The Quarterly

CANADIAN RESTAURANT INTELLIGENCE REPORT

Q4/4

2024

A Tale of Mixed Fortunes for Foodservice.

Top 10 Takeaways:
Last quarter of 2024 saw steady gains for quick-service and catering, while full-service spots and bars stumbled out of the summer period.

Seeing Through Clouds of Uncertainty:
This issue of *The Quarterly* dives into the haze to examine how persistent headwinds from immigration, tariff fears, rising crime, and shifting consumer behaviours are impacting stability, and what the industry can do about it..

Restaurants Canada

The voice of foodservice | La voix des services alimentaires

Top 10 Takeaways

Looking back at the second half of 2024, foodservice sales were a bit hit-and-miss. Quick-service restaurants and caterers continued to post revenue gains in line with expectations. Full-service restaurants and drinking places saw a sharp loss in momentum, especially during the summer.

One in four Canadians with a household income below $50,000 never purchased dinner from a restaurant in the summer of 2024.

Menu inflation continued to moderate in the last half of 2024, with November menu prices being 3.4% higher compared to November 2023.

Restaurants Canada estimates that total commercial and non-commercial foodservice sales could be $1.5 billion higher over the 60-day period than they would have been if there was no tax holiday.

From December 14 to 27, data from OpenTable shows an 18% increase in seated diners from online reservations for all restaurants active on the OpenTable platform in Canada, Ontario and Atlantic compared to the corresponding period in 2023. Ontario saw a 23% increase year-over-year, while Atlantic Canada saw an increase of 8%.

Canada's total population growth is expected to slow over the next two years. Following an increase of 3.0% in 2024, Canada's population is forecast to moderate to 0.6% growth in 2025 and remain flat (-0.1%) in 2026.

To make ordering from a quick-service restaurant more affordable, 36% of Canadians reported going out less frequently to QSRs, 29% are relying on coupons or discounts more often, and 28% are skipping add-ons.

To make ordering from a full-service restaurant more affordable, 36% of Canadians reported going out less frequently to FSRs, 30% are ordering less expensive items on the menu, and 29% are ordering water with their dish than a beverage.

Overall, total commercial foodservice sales are forecast to surpass $100 billion in 2025, representing a 3.9% nominal increase over 2024. Adjusted for menu inflation, real sales are forecast to grow by 0.8% compared to relatively flat real sales in 2024.

In 2026, real sales are forecast to improve with 1.0% growth. This is a pace in line with long term sales growth.

Since the release of the Q3 Quarterly report in October, there have been several major federal government announcements that will directly impact the foodservice industry. On a positive note, the two-month GST/HST holiday will help provide a much-needed boost to restaurant sales. However, the federal government's recently announced immigration plan will result in a sharp reduction in the number of non-permanent residents and a scaling back in permanent immigration targets. Furthermore, restaurants that utilize the Temporary Foreign Workers (TFW) program will be affected by the following two measures:

1. **Workforce Cap:** TFWs can constitute no more than 10% of your total workforce.
2. **Reduced Employment Duration:** The maximum employment period for a TFW has been shortened from 2 years to 1 year.

Additionally, if your business operates in a census metropolitan area where the unemployment rate is 6% or higher, the Government of Canada will not process your Labour Market Impact Assessments (LMIAs).

This will directly reduce the supply of labour for restaurants and will also affect restaurant sales as population growth stagnates. Prior to this announcement, Canada's population was growing at a robust annual rate of 3% in 2023 and 2024 – the strongest gains since the early 1950s. The new immigration announcements will result in a plateauing of Canada's population, which economists estimate could shave off nearly a percentage point from real GDP growth. In recent years, robust population growth helped prop up consumption and the economy. Without this population growth, Canada's economy would have certainly fallen into a recession in 2023.

Adding to the challenges, the new U.S. administration has threatened Canada with significant tariffs, which, if fully implemented, would cause a severe recession in Canada. To reinforce the level of uncertainty the potential tariffs cause, TD Economics stated in their latest economic outlook report: "The 2025 forecasts are written in pencil".

These announcements cloud the outlook for the restaurant industry and create an uncertain economic environment that will impact the trajectory of foodservice sales and employment over the next few years. To understand the various impacts, this edition of The Quarterly will take a closer look at the following key topics:

1. **GST/HST holiday**
2. **Immigration and population growth**
3. **Tariffs**
4. **How rising crime is impacting restaurants**
5. **How Canadians are making dining out more affordable**
6. **Economic outlook**

Before diving into these topics, we begin with an update on the current state of the foodservice landscape.

State of the Foodservice Nation

Looking back at the second half of 2024, foodservice sales were a bit hit-and-miss, depending on which segment you operate in. Quick-service restaurants and caterers continued to post revenue gains in line with expectations. However, full-service restaurants and drinking places saw a sharp loss in momentum, especially during the summer.

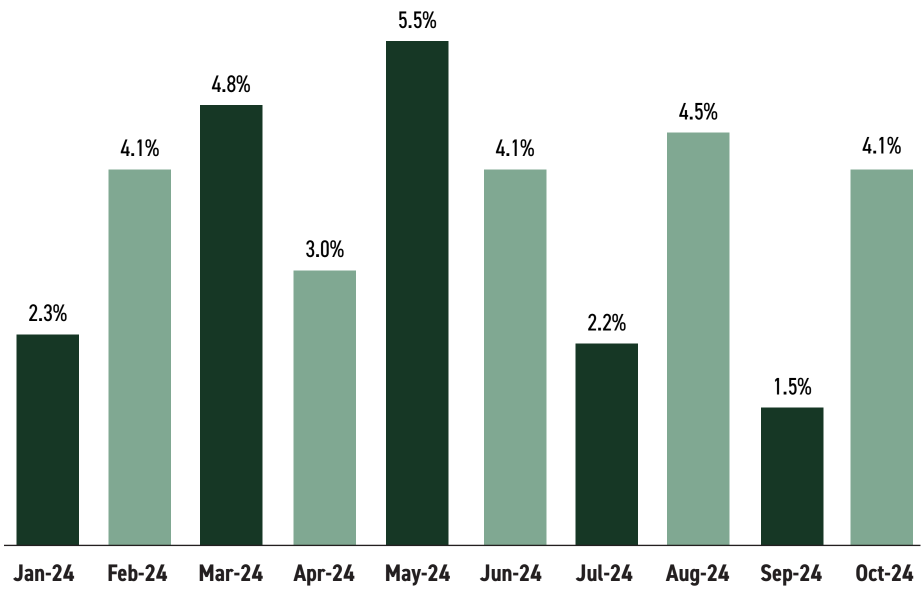
Quick-service restaurants led all segments with a healthy 5.2% increase in sales in Q3 compared to Q3 2023. This growth was slightly ahead of Restaurants Canada's forecast, which had called for a 4.6% increase in Q3. These gains continued in October with a 5.8% jump in sales thanks to solid demand across most of the country.

However, the **full-service restaurant** segment was a significant disappointment as sales were essentially flat (+0.3%) in the third quarter versus our forecast of 4.5% growth. After growing by 2.7% in June, spending at full-service restaurant sales unexpectedly declined by 1.0% in July and 1.1% in September. August provided some relief with a 2.9% increase in sales. The fourth quarter of 2024 began on a sluggish note as well, with foodservice spending increasing by a tepid 1.9% as consumers continued to scale back on discretionary spending.

After advancing by nearly 8% in the second quarter, **caterer** revenues moderated to 4.9% in the third quarter. The moderation in demand was short-lived, with revenues rebounding by 6.8% in October.

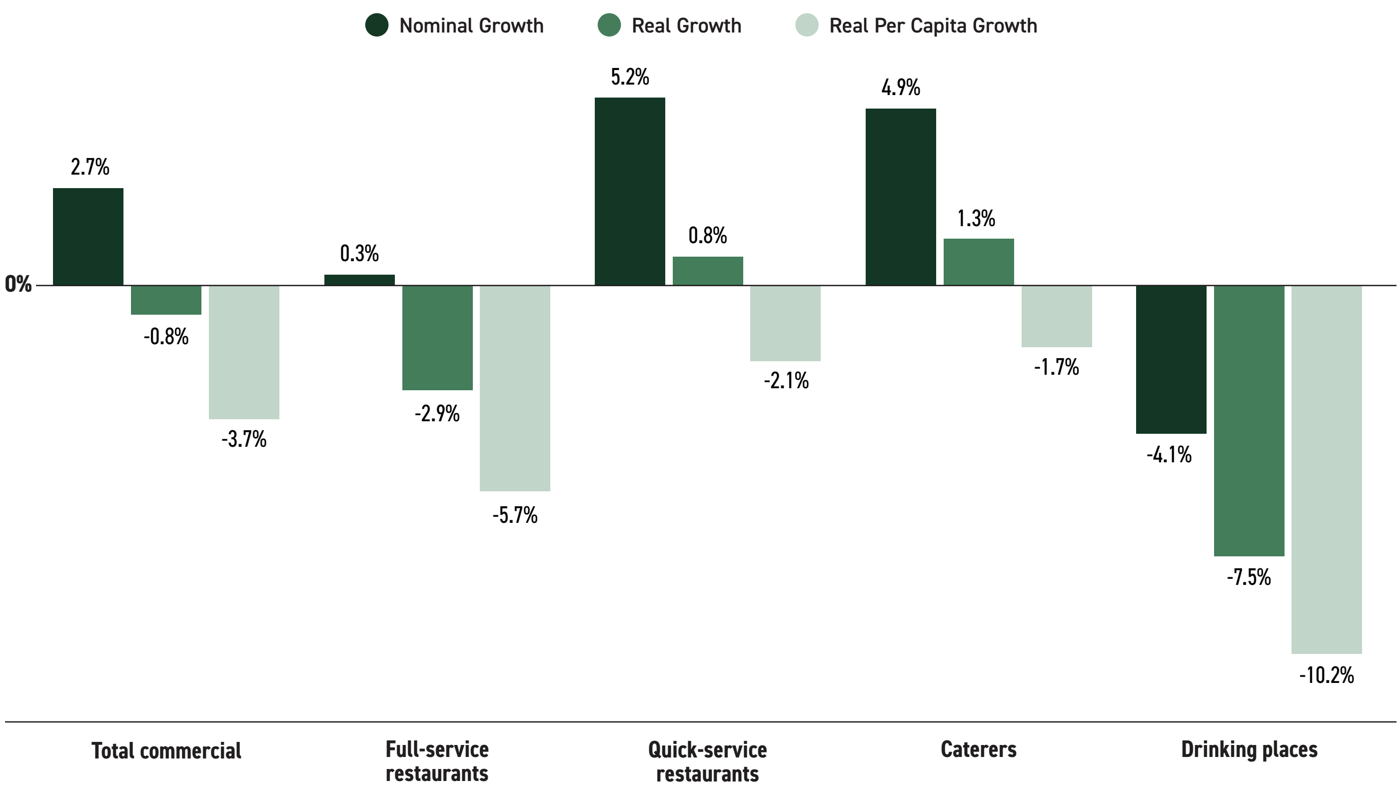
Meanwhile sales at **bars**, **taverns and nightclubs** tumbled by 4.1% in the third quarter. September was a particularly difficult month for drinking places, as sales fell by 7.8% on a year-over-year basis. While drinking place sales were down across the country, Ontario reported a staggering 11.6% drop in sales in September. Though drinking place sales improved in October, they still fell by 0.8%.

TOTAL COMMERCIAL FOODSERVICE SALES – CANADA
(YEAR-OVER-YEAR CHANGE)



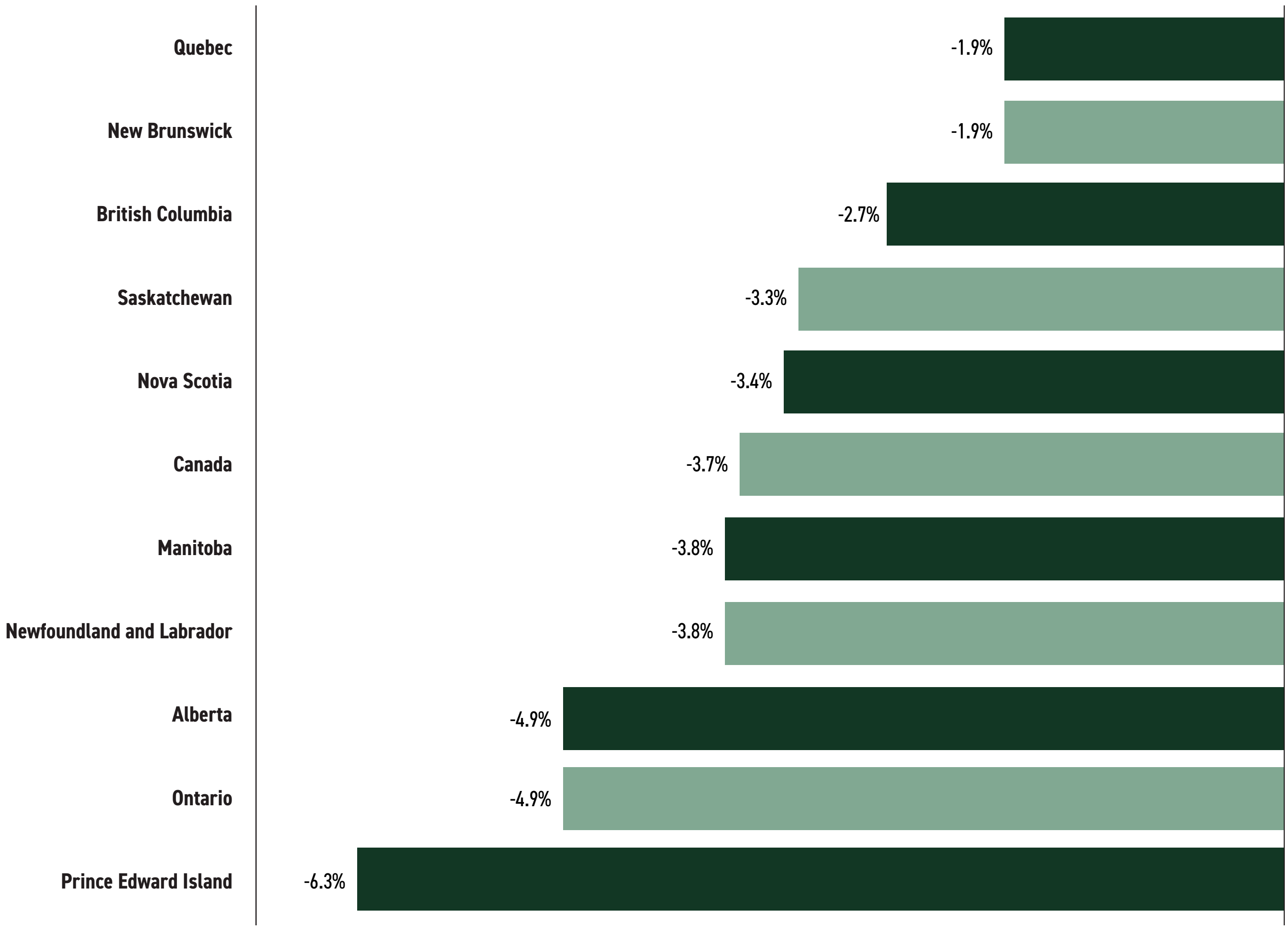
Source: Restaurants Canada and Statistics Canada
*Adjusted for leap year effect

YEAR-OVER-YEAR CHANGE IN COMMERCIAL FOODSERVICE SALES BY SEGMENT
(JULY-SEPTEMBER 2024 OVER JULY-SEPTEMBER 2023)



Source: Statistics Canada and Restaurants Canada

YEAR-OVER-YEAR CHANGE IN COMMERCIAL FOODSERVICE SALES ONCE ADJUSTED FOR INFLATION AND POPULATION GROWTH (JULY-SEPTEMBER 2024 OVER JULY-SEPTEMBER 2023)



Source: Statistics Canada and Restaurants Canada

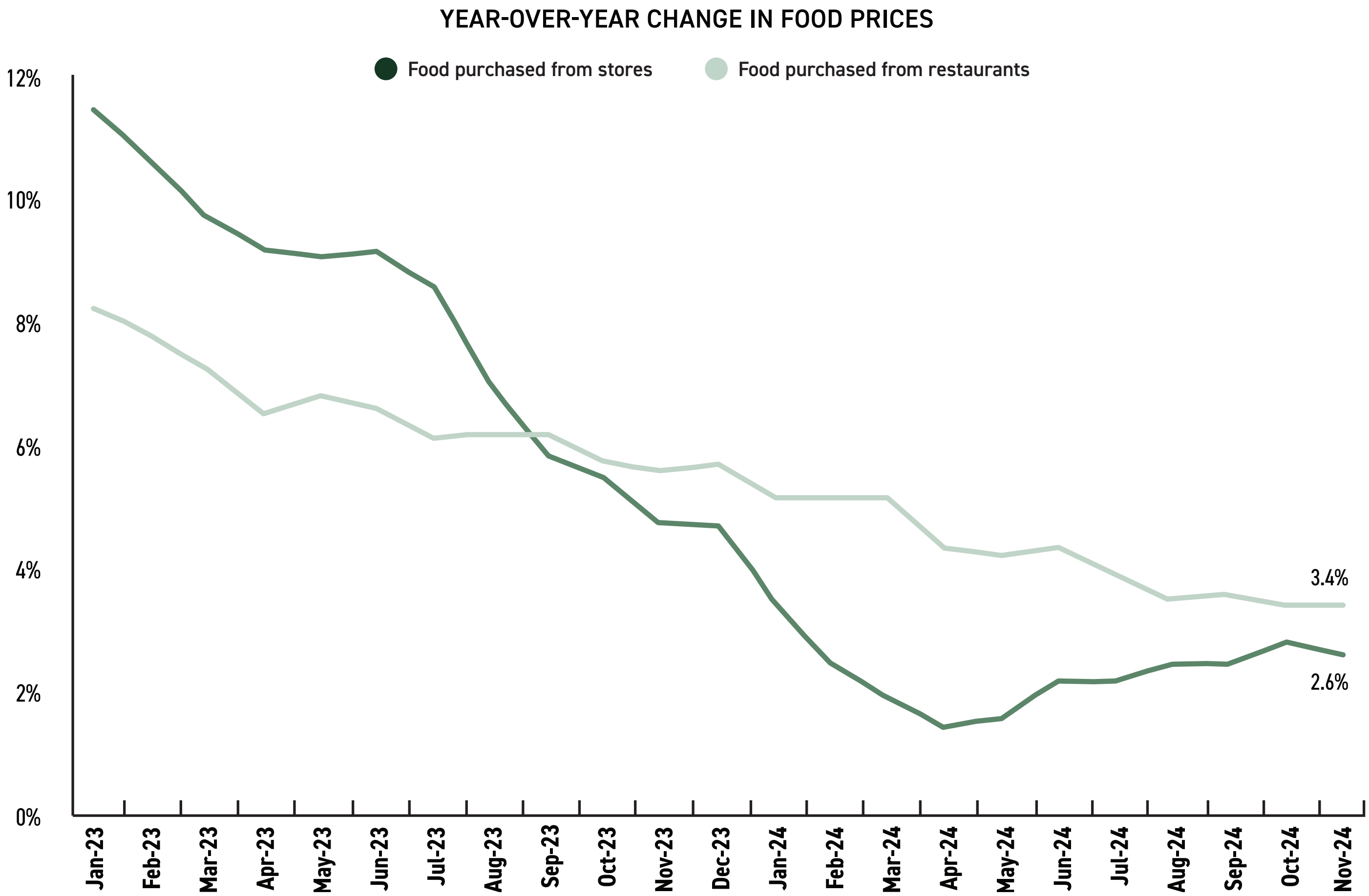
Restaurants Canada monthly REACT survey provides some additional insight as to what happened in the summer. Overall, there was a decline in dining out across most dayparts, with dinner being the most affected. Due to its higher average check size, Canadians made fewer dinner purchases from restaurants over the summer, which contributed to a decline in full-service restaurant visits.

Lower income households cut back on their visits to restaurants. For example, 26% of Canadians with a household income below $50,000 *never* purchased dinner from a restaurant in August 2024. This is up eight percentage points from 18% in August 2023.

Older Canadians also cut back on restaurant visits: a greater share of Canadians aged 55 and older *never* purchased lunch or dinner from a restaurant in the summer of 2024 compared to the summer of 2023.

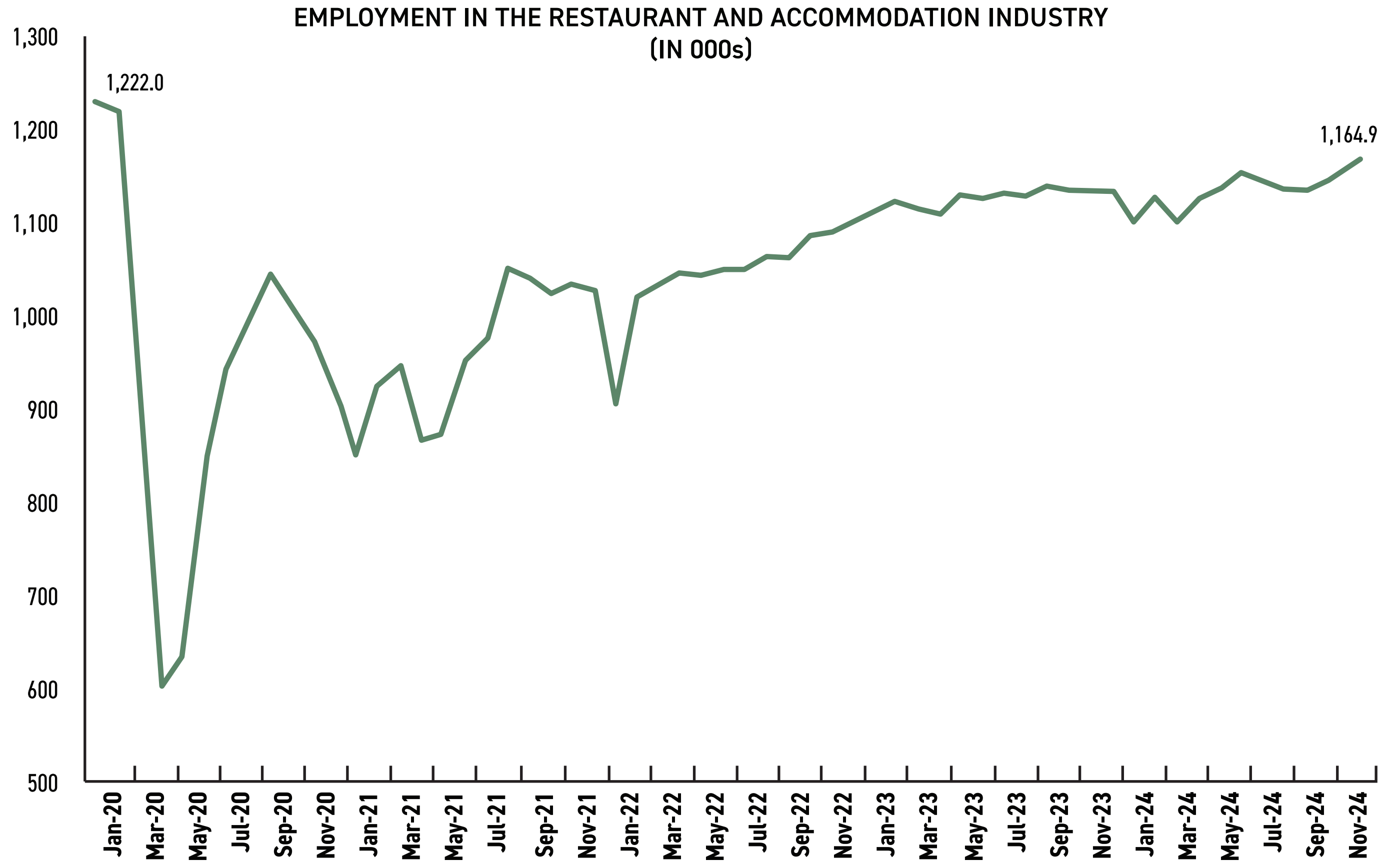
Clearly, the issue of household affordability hasn't gone away despite a moderation in menu inflation, lower interest rates and a stronger-than-expected 7.2% surge in disposable income growth in the third quarter. As a result, we are taking a cautious approach with our outlook over the next couple of quarters. On a positive note, the GST/HST holiday will help boost sales, especially in the first quarter of 2025.

Menu inflation continued to moderate in the last half of 2024, with November menu prices being 3.4% higher compared to November 2023. This is in sharp contrast to the start of the year, when menu inflation was 5.1%.



Source: Statistics Canada

While sales have struggled throughout most of 2024, recent job gains in the restaurant industry suggest that the worst could be over, and operators are feeling more optimistic about the future. After shedding 21,000 jobs in Q3, foodservice (and accommodation employment) rebounded with 27,500 net new jobs in October and November alone. In November, there were 1,165,000 people employed in the foodservice industry – the highest number of workers since the start of the pandemic.



Source: Restaurants Canada and Statistics Canada

Key Issue 1: GST/HST Holiday

For the first time in 34 years, there will be no federal sales tax on food and many alcoholic beverages sold at restaurants. From December 14 to February 15, 2025, restaurant meals and select beverages will be GST/HST-free. This represents a significant opportunity to encourage diners to enjoy a meal out while supporting local restaurants.

Provinces with HST will receive a tax holiday on the entire HST amount – 15% in Atlantic Canada and 13% in Ontario.

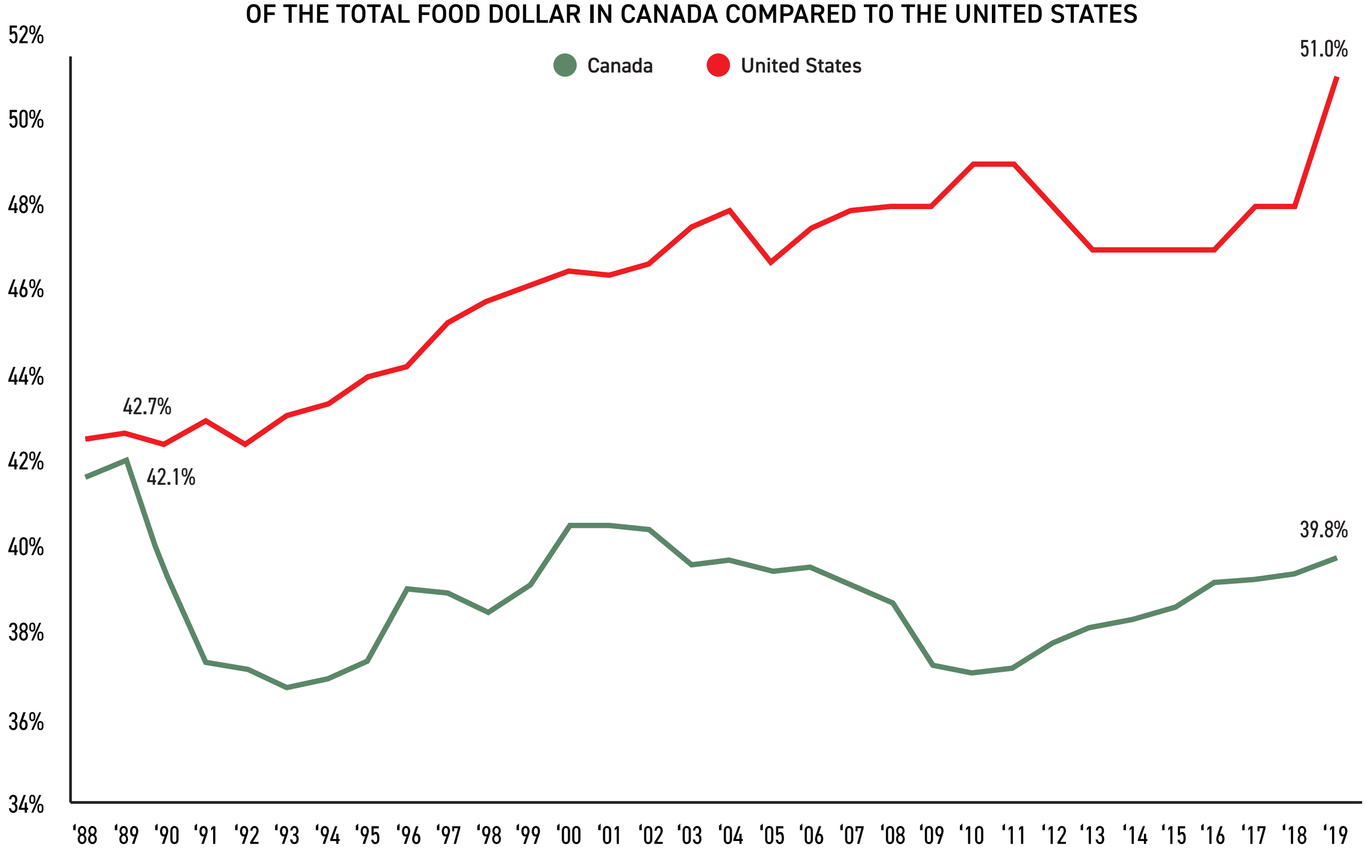
Why the GST/HST holiday is important

Since its introduction, the GST has been a major challenge for the restaurant industry, creating an unlevel playing field with food sold from grocery and retail stores. We know the negative impact this had on foodservice sales, and we know the boost in demand that will happen once this tax is removed.

Before the introduction of the GST in 1991, 42 cents of every dollar spent on food went to restaurants. This was a share that was roughly the same as the United States.

After the GST was introduced, the foodservice share in Canada fell to 36.8 cents and has never fully recovered. By comparison, the restaurant market share in the United States is now above 50 cents. This couldn't have come at a better time for our industry.

THE INTRODUCTION OF THE GST IN 1991 PERMANENTLY REDUCED THE FOODSERVICE SHARE OF THE TOTAL FOOD DOLLAR IN CANADA COMPARED TO THE UNITED STATES



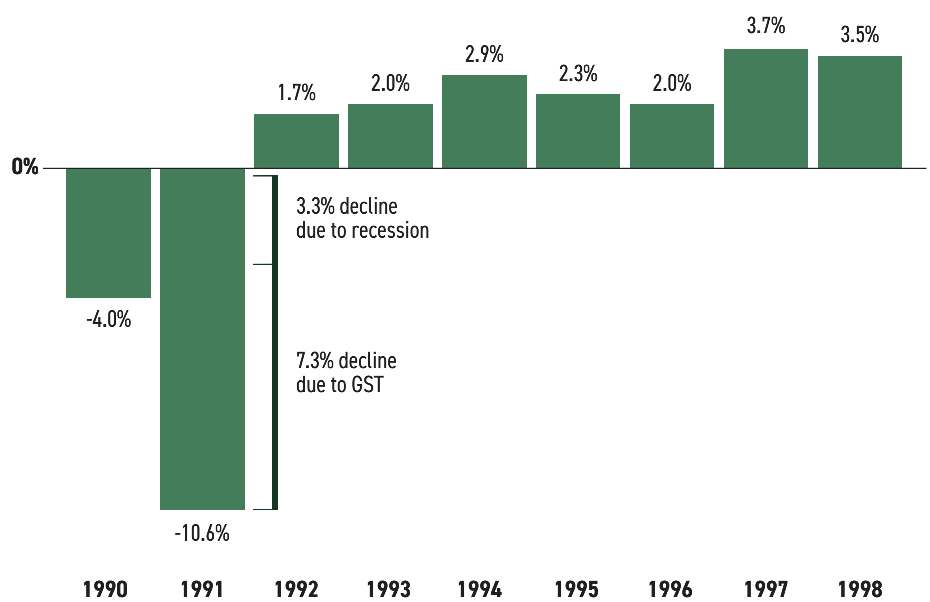
Source: Restaurants Canada, Statistics Canada and National Restaurant Association

When the federal goods and services tax (GST) was first contemplated, the concept was to tax everything sold at the retail level without exemptions. However, instead of implementing a comprehensive and neutral value-added tax, most food bought in grocery stores was exempted from the tax. This allowed ready-to-heat meals that compete directly with restaurant meals to be exempt from the tax.

The result was immediate and had a devastating effect on Canada's foodservice industry.

In 1991, the year the tax was imposed, real foodservice sales dropped by 10.6% compared to only a 2.1% drop in GDP. An Ernst and Young report attributed ¾ of the sales decline to the impact of GST.

INTRODUCTION OF THE GST IN 1991 RESULTED IN AN ADDITIONAL 7.3% DROP IN REAL FOODSERVICE SALES



Source: Statistics Canada and Ernst & Young

"Our results suggest that both sales and margins for our sample foodservice organizations in Canada were almost 7.5% lower in the first half of 1991 than can be attributed to the impacts of the business cycle. Applying the GST to restaurant food, and not groceries, caused a significant shift in consumption patterns."

— The Impact of GST on Restaurant and Foodservice Sales, by Ernst and Young, 1992

The introduction of the GST in 1991 reduced disposable incomes and consumers reacted by reducing consumption at restaurants. The grocery industry has capitalized on this tax advantage by introducing thousands of new products – heat-and-eat versions of almost everything found on restaurant menus. Frozen meals, processed offshore in some cases, are tax free while meals prepared in restaurants by Canadians are taxed.

As noted by Ernst and Young:

"The restaurant and foodservice industry was placed in a uniquely unfavourable position as a result of the introduction of the Goods and Services Tax. In contrast to virtually all other sectors of the economy, the industry was made subject to the GST, while its closest competitor, food consumed at home, was zero-rated. Thus, federal sales tax reform not only raised the price of restaurant and catered meals, but also lowered the cost of eating at home (by eliminating previously hidden FST in basic groceries)."

— The Impact of GST on Restaurant and Foodservice Sales, by Ernst and Young, 1992

The dramatic impact of sales taxes on restaurant revenues was not unique to just the GST. When a new 7% tax was added to restaurant meals in British Columbia in 2010 while grocery store meals remained tax free, the impact on restaurant operators was immediate. An average sales loss of 10% was reported following harmonization of the provincial and federal sales tax, which exacerbated the food tax inequity in British Columbia. Effective April 1, 2013, the 12% HST no longer applied to taxable items, including restaurant meals.

The 2024-25 GST/HST Holiday

The GST/HST holiday represents one of the biggest advocacy successes in Restaurants Canada's history. As a result of Restaurants Canada's lobbying efforts over the past year, the federal government included the restaurant industry and alcohol sales in the GST/HST holiday. It is important to note that this was not Ottawa's original plan, which was to remove the GST on prepared meals and snacks from grocery stores only and exclude restaurants.

The GST/HST holiday comes at a critical time for the restaurant industry. We know many in the foodservice industry are struggling and this season is important. Restaurants Canada estimates that total commercial and non-commercial foodservice sales is projected to be $1.5 billion higher over the 60-day period than they would have been if there was no tax holiday. Provinces with a HST holiday will see a larger increase in restaurant sales than provinces with only a GST holiday.

Restaurants Canada is now working to make the GST holiday permanent.

QUANTIFYING THE IMPACT OF A TAX HOLIDAY ON RESTAURANT SALES

The standard instrument used by economists to measure consumers responsiveness to changes in the price of a good or service is price elasticity. Price elasticity tells us what the proportional change in the demand for a product is for every percentage change in price, with all other factors held constant. The formula for calculating elasticity is as follows:

$$\text{PRICE ELASTICITY OF DEMAND} = \frac{\text{Percentage Change in Quantity Demanded}}{\text{Percentage Change in Price}}$$

A price elasticity equal to -1 means for every 1% increase in price, there is a corresponding 1% decline in demand. Price elasticity can vary significantly based on the product sold. The smaller the price elasticity, the less impact price will have on demand. An elasticity value of 0 means that consumption does not respond to a change in the price.

Examples of price elasticities from economic journals:

- **Cigarettes:** -0.3 to -0.7
- **Gasoline prices**: -0.26 (in the short term)
- **Rice:** -0.55
- **Movie tickets:** - 0.87
- **Alcoholic beverages (spirits):** -1.5
- **Restaurants:** -0.5 to -2.3

In the case of gasoline, the price elasticity is low at -0.26%. This implies that gasoline demand is not very price sensitive, at least in the short term (less than a year). This means for every 10% increase in the price of gasoline, there is a modest 2.6% dip in demand, assuming there are no other factors that affect the demand for gasoline, such as an unexpected boost in household income. Conversely, a 10% increase in the price of alcoholic spirits would cause a significant 15% drop in demand.

In order to quantify the impact of the tax holiday, we would need the price elasticity for the restaurant industry. As shown above, the price elasticity for restaurants in the economic literature range widely, from -0.5 to -2.3. Based on Restaurants Canada's research on Saskatchewan, and what happened to restaurant sales during the introduction of the GST in 1991, the price elasticity in both cases was measured to be close to -1.

Using a price elasticity of -1, restaurant demand is expected to be 5% higher than it normally would be for this time of year in provinces with the 5% GST holiday. In Ontario and Atlantic Canada, which have an HST holiday, demand is expected to be 13% to 15% higher, holding everything else constant[1]. Based on these percentages, Restaurants Canada is projecting an additional $1.5 billion increase in sales[2] above what was expected for the industry. This represents a boost to restaurants in every province over the 60-day tax holiday period.

Data from OpenTable

From December 14 to 27, data from OpenTable, a global leader in restaurant tech, shows an 18 per cent increase in dining compared to the corresponding period in 2023.* Ontario saw a 23 per cent increase year-over-year, while Atlantic provinces (NB, NL, NS, PE) saw an increase of 8 per cent year-over-year.**

Methodology:
*OpenTable looked at seated diners from online reservations for all restaurants active on the OpenTable platform in Canada, Ontario and Atlantic from December 14 - December 27 2024, compared to the corresponding period in 2023.

**OpenTable looked at seated diners from online reservations for all restaurants active on the OpenTable platform in Canada, Ontario and Atlantic from January 1 - December 7 2024, compared to the corresponding period in 2023.

> ***"The GST break is the biggest bonus you'll ever see. Something like this in December, January and part of February, you've got to take advantage of this because this is massive. Do you know what it feels like to buy lunch for $15 and pay $15?"***
>
> — Albert Zappitelli, founder of Zappi's Pizza and Pasta
>
> ***"I don't think there's any foodservice operation that hasn't seen an increase in sales. Large corporate catering orders have also increased for business with taxes no longer being included in budgets. I could see people are spending a little more money and I think the GST holiday has something to do with it. It makes a big difference when you're not paying the extra 13%."***
>
> — Pierre Kountouris, owner of Joe Feta's Restaurant

1. This analysis focuses solely on how price changes impact demand and excludes all other factors that could impact restaurant spending, such as population growth, local economic activity, weather conditions, consumer confidence, etc.

2. This includes both commercial and non-commercial foodservice segments. In 2024, total foodservice sales in Canada were projected to equal nearly $120 billion.

Key Issue 2: Immigration and Population Growth

The federal government has announced planned reductions in both the number of non-permanent residents (NPRs) and a scaling back of its annual permanent immigration targets.

The target for permanent residents has been cut from 500,000 in 2025 and 2026 to 395,000 in 2025 and 380,000 in 2026. Meanwhile, the government has set a target for the number of non-permanent residents in Canada, wanting to reduce their share of the total population to 5% by the end of 2026 compared to its current level of 7%.

Changes within the non-permanent resident targets impact the International Mobility Program (IMP), the Temporary Foreign Worker Program (TFWP) and the number of international students.

The number of permits issued under the TFWP are set to remain flat at 82,000 per year for the next three years. To reach this goal, the government introduced a 10% cap on employer hiring in the low-wage stream and recently announced an increase to the starting hourly wage for TFWs in the high-wage stream by 20% to encourage domestic hiring.

In addition to the above changes, to meet the target for non-permanent residents, the number of international students will be capped at 305,900 over the next three years.

PERMANENT AND NON-PERMANENT RESIDENT TARGETS

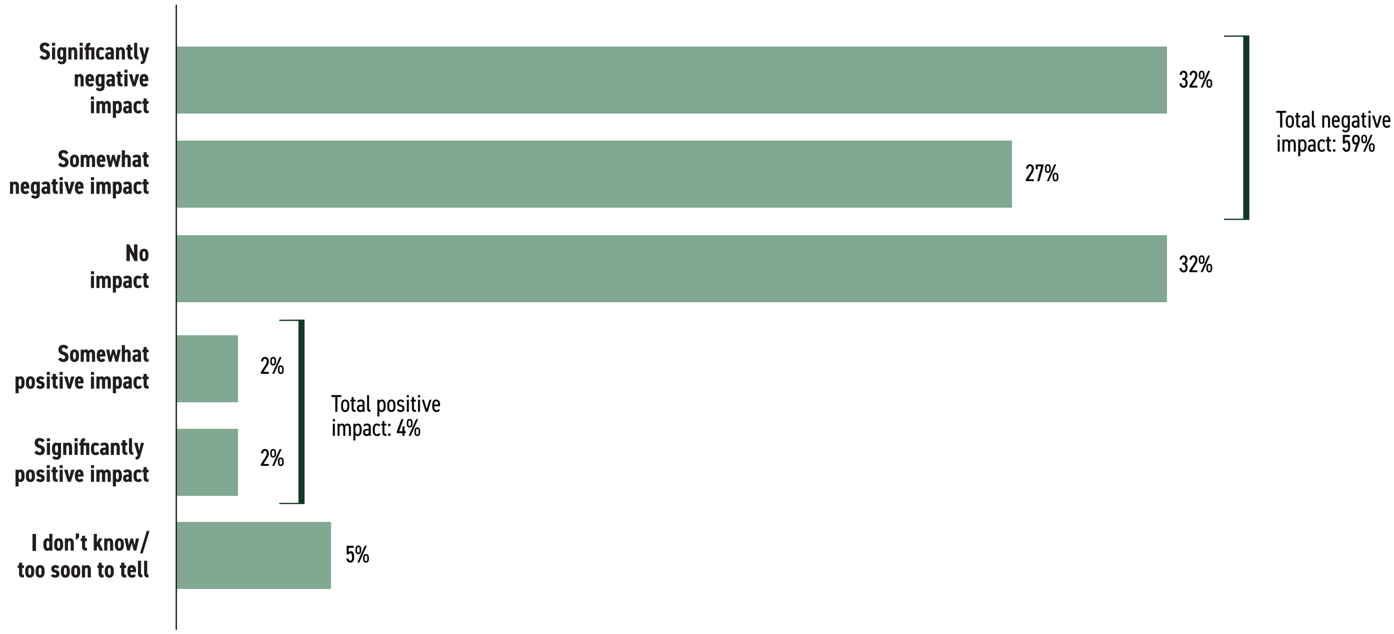
	2025	2026	2027
Permanent Resident Targets	395,000	380,000	365,000
Non-permanent resident targets	674,000	517,000	543,000
Workers (Total)	368,000	211,000	234,000
International Mobility Program (IMP)	286,000	129,000	156,000
Temporary Foreign Worker Program (TFWP)	82,000	82,000	82,000
Students	306,000	306,000	306,000

Source: TD Economics

These changes will have a negative impact on restaurants. Overall, six in 10 respondents said that the reductions will have a negative impact on their business. Another three in 10 believed it would have no impact.

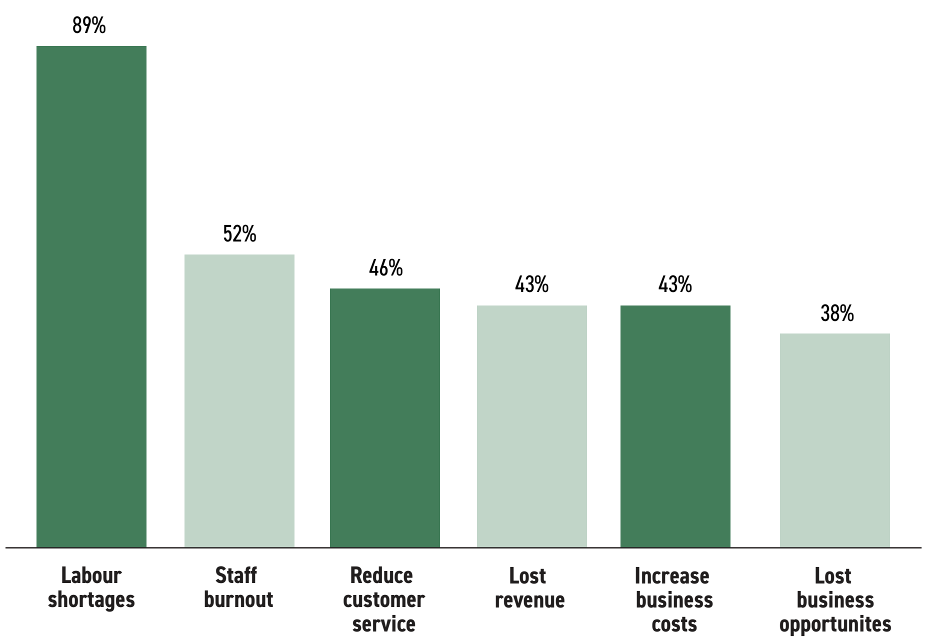
Of those who say there will be an impact, the largest concern is that it would increase the labour shortage situation in the foodservice industry. Half of respondents said that it would lead to staff burnout and 46% said that it would reduce the level of customer service.

SIX IN 10 RESPONDENTS BELIEVE THE IMMIGRATION CUTS WILL HAVE A NEGATIVE IMPACT ON THEIR BUSINESS



Q: Last month, the Government of Canada announced reductions in the number of permanent and temporary residents. What kind of impact will these changes have on your business over the next 12 to 18 months?

RESTAURANT OPERATORS BELIEVE THESE IMMIGRATION TARGETS WILL INCREASE LABOUR SHORTAGES AND ARE CONCERNED ABOUT STAFF BURNOUT



Q: How will these immigration targets impact your overall business? (please select all that apply)

As noted by several restaurant owners: "I would love to hire Canadians, but there are simply not enough here, or applying for the positions we have available."

"As a business owner, I have to work overtime and [I have] no time to spend with family. In this condition either I will close the business or just keep working with stress and no social life."

Several also noted the reduction in worker productivity:

"Substantial increase in existing foreign worker stress and anxiety for those who have worked for us for some time and are close to applying for their PR or expiry of their existing work permit! These stresses increase worker distraction and reduce quality of work, thereby adversely impacting our quality and service and thus customer satisfaction and lost revenue."

"We will need to close the doors two days per week once our existing TFW contracts expire as we are only allowed 10% of our workforce to be TFW - this eliminates 3 positions which will be hard to fill - we are in a town of 3,000 people with no public transportation from North Bay. Therefore, not only will those jobs be lost and hard to fill but other workers will lose hours due to the closures too."

As summed up by one operator:

"Many Canadians don't want tough restaurant jobs: back-of-house positions, dishwashers and cooks are notoriously hard to staff. We see many more foreign workers in positions overall than we did 5-7 years ago. We will be very hard pressed to fill all open positions with the new changes that have taken place."

And if this is not resolved, one operator commented:

"The unexplainable sudden disappearance of many non-foreign workers (Canadians, and those with PR) since the onset of COVID 19 has dramatically adversely impacted the Canadian foodservice industry, an impact we to this day have not been able to compensate for from existing workers in Canada. Our dine-in food service sector cannot pivot to 'Technology' to compensate for and expedite our service, like take out, fast food and home delivery can. Ours is fundamentally a 'skilled people' based business. Even more so in the medium to higher end sector. Without appropriate people resources, this trend will force the whole industry toward lower end food quality and service and in many ways have a very substantial adverse and lasting impact on the industry as a whole, if appropriate corrections are not made soon."

RESTAURANTS CANADA'S RESPONSE TO THE IMMIGRATION ISSUE

Restaurants Canada advocated hard to hold on to the streams and levels of immigration that we had. We also lobbied for other programs to support the industry's labour market needs in the short to medium term. One of our asks was for enhanced settlement services to provide out industry with labour.

Canada currently has one million open work permitted newcomers, including asylum seekers, refugees, and international students. Unfortunately, these newcomers often face significant barriers to securing full-time employment, resulting in high unemployment rates and a slower and more painful integration in communities across the country. Meanwhile, the restaurant industry has 78,000 current job vacancies across the country and a strong record of accomplishment of supporting newcomers. As such, investing in a program to help match and train newcomers for open job vacancies represents a win-win-win for the government, newcomers, and the restaurant industry.

Over the years, many matching and training programs have been tried. Amongst them, the Destination Employment Program (2019-2021) delivered incredibly positive results as a pilot project targeting the hospitality and tourism industry.

The Destination Employment Pilot facilitated newcomers into the hospitality/tourism industry by matching them with suitable jobs and providing training and skill development to enhance their employability and meet industry standards. On-the-job language training was a key component and benefit, resulting in more cost-effective English/French language education. A third-party evaluation of the pilot extolled its successes and recommended scaling up the program.

Based on the importance of facilitating the full integration of newcomers in our communities and Canada's economy, the systemic labour shortage faced by our industry, and the preliminary success of the program, Restaurants Canada advocates for the deployment of a matching and training program like the Destination Employment Program.

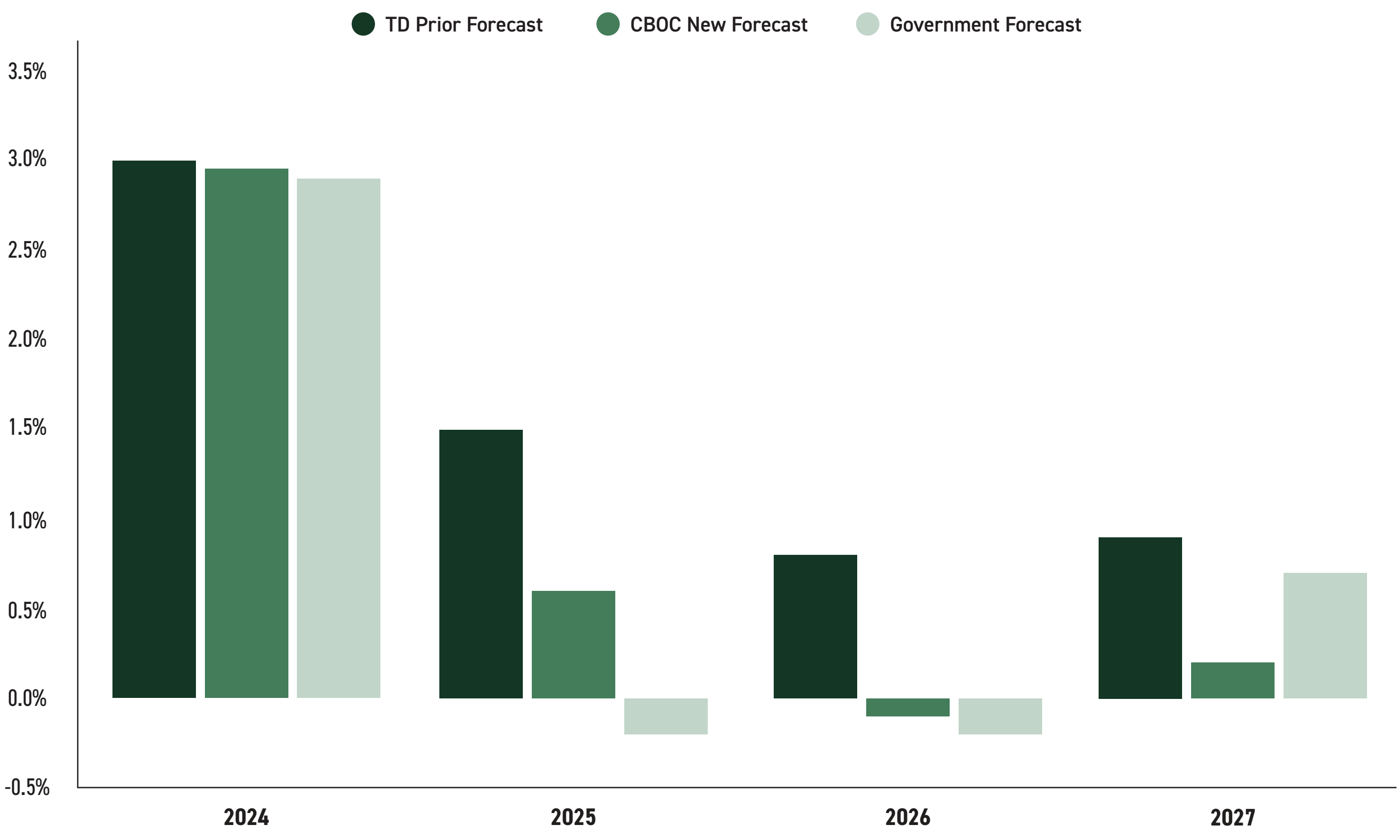
In the medium to long-term, Restaurants Canada is building a workforce strategy that will include research, public opinion polling, community outreach and policy recommendations for governments to help the industry fill its future market needs. A long-term strategy for the industry's labour needs is the best chance to maximize the economic benefits of our industry.

There is a secondary impact from these changes; Canada's population growth is set to stall over the next two years, which will slow economic growth and impact consumer spending. After increasing by over 1.1 million people in 2023 and again in 2024, Canada's population is forecast to increase by just 247,000 in 2025 and is expected to shrink by 37,000 in 2026.

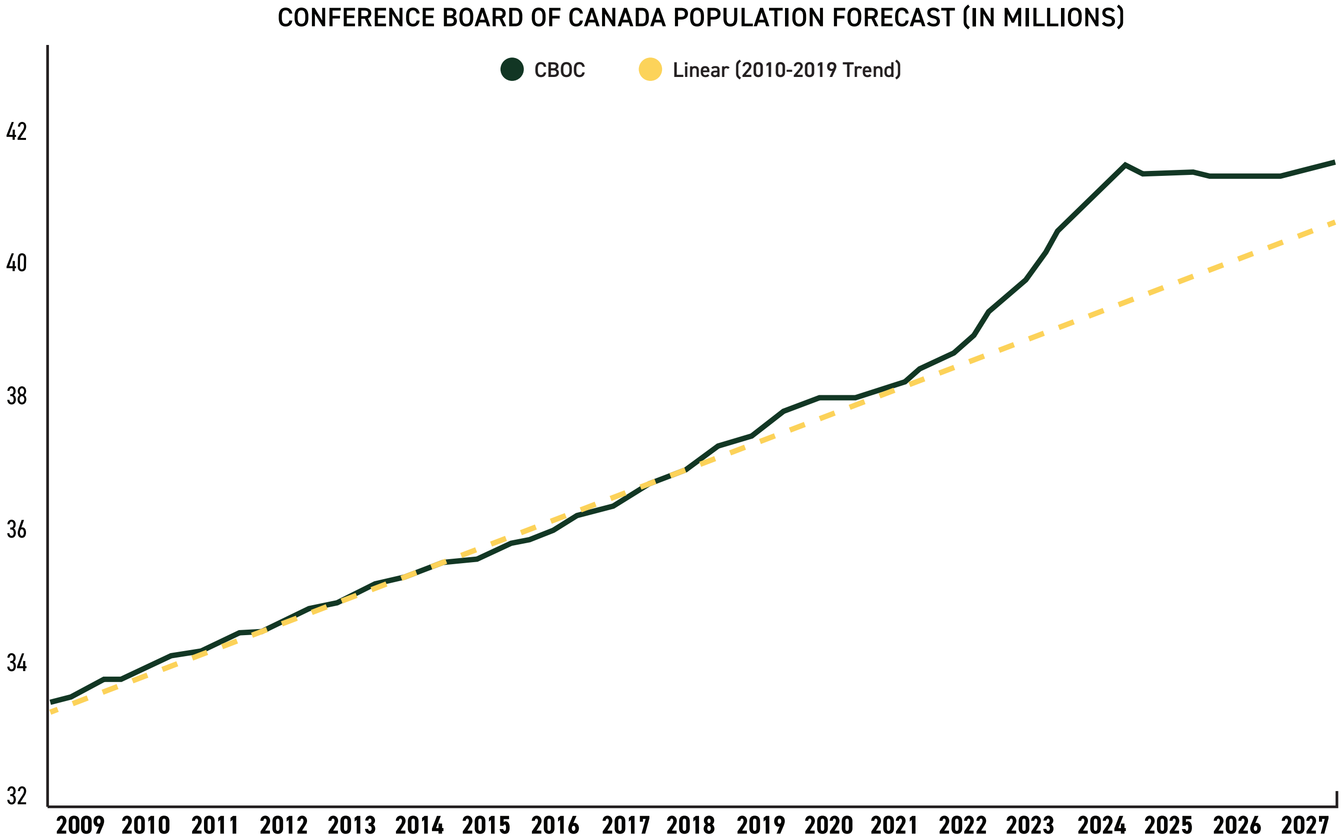
The following charts show the impact from the previous forecast of population growth, produced by TD Economics and the new forecast from the Conference Board of Canada that takes into account the new immigration targets. This chart also shows the impact on population growth if the federal government achieves its targets.

While the immigration changes will stall Canada's total population growth over the next two years, it's important to put these changes into context. Overall, Canada's population will remain above the long-term trend that we saw in the 2010–2019 period. Therefore, these announced changes by the government reflect a calibration to the population growth following several years of above average gains rather than a return to normal trend.

CANADIAN POPULATION GROWTH FORECASTS

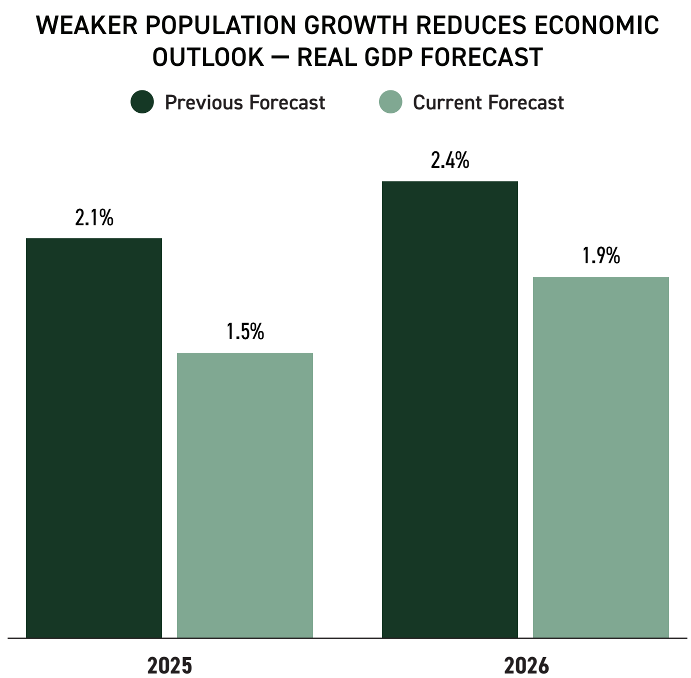


Source: Conference Board of Canada, Government of Canada, TD Economics



Source: Conference Board of Canada and Government of Canada

With a lower population growth, Canada's economy will grow at a much slower pace than originally forecast. Previously, Canada's economy was expected to expand by 2.1% in 2025 and 2.4% in 2026. That forecast has been lowered to 1.5% growth in 2025 and 1.9% growth in 2026. This will lead to a softening in consumer spending over the forecast horizon.



Source: Conference Board of Canada

Key Issue 3: Tariffs

On Monday November 25th, incoming U.S. President Trump threatened that Canada and Mexico would face a punitive tariff rate of 25% on 100% of imports into the United States by executive order shortly after inauguration day, which was January 20th, 2025. His rationale is to penalize the countries for weak border security in terms of drugs, particularly fentanyl, and illegal immigrants coming into the United States.

Trade is crucial to both the U.S. and Canadian economies.

Overall:

- Total exports of goods and services account for 33.7% of Canada's gross domestic product.
- 1 in 6 jobs in Canada are linked to exports.
- The US is our largest trading partner, accounting for 77% of Canada's exports.
- Every day, $3.6 billion worth of goods and services travel across the border between Canada and the United States.

Anything that disrupts the cross-border flow of goods and services will be detrimental to the economy.

During the first Trump presidency, there were 25% tariffs on steel and 10% tariffs on aluminum which led to a sharp decline in exports to the United States while the tariffs were in place.

Scotiabank Economics has modelled various scenarios. The more severe the tariff, the greater the impact on Canada's economy. In their modeling, Scotiabank considered two options. One is that Canada doesn't retaliate with our own tariffs on U.S. imports while the other looks at results if we do impose our own tariffs.

Under the worst-case scenario of a 25% across-the-board tariff, Canada's economy would decline by 3.8% during the worst quarter if we did not retaliate with like tariffs. Canada's real GDP would drop by 5.6% if we were to impose tariffs of our own on US goods and services. For historical context, Canada's economy contracted by 8% during the worst of the Great Recession.

A 25% tariff would severely impact Canada's labour market as well. In the case of a 25% tariff where Canada retaliates in kind, Canada's unemployment rate would jump from its current 6.5% to 9.5%.

These changes, if enacted, could have a broad and significant effect on many Canadian businesses, including those that sell into the United States.

IMPACT ON THE ECONOMY AT VARIOUS TARIFF RATES

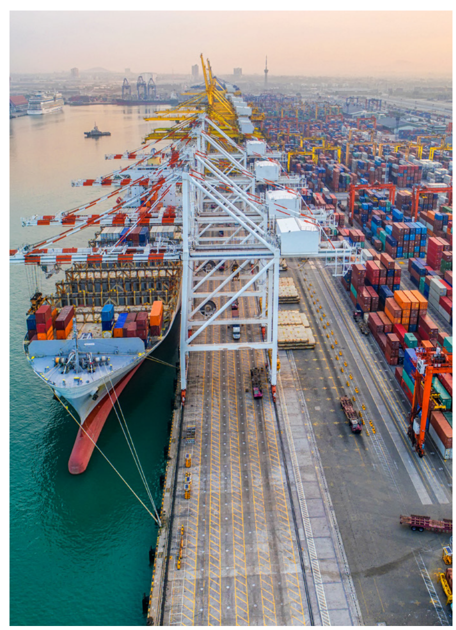
Impact on Canada's GDP

Tariff rate	5%	10%	15%	20%	25%
Without retaliation	-0.8%	-1.5%	-2.3%	-3.1%	-3.8%
With retaliation	-1.1%	-2.3%	-3.4%	-4.5%	-5.6%

Impact on Canada's Unemployment Rate

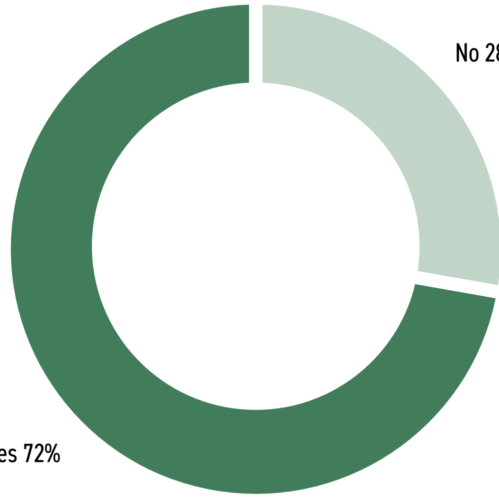
Tariff rate	5%	10%	15%	20%	25%
Without retaliation	+0.4%	+0.9%	+1.3%	+1.7%	+2.2%
With retaliation	+0.6%	+1.2%	+1.8%	+2.4%	+3.0%

Source: Scotiabank



So far, the major banks are saying that cooler heads will prevail, because tariffs would also drag down the U.S. economy, disrupt supply chains, and stoke inflation. We will have to wait and see what happens and respond accordingly.

72% OF RESPONDENTS HAVE SEEN AN INCREASE IN CRIME NEAR THEIR RESTAURANT OVER THE LAST 6 TO 12 MONTHS

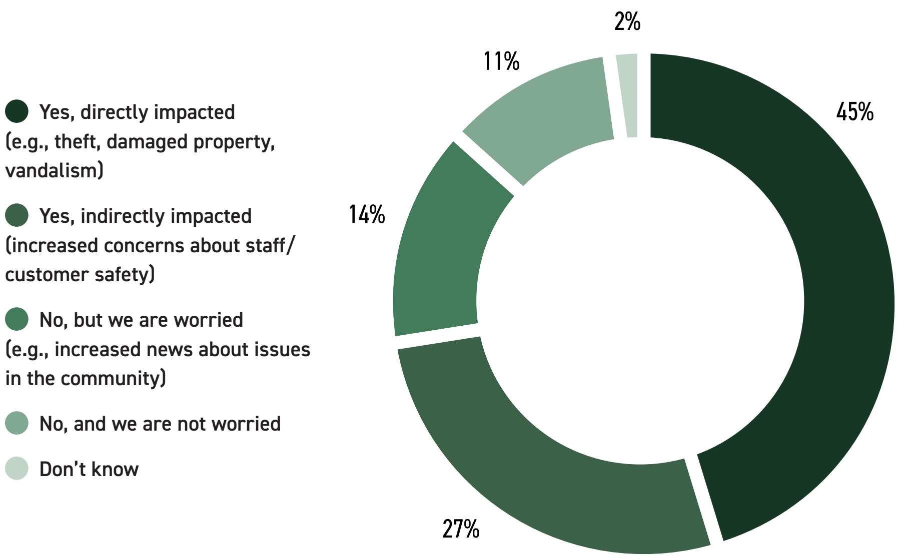


Q: Have you seen an increase in crime/community safety issues near your restaurant(s) over the last 6 to 12 months?

Key Issue 4: How Rising Crime is Impacting Restaurants

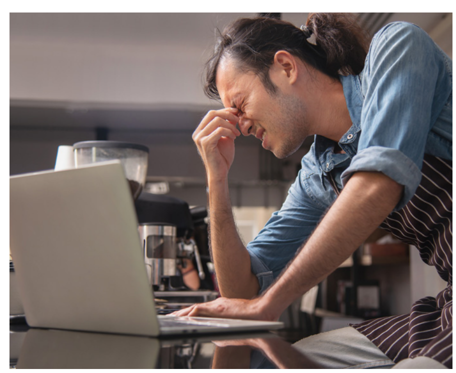
Over the past six to twelve months, 72% of restaurant operators have observed an increase in crime or community safety issues. Alarmingly, 45% of these operators have been directly impacted by incidents such as vandalism, theft, and property damage. Breaking down these experiences, 57% have reported instances of theft or shoplifting, 61% have faced vandalism, and 26% have suffered burglaries or break-ins. These first-hand encounters highlight the growing safety concerns of restaurant operators.

45% OF RESTAURANT OPERATORS HAVE BEEN DIRECTLY IMPACTED BY COMMUNITY SAFETY ISSUES

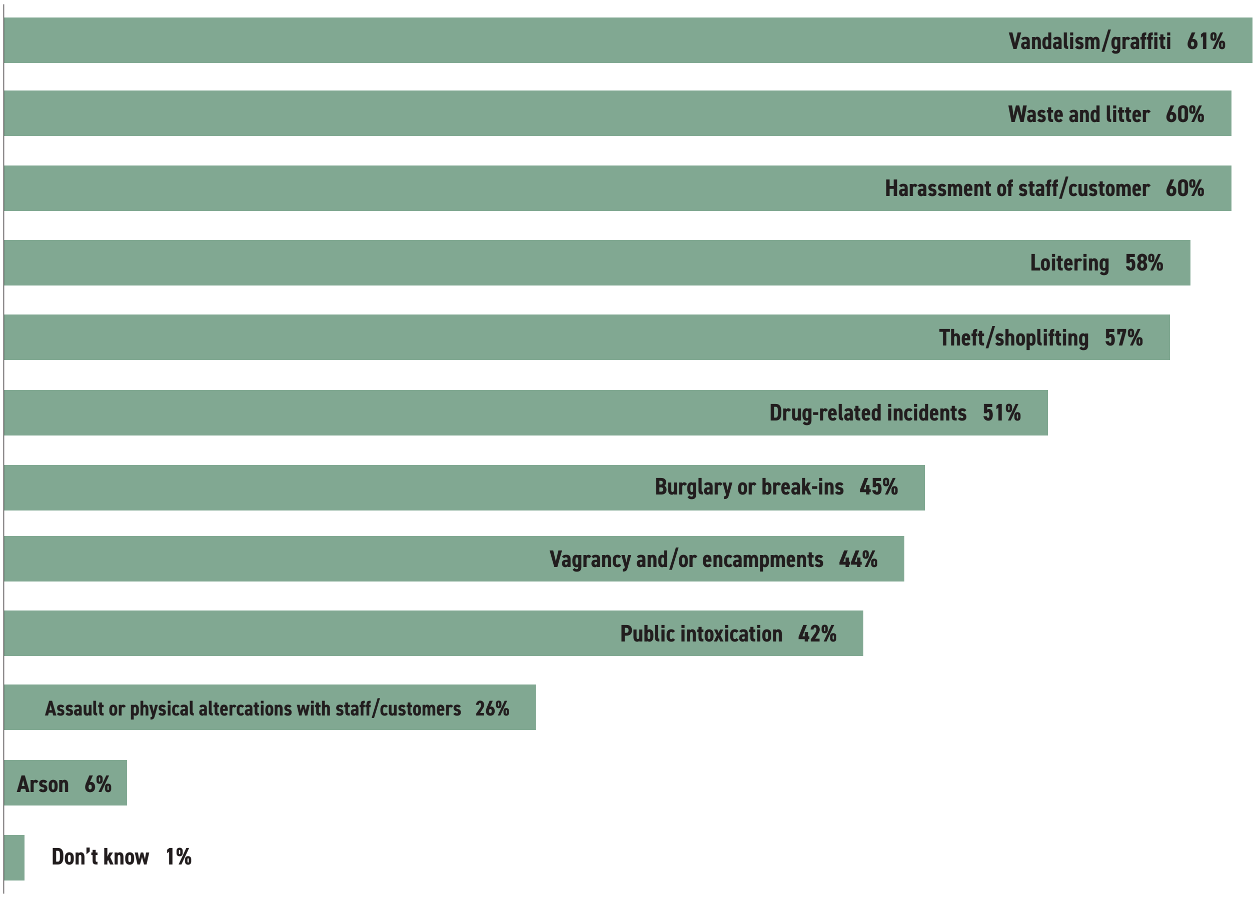


Q: In the last 12 months, has your foodservice operation(s) been impacted by community safety issues?

Even those who have avoided direct impact are not immune. 14% of operators report indirect impacts, such as heightened concerns over the safety of their staff and customers. These concerns are well-founded, with 60% reporting harassment of staff and customers, and an even more troubling 26% experiencing assaults or physical altercations involving staff or customers.



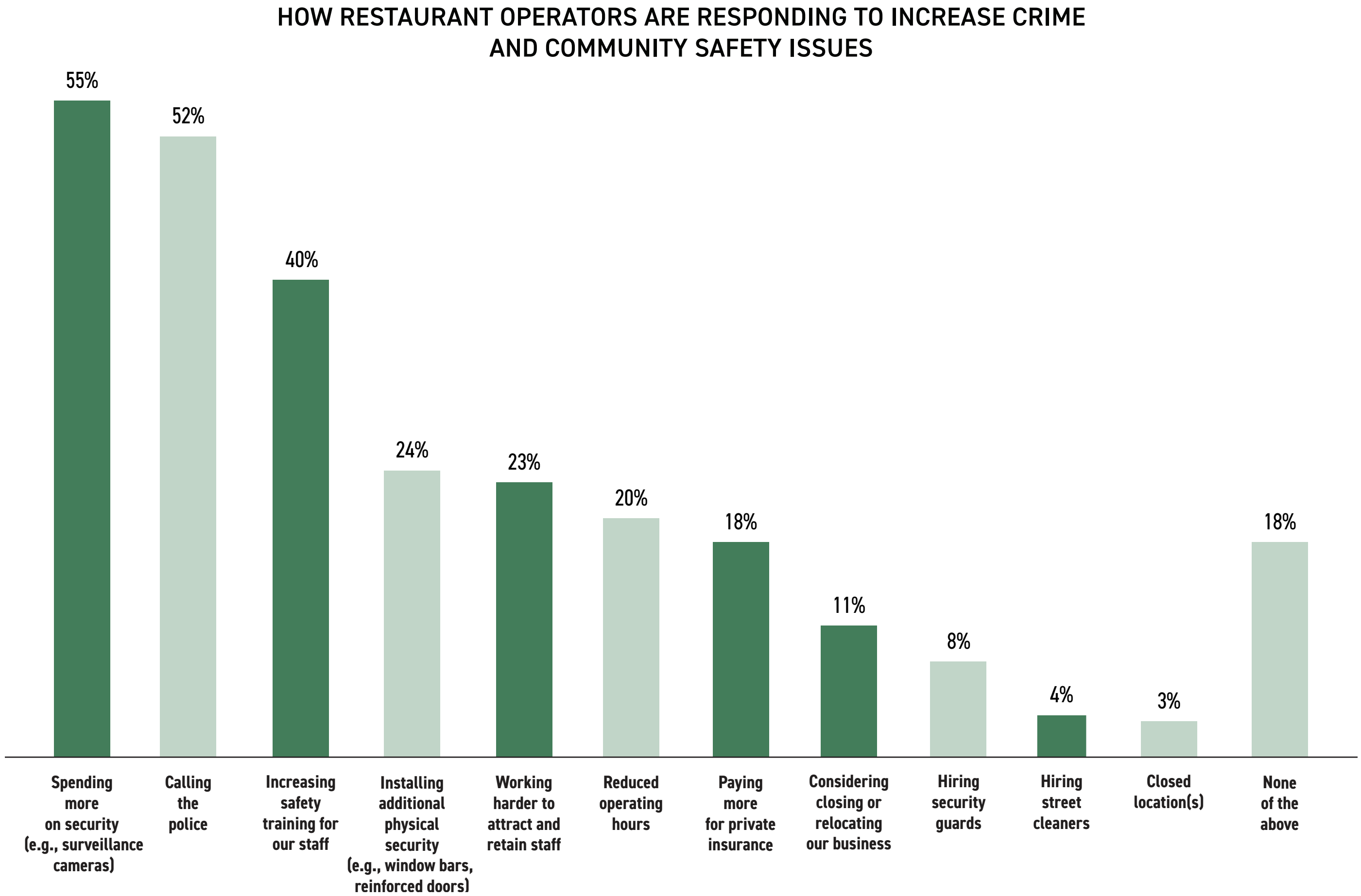
OF THOSE IMPACTED BY COMMUNITY SAFETY ISSUES, RESTAURANT OPERATORS ARE DEALING WITH VANDALISM, HARASSMENT OF STAFF AND THEFT



Q: What kind of issues has your foodservice operation(s) recently experienced? (Please select all that apply)

In response to these challenges, restaurant operators are taking proactive measures to mitigate the effects of rising safety concerns. A significant 55% of operators have increased spending on security, including investments in surveillance cameras. Similarly, 52% have turned to law enforcement for assistance, although many report dissatisfaction with the effectiveness of police interventions. Additionally, 40% of operators have implemented enhanced safety training for their staff, aiming to better equip employees to handle potential threats and maintain a secure environment.

Some operators have resorted to more expensive or restrictive measures. For example, 24% have invested in physical security enhancements, such as reinforced doors or window bars. Others have adjusted their business operations, with 20% reducing operating hours and 18% paying higher premiums for private insurance.



Q: How is your foodservice operation(s) responding to crime / community safety issues? (Please select all that apply)

Many operators find police response inadequate, further complicating efforts to address the rising tide of safety issues. For restaurants, the mounting costs and operational adjustments required to address these concerns add yet another layer of pressure in an already challenging industry environment.

Insights from operators:

- Police don't help at all, extremely slow & careless responses.
- Breaking windows and smashing at doors; patio gate wheels stolen twice.
- I never see police near or around our business, it's like they're non-existent.
- There is not enough police presence on our streets. Especially during the midnight to 6am hours. Police response time is long because of this. We are in a heavy crime ridden neighbourhood, and the police can't do anything until an actual crime happens which is obviously too late.
- Staff are no longer comfortable working a shift alone.

Key Issue 5: How Canadians Are Making Dining Out More Affordable

With rising costs affecting household budgets, Canadians are finding creative ways to save money while dining out at quick-service restaurants (QSRs) and full-service restaurants (FSRs). From avoiding extras like desserts or sides at QSRs (28%) to cutting back on visits to FSRs (36%), Canadians are adjusting their dining habits to navigate the impact of higher prices. Notably, younger and lower-income Canadians are leading the charge in making these adjustments, while higher-income households are also demonstrating significant behavioral changes.

Quick-service Restaurants

When asked how they are managing dining expenses at quick-service restaurants, 36% of Canadians reported going out less frequently, 29% are relying on coupons or discounts more often, and 28% are skipping add-ons. Interestingly, this pullback is not exclusive to lower-income groups. Among households earning $50,000 to $100,000 and those earning over $100,000, 38% said they've reduced their visits in the past six months—only one percentage point more than those earning under $50,000 (37%).

Age is a significant factor in dining behavior. Gen Z and Millennials are leading the cutbacks, with 42% and 37% respectively reducing their QSR visits, compared to just 22% of Baby Boomers. Younger Canadians are also making the most dramatic efforts to curb spending, with 46% of Gen Z avoiding add-ons—a staggering 25 percentage points higher than Baby Boomers.

Rewards programs are another key tool for saving, particularly among younger generations. While 38% of Gen Z and 35% of Millennials report using restaurant rewards programs, only 10% of Baby Boomers take advantage of these savings opportunities.

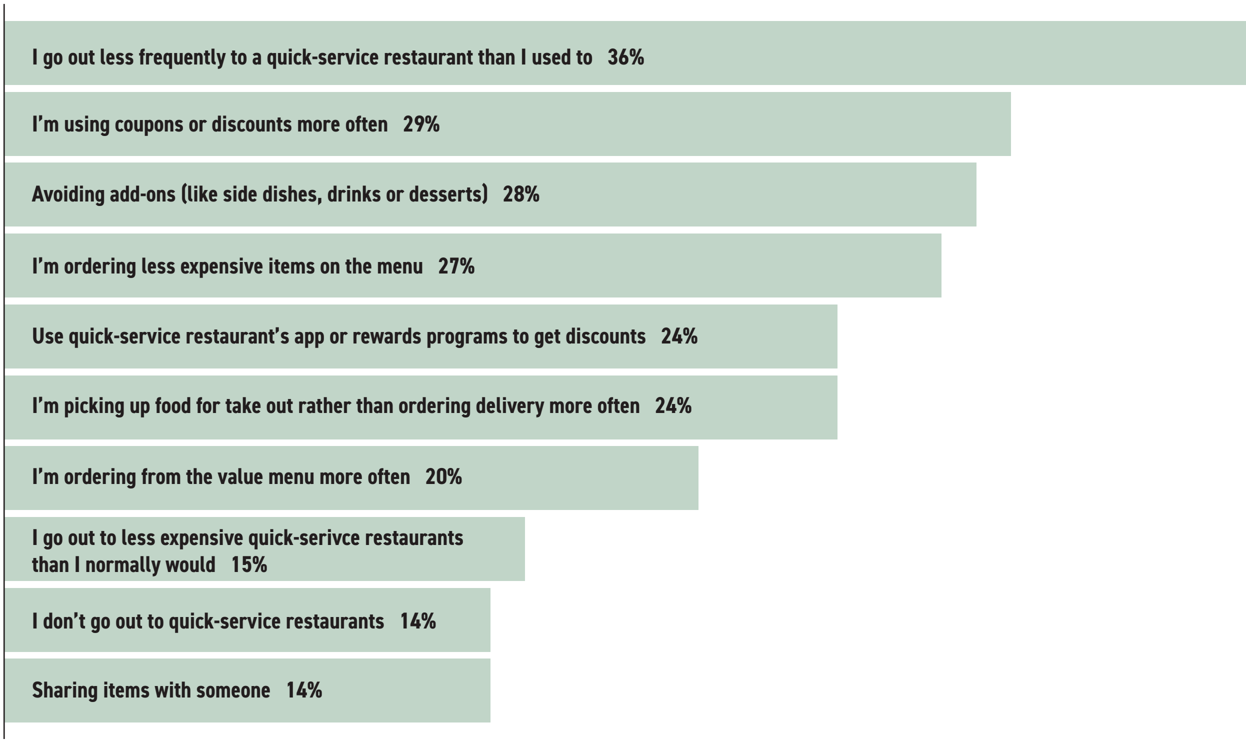
Full-service restaurants

The impact of rising prices is also evident at full-service restaurants, where reduced customer visits are contributing to a notable sales decline compared to 2023, second only to bars. Interestingly, higher-income households are reducing visits at a slightly greater rate. While 33% of households earning $50,000 or less are going out less frequently, 38% of households earning $50,000 to $100,000 and those earning over $100,000 have also pulled back.

Generational differences are again apparent, with Gen X reporting the largest reduction in visits at 41%, followed by Millennials (40%) and Gen Z (37%). Baby Boomers, while less affected, still report a 30% decrease in frequency.

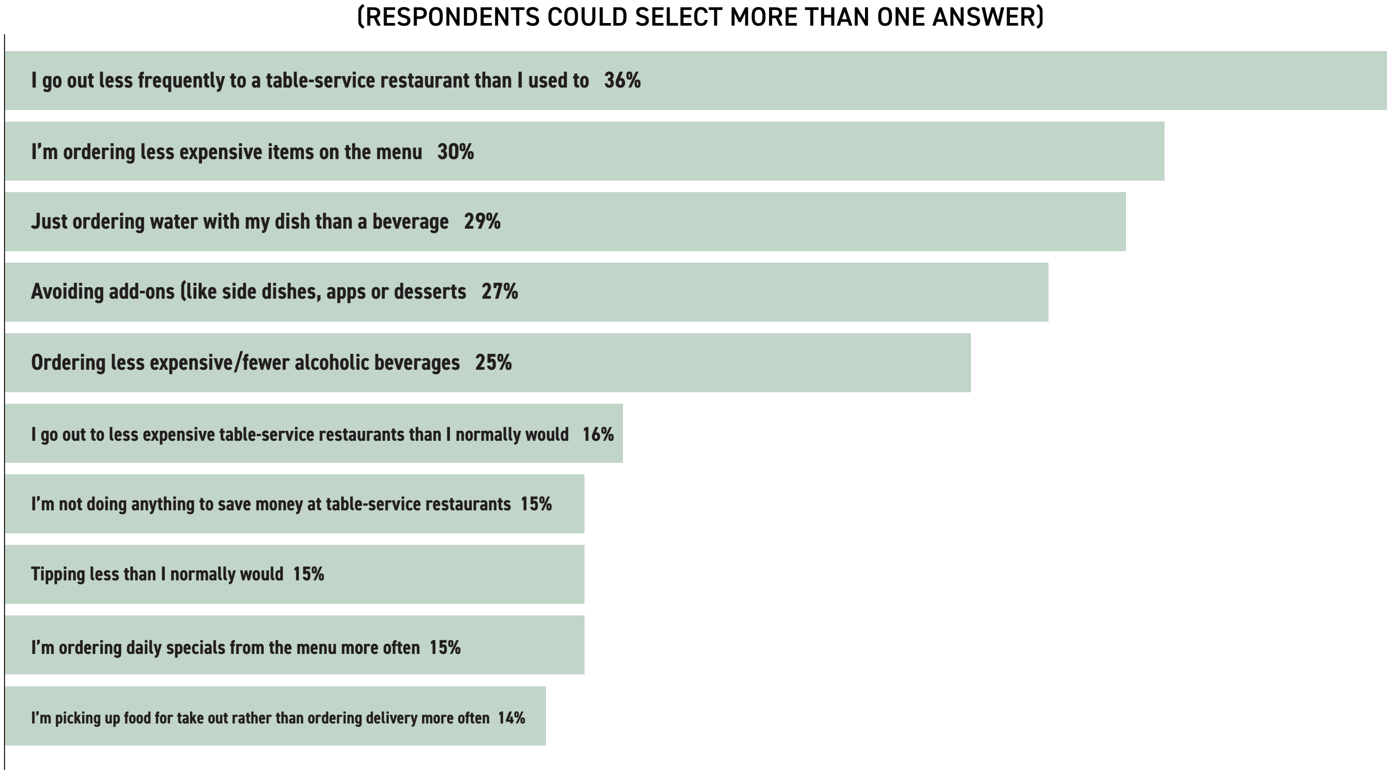
Gen Z is showing remarkable adaptability to continue dining out at FSRs, adopting cost-saving measures such as ordering less expensive items (44%), opting for water instead of other beverages (43%), sharing dishes (21%), and splitting bills with others (20%). These strategies highlight resourcefulness in maintaining dining experiences while keeping costs under control.

WAYS IN WHICH CANADIANS ARE SPENDING LESS AT QUICK-SERVICE RESTAURANTS (RESPONDENTS COULD SELECT MORE THAN ONE ANSWER)



Source: Angus Reid, survey conducted November 2024

WAYS IN WHICH CANADIANS ARE SPENDING LESS AT TABLE-SERVICE RESTAURANTS (RESPONDENTS COULD SELECT MORE THAN ONE ANSWER)

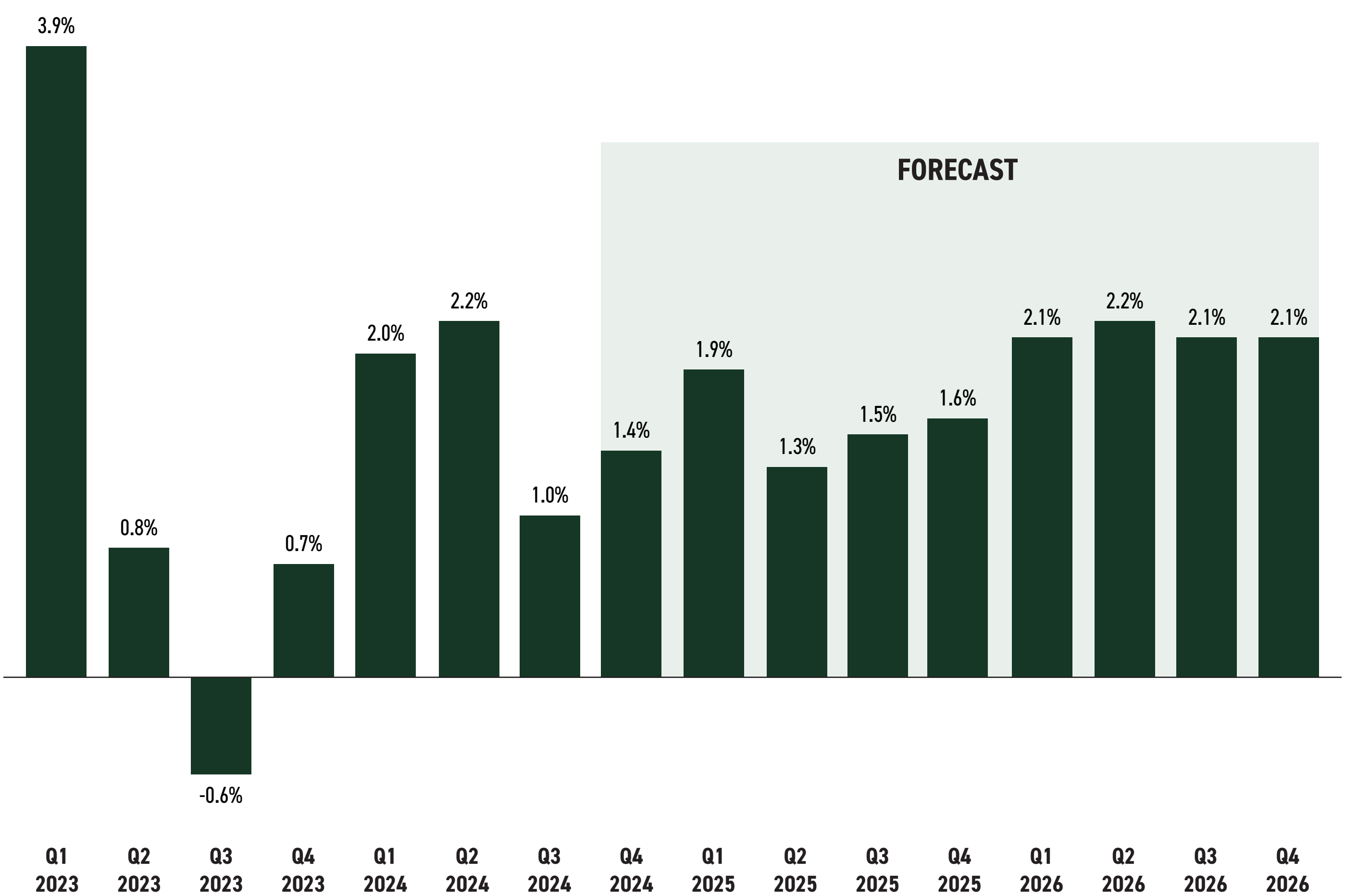


Source: Angus Reid, survey conducted November 2024

Key Issue 6: Economic Forecast

Based on the Conference Board of Canada's latest outlook, the economy is forecast to begin 2025 on a strong note. Annualized real GDP is forecast to grow by 2.0% in Q1 2025 and by 2.2% in Q2. This is on the heels of a 0.6% contraction in the third quarter and a projected 0.7% expansion in the fourth quarter of 2024. Lower interest rates will spearhead economic growth, resulting in a rebound in consumer spending and boosting housing market activity.

ANNUALIZED REAL GDP GROWTH



Source: Conference Board of Canada and Restaurants Canada

In recent years, Canadians felt the tremendous financial strain of higher interest rates as the prime lending rate nearly tripled from 2.45% in 2021 to 6.95% by the middle of 2024. As an example, a household with a $350,000 mortgage would see their monthly mortgage payment soar from $1,560 to $2,460 – a $900 a month increase. This equates to an additional $10,800 a year in their mortgage payments, on top of the surge in cost of living (food, gas, utilities).

The Bank of Canada will continue to lower interest rates throughout 2025, which will put more money in the pockets of consumers. The Bank of Canada has already reduced its key rate by 175 basis points and another 100 basis points reduction is expected in 2025. Every 100 basis point reduction in interest rates would lower borrowing costs by approximately $2,600 a year.

Economic growth, however, is forecast to moderate in the second half of the year as a result of possible tariffs from the Trump administration. There is a tremendous amount of uncertainty surrounding these tariffs, including what the tariff rate will be, and which products the tariffs will apply to. Currently, the threat is a 25% tariff on all Canadian products to the United States. Even the threat of tariffs will have a negative impact on business sentiment and consumer confidence, which will suppress economic growth in the second half of the year. As a result, the economic forecast will be adjusted once more information is available on the tariff policies being implemented.

In 2026, Canada's economy is forecast to grow by 1.9% following a 1.5% increase in 2025. Growth will be driven by a rebound in business investment, housing market growth and a rebound in exports. Despite lower population growth (-0.1%) in 2026, retail sales are expected to climb by 3.0%.

For the first time since the start of the pandemic, there is an incredible amount of uncertainty in the outlook. Therefore, we highlight the following factors that could provide either upside or downside risks to the forecast.

Upside risks to the economic outlook:

- A faster-than-expected recovery in consumer confidence would spur stronger consumer spending.
- Stronger job creation in 2025 and 2026 would lead to a faster decline in the unemployment rate and lead to higher consumer spending and income growth.

Downside risks to the economic outlook:

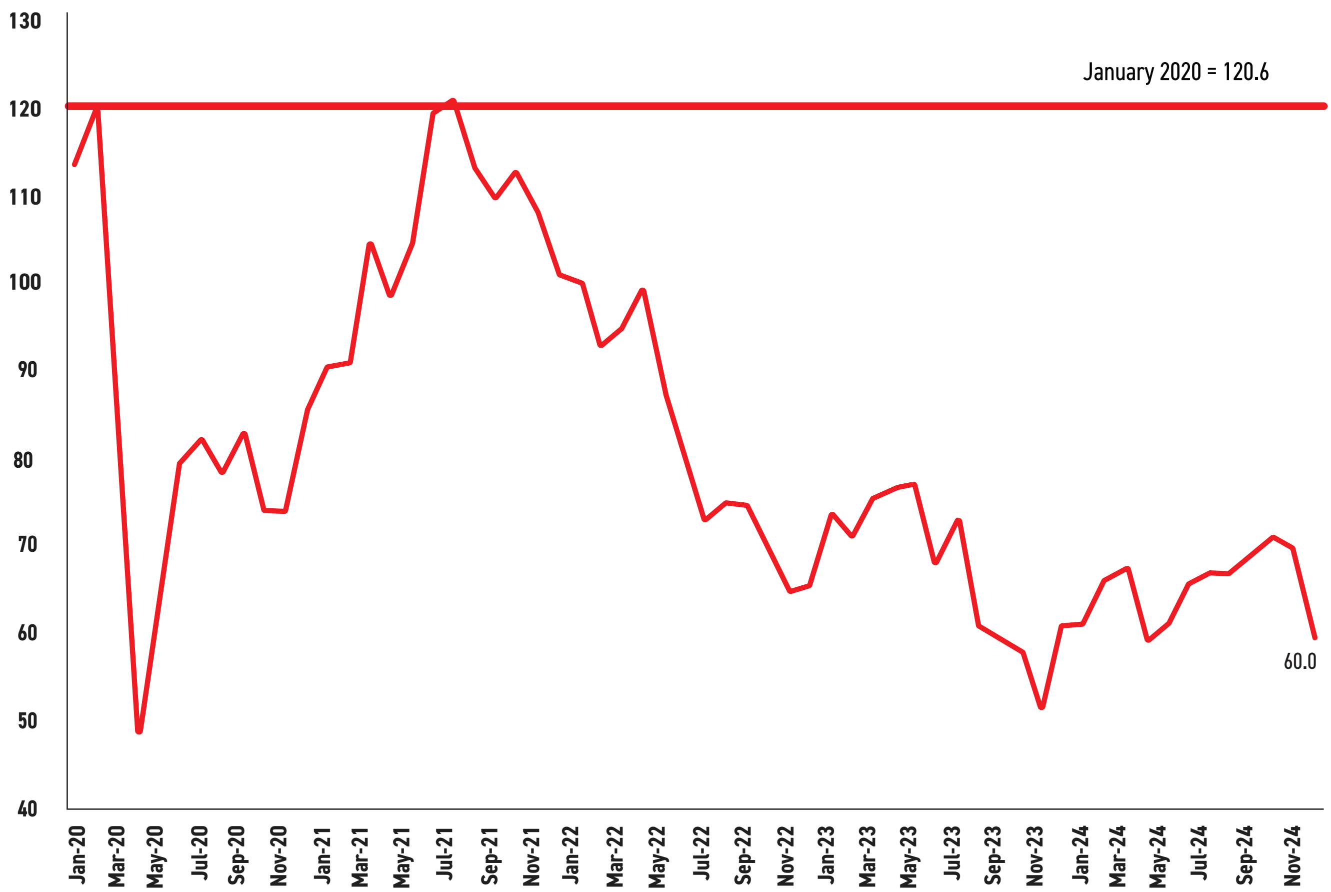
- A larger-than-expected decline in population would result in lower economic growth and consumer spending gains.
- Depending on their magnitude, severe tariffs would lead to a significant reduction in economic activity.
- Heightened geopolitical tensions could lead to higher commodity prices, resulting in weaker spending by consumers and businesses.

Foodservice Sales Forecast

The economic outlook for 2025 looks slightly better than 2024 thanks to lower interest rates and now that inflation is hovering below 2%. However, these positive economic developments will only matter if Canadians begin to feel better about the economy and their finances. This has been a major barrier to the economic recovery as consumer confidence remains woefully below pre-pandemic levels.

In December, the Conference Board of Canada's consumer confidence index indicated that Canadian households feel pessimistic about the economy. While lower inflation and interest rates are providing financial relief, a weaker labour market is weighing down confidence as Canadians worry about future job prospects. As a result, December saw the largest monthly decline in consumer confidence of 2024, falling 10 basis points over November.

CONSUMER CONFIDENCE INDEX (2014 = 100) — CANADA



Source: Conference Board of Canada

When forecasting foodservice sales, Restaurants Canada includes the forecast of real GDP, menu inflation, consumer spending and the unemployment rate. However, as this edition of the Quarterly has already highlighted, other factors will further impact total foodservice sales, and the GST/HST holiday will enable consumers to spend more on food away from home. However, slower population growth and the potential impact of tariffs will restrain topline sales.

Taking all of the above factors into account, foodservice sales are forecast to grow by 3.7% in the first quarter of 2025. To better understand the assumptions behind this figure, Restaurants Canada is projecting January commercial foodservice sales to be 6% higher than January 2024 due to the impact of the GST/HST holiday. Based on early estimates with some operators, full-service restaurants have benefitted more than quick-service restaurants from the tax break. February sales, however, are forecast to grow by just 1%. While we expect a boost in sales in the first half of February, sales will be restrained by having only 28 days in February 2025 compared to 29 days in February 2024. In March, sales are forecast to return to a normal pace of growth, increasing by 4.0%.

Overall, total commercial foodservice sales are forecast to surpass $100 billion[3] in 2025, representing a 3.9% nominal increase over 2024. Adjusted for menu inflation, real sales are forecast to grow by 0.8% compared to relatively flat real sales in 2024. While the GST/HST holiday will provide a boost to sales, quick-service restaurant sales are projected to moderate this year following solid gains in 2024. Similarly, caterer revenues are also expected to slow following several years of strong growth.

In 2026, real sales are forecast to improve with 1.0% growth. This is a pace in line with long term sales growth.

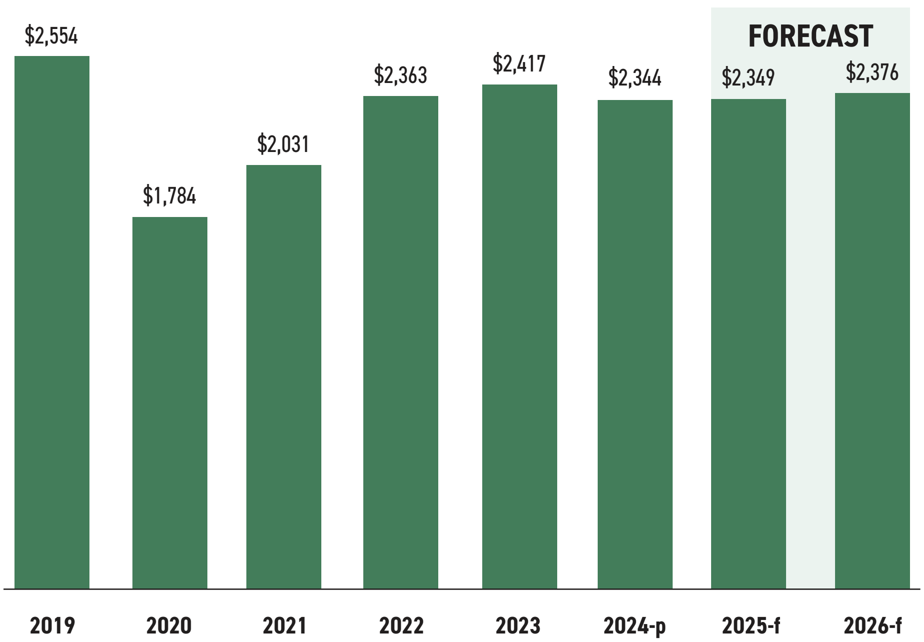
3. Commercial foodservice includes quick-service restaurants, full-service restaurants, caterers and drinking places. In 2022, total foodservice sales surpassed the $100-billion mark, which includes commercial foodservice as well as non-commercial foodservice from accommodations, self-operated kitchens in institutional settings, retail foodservice and foodservice from golf courses, stadiums and vending machines.

BREAKING DOWN THE FOODSERVICE SALES FORECAST AND ASSUMPTIONS (YEAR-OVER-YEAR CHANGE)

	START WITH	SUBTRACT	EQUALS	SUBTRACT	EQUALS
	Nominal sales growth	Menu inflation	Real sales growth	Population growth	Real per capita sales growth
'23	12.0%	6.5%	5.2%	2.8%	2.3%
'24-p	3.9%	4.1%	-0.1%	3.0%	-3.0%
'25-f	3.9%	3.0%	0.8%	0.6%	0.2%
'26-f	4.1%	3.0%	1.0%	-0.1%	1.1%

Source: Statistics Canada and Restaurants Canada

REAL PER CAPITA COMMERCIAL RESTAURANT SALES (IN 2024 $)



Source: Restaurants Canada and Statistics Canada

COMMERCIAL FOODSERVICE SALES FORECAST (SALES IN MILLIONS OF DOLLARS)

	2024.1	2024.2	2024.3	2024.4	2025.1	2025.2	2025.3	2025.4	2026.1	2026.2	2026.3	2026.4
Quick-service restaurants	$9,924.6	$11,544.7	$11,958.7	$11,222.0	$10,272.0	$12,029.6	$12,437.0	$11,715.7	$10,713.7	$12,570.9	$12,946.9	$12,196.1
	5.7%	5.6%	5.2%	4.6%	3.5%	4.2%	4.0%	4.4%	4.3%	4.5%	4.1%	4.1%
Full-service restaurants	$9,358.2	$10,589.4	$11,090.2	$10,620.3	$9,704.5	$10,970.6	$11,522.7	$11,045.2	$10,034.5	$11,486.2	$11,972.1	$11,553.2
	4.1%	2.4%	0.3%	2.8%	3.7%	3.6%	3.9%	4.0%	3.4%	4.7%	3.9%	4.6%
Caterers	$1,618.6	$1,968.4	$1,960.1	$2,090.9	$1,696.3	$2,053.0	$2,042.4	$2,174.6	$1,738.7	$2,126.9	$2,107.8	$2,250.7
	7.3%	7.9%	4.9%	5.7%	4.8%	4.3%	4.2%	4.0%	2.5%	3.6%	3.2%	3.5%
Drinking places	$558.0	$622.8	$670.0	$628.4	$574.2	$629.1	$678.7	$635.3	$582.8	$636.0	$685.5	$642.9
	0.4%	-1.8%	-4.1%	0.8%	2.9%	1.0%	1.3%	1.1%	1.5%	1.1%	1.0%	1.2%
Total sales	$21,459.5	$24,759.9	$25,679.0	$24,561.7	$22,247.0	$25,682.3	$26,680.9	$25,570.8	$23,069.7	$26,820.1	$27,712.3	$26,642.9
	5.0%	4.3%	2.7%	3.8%	3.7%	3.7%	3.9%	4.1%	3.7%	4.4%	3.9%	4.2%
CPI-FAFH	1.929	1.941	1.956	1.971	1.987	1.999	2.015	2.030	2.046	2.059	2.075	2.091
	5.1%	4.2%	3.6%	3.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Real Sales	$11,126.6	$12,756.2	$13,128.3	$12,463.9	$11,198.9	$12,846.1	$13,243.2	$12,598.1	$11,274.8	$13,024.5	$13,354.6	$12,744.0
	-0.1%	0.1%	-0.8%	0.5%	0.7%	0.7%	0.9%	1.1%	0.7%	1.4%	0.8%	1.2%
Real GDP[2]	2.0%	2.2%	1.0%	1.4%	1.9%	1.3%	1.5%	1.6%	2.1%	2.2%	2.1%	2.1%
Pers. disp. income	6.8%	7.4%	7.6%	5.6%	5.3%	3.1%	1.1%	2.2%	1.6%	2.0%	2.3%	2.4%
Unemployment rate[3]	5.9%	6.3%	6.5%	6.6%	6.4%	6.3%	6.0%	5.9%	5.7%	5.6%	5.5%	5.4%
Inflation[3]	2.8%	2.7%	2.0%	1.8%	1.5%	1.8%	1.8%	2.0%	2.6%	1.8%	1.9%	2.0%

Source: Restaurants Canada, Statistics Canada, and Conference Board of Canada

NOTES:

1. Shaded areas represent forecast periods. All percentage changes are period-over-period. CPI-FAFH refers to the consumer price index for food away from home, also known as menu inflation.

2. Annualized quarter-over-quarter change. **3.** Refers to actual value.

COMMERCIAL FOODSERVICE SALES FORECAST (SALES IN MILLIONS OF DOLLARS)

	2019	2020	2021	2022	2023	2024	2025	2026
Quick-service restaurants	$33,734.8	$29,030.8	$33,582.6	$38,186.5	$42,423.0	$44,650.0	$46,454.3	$48,427.6
	4.4%	-13.9%	15.7%	13.7%	11.1%	5.2%	4.0%	4.2%
Full-service restaurants	$34,289.7	$21,799.6	$26,582.4	$36,419.6	$40,712.8	$41,658.1	$43,242.9	$45,046.0
	4.6%	-36.4%	21.9%	37.0%	11.8%	2.3%	3.8%	4.2%
Caterers	$6,306.9	$3,344.1	$3,948.9	$5,936.9	$7,178.7	$7,638.1	$7,966.4	$8,224.2
	6.0%	-47.0%	18.1%	50.3%	20.9%	6.4%	4.3%	3.2%
Drinking places	$2,694.3	$1,432.6	$1,573.6	$2,359.9	$2,512.4	$2,479.2	$2,517.3	$2,547.2
	-3.1%	-46.8%	9.8%	50.0%	6.5%	-1.3%	1.5%	1.2%
Total sales	$77,025.7	$55,607.1	$65,687.4	$82,902.9	$92,827.0	$96,460.0	$100,180.9	$104,245.0
	4.4%	-27.8%	18.1%	26.2%	12.0%	3.9%	3.9%	4.1%
CPI-FAFH	1.565	1.599	1.649	1.759	1.873	1.949	2.008	2.068
	2.7%	2.2%	3.1%	6.7%	6.5%	4.1%	3.0%	3.0%
Real sales	$49,207.2	$34,770.7	$39,834.7	$47,128.4	$49,558.4	$49,490.2	$49,902.2	$50,414.2
	1.7%	-29.3%	14.6%	18.3%	5.2%	-0.1%	0.8%	1.0%
Real GDP[2]	1.9%	-5.0%	6.0%	4.2%	1.5%	1.2%	1.5%	1.9%
Pers. disp. income	4.5%	8.4%	3.1%	5.4%	5.3%	6.8%	2.9%	2.1%
Unemployment rate[3]	5.8%	5.7%	9.7%	7.5%	5.3%	5.4%	6.3%	6.2%
Inflation[3]	1.9%	0.7%	3.4%	6.8%	3.9%	2.4%	1.8%	2.1%

Source: Restaurants Canada, Statistics Canada, TD Economics and Conference Board of Canada
NOTE: 1. Shaded areas represent forecast periods. All percentage changes are period-over-period.
CPI-FAFH refers to the consumer price index for food away from home, also known as menu inflation.
2. Annualized quarter-over-quarter change. **3.** Refers to actual value.

APPENDIX 1

WAYS IN WHICH CANADIANS ARE SPENDING LESS AT QUICK-SERVICE RESTAURANTS

(RESPONDENTS COULD CHOOSE MORE THAN ONE ANSWER)

	GENERATIONS			
	Gen Z	Millennials	Gen X	Babyboomers & older
I go out less frequently to a quick-service restaurant than I used to	44%	40%	39%	29%
I'm using coupons or discounts more often	42%	37%	27%	22%
Avoiding add-ons (like side dishes, drinks or desserts)	46%	34%	26%	21%
I'm ordering less expensive items on the menu	44%	33%	28%	18%
I'm picking up food for take out rather than ordering delivery more often	30%	30%	25%	18%
Use a quick-service restaurant's app or rewards program to get discounts	38%	35%	25%	10%
I'm ordering from the value menu more often	31%	24%	22%	13%
I go out to less expensive quick-service restaurants than I normally would	27%	16%	16%	8%
Sharing items with someone	26%	12%	14%	13%
I order at a different time of day, such as breakfast or snack rather than supper or lunch	6%	3%	2%	5%
Other (please specify)	1%	1%	1%	1%
I'm not doing anything to save money at quick-service restaurants.	7%	12%	14%	16%
I don't go out to a quick-service restaurant	7%	8%	14%	21%

WAYS IN WHICH CANADIANS ARE SPENDING LESS AT TABLE-SERVICE RESTAURANTS

(RESPONDENTS COULD CHOOSE MORE THAN ONE ANSWER)

	GENERATIONS			
	Gen Z	Millennials	Gen X	Babyboomers & older
I go out less frequently to a table-service restaurant than I used to	37%	40%	41%	30%
I'm ordering less expensive items on the menu	44%	35%	28%	24%
Just ordering water with my dish than a beverage	43%	30%	25%	28%
Avoiding add-ons (like side dishes, apps or desserts)	34%	33%	26%	24%
Ordering less expensive/fewer alcoholic beverages	36%	27%	23%	20%
I go out to less expensive table-service restaurants than I normally would	27%	17%	17%	12%
I'm ordering daily specials from the menu more often	18%	18%	13%	14%
Tipping less than I normally would	26%	16%	15%	9%
I'm picking up food for take out rather than ordering delivery more often	21%	16%	14%	11%
I'm ordering more shareable dishes	21%	14%	13%	10%
I'm using coupons or discounts more often	18%	15%	12%	11%
Use a restaurant's app or rewards program to get discounts	21%	14%	10%	5%
Choosing restaurants that offer promotions for birthday meals or special events	13%	13%	7%	6%
I'm splitting the bill with friends and family	20%	9%	6%	6%
I order at a different time of day, such as breakfast or snack rather than supper or lunch	6%	4%	2%	5%
Other (please specify)	1%	1%	1%	1%
I'm not doing anything to save money at table-service restaurants	9%	15%	15%	18%
I don't go out to a table-service restaurants	10%	10%	11%	14%






About the Restaurants Canada Forecast

Restaurants Canada uses an econometric model to forecast commercial foodservice sales by using the Conference Board of Canada's forecasts of consumer spending, disposable income, real GDP, employment and tourism by segment.

About Restaurants Canada

Since 1944 Restaurants Canada is a national, not-for-profit member-based trade association advancing the potential of Canada's diverse and dynamic foodservice industry through member programs, research, advocacy, resources and events. Canada's foodservice sector is a $120 billion industry that serves 23 million customers across the country every day. As the fourth-largest private-sector employer, Canadian foodservice directly employs nearly 1.2 million people, and indirectly supporting another 270,700+ jobs in related industries, with $41 billion in food and beverage products purchased every year.

We proudly support restaurants across the country

Every day, we're connecting businesses to thousands of customers and delivery people. Grow your business with the power of Uber Eats.

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RC Show

Restaurants Canada

CANADA'S LEADING HOSPITALITY & FOODSERVICE TRADE EVENT

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CELEBRATING 80 YEARS

FUEL YOUR **POTENTIAL, PEOPLE, PROSPERITY** AND **PASSION** AT **RC SHOW 2025**

RC SHOW IS CANADA'S LEADING HOSPITALITY AND FOODSERVICE TRADE EVENT. This is where the industry comes together to fuel innovation, build lasting connections and discover the trends, tools, and tastemakers driving the industry forward.

80TH ANNIVERSARY HEADLINER:
CHEF JOSÉ ANDRÉS

JOIN US FOR THREE ACTION-PACKED DAYS FEATURING:

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Gain insights from 80th anniversary headliner **Chef José Andrés**, entrepreneur, humanitarian and global icon, Culinary keynote **Chef Tuệ Nguyễn** (@TwayDaBae), content creator, restaurateur and cookbook author, and take your place to hear **top industry experts**, **panels**, and **Success Stories** of passion, leadership and innovation.

8 Live Industry Competitions to Inspire

Cheer on Canada's top talent at the **Garland Canada Culinary Competition**, **Bocuse d'Or** and **World Pastry Cup Team Canada Qualifiers** and all-new **Breakfast Sandwich Competition**.

Innovative Solutions & Technologies

Explore 11 pavilions showcasing over **1,000+ brands and 1,200+ exhibitors** to discover the cutting-edge products you need to fuel your business growth.

Unparalleled Events & Industry Networking Opportunities

Enjoy the best in guest experience and the company of industry trailblazers at exclusive RC Show events including **Opening Night Reception**, **Industry Night Out** and a series of new and exclusive in-Show networking events.

YOUR TICKET SUPPORTS THE INDUSTRY
Restaurants Canada is a not-for-profit organization. All proceeds are directly reinvested into advocacy, research and resources that support the foodservice industry.

Join us and FUEL the future of foodservice.
Tickets are selling fast—scan the QR code NOW to save 25% on your Multi-Day RC Show pass:

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Restaurants Canada
INTELLIGENCE

Presented with support from Uber Eats

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