

2026 Q1 Tariffs



Objective: To benchmark how PMMI members are managing ongoing tariff updates.

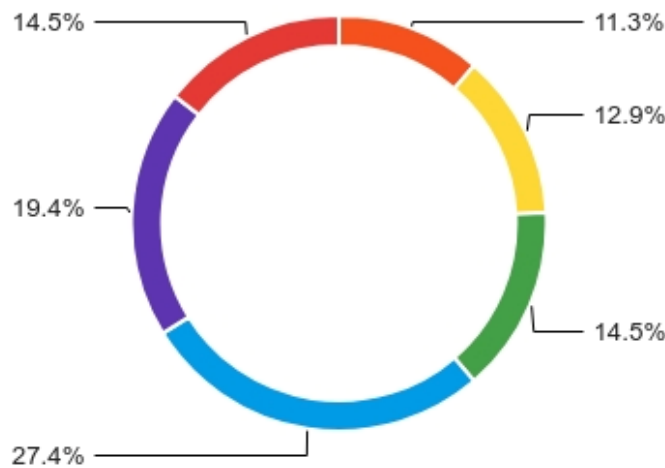
Respondents = 62

Summary

This Quickie Survey was deployed to the membership starting in Q2 2025. Charts for each question will show data from the previous quarter for comparison purposes.

Consistent with last quarter, the number of respondents being impacted by tariffs has slightly increased, from 79.5% to 80.6%. The most common ways tariffs are impacting businesses include increased cost of procurement for imported parts (87.8%), price increases for domestic customers (CPGs/end users) (65.3%), and increased cost of procurement for domestic parts (53.1%). Over half of respondents in Q1 (53.1%) have seen a 0%-10% increase in component prices since January 2025.

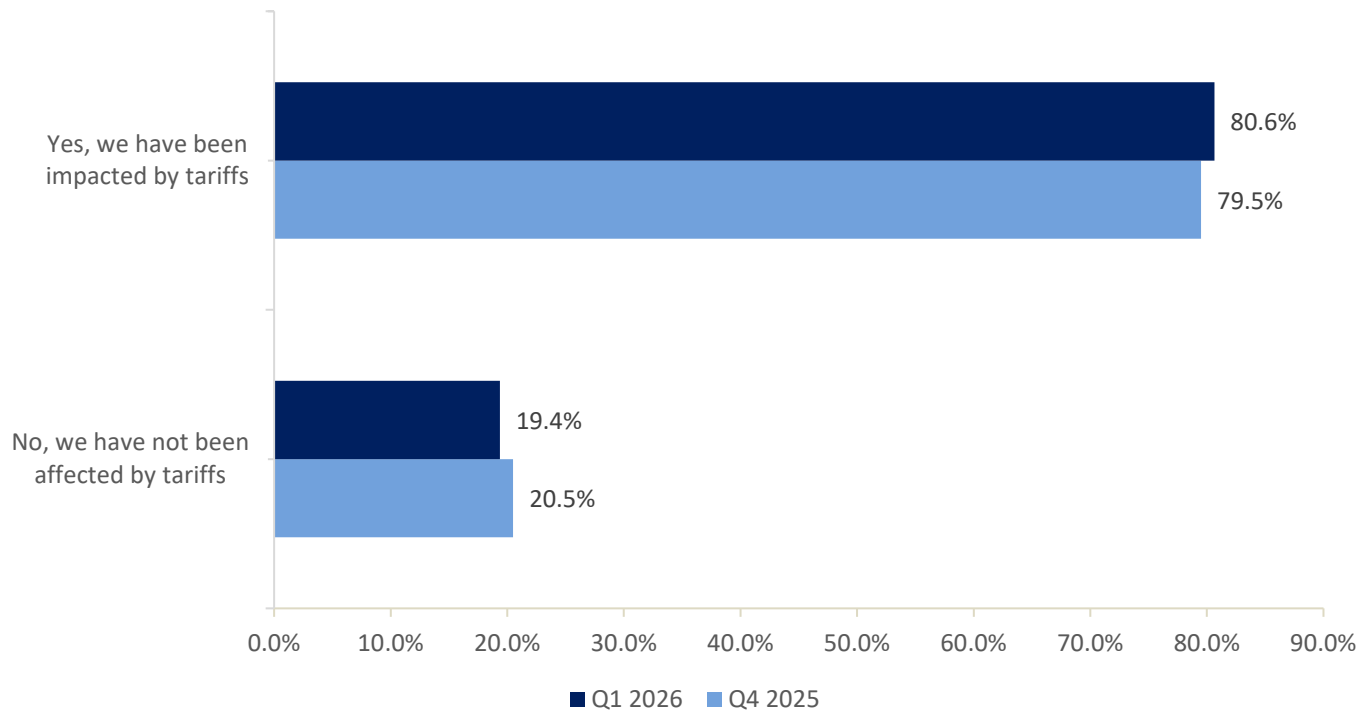
Annual Revenue



- \$250 Million +
- \$100 - \$249 Million
- \$50 - \$99 Million
- \$20 - \$49 Million
- \$10 - \$19 Million
- \$0 - \$9 Million

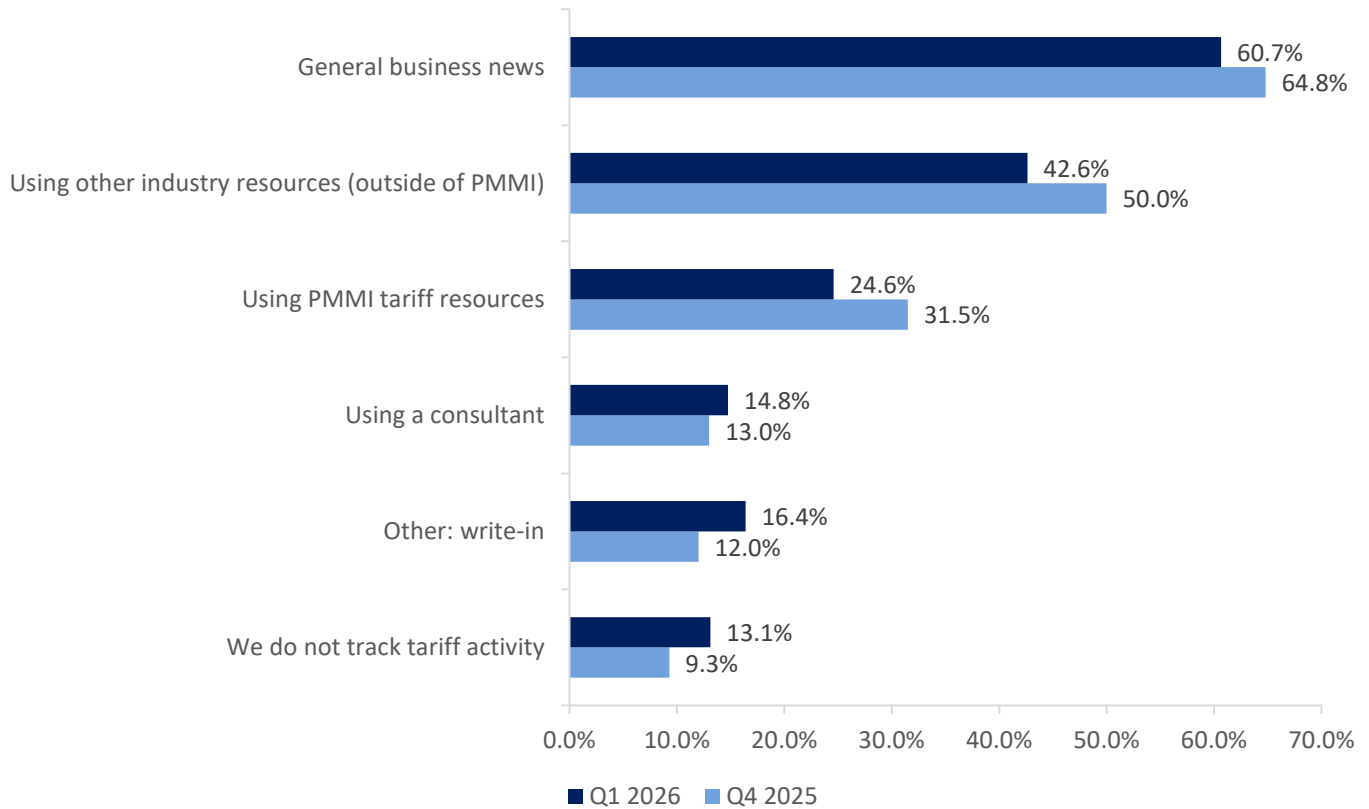
	Total	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Number of Respondents	62	9	12	17	9	8	7

1. Have you been impacted by any of the recently imposed tariffs?



<i>Response Percentage by Revenue Range</i>						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Yes, we have been impacted by tariffs	66.7%	66.7%	82.4%	77.8%	100.0%	100.0%
No, we have not been affected by tariffs	33.3%	33.3%	17.6%	22.2%	-	-
Total	9	12	17	9	8	7

2. What are you doing to track the tariffs? (select all that apply)



Response Percentage by Revenue Range						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
General business news	66.7%	83.3%	68.8%	44.4%	50.0%	28.6%
Using other industry resources (outside of PMMI)	22.2%	33.3%	31.3%	44.4%	62.5%	85.7%
Using PMMI tariff resources	11.1%	16.7%	25.0%	44.4%	25.0%	28.6%
Using a consultant	-	8.3%	18.8%	22.2%	25.0%	14.3%
Other: write-in	-	8.3%	12.5%	22.2%	50.0%	14.3%
We do not track tariff activity	33.3%	16.7%	6.3%	22.2%	-	-
Total	9	12	16	9	8	7

How to read this table: 11.1% of respondents in the \$0 - \$9 Million range selected "Using PMMI tariff resources".

Other: Write-in (by Revenue Range)

\$10 - \$19 Million

- AI

\$20 - \$49 Million

- Self Managing with our Broker
- Excel spreadsheet

\$50 - \$99 Million

- In house
- Hired an expert in the field

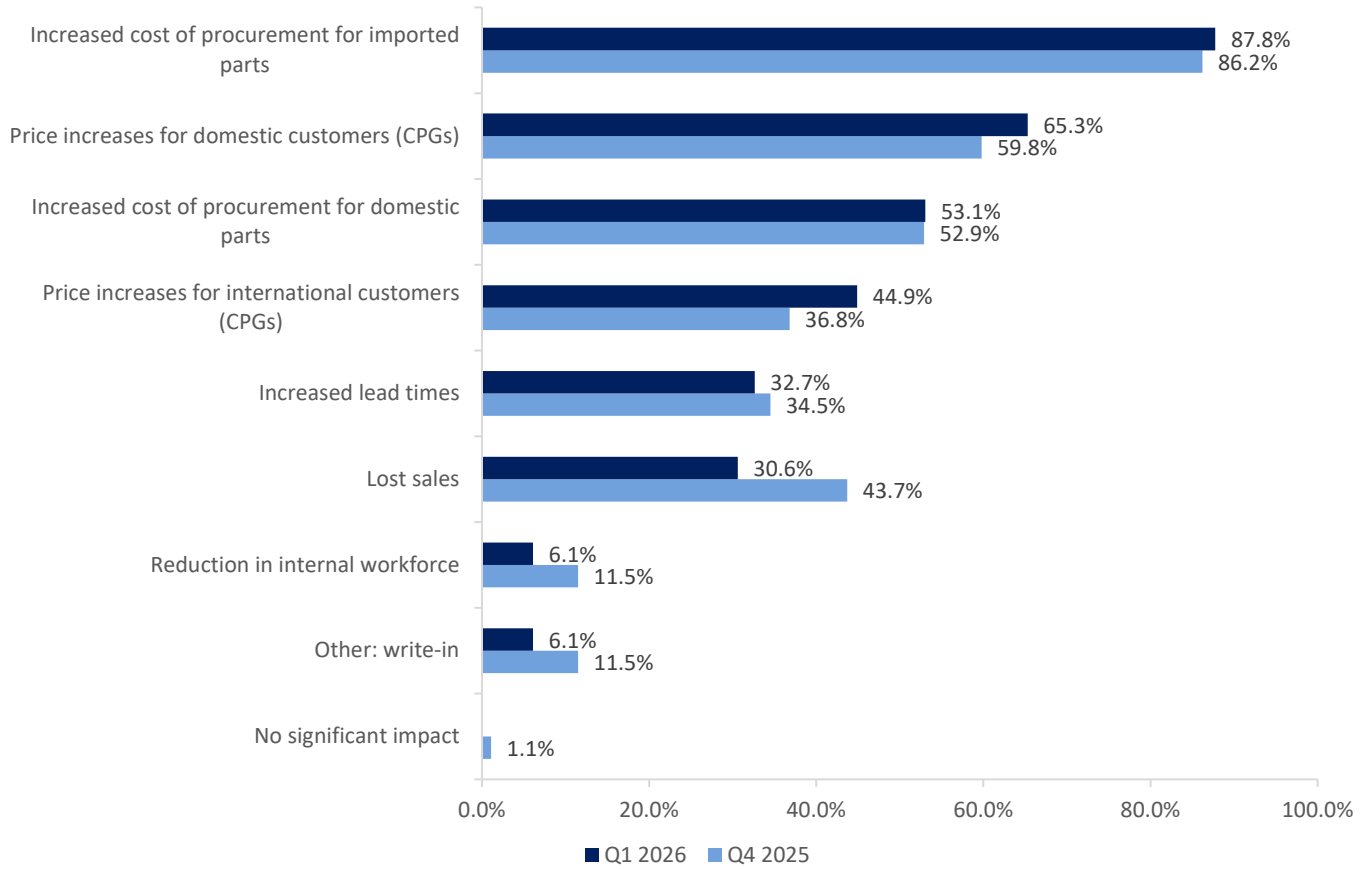
\$100 - \$249 Million

- Internal expertise and Headquarter management
- Supplier notifications, import duties
- Global resources at our global HQ in the UK
- Accounting firm

\$250 Million +

- Internal group

3. How have the tariffs impacted your business? (select all that apply)



Response Percentage by Revenue Range						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Increased cost of procurement for imported parts	83.3%	100.0%	84.6%	85.7%	87.5%	85.7%
Price increases for domestic customers (CPGs)	50.0%	62.5%	69.2%	42.9%	87.5%	71.4%
Increased cost of procurement for domestic parts	50.0%	37.5%	46.2%	85.7%	75.0%	28.6%
Price increases for international customers (CPGs)	33.3%	62.5%	53.8%	42.9%	37.5%	28.6%
Increased lead times	16.7%	50.0%	7.7%	71.4%	50.0%	14.3%
Lost sales	16.7%	37.5%	53.8%	14.3%	25.0%	14.3%
Reduction in internal workforce	-	-	7.7%	-	-	28.6%
Other: write-in	-	-	-	14.3%	12.5%	14.3%
No significant impact	-	-	-	-	-	-
Total	6	8	13	7	8	7

How to read this table: 83.3% of respondents in the \$0 - \$9 Million range selected "Increased cost of procurement for imported parts".

Other: Write-in (by Revenue Range)

\$50 - \$99 Million

- Slowed hiring plans to offset the tariff impacts

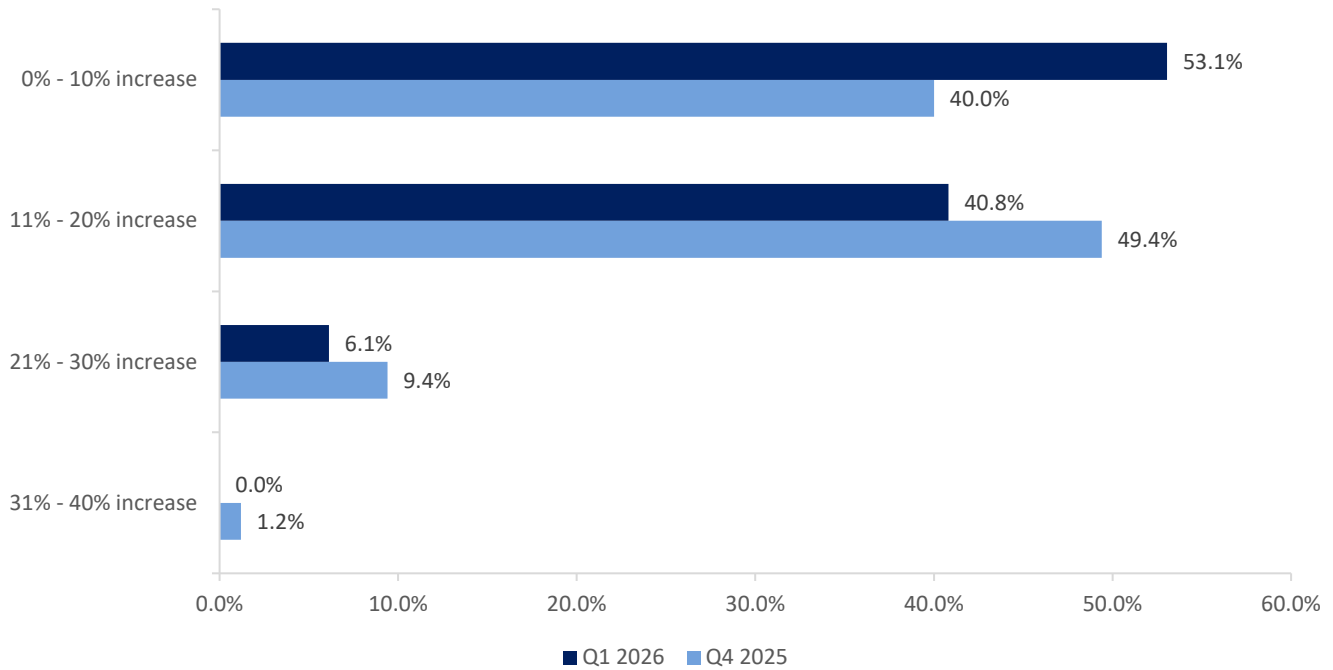
\$100 - \$249 Million

- Increased sales due to international competition reduction

\$250 Million +

- Moving manufacturing to the USA

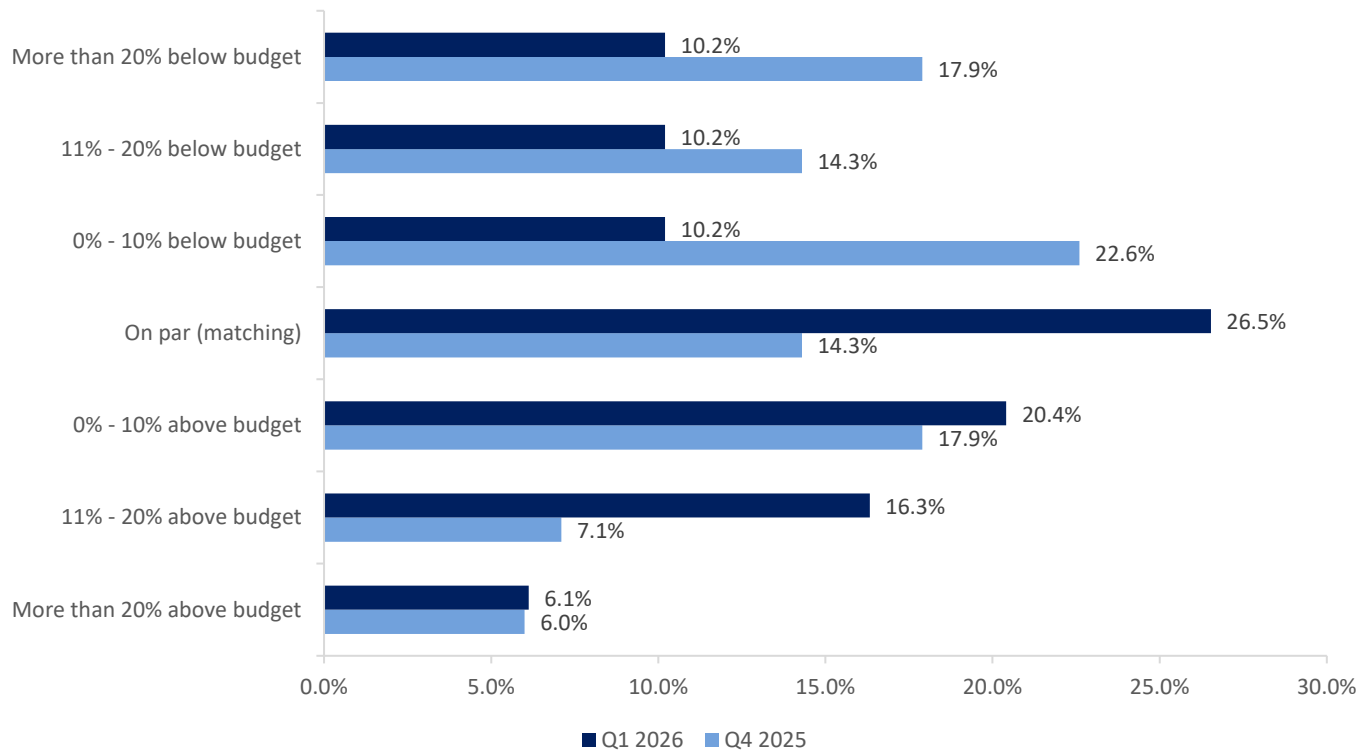
4. On average, by how much have your component prices increased since January 2025?



<i>Response Percentage by Revenue Range</i>						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
0% - 10% increase	66.7%	50.0%	53.8%	57.1%	62.5%	28.6%
11% - 20% increase	33.3%	50.0%	46.2%	28.6%	25.0%	57.1%
21% - 30% increase	-	-	-	14.3%	12.5%	14.3%
31% - 40% increase	-	-	-	-	-	-
41% - 50% increase	-	-	-	-	-	-
Over 50% increase	-	-	-	-	-	-
Total	6	8	13	7	8	7

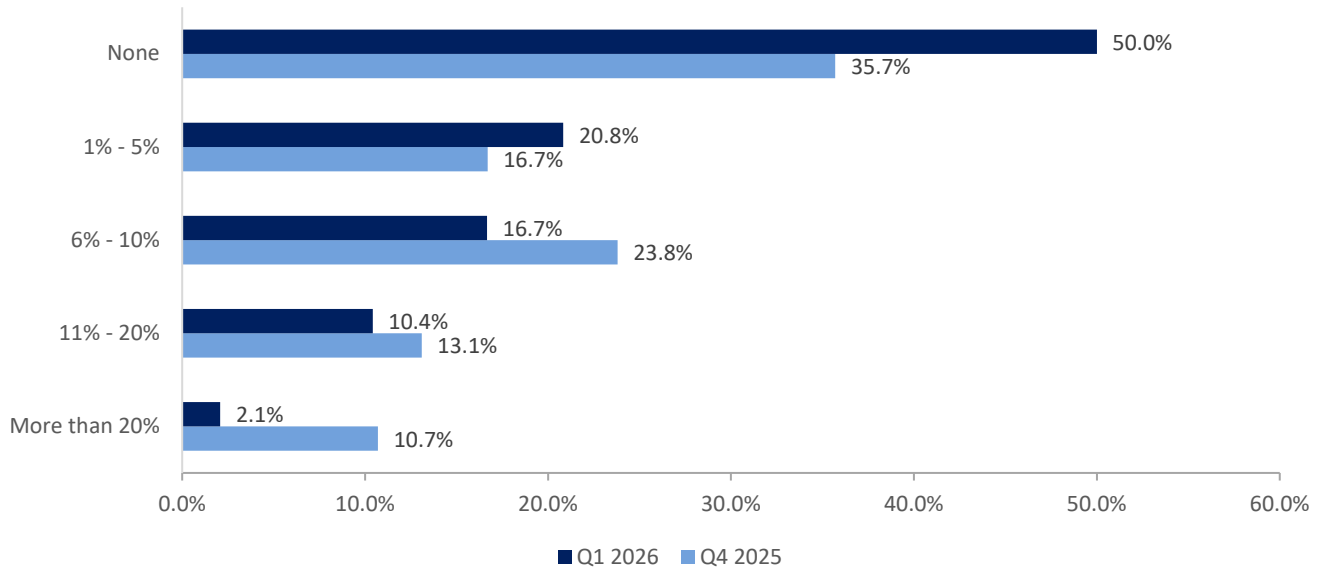
5. How were your 2025 sales compared to your 2024 sales? (Please select the option that best reflects your sales performance.)

Previous quarter: How are your actual year-to-date (YTD) sales performing compared to your budget?



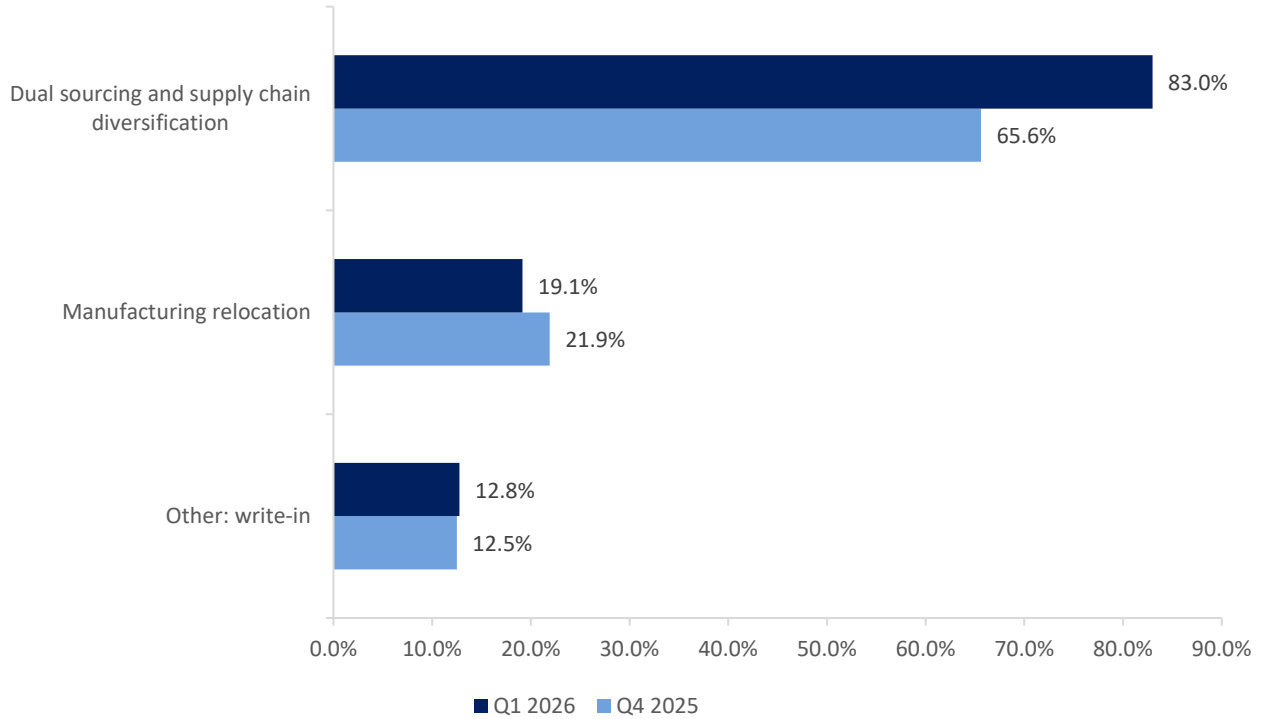
<i>Response Percentage by Revenue Range</i>						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
More than 20% below	16.7%	25.0%	15.4%	-	-	-
11% - 20% below	-	25.0%	7.7%	-	12.5%	14.3%
0% - 10% below	-	25.0%	7.7%	-	25.0%	-
On par (matching)	33.3%	-	38.5%	57.1%	12.5%	14.3%
0% - 10% above	16.7%	12.5%	15.4%	28.6%	12.5%	42.9%
11% - 20% above	16.7%	12.5%	7.7%	14.3%	37.5%	14.3%
More than 20% above	16.7%	-	7.7%	-	-	14.3%
Total	6	8	13	7	8	7

6. What percentage of your quoted projects are currently on hold due to tariffs?



<i>Response Percentage by Revenue Range</i>						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
None	83.3%	62.5%	38.5%	28.6%	71.4%	28.6%
1% - 5%	-	25.0%	38.5%	28.6%	14.3%	-
6% - 10%	-	12.5%	15.4%	42.9%	14.3%	14.3%
11% - 20%	-	-	7.7%	-	-	57.1%
More than 20%	16.7%	-	-	-	-	-
Total	6	8	13	7	7	7

7. How do you plan to work with your supply chain to reduce these costs once tariffs settle down?



<i>Response Percentage by Revenue Range</i>						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Dual sourcing and supply chain diversification	100.0%	87.5%	76.9%	85.7%	100.0%	57.1%
Manufacturing relocation	-	25.0%	23.1%	-	33.3%	28.6%
Other: write-in	-	12.5%	15.4%	14.3%	16.7%	14.3%
Total	6	8	13	7	6	7

How to read this table: 100.0% of respondents in the \$0 - \$9 Million range selected "Dual sourcing and supply chain diversification".

Other: Write-in (by Revenue Range)

\$10 - \$19 Million

- Don't have a plan to change

\$20 - \$49 Million

- No options only source for many products

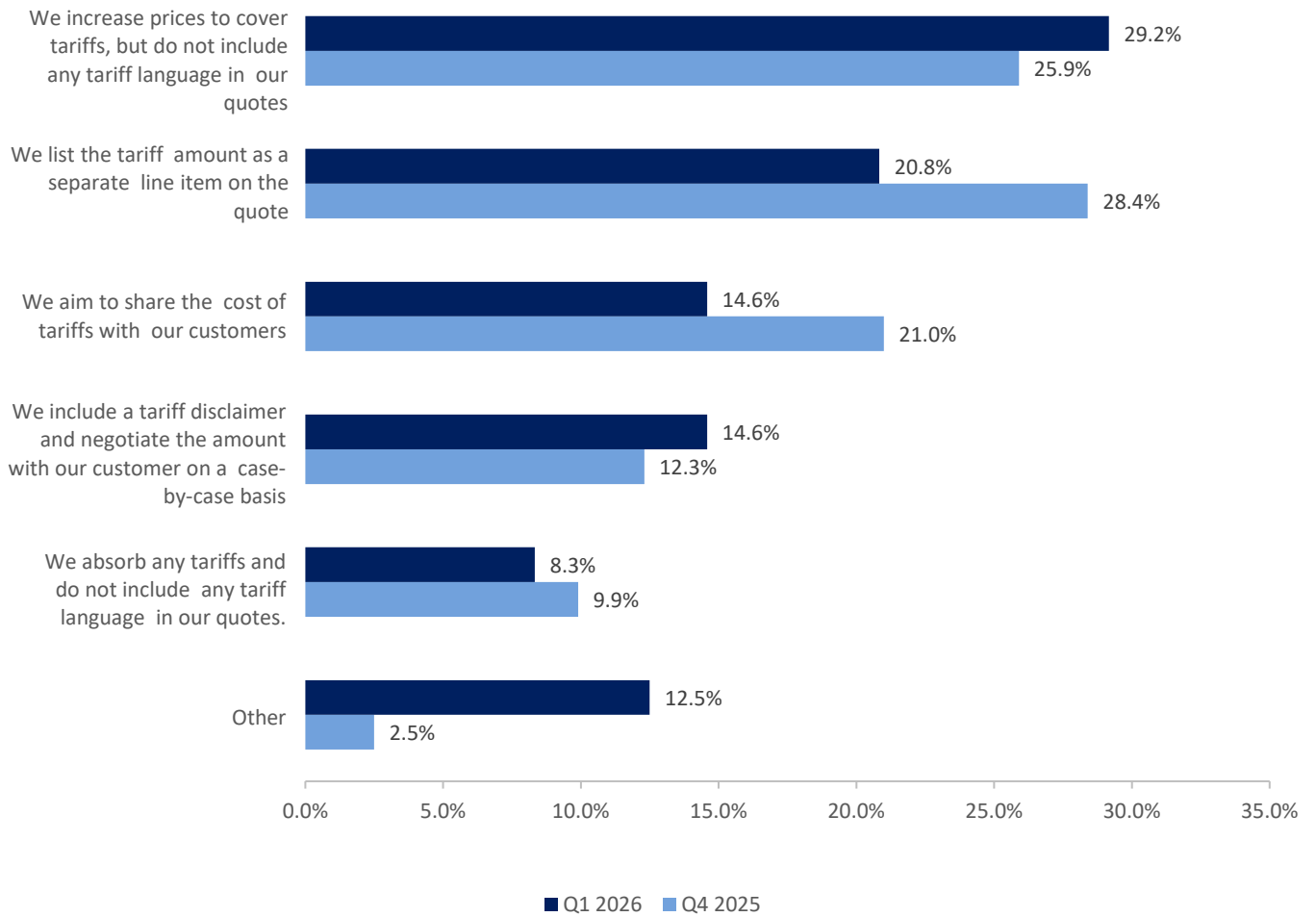
\$50 - \$99 Million

- No, but evaluate the material inputs
- No long term plan is possible with this "administration": we can only pass it to the market

\$100 - \$249 Million

- We've used our ability to buy in bulk when possible

8. How are you addressing tariffs in your customer quotes?



<i>Response Percentage by Revenue Range</i>						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
We increase prices to cover tariffs, but do not include any tariff language in our quotes	-	37.5%	30.8%	42.9%	28.6%	28.6%
We list the tariff amount as a separate line item on the quote	16.7%	-	15.4%	-	28.6%	28.6%
We aim to share the cost of tariffs with our customers	50.0%	12.5%	-	14.3%	-	28.6%
We include a tariff disclaimer and negotiate the amount with our customer on a case-by-case basis	16.7%	12.5%	38.5%	14.3%	14.3%	14.3%
We absorb any tariffs and do not include any tariff language in our quotes.	-	12.5%	15.4%	14.3%	-	-
Other: write-in	16.7%	25.0%	-	14.3%	28.6%	-
Total	6	8	13	7	7	7

Other: Write-in (by Revenue Range)

\$0 - \$9 Million

- Was one incident so far

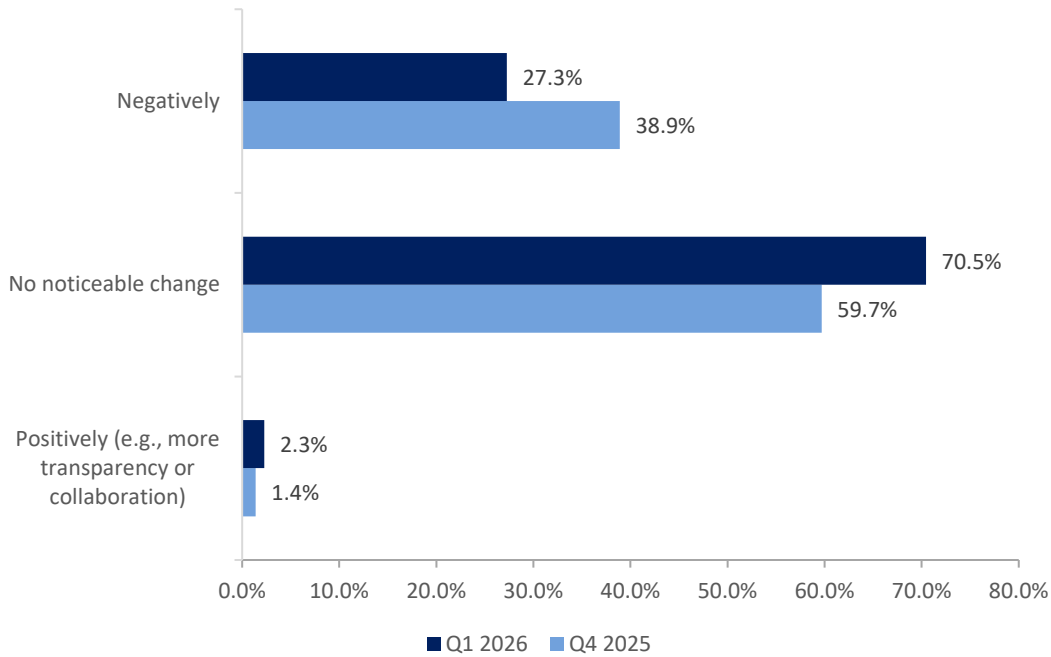
\$10 - \$19 Million

- Started by doing surcharge. In 2026 we rolled the cost in.
- All of the above

\$100 - \$249 Million

- We've added surcharges to our commodity sales, and have increased the price of our capital equipment
- All of above

9. How has passing tariffs on to your customers affected your relationship with them?



<i>Response Percentage by Revenue Range</i>						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Negatively	40.0%	42.9%	23.1%	20.0%	14.3%	28.6%
No noticeable change	60.0%	57.1%	76.9%	80.0%	85.7%	57.1%
Positively (e.g., more transparency or collaboration)	-	-	-	-	-	14.3%
Total	5	7	13	5	7	7

10. Any additional comments on navigating tariffs?

Responses by Revenue Range

\$0 - \$9 Million

- We have been offered a refund of tariffs paid, which will be helpful

\$10 - \$19 Million

- Annoying to deal with.
- Even though this has delayed projects, international customers are still ordering.

\$20 - \$49 Million

- The real impact for now is the uncertainty it creates which slow down decision making process and the sales cycle becomes longer
- Tariffs do not apply. We prefer and promote, "MADE IN THE USA".
- We see our customers moving production to Canada to avoid tariffs and border crossing issues.
- We're eating some of the costs. We appreciate what Trump is trying to do but without reducing other taxes or having more suppliers making components here in the USA not possible to buy most of our components here and when its way too expensive by 3 to 4 times as much so tariffs just become a tax. Over time that may change but not unless environmental, labor, and tax laws also change.

\$250 Million +

- If PMMI could offer reshoring resources that would be wonderful.



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