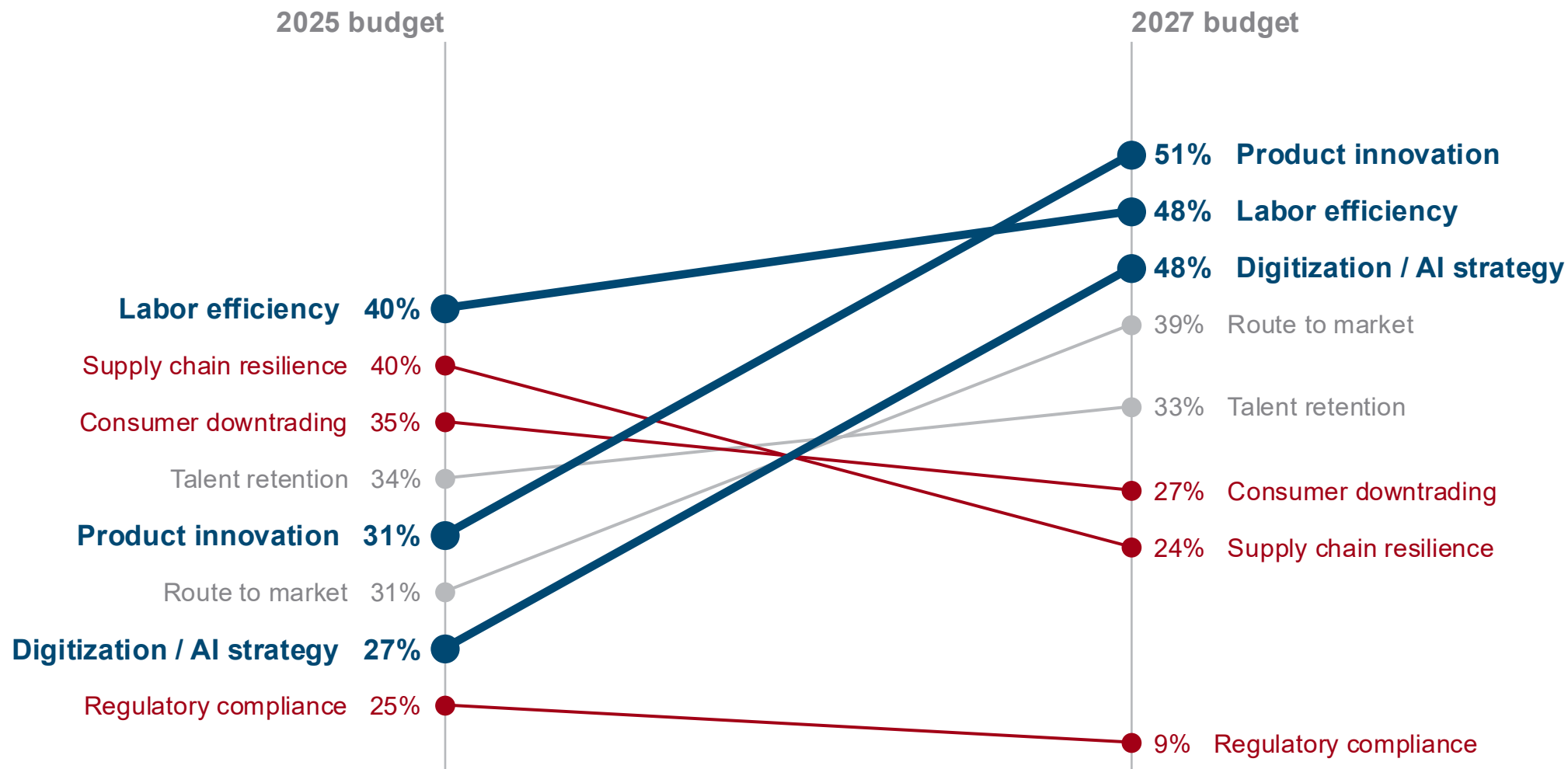
Where investment is going up in 2027.

Share of market answers increasing investment in 2027, by market



Priorities are flowing toward product innovation, digitization and labor efficiency.

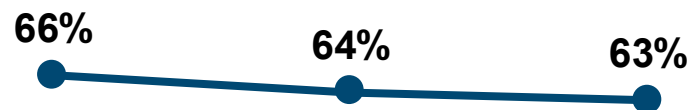
What are your top three operational priorities? Share naming each, 2025 budget versus 2027 budget



Poland: targets held through the dip, wage pressure easing, investment intent steady.

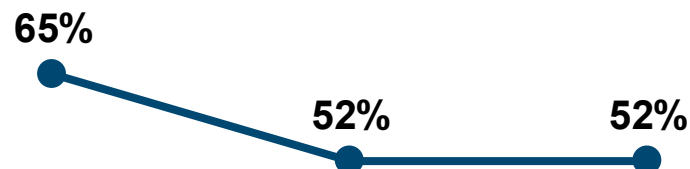
Poland market answers only, three years (73, 75 and 76 answers)

Met or beat the revenue budget



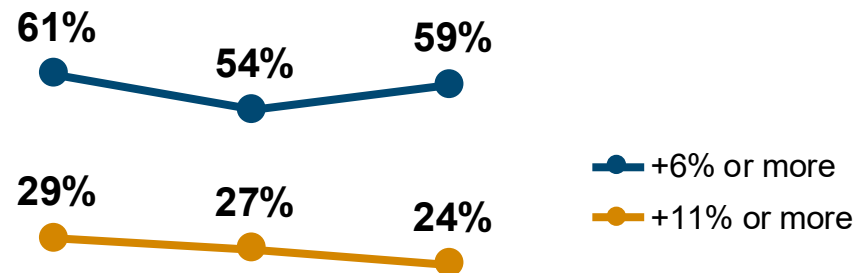
2024 budget 2025 budget 2026 budget

Increasing investment (CAPEX, sales and marketing, headcount)



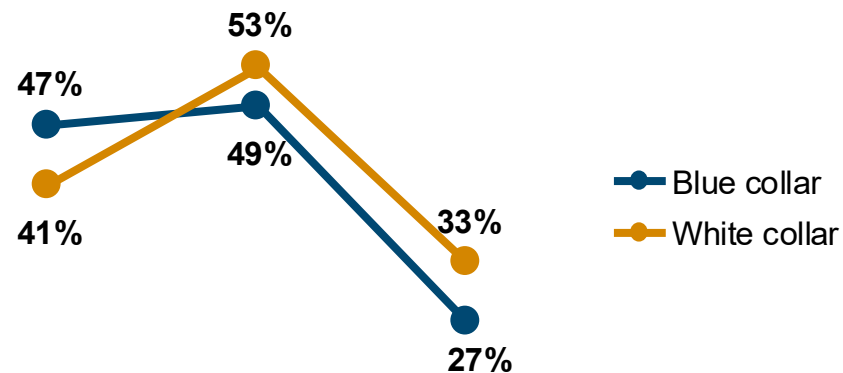
2025 budget 2026 budget 2027 budget

Revenue targets: +6% or more, and double digit



2025 budget 2026 budget 2027 budget

Wages above inflation



2025 budget 2026 budget 2027 budget

WIIW FORECAST: POLAND
2027

2.9%

real GDP growth

3.7%

inflation

~3%

unemployment

"Stable outlook despite a moderate rise in inflation."

Four points to ponder for the 2027 budget conversation

Ambition

If your 2027 target looks aggressive next to last year, you are in good company. The whole region has moved: the ambition of 2025 is back, with fewer budgets set for decline.

The consumer

The key assumption is also the top risk, and the survey backs the macro on the consumer. The plan needs a baseline, an upside and a downside scenario; flagging it early makes variances easier to explain later.

Labor cost

The offset to wage growth comes from productivity: automation, upskilling and AI. Those are multi-year investments, not one-year cost lines. The wage plan only works if productivity increases in 2027, and the 2027 budget needs to reflect the required investment.

Investment

What was a case for cost avoidance is now a case for market share and competitive growth. Competitive language lands better at headquarters than cost language. Make sure the budget you take to HQ tells the current story, not last year's.



wiiwExecutiveNetwork
COME FOR THE INSIGHTS, STAY FOR THE COMMUNITY

Thank you for your attention.

Fred Schneider, Managing Director

wiiw Executive Network