



The Food Market and Retail Forum 2026 23-24 November 2026 Warsaw, Sheraton Grand Warsaw hotel		
23 November 2026		
9.00 a.m. – 10.45 a.m. THE OPENING DEBATE The power of scale, the art of flexibility. Leaders of the food sector in a forever accelerating world Ballroom ABCDE		
10.45 a.m. - 11.15 a.m. break		
11.15 a.m. - 12.45 p.m.		
Ballroom A Deposit return Hyde Park. Specifics, experience, straight answers	Ballroom B From the field to the shop shelf under pressure. How resilient is Poland's food chain.	Ballroom CDE Polish food is reaching for the scale. Exports, capital, global competition
12.45 p.m. – 1.15 p.m. break		
1.15 p.m. – 2.45 p.m.		
Ballroom A ESG Adjusted. What is really left of the green deal?	Ballroom B Management without a map. New leadership in the food and retail sector	Ballroom CDE More from the same factory. AI, automation, and new efficiency
2.45 p.m. – 3.15 p.m. break		
3.15 p.m. – 4.45 p.m.		
Ballroom A Who will pay for packaging? EPR, PPWR – the risk, the cost, and an avalanche of new requirements	Ballroom B Who tells the consumer which food is good? Brands, algorithms, and new needs	Ballroom CDE Production without a margin of error The new map of the food industry
technical break		
Ballroom ABCDE 7.00 p.m. Food & Retail Awards and the Good Food Certificate galas		
24 November 2026		
9.30 a.m. – 11.00 a.m. THE OPENING DEBATE OF THE 2ND DAY The new retail architecture in Poland. Legislation, technologies, trends Ballroom ABCDE		
11.00 a.m. – 11.30 a.m. break		
11.30 a.m. - 12.45 p.m.		
Ballroom A The format, the price, the brand. Winning strategies	Ballroom B Local content. The new approach to the private label	Ballroom CDE Food & Retail Talks Legislation. Exports. Production
12.45 p.m. – 1.13 p.m. break		
1.30 p.m. – 3.00 p.m.		
Ballroom A From retail to one ecosystem: sales, logistics services, payments in one cycle	Ballroom B AI, data, algorithms. The new operational system of retail	Ballroom CDE Food & Retail Talks The consumer. Brands. Technologies

23 November 2026

23 November 2026, 9.00 a.m. – 10.45 a.m. | Ballroom ABCDE

INAUGURATION SESSION The power of scale, the art of flexibility. Leaders of the food sector in a forever accelerating world

- **Scale and flexibility.** Does scale still offer an advantage in a world of constant change, or is the ability to respond quickly increasingly more important?
- **Investments and uncertainty.** How to plan the development and modernisation of manufacturing facilities, their expansion, and automation in an environment that changes faster than the production cycle?
- **Risk and resilience.** Legislation, raw materials, energy, climate, geopolitics, exports, consumers – which of these factors exert the strongest influence of companies' strategies?
- **Legislation and competitiveness.** Can Europe afford own food production, if the cost, legislation, and imports from outside the EU will continue to increase their pressure on the producers?

23 November 2026, 11.15 a.m. – 12.45 p.m. | Ballroom A

Deposit return Hyde Park. Specifics, experience, straight answers

- The consumer vs. the system. Do we actually know how the system works? A survey demonstrating the level of knowledge of consumers and the most important misconceptions on the deposit return system.
- The first year in practice. What is working and what is not? The experience of operators, retail, and producers.
- A retail outlet on the front line. Where does the system overlap with reality?
- Direct questions only. Operators and the market. An open and moderated segment with questions from moderators, industry experts, social organisations, and participants of the Forum.

23 November 2026, 11.15 a.m. – 12.45 p.m. | Ballroom B

From the field to the shop shelf under pressure. How resilient is Poland's food chain.? THE ROUND TABLE OF REPRESENTATIVES OF THE FOOD AND AGRICULTURE SECTOR.

- Farming and food processing: one chain, shared risk. How to ensure raw materials security and the stability of production in the time of climate change, volatile geopolitics, and fluctuating prices?
- Contract farming 2.0 The new deal between the farmer, processor, and retail
- Legislation versus competitiveness. Carbon footprint, EUDR, traceability and the new obligations of suppliers – just a cost or a prerequisite for access to the market?
- Raw materials is becoming the key. Who will ensure the continuity of supply?
- Close, Polish, responsibly. The new significance of local content in the farming and food sector.

23 November 2026, 11.15 a.m. – 12.45 p.m. | Ballroom CDE

Polish food is reaching for the scale. Exports, capital, global competition

- Polish food exports 2030. From cost competitiveness to quality brand
- From the region to the world. Central and Eastern Europe as the first step in an expansion.
- The new geopolitics of food and retail. How should Polish companies navigate the markets of the EU, the USA, China, the Middle East and other rapidly developing parts of the world?
- Food diplomacy. How can the Polish state promote Polish food abroad?

23 November 2026, 1.15 p.m. – 2.45 p.m. | Ballroom A

ESG adjusted. What is really left of the green deal?

- Is it the end of grand declarations? ESG after a clash with business.
- Sustainable development that is seen in the balance sheet. Who does action on the environment offer real savings, resilience, and operational advantage?
- From declarations to data. How much of the green transition can we measure today?
- Carbon footprint in the product. How to measure the carbon footprint from a raw material and production to logistics and the shop shelf?
- The consumer wants responsibility, but are they willing to pay for it?
- Greenwashing up close. Where does marketing end and misleading the consumer begins?

23 November 2026, 1.15 p.m. – 2.45 p.m. | Ballroom B

Management without a map. New leadership in the food and retail sector

- Readiness instead of crisis management. How to create an organisation that quickly responds to crises, but does not operate in a permanent state of emergency?
- One crisis, different models of management. Do family businesses, corporations, cooperatives and retail chains differ in their value creation and decision-making?
- The new generation of managers. What competences do leaders of the farming, food, and retail sectors need today, from change management to technologies, data, and work with people?
- Agency for years, not just in a crisis. How to use them to gain competitive advantage and secure long-term growth instead of simply surviving another turmoil?

23 November 2026, 1.15 p.m. – 2.45 p.m. | Ballroom CDE

More from the same factory. AI, automation, and the new efficiency

- AI is the new steam engine. Does it really increase the output or is it just another buzzword?
- The new line of growth. What to invest in when efficiency, flexibility and return on the investment are all equally important?
- A data-based factory. ERP, MES, WMS, AI – does everyone in the company share the same vision of reality?
- Real-time decision-making. How to use data before a problem turns into a cost?
- Employee of the future in FMCG. A human next to technology – what competences will survive automation?
- Less waste, higher profit margin. Raw materials, energy, waste, quality – where really does untapped efficiency lie?
- Packaging innovation. Less material, more requirements – how to marry the costs, legislation, logistics, and consumers' expectations?

23 November 2026, 3.15 p.m. – 4.45 p.m. | Ballroom A

Who will pay for packaging? EPR, PPWR – the risk, the cost, and an avalanche of new requirements

- EPR and PPWR are changing the rules of the game. How will the new legislation impact the market of packaging, production, logistics and retail?
- The price of legislation. Who will pay for the new requirements? Producers, retail, or consumers – where will eventually the cost of adjustment appear?
- Less packaging, more requirements. Reduced materials consumption, recyclability, the content of raw materials and limitations of each of the formats
- Compliance as a strategy. How not to drown in legislation requirements?

23 November 2026, 3.15 p.m. – 4.45 p.m. | Ballroom B

Who tells the consumer which food is good? Brands, algorithms, labels, and new needs

- Food in social media. From a commercial to conversation with the consumer
- When does food begin to promise too much? High protein, clean label, functionality, prevention – where does innovation end, and overpromising starts?
- From an idea to the shop shelf. New ingredients, production processes, personalisation, technologies support quality and convenience – what innovations respond to the needs of the consumers?
- Who does the producer trust? The label, the influencer, the expert, or the brand?
- Does convenience win? Ready-to-eat meals, food-to-go, and the new reality.
- Generations that make new demands – the new expectations towards pricing, technologies, convenience, experience, and responsibility
- Artificial intelligence – a new element in the marketing puzzle of the food sector

23 November 2026, 3.15 p.m. – 4.45 p.m. | Ballroom CDE

Production without a margin of error The new map of the food industry

- When the factory stops. Cybersecurity as a prerequisite for maintaining food production
- When every minute counts. How to maintain production without stoppages?
- Infrastructure resilience. Energy independence, contingency scenarios and securing key processes
- Cold chain, energy, water. Critical utilities under pressure
- Traceability under pressure. How to diagnose a problem and limit the scale of a crisis?
- A chain that can never break. Logistics as a key element in a company's security



24 November 2026

24 November 2026, 9.30 a.m. – 11.00 a.m. | Ballroom ABCDE

THE OPENING SESSION OF THE 2ND DAY: The new retail architecture in Poland. Legislation, technologies, trends

- **Time for decisions** – what will prove a driver for growth and will become the heaviest burden?
- **Legislation versus competitiveness** – the deposit return system, changes concerning packaging, ESG, digital law, AI.
- **Trends are accelerating, consumers demand** – the compass of retail in a volatile reality
- **The cost of labour and efficiency** – how is retail coping with the cost pressure and changing organisation of work?
- **Market discountisation** – how long can you compete with prices and how are purchasing priorities of Poles changing

24 November 2026, 11.30 a.m. – 12.45 p.m. | Ballroom A

The format, the price, the brand. Winning strategies

- Retail parks, discount stores, convenience store chains, and marketplaces – who best understands what the customer wants?
- The new war of value: shorter shelves, easier choice, more pressure on the price
- Special offers, discounts, and customer loyalty – the new mathematics of the shopping cart. How does “smart promotion” work?
- How to create an FMCG brand that is present in the consumer's life and not only on the shelf?
- Retail media – retail and advertising overlap where a shopping decision is made

24 November 2026, 11.35 a.m. – 12.45 p.m. | Ballroom B

Local content. The new approach to private labels

- Local production, the new scale of a retail chain
- Private label is growing stronger. How is it changing the structure of the category, the position of producers, and the way in which retailers compete for the customer?
- Producers or chains? Whose brand is stronger?
- The shelf under supervision. Who decides what the consumer sees?
- From prices to data. Sales data, knowledge of the consumer, AI, and category management as a new way of gaining competitive advantage in retail.
- What will be the future of manufacturer brands? Innovation, quality, premiumisation, specialisation, or scale – what could be the competitive advantage of manufacturer brands against private labels?
- Shelf 2030 – what part of the category will be owned by private labels, manufacturer brands, and new digital-first brands??

24 November 2026, 11.30 a.m. – 12.45 p.m. | Ballroom CDE

Food & Retail Talks

Legislation. Exports. Production

An open floor given to representatives of different communities associated with the food sector and retail.

24 November 2026, 1.30 p.m. – 3.00 p.m. | Ballroom A

From retail to an ecosystem. Sales, services, logistics and payments in one place

- A store, marketplace, and application at the centre of a relationship with the customer
- How to combine various sales channels in one consistent shopping experience?
- Logistics as an element of customer experience and a new source of competitive advantage.
- Payments, financing, and subscriptions as an integral part of a retail offer.
- Data joining all elements of the shopping cycle – from a need and transaction to another purchase
- Personalized offer and customer service thanks to data and technology
- How to create an ecosystem that retains the customer instead of processing just one transaction?

24 November 2026, 1.30 p.m. – 3.00 p.m. | Ballroom B

AI, data, algorithms. The new operational system of retail

- How will AI remodel sales, prices, assortment, and operations management?
- Data as a competitive edge in retail and manufacturing
- AI agent as a new piece in the retail puzzle
- How is the role of the leader changing in the new division of tasks between humans and technology?
- From first AI implementations to real competitive advantage



24 November 2026, 1.30 p.m. – 3.00 p.m. | Ballroom CDE

Food & Retail Talks

The consumer. Brands. Technologies

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