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REAL FDI

Where opportunities meet investment

City focus - Gdansk

Country focus - Seychelles



REAL FDI

WHERE OPPORTUNITIES MEET INVESTMENT

An exclusive platform to showcase the investment potential of cities and regions to leaders in institutional and private capital

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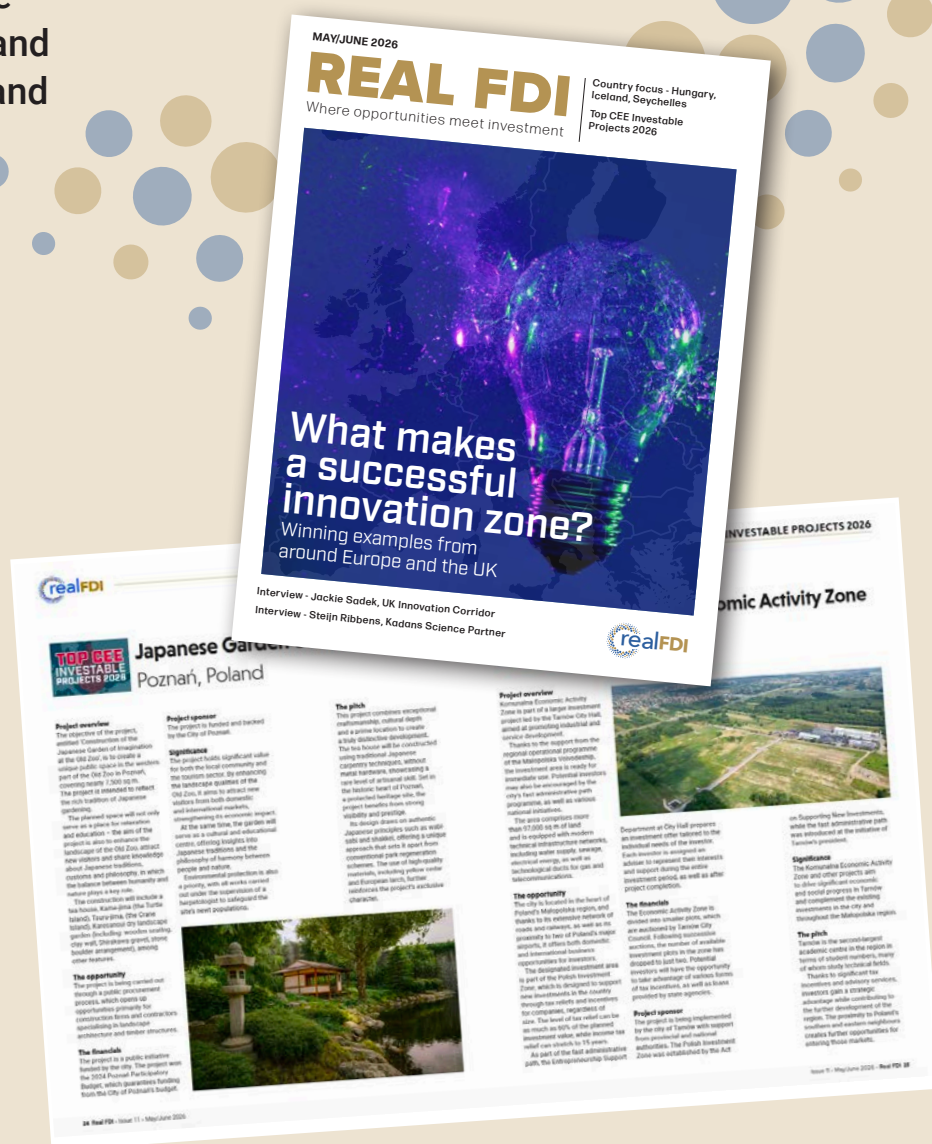
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LEADER
Courtney Fingar

Where the next wave of industrial investment will land

Industrial and logistics investment has always been fundamental to foreign direct investment (FDI). But its strategic importance has become considerably more visible in recent years.

The reconfiguration of global supply chains, renewed emphasis on domestic and regional manufacturing capacity, geopolitical uncertainty and the drive for greater energy security are changing how companies think about where they locate production and distribution. Governments, meanwhile, are increasingly concerned not simply with attracting investment, but with building the industrial capacity and infrastructure needed to compete for it.

This makes the physical geography of FDI particularly important. Ambitions around reshoring, nearshoring, advanced manufacturing or supply-chain resilience ultimately need somewhere to land. Companies require development-ready sites, reliable power, transport connections, access to ports and airports, appropriate logistics infrastructure and, increasingly, an ecosystem that can support more technologically advanced and sustainable forms of production.

That is the backdrop to *Real FDI*'s latest selection of Top 10 Investable Industrial & Logistics Projects, featured in this issue.

The 10 projects are striking in their diversity. They range from some of Europe's largest and most established industrial and trade locations to emerging logistics markets where investors have an opportunity to get ahead of future growth.

In Germany, Rheinisches Revier illustrates the scale of industrial transformation now underway. The former lignite heartland is being repositioned for advanced manufacturing, energy and technology, backed by a €14.8 billion public transformation budget. Barcelona Free Zone, by contrast, shows how a mature industrial and logistics district can continue to evolve, combining exceptional port and airport connectivity with advanced manufacturing, digitalisation and industrial innovation.

Trade routes and infrastructure

Elsewhere, the investment proposition is closely connected to changing trade routes and infrastructure. Sweden's Airport City Göteborg is creating additional logistics capacity alongside one of the Nordic region's most important freight ecosystems, while Iceland's K64 Light Industries combines development-ready land, renewable energy and a location between Europe and North America.

The selection also shows how public investment can be used to unlock private capital. Latvia's Liepāja Industrial Park is transforming more than 120 hectares of former metallurgical land, with €10 million of EU-backed infrastructure supporting a development strategy targeting more than €275 million in private investment. In the UK, Thames Freeport presents nine opportunities requiring an estimated £2 billion-plus of investment, while Freeport East combines port infrastructure and development land

with more than £500 million of identified co-investment opportunities.

Perhaps equally interesting are the projects anticipating where demand may emerge next. Industria Park Iași is expanding in a relatively undersupplied part of Romania that could benefit from improved east-west connectivity and, longer term, reconstruction activity in Ukraine. In Mexico's Riviera Maya, Riviera Industrial Investment Partners sees an opportunity to build industrial and logistics capacity in an economy historically dominated by tourism but now being reshaped by infrastructure investment and nearshoring.

There is no single formula running through these projects. Some offer land, some development partnerships, some infrastructure investment and others opportunities for occupiers. But collectively, they demonstrate something important about the direction of FDI.

As countries compete to secure manufacturing, technology and strategic supply chains, the quality of the places capable of accommodating that investment matters enormously. Industrial land and logistics infrastructure may be physical assets, but they are also increasingly part of the competitive infrastructure of economies.

For investors, developers and occupiers, that makes identifying the locations positioned for the next wave of industrial growth all the more important. And that is precisely what we hope this latest *Real FDI* selection helps to do. ■

Where are the best opportunities in Industrial & Logistics in 2026?



In the latest iteration of Real FDI's ongoing series spotlighting the top investable projects in various geographies and sectors, we reveal the Top 10 Investable Industrial & Logistics Projects for 2026.

The projects selected by *Real FDI* reflect the breadth of this opportunity.

They range from major freeports and established industrial districts to brownfield regeneration projects, airport-linked logistics hubs and emerging industrial real estate markets. Together, they demonstrate how connectivity, infrastructure, available land and increasingly sophisticated industrial ecosystems are shaping the next generation of investment locations.



Airport City Göteborg

Gothenburg, Sweden

Project overview

Immediately adjacent to Göteborg Landvetter Airport, Sweden's second-largest international airport, which handles up to a fifth of all air freight in the country, a new area with warehousing and logistics facilities, business operations and offices, hotels and workplaces is being built, Airport City Göteborg.

The next phase of the Airport City project, Logistics Park 2, is a large-scale development of modern and efficient logistics facilities. The goal is to create an arena where leading players in business and the transport sector are given the opportunity to jointly develop the area into a regional freight and logistics hub – a central transshipment hub for the sustainable transport of the future.

Covering approximately 650,000 sq m of land, Logistics Park 2 is expected to create around 1,200 jobs, reinforcing the Gothenburg Region's position as number one in logistics in the Nordic region.

Logistics Park 2 is a unique opportunity for you and your company, no matter whether you want to rent premises or take part in developing the area.

The opportunity

Logistics Park 2 offers tenants, developers and investors the opportunity to participate in the development of a growing logistics cluster directly linked to the most significant logistics ecosystem in the Nordic region.

The area of development is located directly adjacent to the



motorway connecting Gothenburg with Stockholm and offers excellent connections to the European road network and the Port of Gothenburg.

Approximately 340,000 sq m of additional modern and efficient warehouses and logistics facilities will be developed in phases between 2029 and 2037.

The financials

Swedavia aims to develop large parts of the project in joint ventures (50%/50%) with logistics developers. A joint venture partner is expected to be the driving force in terms of acquiring tenants and implementing future construction projects.

Certain building rights/plots can be sold and developed by the new owner.

Project sponsor

The Airport City project including Logistics Park 2 is owned by Swedavia AB, a state-owned company which owns and develops 10 strategic airports in Sweden.

As a committed property developer, Swedavia wants to contribute to sustainable social development, enable more business establishment and facilitate the transition to more efficient and sustainable freight and logistics transport. This is done through responsible development, climate-smart choices in construction and by creating conditions for other actors to conduct and develop their operations.

Significance

Logistics Park 2 strengthens the Gothenburg Region's position as number one in logistics in the Nordics. The location is suitable for regional logistics operations, warehousing and global distribution flows where short lead times are crucial.

The development is also of great importance for supply readiness and management of goods flows in the event of crisis situations. The relationship between the national interests of the Port of Gothenburg and Gothenburg Landvetter Airport can thus be strengthened as an important part of Sweden's distribution system.

The pitch

Logistics Park 2 is a unique opportunity to take part in the development of a large robust freight and logistics hub. Companies can establish a long-term presence in a logistics cluster directly linked to the most significant logistics ecosystem in the Nordic region.



Barcelona Free Zone

Barcelona, Spain

Project overview

Barcelona Free Zone (Zona Franca Barcelona) is one of Europe's largest and most strategically located industrial and logistics districts, occupying more than 600 hectares adjacent to the Port of Barcelona, Barcelona-El Prat Airport and the city's extensive motorway and rail networks.

Managed by the Consorci de la Zona Franca de Barcelona (CZFB), the zone combines prime logistics infrastructure with advanced industrial facilities, supporting manufacturing, distribution, e-commerce and international trade. Home to 176 companies and supporting more than 40,000 jobs, Barcelona Free Zone has established itself as one of Southern Europe's leading industrial and logistics platforms.

Its unique value proposition extends beyond location and connectivity. By combining logistics, industry, technology and talent within a single ecosystem, Barcelona Free Zone offers a future-ready environment that supports productivity, innovation and sustainable growth. The presence of flagship initiatives such as DFactory Barcelona further enhances the district's competitiveness, resilience and international appeal for companies seeking both operational efficiency and long-term growth.

The opportunity

Barcelona Free Zone provides an ideal environment for companies and strategic partners looking to establish, expand or transform

their operations within one of Southern Europe's leading industrial and logistics ecosystems.

Opportunities include industrial and logistics facilities, redevelopment projects, spaces for advanced manufacturing, last-mile distribution centres, urban logistics operations, sustainable industrial developments and technology-enabled production environments.

Project sponsor

CZFB is a long-established public entity responsible for managing and developing Barcelona Free Zone while promoting industrial competitiveness, innovation, internationalisation and sustainable economic development.

Significance

Barcelona Free Zone is a major contributor to the Catalan and Spanish economies, accounting for 3.8% of Catalonia's GDP and serving as a key platform for international trade, manufacturing and logistics. Its strategic location enables companies to efficiently

serve both European and Mediterranean markets while strengthening supply chain resilience and industrial competitiveness.

The zone also plays a strategic role in Spain's industrial transformation, combining logistics excellence with advanced manufacturing, digitalisation and sustainability initiatives that support a more competitive, innovative and sustainable industrial economy.

The pitch

Barcelona Free Zone offers immediate access to a major international port, an international airport, rail freight infrastructure and pan-European transport corridors, all within a single integrated industrial district. Its strategic location, established business base and extensive infrastructure create an efficient environment for occupiers, logistics operators, manufacturers and strategic partners.

The district's concentration of industrial, logistics and distribution activities, combined with stable public management and continuous investment in modern infrastructure, provides a strong platform for business growth and operational excellence.

Complemented by initiatives that promote industrial innovation, digital transformation and sustainability, Barcelona Free Zone is well positioned to support the next generation of logistics, manufacturing and supply chain operations in Southern Europe.





Freeport East

East of England, UK

Project Overview

Freeport East is a UK special economic zone spanning three sites: the Port of Felixstowe, Harwich International Port and Gateway 14 at Stowmarket. Established to attract trade and investment, it combines freeport tax incentives with maritime, road and rail connectivity and forms part of the East of England's energy and industrial cluster.

Covering an economic area of more than 1,000 sq km, Freeport East is targeting advanced manufacturing, clean energy, logistics, maritime industries and technology-led businesses, with an ambition to create 13,500 jobs.

The Opportunity

Investment opportunities range from large-scale port and energy infrastructure to manufacturing, logistics and technology facilities, as well as investment in high-growth businesses and university spin-outs.

The Felixstowe site offers development plots alongside the UK's largest container port, with up to 40MVA of power capacity. Harwich's Bathside Bay offers a consented port expansion comprising a 1.4km deep-water quay and up to 120 hectares of operating space, with opportunities for investors, developers and operators. Gateway 14 provides a 67-hectare development with up to 2.36 million sq ft of floorspace for manufacturing, R&D and logistics.

The Financials

Serviced plots across the three

sites are available through sale and lease arrangements at market rates. Recent manufacturing and logistics transactions have involved investments of up to £200 million, while Freeport East identifies more than £500 million of potential co-investment opportunities across new manufacturing, logistics and technology hubs.

Long-term infrastructure investment is also being sought for the Bathside Bay development at Harwich, where annual revenues are forecast to exceed £35 million. Other opportunities include direct investment in high-growth companies and potential participation in investment funds targeting businesses across the region.

Eligible investors and occupiers can access freeport incentives including business rates and Stamp Duty Land Tax relief, enhanced capital and structures allowances, employer National Insurance relief and customs benefits.

Project Sponsor

Freeport East is a public-private partnership established as a not-for-profit company and approved by the UK Government in 2023. It is supported by local authorities, universities, private-sector partners and economic development organisations, and anchored by the ports of Felixstowe and Harwich.

Significance

Investment in Freeport East

supports the UK's industrial and clean-energy ambitions while expanding economic activity in the East of England. Bathside Bay is particularly positioned to support offshore wind and associated supply chains, while the wider freeport seeks to strengthen advanced manufacturing, logistics and technology clusters.

The Pitch

Freeport East combines access to international markets, major port infrastructure, development land and government-backed incentives across three complementary investment locations.

Opportunities range from immediately developable industrial sites to major long-term infrastructure projects, giving investors and occupiers multiple entry points into the East of England's manufacturing, logistics, technology and clean-energy economy.





Indurent Park Brentwood

Essex, UK

Project Overview

Indurent Park Brentwood is a 52-acre industrial and logistics development adjacent to Junction 29 of the M25, with planning permission secured and delivery scheduled by Q3 2031. The scheme will provide around 1.2 million sq ft of employment space, offering build-to-suit accommodation for businesses seeking access to London, the South East and national distribution networks.

The Opportunity

The development offers build-to-suit B2/B8 accommodation for UK and international occupiers in industrial, logistics and distribution sectors. Businesses can tailor facilities and fit-outs to their operational requirements, providing scope for significant occupier capital investment.

Units are targeting BREEAM Excellent and EPC A+ performance and will incorporate solar PV as standard, with options for additional capacity to support occupiers' energy requirements and sustainability objectives.

The Financials

Indurent Park Brentwood is being delivered by Indurent as a build-to-suit industrial and logistics development, rather than as a project currently seeking third-party development funding. Commercial terms will therefore be determined according to individual occupier requirements, including the size, specification and fit-out of facilities.

For occupiers, the investment opportunity centres on securing and



investing in bespoke operational facilities within the development. Specific development values, lease terms and occupier capital requirements will depend on individual projects.

Project Sponsor

The project is being delivered by Indurent, a major UK industrial and logistics developer and operator. Indurent is owned and financially supported by Blackstone, providing the development with substantial institutional backing.

Significance

The scheme will provide approximately 1.2 million sq ft of new employment space, supporting business expansion, inward investment and employment in the region. A new link road to Junction 29 of the M25 forms part of the development, strengthening access to the strategic road network.

The location is also expected to benefit from the Lower Thames Crossing, which will connect to the M25 at Junction 29 and increase road capacity and connectivity to ports, markets and distribution hubs across the South East.

The Pitch

Indurent Park Brentwood combines large-scale, flexible industrial and logistics space with direct access to the M25 and A127 and proximity to London and the wider South East. Its location provides access to major consumer and labour markets as well as key freight gateways and national distribution networks.

With planning permission secured, institutional backing and build-to-suit flexibility, the development offers occupiers an opportunity to establish a long-term operational base in one of the UK's principal logistics corridors.



Industra Park Iași

Iași, Romania

Project overview

Industra Park Iași, located in Lețcani, is a major logistics and industrial development in north-eastern Romania. Developed by Oresa Industra, the park has expanded rapidly since its launch in 2021 and currently provides more than 36,000 sq m of gross leasable space. A further 15,000 sq m is under development for delivery in 2027, taking the total to approximately 51,000 sq m.

The park has direct access to the E58 European route and is located close to the planned A8 motorway, which will improve connections between Romania's Moldova region and the west of the country. It also provides access to Iași International Airport and wider domestic and European transport corridors.

The opportunity

Industra Park Iași offers exposure to an industrial and logistics market that remains relatively undersupplied compared with established Romanian centres such as Timișoara, Brașov and Cluj. The surrounding region has a population of around 4 million, with additional access to labour from neighbouring Moldova.

Planned transport infrastructure is expected to strengthen the region's connectivity and its attractiveness for industrial and logistics activity.

Its position in eastern Romania could also provide opportunities associated with future reconstruction and supply-chain activity in Ukraine. Oresa Industra

is continuing to expand the park in anticipation of growing occupier demand.

The financials

Since acquiring the site in 2021, Oresa Industra has invested more than €10 million in the project and remains committed to expanding its presence in Iași. The current 15,000 sq m expansion will increase the park's gross leasable area to approximately 51,000 sq m when completed in 2027.

Project sponsor

The project is privately owned and developed by Oresa Industra, the real estate division of Swedish family office Oresa.

Significance

The park has already supported more than 1,000 jobs, although employment levels fluctuate according to occupier activity. Its continued expansion will add industrial and logistics capacity to an area that is less developed than

Romania's principal western and central industrial markets.

Improved transport links could further strengthen Iași's role as an industrial and logistics location and support greater economic integration between north-eastern Romania, Moldova and neighbouring markets.

The pitch

Industra Park Iași offers companies and investors an opportunity to establish a presence in an emerging industrial and logistics market ahead of significant improvements to regional transport infrastructure.

With more than €10 million already invested, additional space under construction and the potential for longer-term demand linked to improved east-west connectivity and Ukraine's reconstruction, the park is positioned to benefit from the continued development of north-eastern Romania as an industrial and logistics location.





K64 Light Industries

Suðurnes Region, Iceland

Project overview

K64 Light Industries is an industrial development area within K64, Iceland's Airport Region, on the Reykjanes Peninsula. Located in Ásbrú, minutes from Keflavík International Airport and within easy reach of the deep-sea port at Helguvík, it combines international connectivity with access to renewable energy and development-ready land.

Part of Iceland's wider K64 regional development initiative, the area is intended to support internationally focused businesses seeking a base between Europe and North America.

The opportunity

K64 Light Industries offers development-ready plots for companies in light manufacturing, advanced production, food and bio-based industries, logistics and technology-driven operations. The area already hosts industrial and technology businesses including data centre operators Verne and atNorth and biotechnology company Algalif, providing an established base for further investment.

The financials

Kadeco and the Municipality of Reykjanesbær are offering development rights and long-term land leases on 20 plots within K64 Light Industries. Fifteen plots for industrial and commercial development range from approximately 2,100 to 7,500 sq m, while five larger plots of 7,400 sq m to 10,600 sq m are suitable



for organic cultivation, greenhouse operations and related activities.

Development rights start from ISK30 million, including municipal infrastructure fees. Incentives are available for companies with certified environmental management systems or developments pursuing recognised sustainability certifications. Planned wastewater infrastructure upgrades from 2027, alongside continued road construction and area development, are intended to support future growth.

Project sponsor

The project is led by Kadeco, Iceland's government-owned master development company, in collaboration with the Icelandic state, airport operator Isavia and the municipalities of Reykjanesbær and Suðurnesjabær.

This partnership provides institutional backing and aligns the development with national priorities around infrastructure, sustainability, economic

diversification and regional development.

Significance

K64 Light Industries forms part of the continued development of Iceland's Airport Region as a location for internationally connected industry. Its combination of renewable energy, transport connectivity and development-ready land offers companies an opportunity to establish or expand operations serving European and North American markets.

The pitch

Investors benefit from proximity to Iceland's principal international airport and Helguvík port, access to renewable energy and a highly educated workforce. Its position between Europe and North America provides strong connectivity for companies serving international markets, while Iceland's stable business environment and sustainability credentials add to the proposition.



Liepaja Industrial Park

Liepaja, Latvia

Project Overview

Liepaja Industrial Park (LIP) is a major publicly led industrial regeneration project being developed by the Liepaja Special Economic Zone Authority (LSEZ Authority) and Liepaja State City Municipality. The project is transforming more than 120 hectares of former metallurgical land into a location for export-oriented manufacturing, innovation and sustainable industry.

The site offers development land, existing industrial buildings for redevelopment and flexible plots for projects of different scales. Its location within the Liepaja Special Economic Zone provides access to established transport infrastructure and investment incentives.

The opportunity

LIP is targeting investment in advanced manufacturing, renewable and smart energy technologies, engineering, electronics, circular economy activities and ICT-enabled industrial solutions. Opportunities include serviced development plots, existing industrial buildings and purpose-built manufacturing and logistics facilities.

Public infrastructure is being developed alongside private investment, with new roads, utilities and electricity networks already delivered and further site improvements under way. Early investors include ICS Steel, developing metalworking and surface-coating operations, and VIA-S Modular Houses, which has

reserved land for a new production facility.

The financials

LIP operates through a public-private investment model, with the LSEZ Authority developing roads and utilities using EU and national funding, while private investors finance their own industrial and commercial facilities.

The first phase of public infrastructure is supported by €10 million from the EU Recovery and Resilience Facility. The development strategy targets more than €275 million in private investment and at least 1,500 new jobs.

Land and development opportunities are allocated through a transparent development procedure, with financial conditions and infrastructure requirements determined according to individual projects.

Subject to LSEZ commercial company status, an investment agreement and applicable state aid rules, qualifying businesses can receive up to 80% relief on corporate income tax and real

estate tax, alongside customs and VAT advantages available through the Special Economic Zone framework.

Project sponsor

The project is developed and coordinated by the Liepaja Special Economic Zone Authority, which is responsible for infrastructure coordination and investment attraction within the zone. It provides investors with a single point of contact and coordinates engagement with infrastructure providers, public authorities and municipal partners.

Significance

LIP is transforming a former heavy-industrial site into a new manufacturing and logistics location and forms part of the wider Liepaja Sustainable Industry Hub. The development is intended to expand Latvia's industrial and export capacity while supporting investment in higher-value and lower-carbon activities.

The pitch

LIP combines development-ready industrial land, public infrastructure investment and Special Economic Zone incentives with access to Liepaja's established industrial base and Baltic Sea connectivity. With early private investment already under way and further infrastructure being delivered, it offers manufacturers and industrial developers a platform for establishing or expanding operations within the EU.





Rheinisches Revier

North Rhine-Westphalia, Germany

Project overview

Rheinisches Revier is one of Europe's largest industrial transformation regions, converting Germany's former lignite mining heartland into a new centre for advanced industry, energy and technology. Located between Cologne, Düsseldorf and Aachen, the region combines an established industrial base and infrastructure with extensive development land and large-scale public investment.

The transformation is creating new opportunities for industrial development across former mining areas while building on the region's existing manufacturing and engineering capabilities. Investment priorities include renewable energy, advanced manufacturing, digital infrastructure, hydrogen and other industries supporting the transition towards a more diversified, lower-carbon industrial economy.

The opportunity

Rheinisches Revier offers greenfield and brownfield sites for industrial development, including large-scale locations around former and recultivated open-cast mining areas. The range of available sites allows the region to accommodate both major industrial investments and smaller manufacturing and technology operations.

Regional partners are seeking international companies and investors able to contribute to the development of new industrial activities and supply chains as the region moves away from lignite-based industry.



The financials

The transformation of Rheinisches Revier is backed by a €14.8 billion public budget provided by the German federal government and the state of North Rhine-Westphalia. Funding programmes and incentives are available to support company relocations and investment in industrial development, innovation and sustainable infrastructure.

This public funding is intended to help catalyse private-sector investment as new industries and infrastructure replace economic activity associated with lignite mining.

Project sponsor

The transformation is backed by the German federal government and the state of North Rhine-Westphalia, with NRW.Global Business supporting international investor engagement, site promotion and business development across the region.

Significance

Rheinisches Revier is seeking to transform an established energy and industrial region while retaining industry as a central part of its economy. Investment is being directed towards renewable power generation and hydrogen infrastructure, alongside manufacturing and digital infrastructure.

The pitch

Rheinisches Revier offers an unusual combination of industrial scale, available development land, energy infrastructure and substantial public backing in the heart of one of Europe's largest economies. Its brownfield and greenfield sites provide space for major industrial projects, while established engineering capabilities and connections to research institutions offer an ecosystem for advanced manufacturing and technology-led industry.



RIIP

Quintana Roo, Mexico

Project overview

Riviera Industrial Investment Partners (RIIP) is developing industrial and logistics infrastructure in Quintana Roo, targeting warehousing, last-mile logistics and light manufacturing in the rapidly growing Riviera Maya corridor. Traditionally dominated by tourism, the region is experiencing population growth, nearshoring activity and major infrastructure investment, while remaining relatively underserved by industrial real estate.

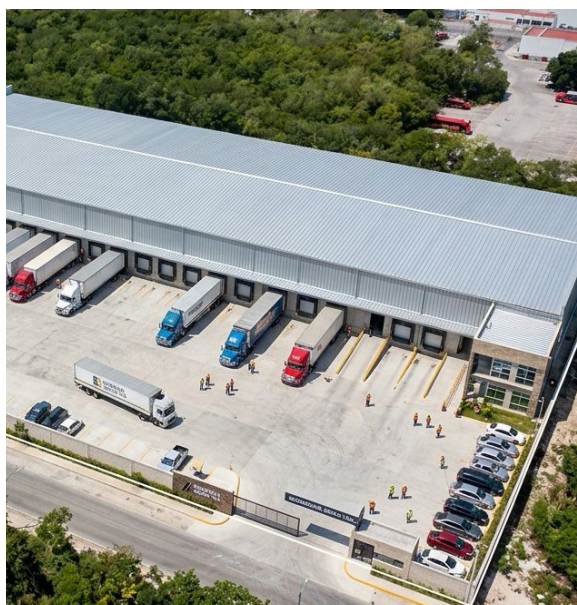
Phase I comprises an 83,000 sq ft warehouse and office development and is intended as the first stage of a wider industrial platform. RIIP's longer-term plans envisage industrial parks combining manufacturing and logistics with energy, water management and circular economy infrastructure.

The opportunity

RIIP is seeking investment and development partners for Phase I while establishing a platform for larger subsequent projects. The investment proposition is based on growing demand for modern industrial space in a market where supply remains limited.

Future phases envisage a US\$30–\$50 million second fund to develop a larger industrial park, followed by a third phase exceeding US\$100 million.

These developments would target manufacturing, distribution and emerging sustainability-focused industries, providing investors with opportunities to



participate at different stages of the platform's growth.

The financials

Phase I represents an investment of approximately US\$6 million, with 50% already committed by local partners. The project occupies a 12,000 sq m site and has secured a letter of intent from climate technology company Carbonwave as an anchor tenant.

Current projections indicate an internal rate of return of approximately 21.52%, based on assumptions including rising lease rates, cap rates, comparatively low construction costs and limited local industrial supply.

Project sponsor

RIIP is a privately owned development partnership combining commercial real estate,

investment management, finance and local market expertise.

Significance

The project addresses a shortage of industrial and logistics infrastructure in a region undergoing significant economic and infrastructure development. Investments including the Tren Maya railway, Tulum International Airport and Energia Mayakan natural gas pipeline, alongside population and tourism growth, are increasing requirements for warehousing, distribution and light manufacturing.

RIIP's longer-term plans could also support diversification of Quintana Roo's economy beyond tourism through new industrial, logistics and circular economy activities.

The pitch

RIIP offers investors early exposure to an emerging industrial real estate market in southeastern Mexico, combining limited existing supply with expanding infrastructure and demand for modern logistics and manufacturing space.

With local partners already committed to Phase I, an anchor tenant identified and larger investment phases planned, the project provides a potential entry point into the region's industrial expansion. Its location also positions it to benefit from wider shifts in Mexican manufacturing, distribution and nearshoring as the Riviera Maya economy diversifies beyond tourism.



Thames Freeport

Thames Estuary, UK

Project overview

Thames Freeport is presenting a portfolio of nine industrial and logistics investment opportunities across one of the UK's principal trade and industrial corridors. Anchored by Ford Dagenham, the Port of Tilbury and DP World London Gateway, the portfolio spans industrial real estate, advanced manufacturing, logistics and port infrastructure, warehousing and innovation-led industrial space.

The sites form part of the Thames Freeport Growth Plan and are at different stages of development, providing a pipeline of opportunities for investors, developers and occupiers.

The opportunity

The portfolio is seeking institutional and strategic investors, developers, occupiers, infrastructure partners and industrial operators across three principal clusters.

The Ford Dagenham cluster offers opportunities for industrial redevelopment, advanced manufacturing, logistics and supply-chain growth. At the Port of Tilbury, opportunities range from harbour infrastructure and brownfield industrial development to the proposed Tilbury3 port expansion. The London Gateway cluster includes Thames Enterprise Park and other brownfield sites offering industrial, logistics, commercial and port-related development potential.

Together, the nine sites provide opportunities ranging from large-

scale infrastructure and industrial redevelopment to space for SMEs, start-ups and innovation-led businesses.

The financials

The portfolio represents an estimated investment requirement of more than £2 billion, subject to individual site validation and delivery progress. Development is expected to be primarily private-sector led, with Thames Freeport working alongside site owners, operators and public-sector partners to improve investment readiness, address infrastructure requirements and support delivery.

Individual investment structures and requirements will vary according to the site and project.

Project sponsor

Thames Freeport is the strategic investment promotion and convening partner for the portfolio. Individual sites have a range of

owners, operators and delivery partners, while the Freeport coordinates investment promotion, planning and infrastructure engagement and works with public and private partners to facilitate investment.

Significance

At full development, the nine sites and associated spatial growth opportunities could support approximately £1.8 billion in additional annual GVA and around 27,990 additional jobs across the Freeport and wider economy.

Investment would increase UK trade and logistics capacity, support advanced manufacturing and port-centric industrial activity and expand supply chains across East London and South Essex. The portfolio is also intended to link investment with local skills, apprenticeships and SME growth.

The pitch

Thames Freeport combines a substantial concentration of industrial land with major port and manufacturing assets and direct access to London, the South East and international trade routes. Its nine-site portfolio offers multiple entry points for investors and occupiers seeking logistics capacity, advanced manufacturing locations, port-related development and industrial expansion.

Thames Freeport also works with site owners, local authorities, infrastructure partners and government to coordinate enabling infrastructure and help bring investment opportunities to market.



Gdańsk New South: building a city around rail

The 165-hectare transit-oriented development project is being planned around approximately 7km of new rail infrastructure and six new stations in the south of the city.

A major transport investment in Gdańsk is set to open up a new development corridor in one of Poland's fastest-growing metropolitan areas. Gdańsk New South is a 165-hectare transit-oriented development project being planned around the new PKM Południe metropolitan railway, which will add approximately 7km of rail infrastructure and six new stations to the south of the city.

Backed by around €500 million of planned rail investment, the project brings together transport infrastructure, publicly owned land and long-term urban development, creating opportunities across residential, commercial, service and mixed-use real estate.

With the railway scheduled to open in 2030, Gdańsk is seeking to use the investment not simply to improve connectivity, but as the catalyst for a new generation of neighbourhoods built around public transport.

Gdańsk New South is not simply a transport infrastructure project. It is an attempt to use a major new metropolitan railway investment as a catalyst for a new model of urban development in one of Poland's fastest-growing metropolitan areas. By bringing together rail infrastructure, land-use planning, public land and a long-term implementation strategy, the project aims to coordinate infrastructure investment and urban growth from the outset.

Southern Gdańsk has



experienced rapid residential growth over the last two decades. Today, more than 130,000 people live in this part of the city, but its urban structure remains fragmented and strongly dependent on road transport. The new PKM Południe metropolitan railway creates an opportunity to change this development pattern.

Approximately 7km of new railway infrastructure and six new stations will provide a new public transport backbone for southern Gdańsk. The railway investment, estimated at approximately €500 million, is planned for delivery in 2030.

Rather than treating the railway and surrounding development as separate projects, the City of Gdańsk and the Pomorskie Regional Government have decided to plan them together. This is the idea behind Gdańsk New South.

The area around the future Gdańsk Maćkowy station today

From railway stations to urban centres

The masterplan covers approximately 165 hectares around the future PKM Południe stations. Its objective is not simply to maximise development density around transport nodes. The project is exploring how each station can become the centre of a complete neighbourhood, combining housing with workplaces, everyday services, schools and social infrastructure, public spaces, greenery and walking and cycling connections.

"We do not want to build a railway and then simply wait to see what happens around its stations. The ambition of Gdańsk New South is to connect infrastructure, urban planning and investment from the beginning. The railway gives us a once-in-a-generation opportunity to create new urban centres in southern Gdańsk, and we want to

use that opportunity deliberately," says Michał Jamroz, Gdańsk New South project manager.

The six station areas have very different conditions and therefore require different development strategies. Together, however, they form a single development corridor connected by high-capacity public transport. This creates the potential to shift growth away from a predominantly car-dependent model towards transit-oriented development.

From masterplan to implementation

In 2026, the project moved from strategic analysis into urban design. Following an international procurement process, the masterplan is being prepared by Rotterdam-based KCAP together with Gdańsk-based A2P2 architecture & planning.

The first stage combined spatial, transport, environmental, demographic and market analysis with extensive public engagement. The project is now moving into increasingly detailed urban design, ultimately defining development principles for individual station areas.

At the same time, the project partners are developing an implementation model for the masterplan. This is a crucial part of the process: Gdańsk New South is intended to become not only a planning document, but a framework capable of guiding investment over many years.

A public-sector development platform

One of the project's strongest assets is the significant amount of publicly controlled land within the corridor. Approximately 30 hectares of public land could form the first portfolio of development opportunities associated with the masterplan.

The first stage of the masterplan has identified approximately 286,000 sq m of development potential on 22.2 hectares of publicly owned land controlled by the City of Gdańsk and the Pomorskie Regional Government, including approximately 206,000 sq m of residential floor area and 80,000 sq m of service uses.

This gives the public sector an opportunity not only to regulate development through planning, but also to participate actively in creating new districts.

The implementation work therefore considers different models of cooperation with the private sector, including phased land release, joint ventures and other forms of public-private cooperation. The objective is to create a predictable long-term pipeline rather than a collection of unrelated individual land transactions.

Infrastructure creating value

The underlying principle of Gdańsk New South is simple: a major public investment in transport infrastructure creates accessibility, and accessibility creates land and development value.

The challenge is to translate part of that value into better urban development. For Gdańsk, this means coordinating infrastructure delivery, public land, planning and private investment so that the benefits generated by the new railway contribute to creating complete neighbourhoods rather than increasing development pressure around stations.

This approach is still relatively uncommon in Poland, where transport infrastructure and real estate development have traditionally been planned through largely separate processes.

Gdańsk New South is conceived as a long-term investment corridor rather than a single development

project. For investors and development partners, this provides access to a pipeline of development opportunities around six future rail stations, backed by significant publicly controlled land and major transport infrastructure being advanced by the public sector.

The coordinated masterplanning process encompasses the entire corridor, with opportunities expected across residential, commercial, service and mixed-use development and scope for different partnership and investment structures.

The first opportunities are expected to emerge progressively as the masterplan and implementation framework are completed, with the masterplan scheduled for completion in August 2027.

A wider ambition

Gdańsk New South is also part of a broader discussion about how European cities can finance and manage growth around major infrastructure investments. The project team has been studying development models in cities including Copenhagen and Rotterdam, looking particularly at the relationship between public land ownership, infrastructure investment and long-term urban development.

The aim is not to copy one particular European model, but to develop an approach suited to Polish legal, financial and planning conditions.

For Gdańsk, the railway is therefore only the starting point. The longer-term objective is to demonstrate that major transport investment can be used deliberately to create urban value: new homes, local centres, public spaces and investment opportunities, while simultaneously supporting a more sustainable metropolitan development model. ■

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Public and private sector leaders drive investment and economic transformation

The Seychelles Investment Forum put economic diversification and new sources of capital at the heart of the country's investment agenda.

As Seychelles looks to broaden the sectors and sources of capital underpinning its economy, investment readiness, alternative finance and greater public-private collaboration emerged as central themes at the Seychelles Investment Forum 2026.

The forum, held in Mahé on 13 August by the Seychelles Investment Board (SIB), brought together government officials, investors, private sector representatives, development partners and industry experts to discuss the country's investment climate and the financing of future growth. It was held under the theme Public-Private Dialogue for Investment and Economic Transformation: Catalysing Partnerships, Driving Prosperity.

The discussions come as the Indian Ocean island economy considers how to reduce its reliance on established industries while attracting capital into new areas of economic activity.

SIB chief executive Anne Rosette used her opening presentation to highlight both the strengths and constraints of the current investment landscape. Tourism remains the leading investment sector, but the presentation pointed to a gradual broadening of activity



into professional services, ICT and communications, healthcare, manufacturing, transport and storage.

It also identified renewable energy, the circular economy, agriculture, arts and entertainment and health and wellness among areas offering potential for further development.

Financing constraint

Financing, however, remains an important constraint. Seychelles has a predominantly bank-led financing system, and SIB highlighted high collateral requirements, lengthy processes and the cost of borrowing among the obstacles facing businesses,

particularly SMEs and younger companies. The forum therefore put considerable emphasis on how Seychelles could diversify its sources of capital alongside its economy.

Opening the event, Pierre Laporte, minister for finance, economic planning, trade and investment, said the country's approach to investment would need to evolve.

"We must look beyond traditional sectors and continue to identify emerging opportunities that can strengthen the resilience of our economy, create quality employment, encourage innovation and generate value for future generations," he said.

"We must look beyond traditional sectors and continue to identify emerging opportunities that can strengthen the resilience of our economy."

Pierre Laporte, Seychelles minister for finance, economic planning, trade and investment

Minister Laporte also acknowledged the importance of the investment environment itself, saying Seychelles needed to continue reforms aimed at improving the ease and cost of doing business. The government's role, he said, was to provide effective regulation, transparent processes, infrastructure and a predictable business environment, while private investors could bring technology, expertise and access to new markets.

From bankability to blue economy

One of the forum's central discussions focused on the fundamentals of project bankability and how Seychelles can develop a stronger pipeline of investment-ready projects capable of attracting finance.

That question is particularly relevant as the country looks towards sectors that may require different financing models from those traditionally used by established tourism and property businesses.

The blue economy featured prominently, with a session examining how circular-economy approaches could create greater value from Seychelles' ocean resources while improving resilience. Venture capital was also explored as a potential source of funding for entrepreneurs and businesses in a small island economy.

A further discussion considered fintech, private capital and digital finance as potential drivers of

diversification, including their role in expanding access to funding and supporting business growth.

Renewable energy provided another major investment theme. The forum examined what would be required to accelerate Seychelles' renewable energy ambitions towards 2030, including the investment, project development and partnerships needed to translate targets into deliverable projects.

For an island economy exposed to imported energy costs and climate risks, the intersection between energy security, sustainability and investment is becoming increasingly important. It also forms part of a wider effort to identify sectors capable of adding new sources of growth alongside tourism.

Minister Laporte said attracting greater volumes of capital should not be the sole measure of success. "Our goal should not simply be to attract more investment but rather to attract the right investment," he said, calling for investment that contributes to Seychelles' long-term prosperity and for greater collaboration between international investors and local businesses.

For SIB, the next challenge will be converting the forum's discussions into investable propositions. The agency said it would continue working with government, businesses, investors and development partners to turn dialogue into action and strengthen the country's investment proposition. ■



Top: Pierre Laporte, Seychelles minister for finance, economic planning, trade and investment
Above: SIB chief executive Anne Rosette

Seychelles' improved OECD rating boosts reputation and investor confidence

Latest assessment reflects years of legislative reforms and efforts to increase transparency.

Seychelles has secured a major endorsement of its financial and regulatory framework after being upgraded to 'Largely Compliant' by the OECD's Global Forum on Transparency and Exchange of Information for Tax Purposes, a development that could strengthen the island nation's international standing and enhance its appeal to investors.

The new rating marks a significant improvement from the 'Partially Compliant' status Seychelles received in 2020, which ultimately led to its inclusion on the European Union's list of non-cooperative jurisdictions for tax purposes. The latest assessment reflects years of legislative reforms and efforts to strengthen tax transparency and information exchange standards.

The Global Forum's reassessment, published in January, recognised the progress made by Seychelles in enhancing beneficial ownership requirements, strengthening anti-money laundering legislation and improving the ability of authorities to obtain and exchange information with international partners. The reforms also included greater oversight and enforcement mechanisms designed to improve compliance across the international financial services sector.

The upgraded rating represents a milestone in the country's efforts to reinforce its reputation as a well-regulated international financial centre and to demonstrate its commitment to global standards at a time when transparency and governance are increasingly important considerations for investors.

Pierre Laporte, minister of finance, economic planning, trade and Investment, welcomed the outcome, describing it as



recognition of Seychelles' commitment to maintaining high standards of financial integrity and international cooperation. "The government remains committed to fostering a conducive environment for growth while ensuring it adheres to international best practices, and continuing to build the country's reputation as a reputable financial jurisdiction," he said.

The improved rating also raises expectations that Seychelles could be removed from Annex II of the EU's list of non-cooperative jurisdictions for tax purposes, where it currently remains due to previous concerns relating to exchange of information standards. Such a move would further strengthen the country's international reputation and remove a source of uncertainty for businesses and investors.

Beyond its offshore financial services sector, the development has broader implications for Seychelles' investment climate. International investors are increasingly placing greater emphasis on governance, regulatory certainty and transparency when making location decisions. Strong ratings from multilateral organisations and international standard-setting bodies

can therefore play an important role in supporting confidence and reducing perceptions of risk.

The Seychelles economy has traditionally relied on tourism and international financial services, but the government has also sought to attract investment into sectors including the blue economy, renewable energy, digital services and sustainable infrastructure. Strengthening the country's regulatory credentials could support these ambitions by reinforcing its image as a stable and reputable jurisdiction.

According to the OECD, the majority of jurisdictions assessed under the current peer review framework have achieved either 'Compliant' or 'Largely Compliant' status, reflecting the growing importance of transparency standards in the global economy.

Achieving 'Largely Compliant' status is not only recognition of years of reform, but also an important signal to international investors that Seychelles is committed to combining competitiveness with strong governance. In an increasingly scrutinised global investment environment, reputation has become an asset in its own right – and something Seychelles has worked hard to strengthen. ■



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Governments target strategic FDI as investment measures hit record high

Governments worldwide adopted a record 229 investment policy measures in 2025, as countries increasingly sought to direct foreign investment towards strategic sectors and national economic priorities, according to UN Trade and Development (UNCTAD).

Of the measures introduced, 167, or 73%, were favourable to investors, indicating that greater selectivity has not resulted in a broad shift towards investment restrictions.

Incentives accounted for around half of favourable measures, with governments increasingly targeting digital infrastructure, advanced manufacturing, energy-transition technologies and critical minerals. The trend marks a shift from broad investment liberalisation towards policies designed to attract capital into particular industries and technologies.

Developing Asia was the most active

"Of the measures introduced, 167, or 73%, were favourable to investors, indicating that greater selectivity has not resulted in a broad shift towards investment restrictions."

region for investment policymaking, with measures focused on industrial upgrading, digital transformation and green investment. European measures placed greater emphasis on industrial policy and investment screening, while Latin America and the Caribbean continued to prioritise investment

facilitation and investor retention.

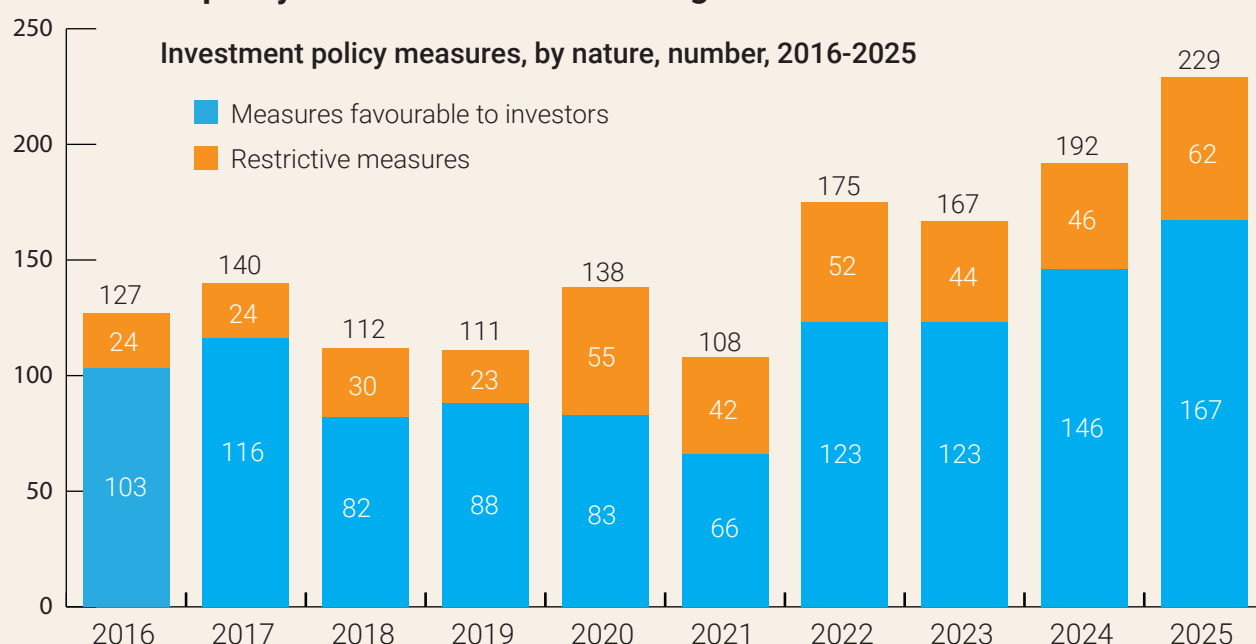
Favourable measures also outnumbered restrictive policies in Africa.

Investment screening nevertheless continued to expand. The number of economies operating screening regimes rose from 21 in 2016 to 52 in 2025, although outright rejection of foreign investments remained rare.

UNCTAD also highlighted the continuing role of older-generation international investment agreements in investor-state disputes, strengthening calls for reforms that give governments greater policy space while maintaining predictability for investors.

The figures point to an increasingly targeted approach to FDI: governments remain keen to attract international capital, but are becoming more deliberate about the sectors and activities they want it to support.

Investment policy measures reach record high



Source: UN Trade and Development (UNCTAD), Investment Policy Monitor database