

State of the Foodservice Industry and The Role of Seafood





Since 1966, we have produced in-depth research focused on the foodservice industry.

We provide insights into consumer, industry and menu trends in the U.S., Canada and 23 markets around the world. Our team of experts helps leaders in the industry make complex business decisions, set strategy and stay ahead of the curve.



Scan to learn more

Agenda

- Discuss broader foodservice situation, trends, forecast
- Cover consumer trends from recent foodservice seafood study
- Open up for questions

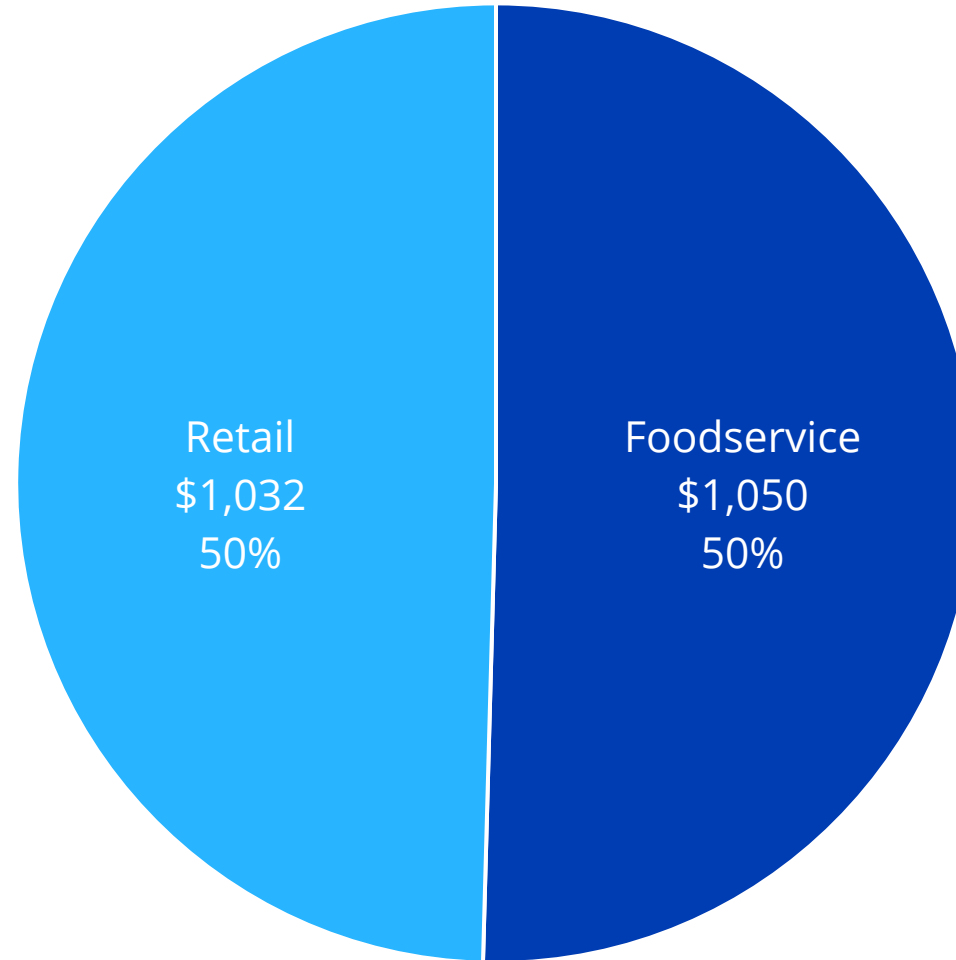
Foodservice is....

*Food and beverages **prepared** away-from-home*

Dine-in, take-out, delivery, drive thru

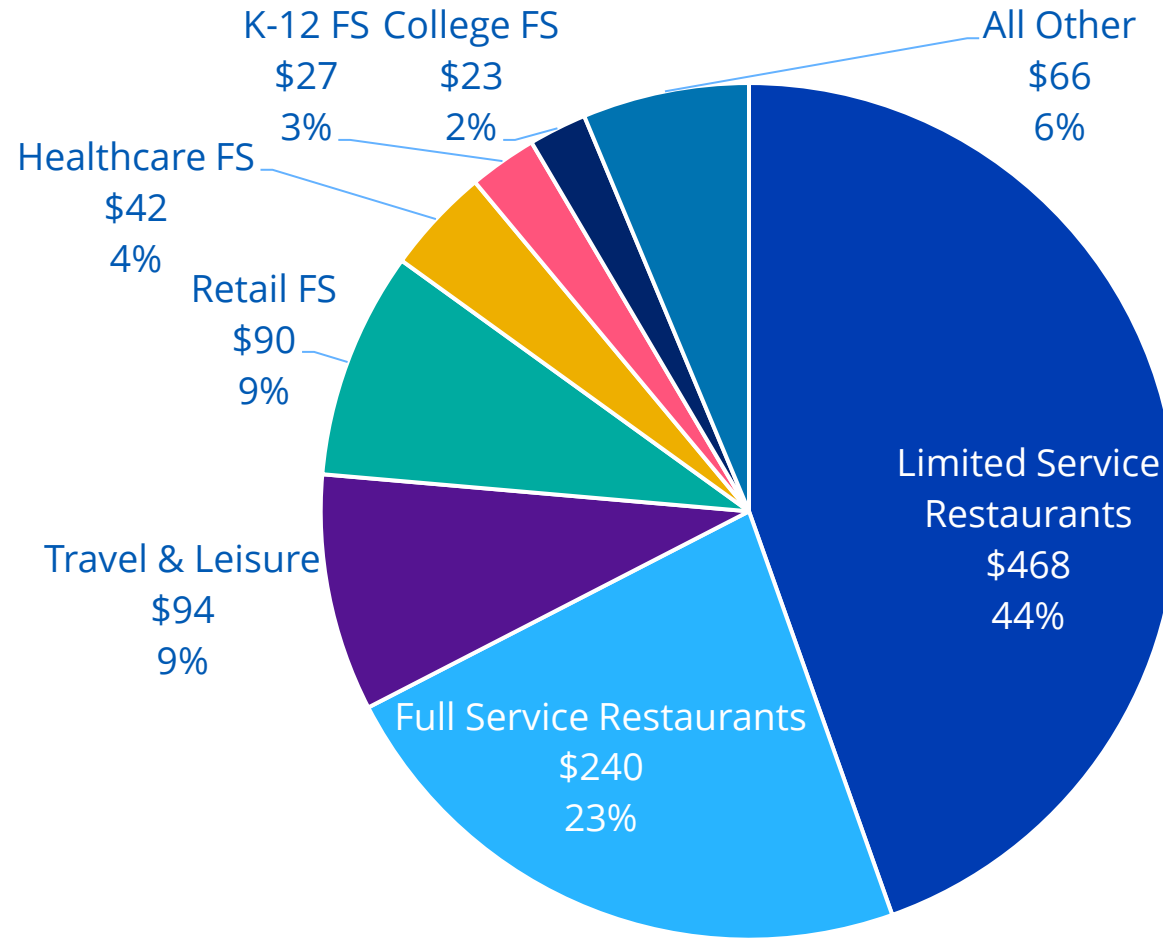
Foodservice & retail are equal in size

2025 US FOOD INDUSTRY (PRELIMINARY)
\$BILLIONS



Source: Technomic

2025 FOODSERVICE INDUSTRY SEGMENTATION (PROJECTED)
\$1,050 BILLIONS



Source: Technomic

Overall
inflation rate

3.0%

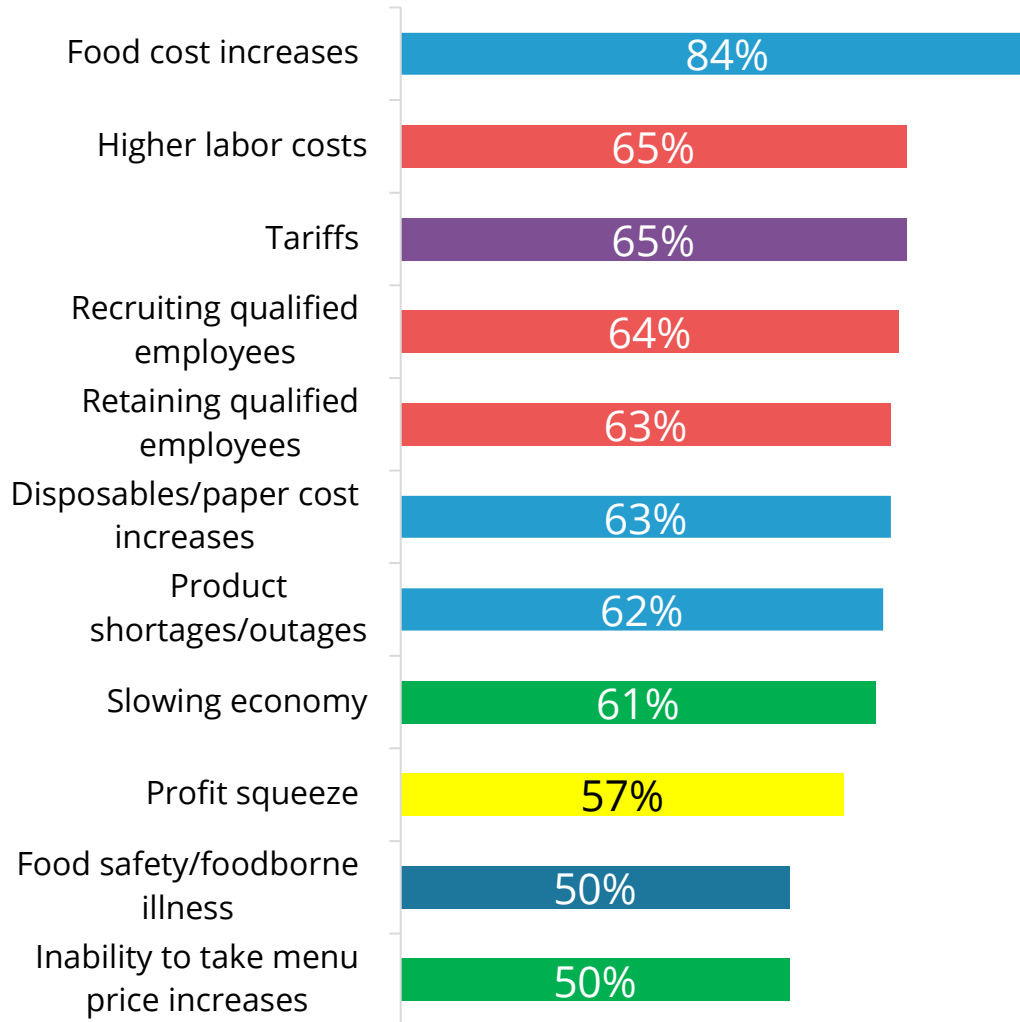
Unemployment
rate

4.3%

Source: Bureau of Labor Statistics
Note: Inflation data from September 2025 and unemployment data from July 2025

TOP OPERATOR CONCERNS ABOUT MAJOR INDUSTRY CHALLENGES

TOP 2 BOX



Base: 501 operators

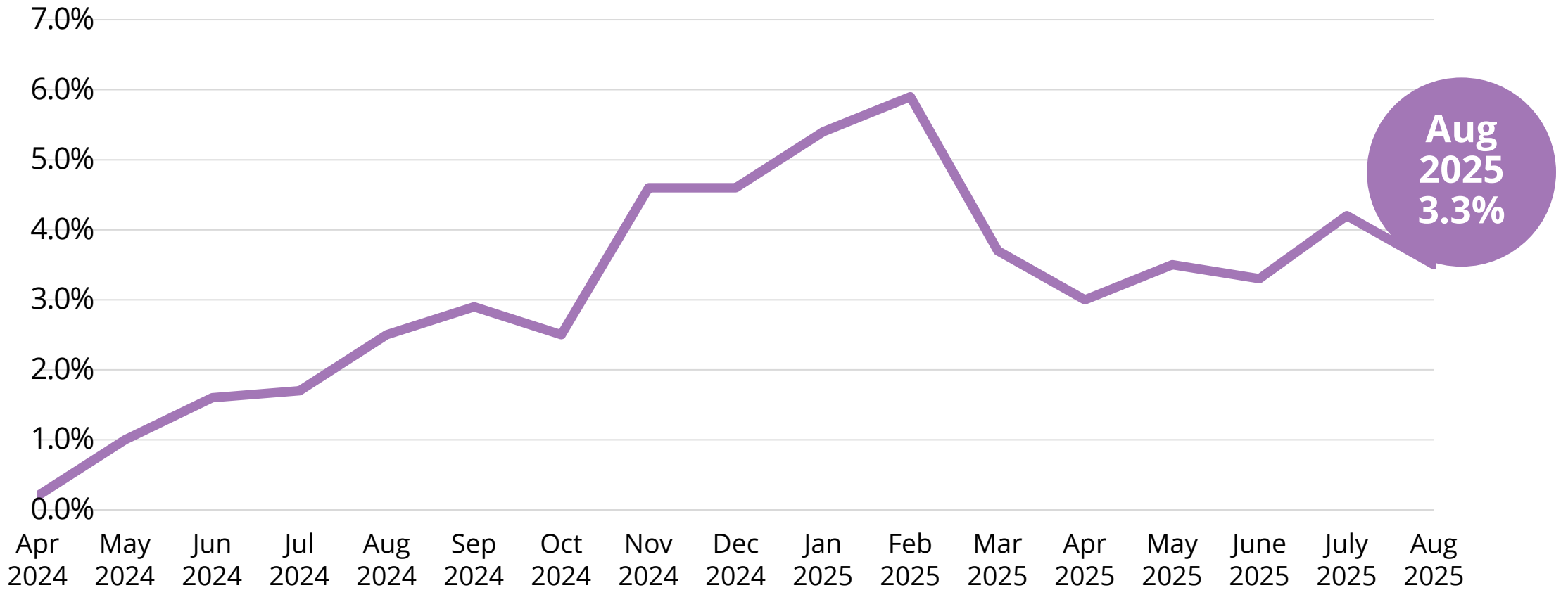
Q: How concerned are you with the following issues that might be facing your business? Please respond on a scale of 1-5, where 1=not at all concerned and 5=very concerned.

Challenge areas:

- Raw materials
- Labor
- Top line growth
- Profits
- Food safety

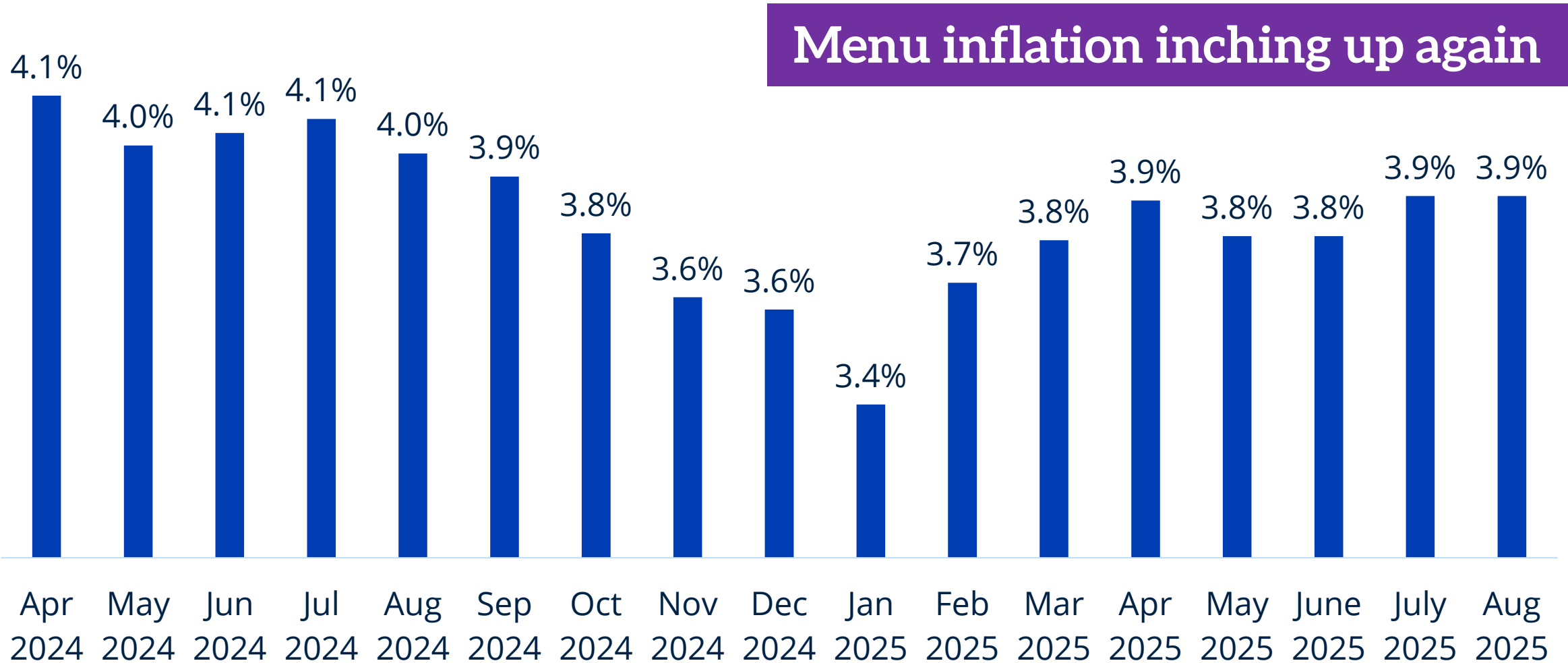
PRODUCER PRICE INDEX FINAL DEMAND FOODS

YEAR-OVER-YEAR CHANGE



Source: Bureau of Labor Statistics

MONTHLY FOOD-AWAY-FROM-HOME CPI (YEAR-OVER-YEAR CHANGE)



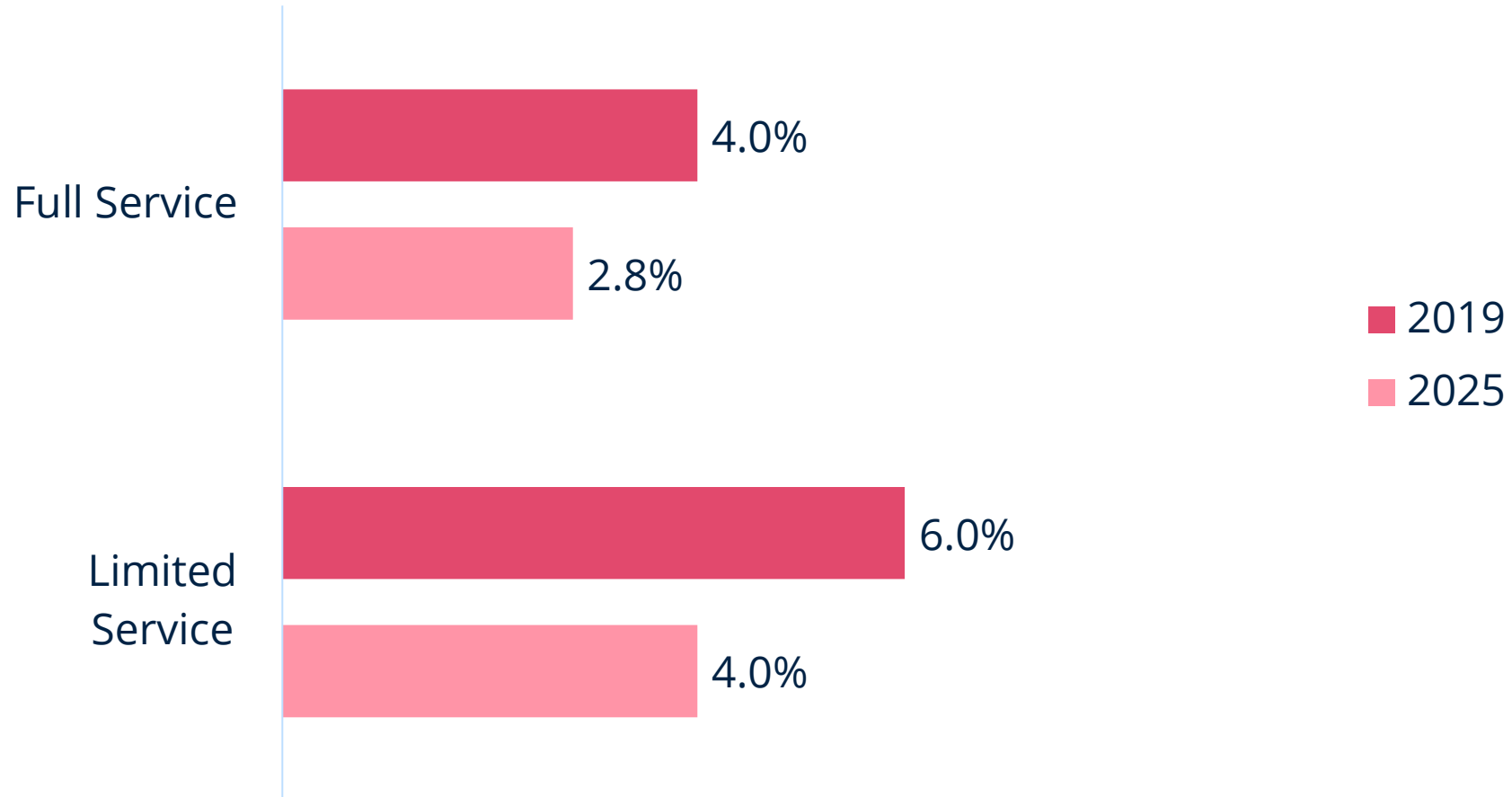
Source: Bureau of Labor Statistics



40%
increase in
restaurant
wages from
March 2020 to
March 2025

Source: Bureau of Labor Statistics; St. Louis Fed.

MEDIAN PRE-TAX INCOME BEFORE TAXES (% OF REVENUE)



Margins are
compressed

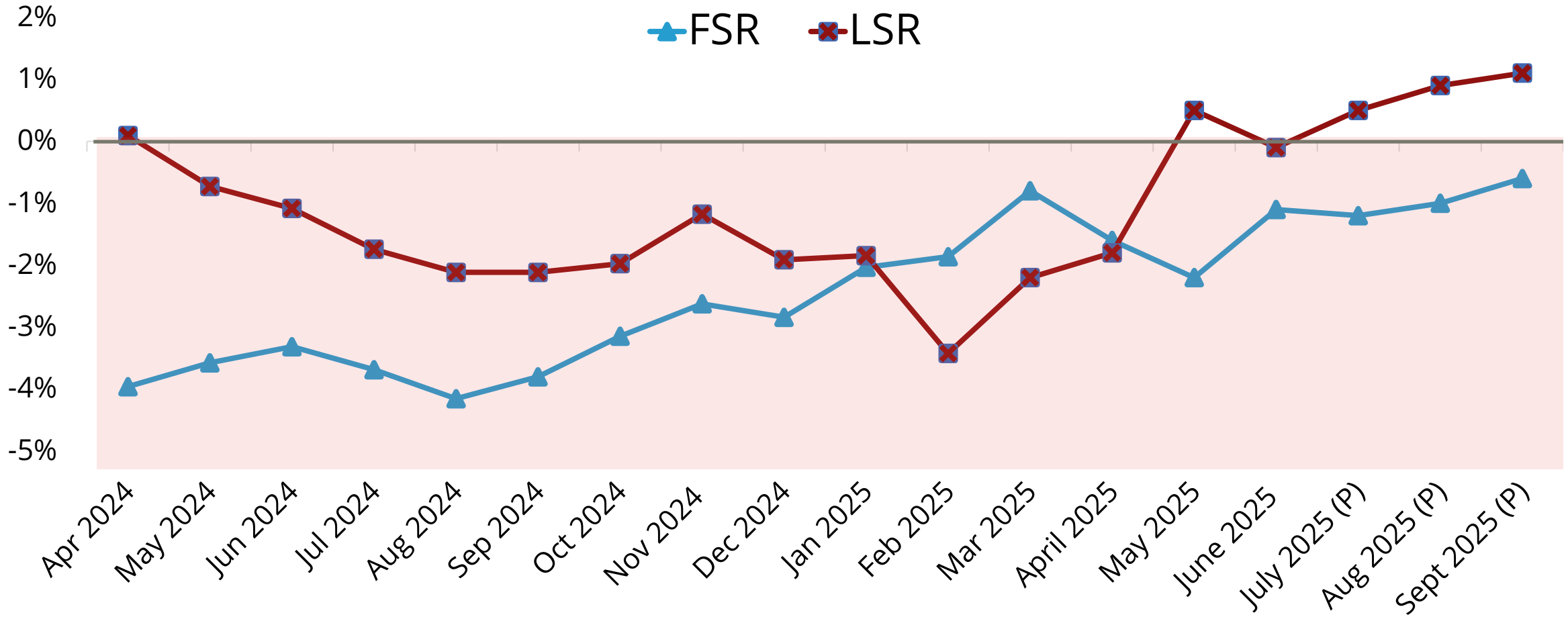
The industry has underperformed



Image Source: Shutterstock

RESTAURANT TRAFFIC PERFORMANCE

Three-Month Moving Average



Base: Top 140 chains
Source: Technomic

Mixed results



2.5%



-3.6%



5.9%



-0.6%



-3.3%



-5.8%



1.2%



23.2%

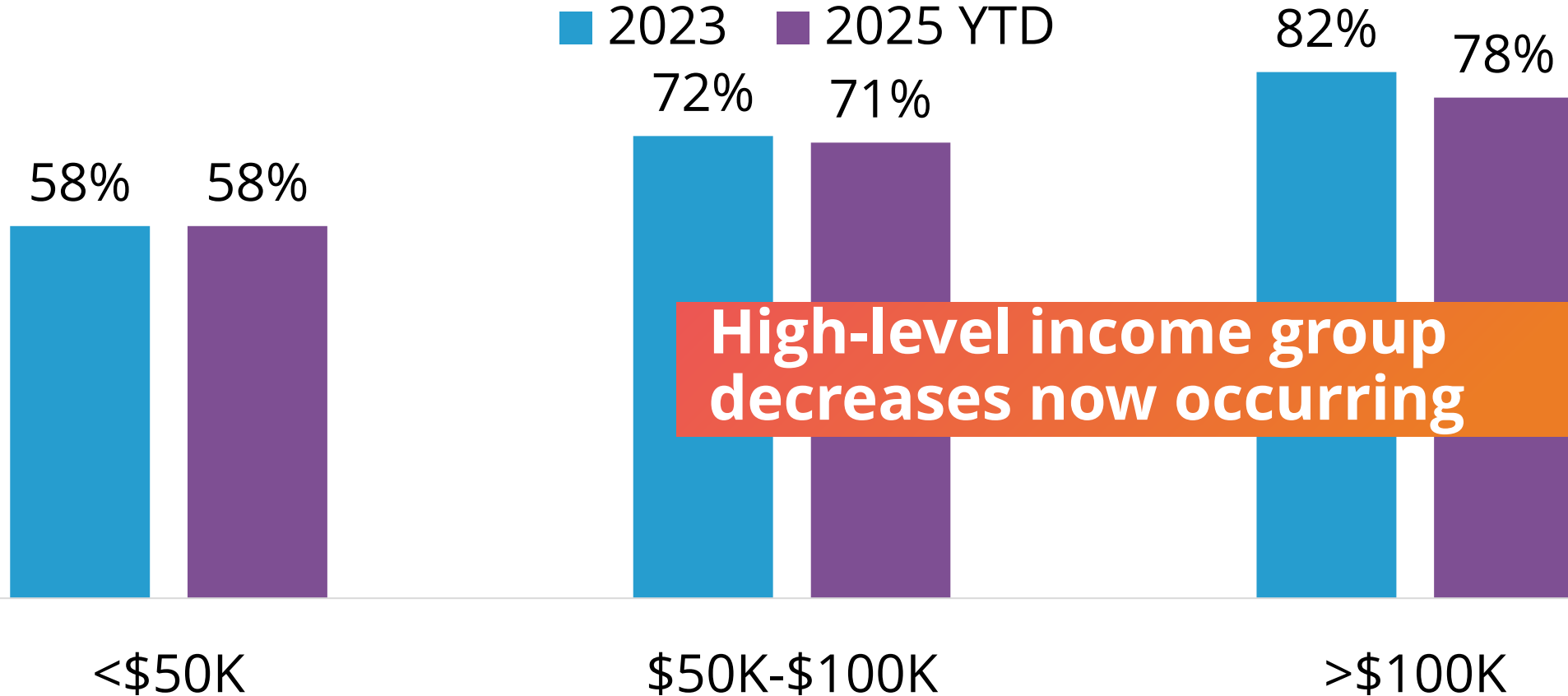
Numbers indicate latest same store sales results

Source: The companies

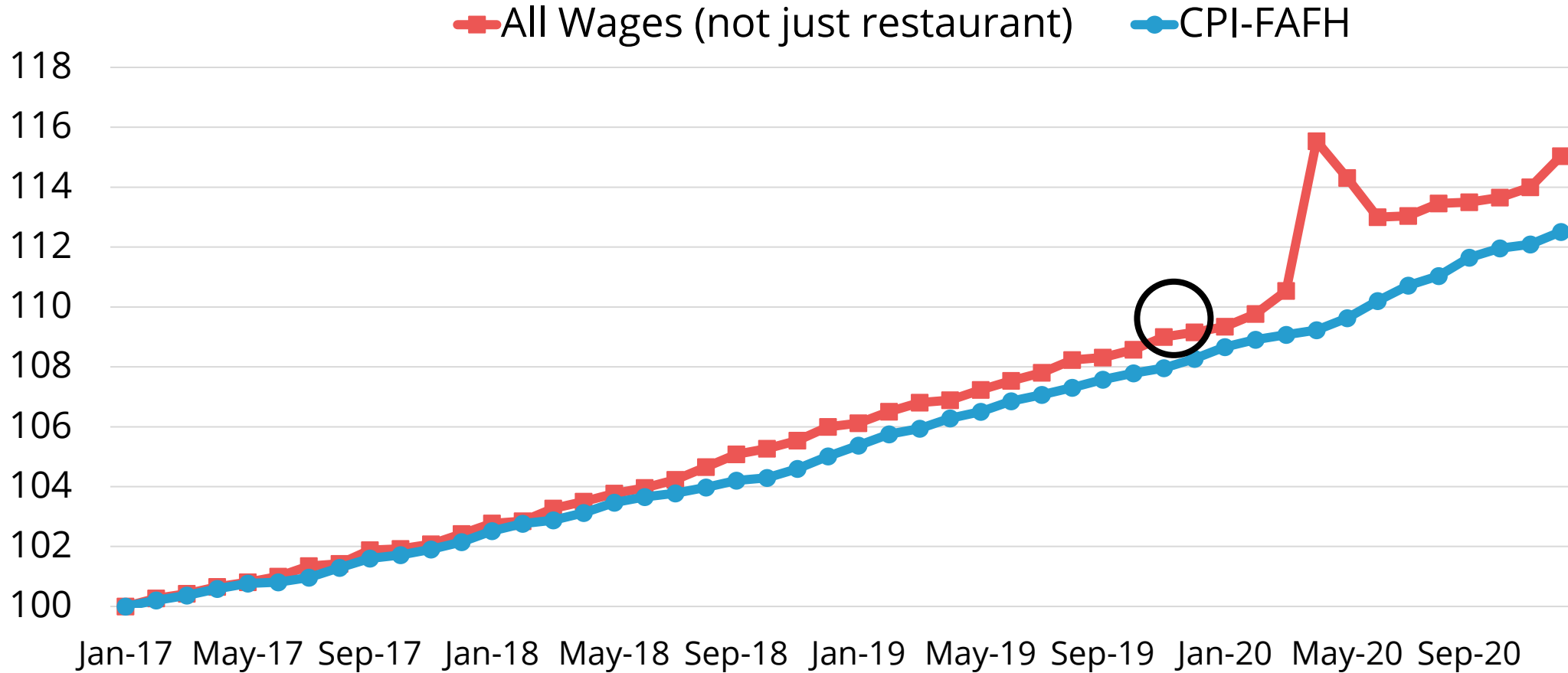
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% Visiting Restaurant > 1x/week By Income Group

■ 2023 ■ 2025 YTD



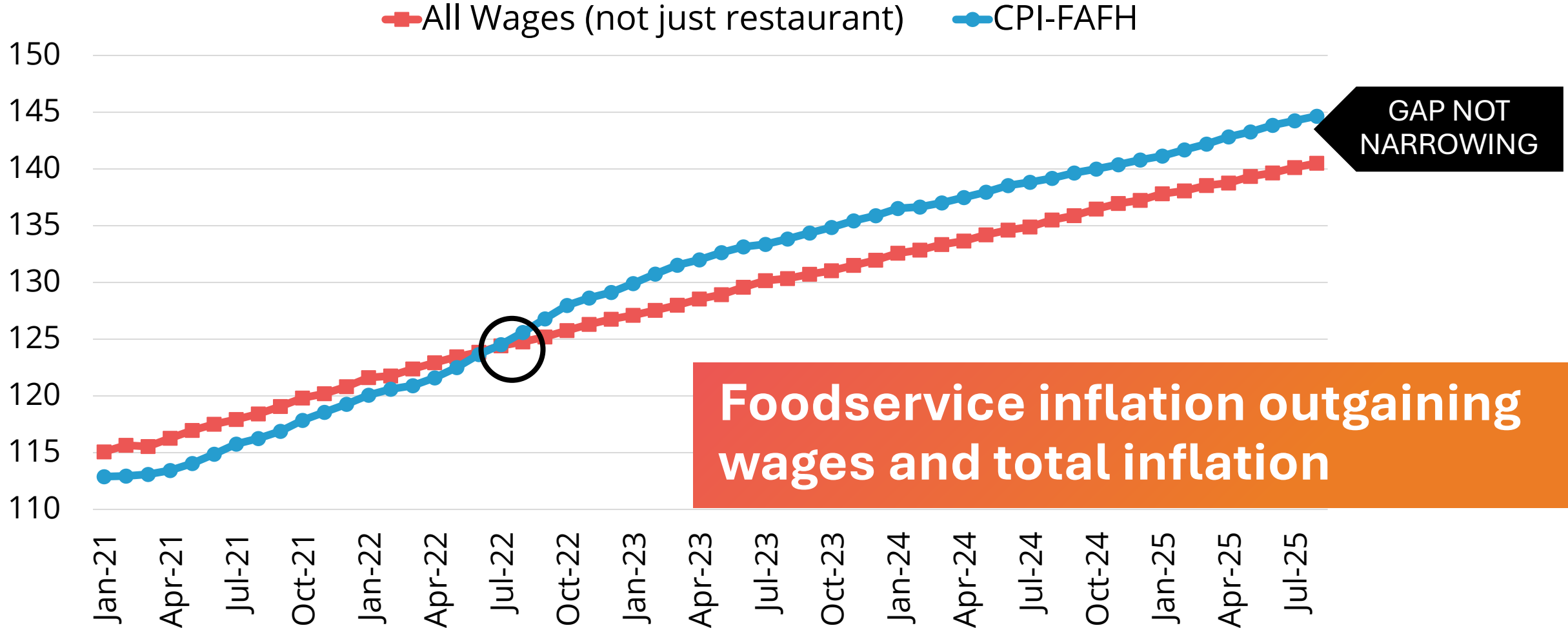
INFLATION VS. CONSUMER WAGE CUMULATIVE GROWTH INDEX 2017-2020



**Historically, wages outpace
menu inflation**

Note: 100=January 2022
Source: Technomic and Bureau of Labor Statistics

INFLATION VS. CONSUMER WAGE CUMULATIVE GROWTH INDEX 2021-TODAY



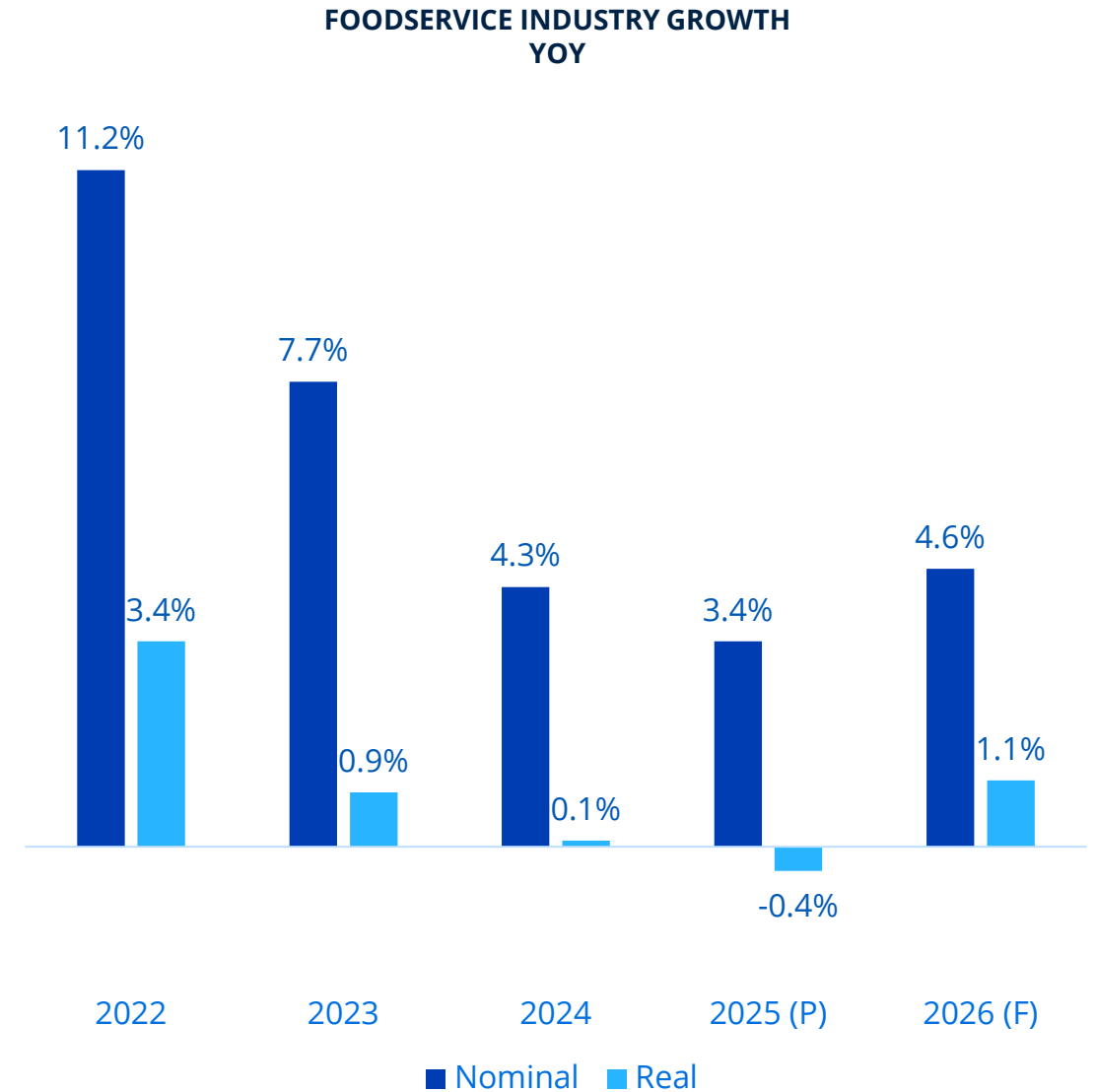
Note: 100=January 2022
Source: Technomic and Bureau of Labor Statistics

What does 2026 look like?

Improvement expected in 2026

Source: Technomic

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Why brighter 2026 expectations?

- More economic certainty
- Stronger wage growth
- Lower interest rates
- Weaker comp base

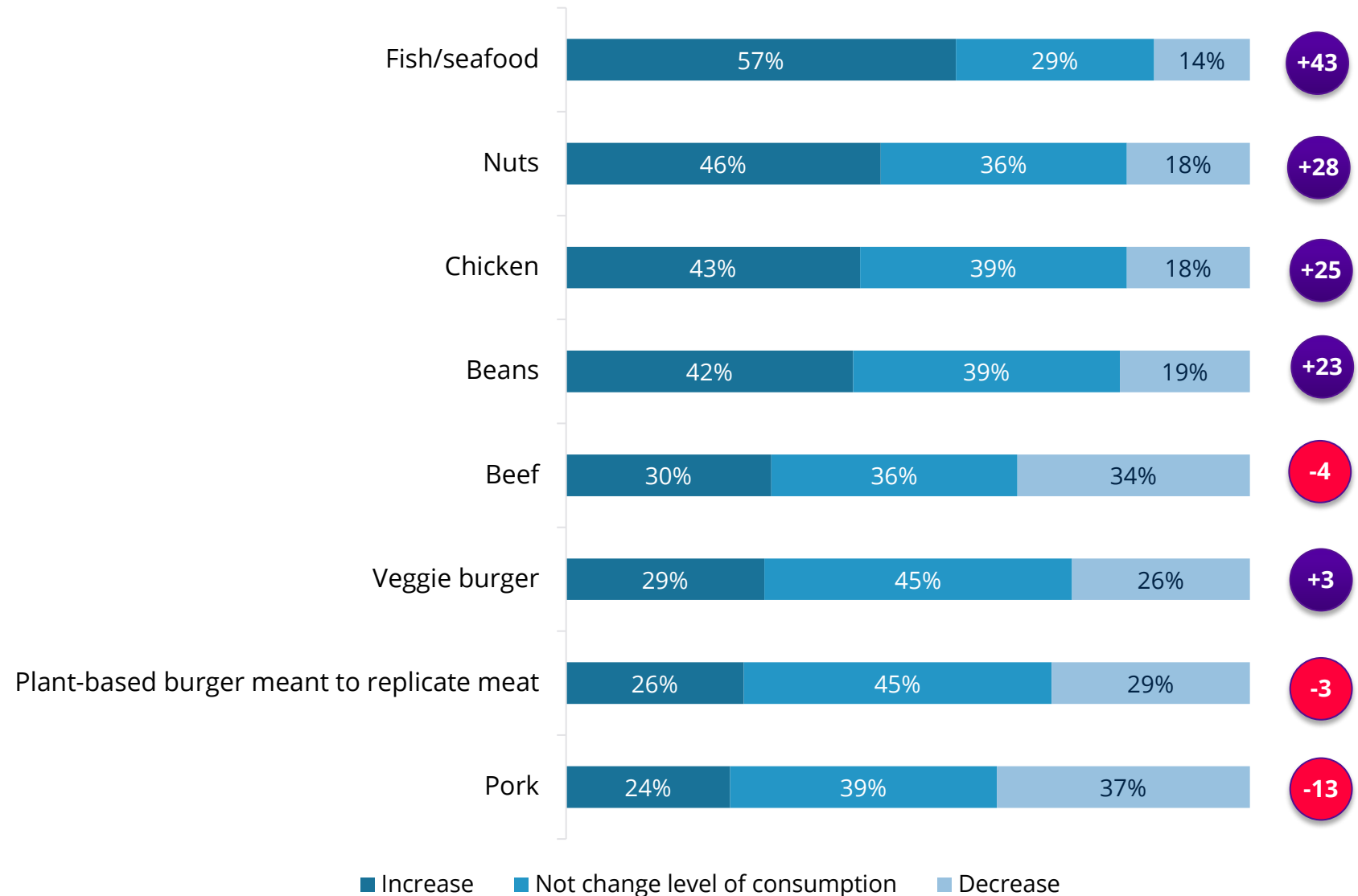
Technomic's View

- Meaningful traffic growth to return once wage growth catches up to menu inflation...
 - ...or menu inflation drops to wage-level growth
- Foodservice F&B heavily insulated from high tariff impact
- Discounting/dealing only somewhat effective
- No silver bullet in driving sales

Consumer Seafood Trends in Foodservice

Consumers are most interested in increasing seafood consumption

INTEREST IN INCREASING/DECREASING CONSUMPTION, BY PROTEIN



○ = net. Increase minus decrease

Base: 1,250 seafood consumers

Q: For each of the following proteins, are you generally trying to...?

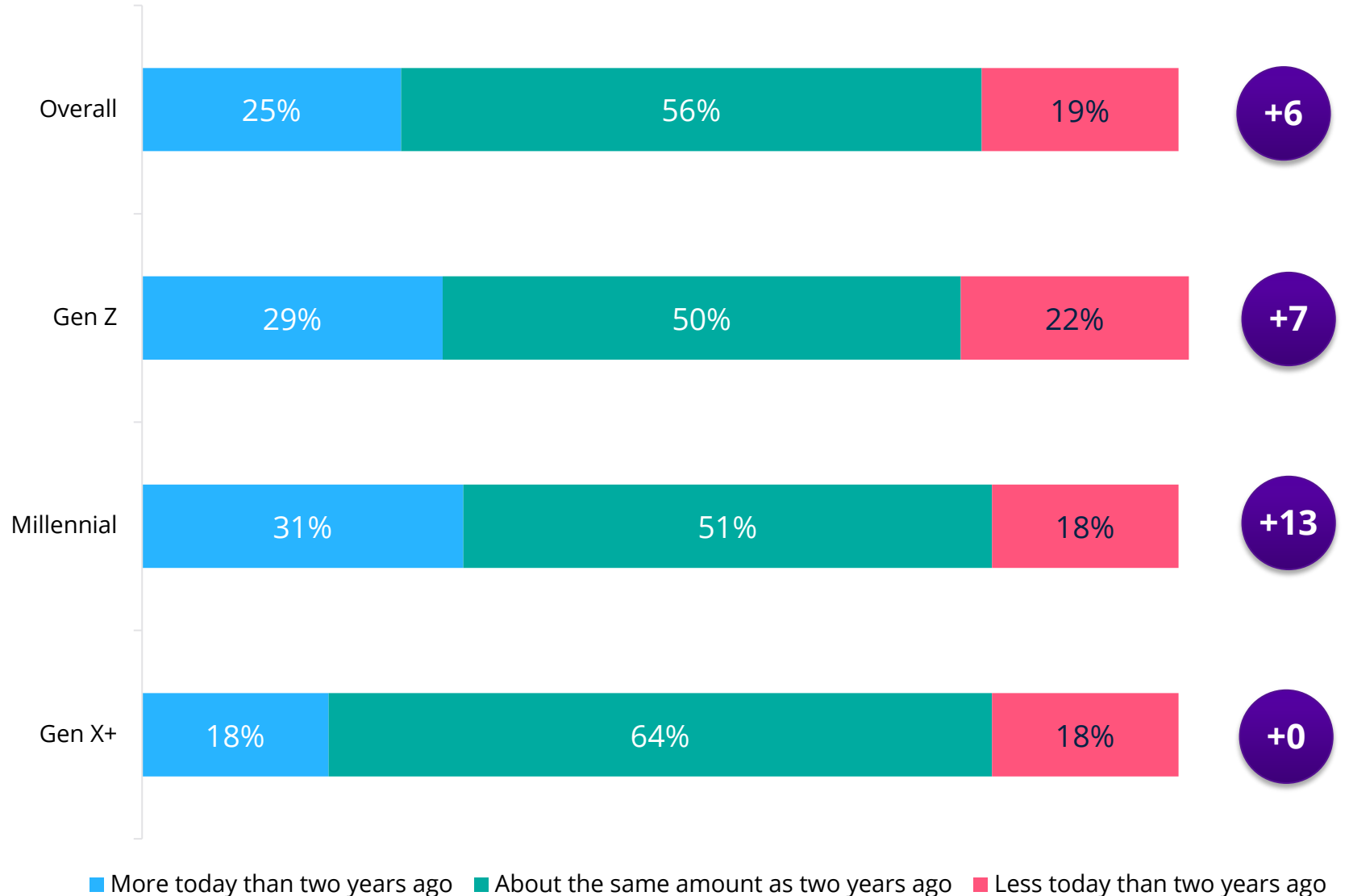
Foodservice seafood consumption at is on the rise

Gen Z = 19-32 year old

Millennial = 33-48

Gen X+ = 49+

SHIFTS IN SEAFOOD CONSUMPTION AT FOODSERVICE VS. TWO YEARS AGO



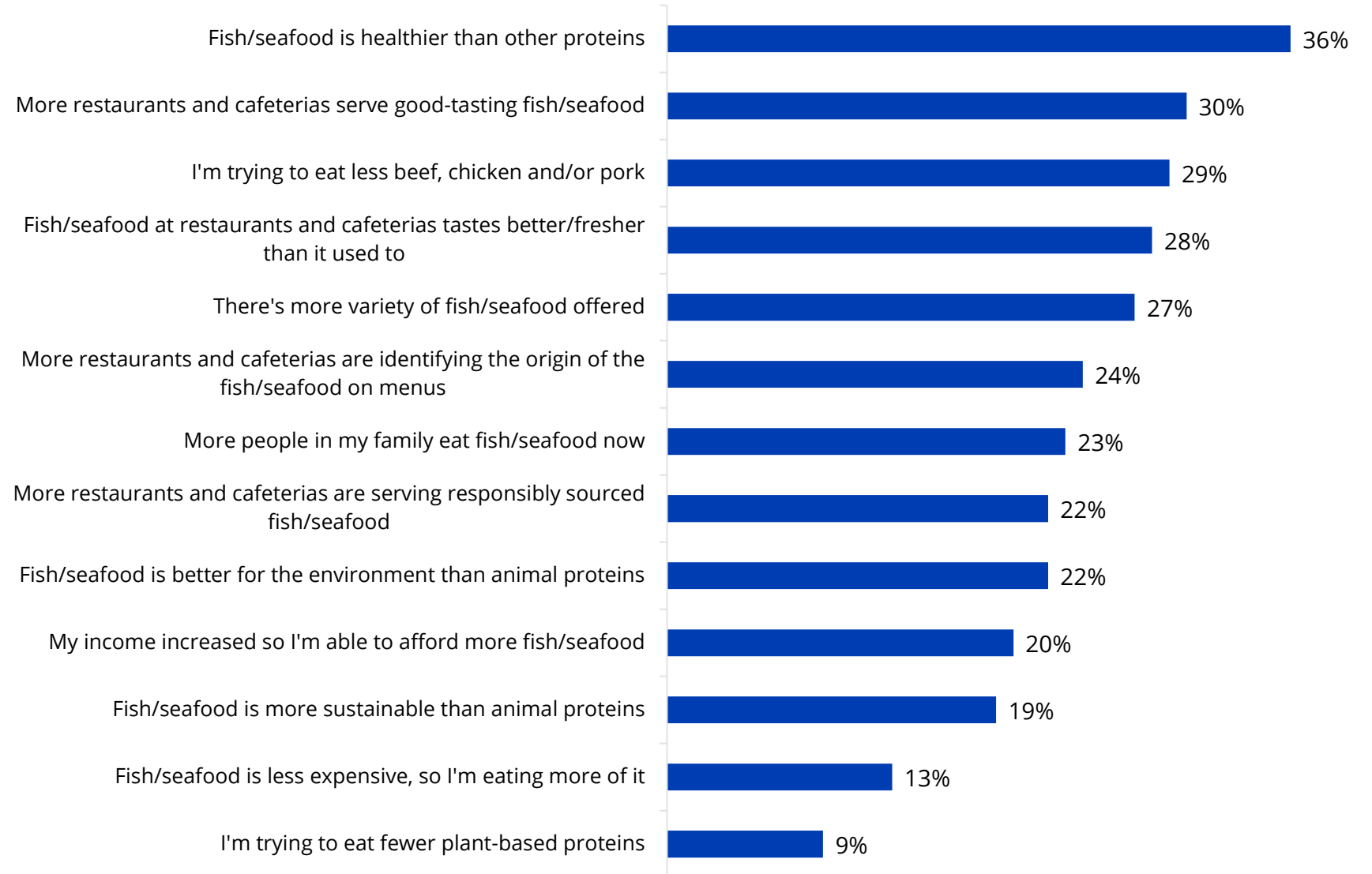
● = net. More minus less

Base: 1,250 seafood consumers, including 360 Gen Z, 360 millennial and 530 Gen X+ consumers

Q: Do you currently eat more, the same amount or less fish/seafood than you did from restaurants and cafeterias compared to two years ago? Select one.

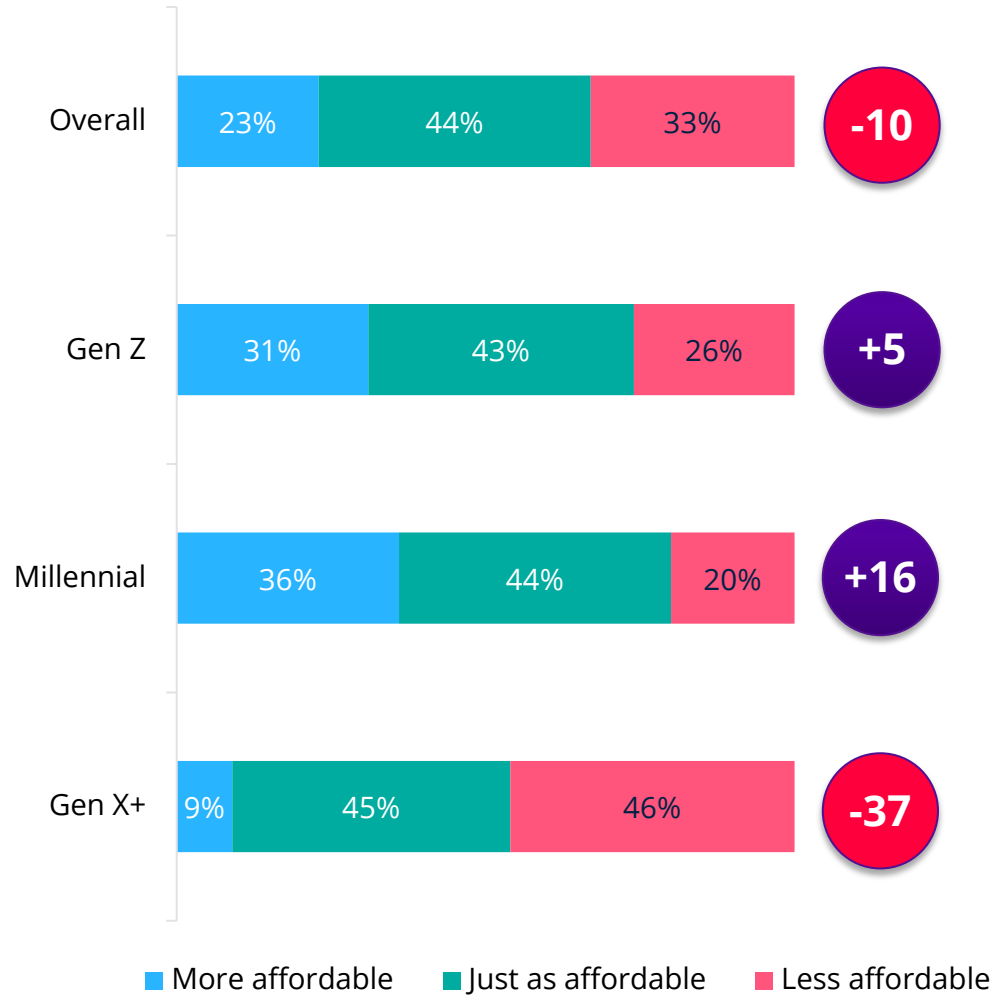
Health is the main reason for increasing fish/seafood consumption

REASONS FOR EATING MORE FISH/SEAFOOD FROM FOODSERVICE THAN TWO YEARS AGO

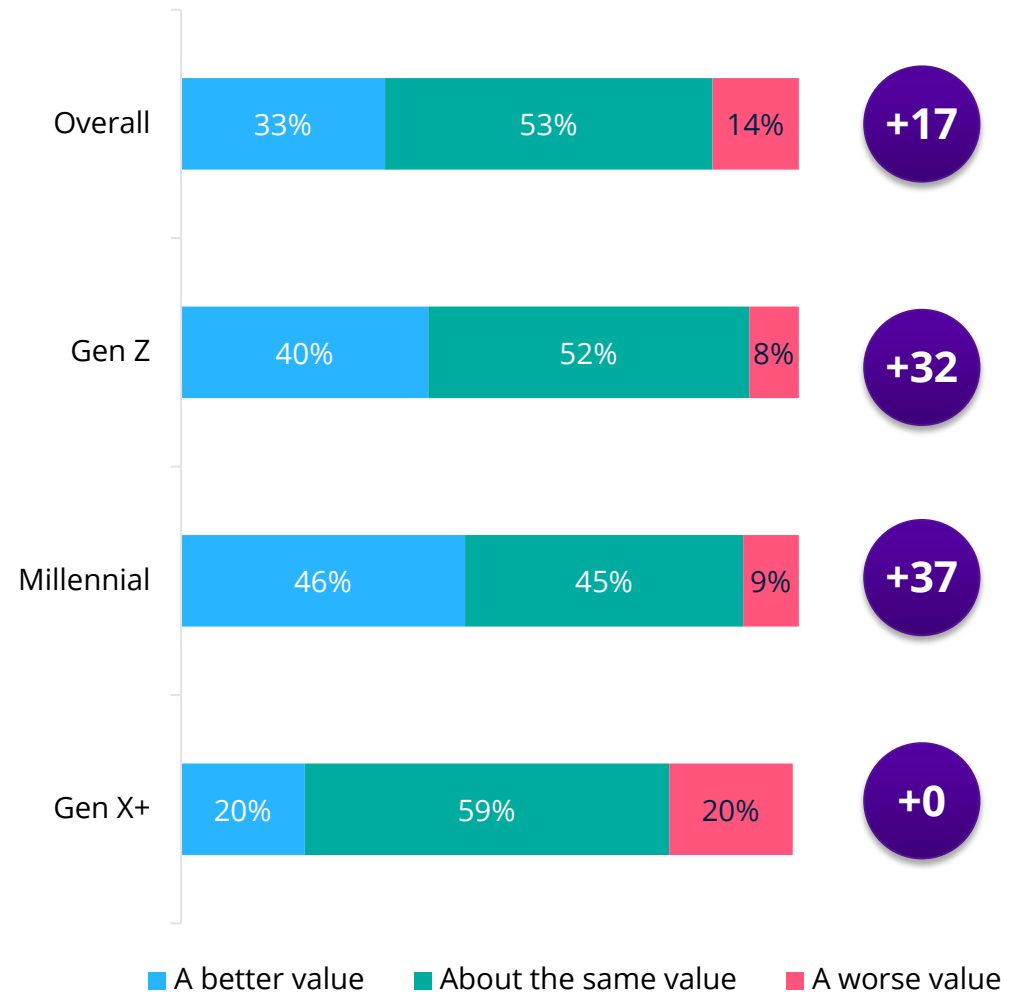


Base: 308 seafood consumers who are eating more seafood from restaurants and cafeterias than two years ago, including 103 Gen Z, 112 millennial and 93 Gen X+ consumers
Q: Why are you eating more fish/seafood from restaurants and cafeterias today than you did two years ago? Select all that apply.

SEAFOOD AFFORDABILITY COMPARED TO OTHER PROTEINS*



SEAFOOD VALUE COMPARED TO OTHER PROTEINS**



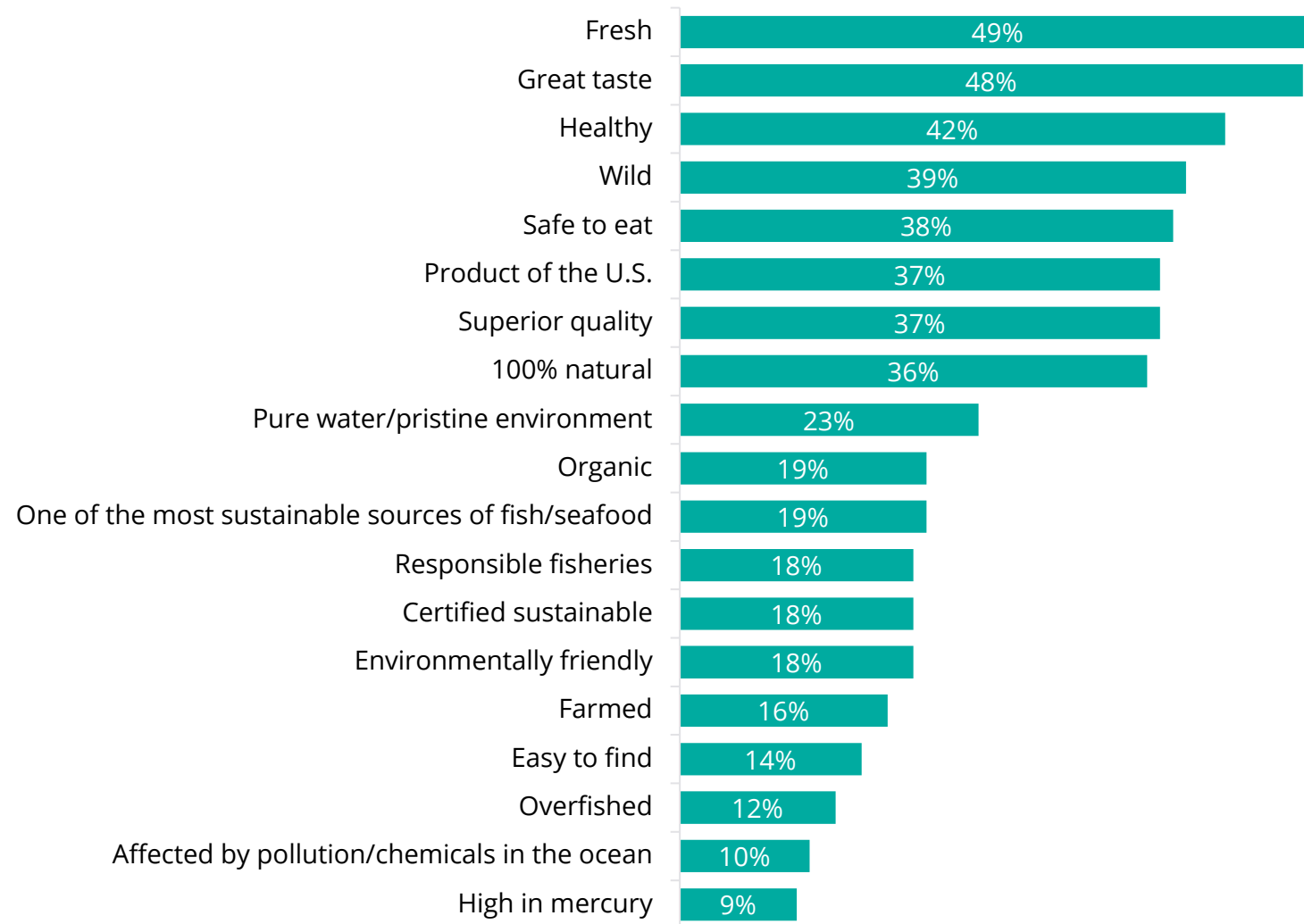
○ = net.

*Q: Compared to other protein options that you tend to get at restaurants like beef, pork or chicken, do you consider seafood at restaurants to be more affordable, less affordable or just as affordable?

**Q: For the following question, please remember that value includes several aspects such as price, quality, portion size, etc. Compared to other protein options that you tend to get at restaurants like beef, pork or chicken, do you consider seafood at restaurants to be...?

Freshness and taste are most associated with Alaska fish/seafood

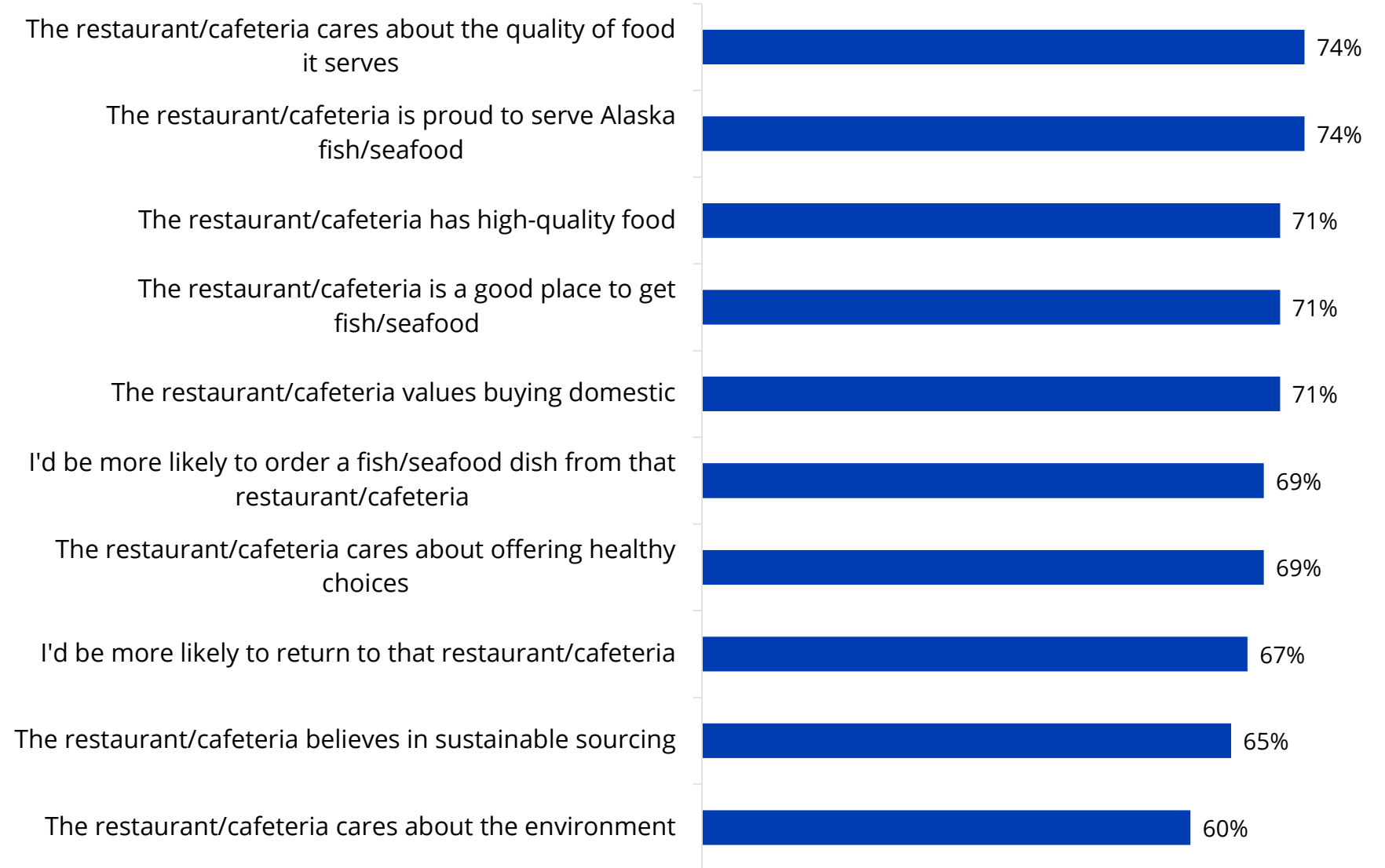
OPTIONS THAT BEST DESCRIBE ALASKA FISH/SEAFOOD TOP DESCRIPTORS



Q: Using the list below, we'd like you to rank the options that best describe Alaska fish/seafood. You may have learned about these topics from other people, TV, websites and/or online blogs or may just have a particular gut feeling about them. Please rank the top five options that best describe Alaska fish/seafood.

“Alaska” seafood designations on menus communicates positivity

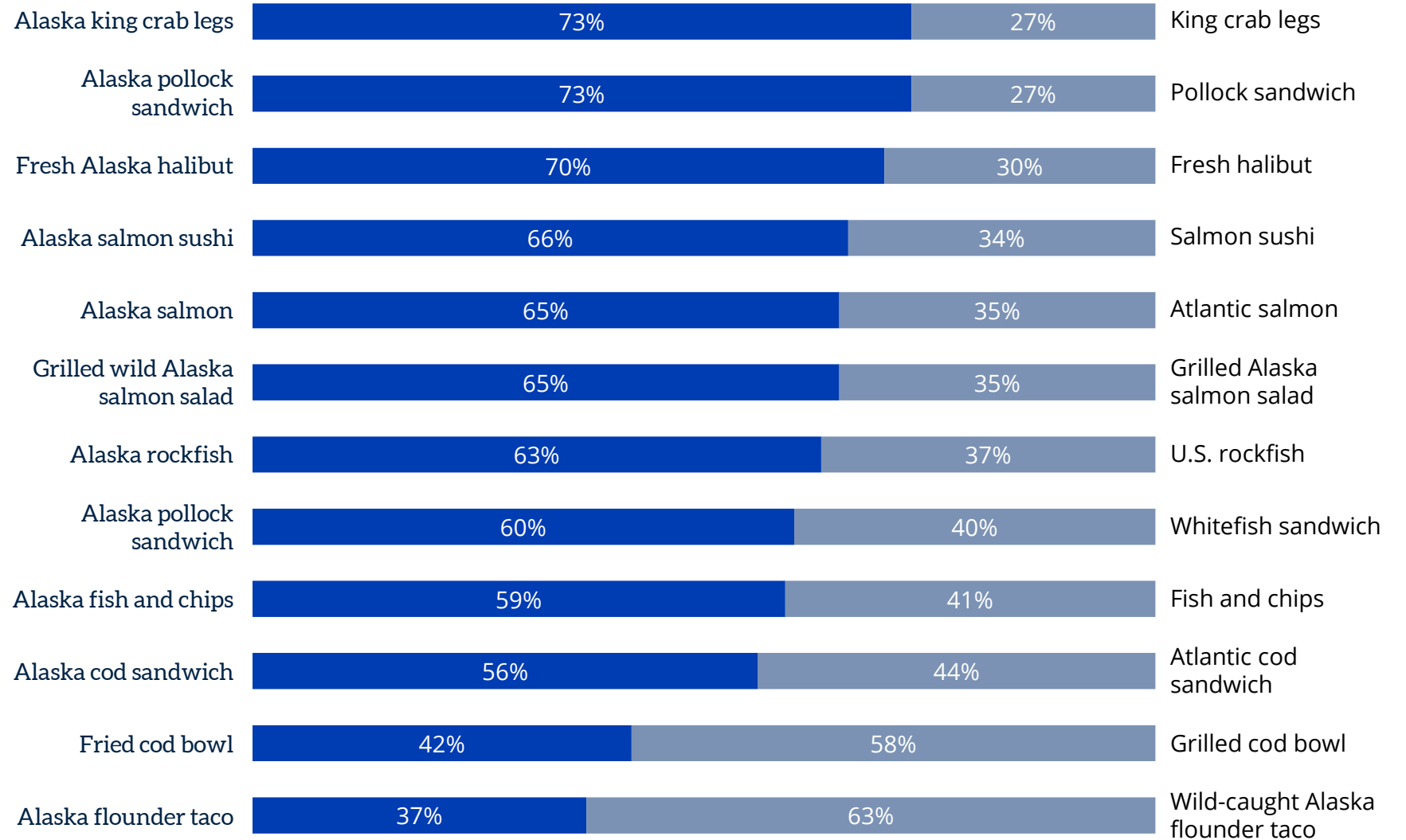
ALASKA SEAFOOD AGREEMENT STATEMENTS % AGREE SOMEWHAT/COMPLETELY



Base: 1,250 seafood consumers, including 360 Gen Z, 360 millennial and 530 Gen X+ consumers
Q: If a restaurant or cafeteria used the word “Alaska” to describe the fish/seafood on its menu, would you believe that...?

Consumers are more likely to prefer Alaskan designations

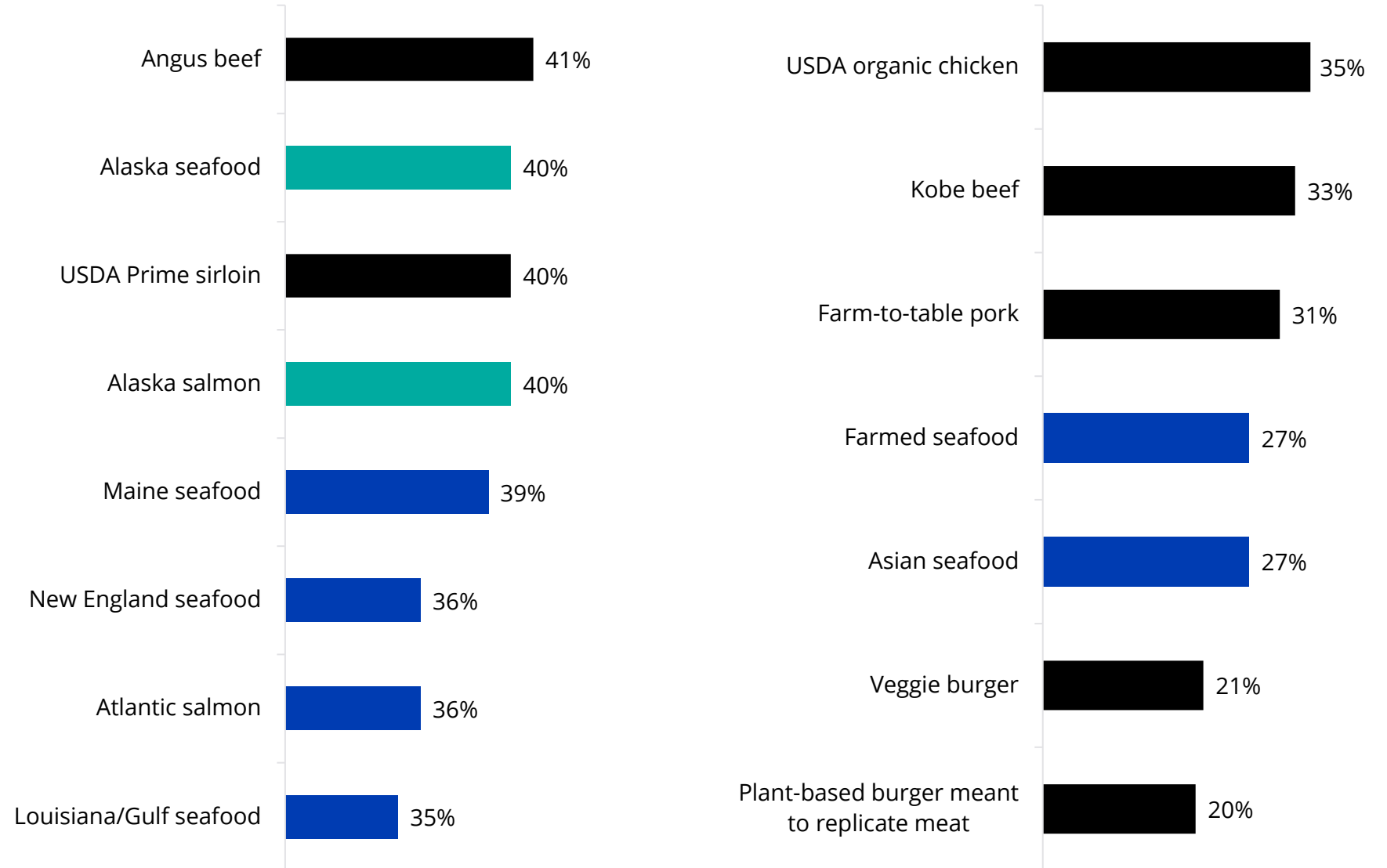
MENU DESCRIPTOR PREFERENCES: ALASKA DISH DESIGNATIONS VS. OTHER



Base: 1,250 seafood consumers
 Q: The next set of questions will show you different pairs of items. For each pair, please select the option that sounds most appealing to you.
 *Note: For the discrete choice, respondents were presented with a pair of menu item names and asked to decide which of the two sounds most appealing, forcing a choice between the two items.

“Alaska seafood” is the leading regional designation

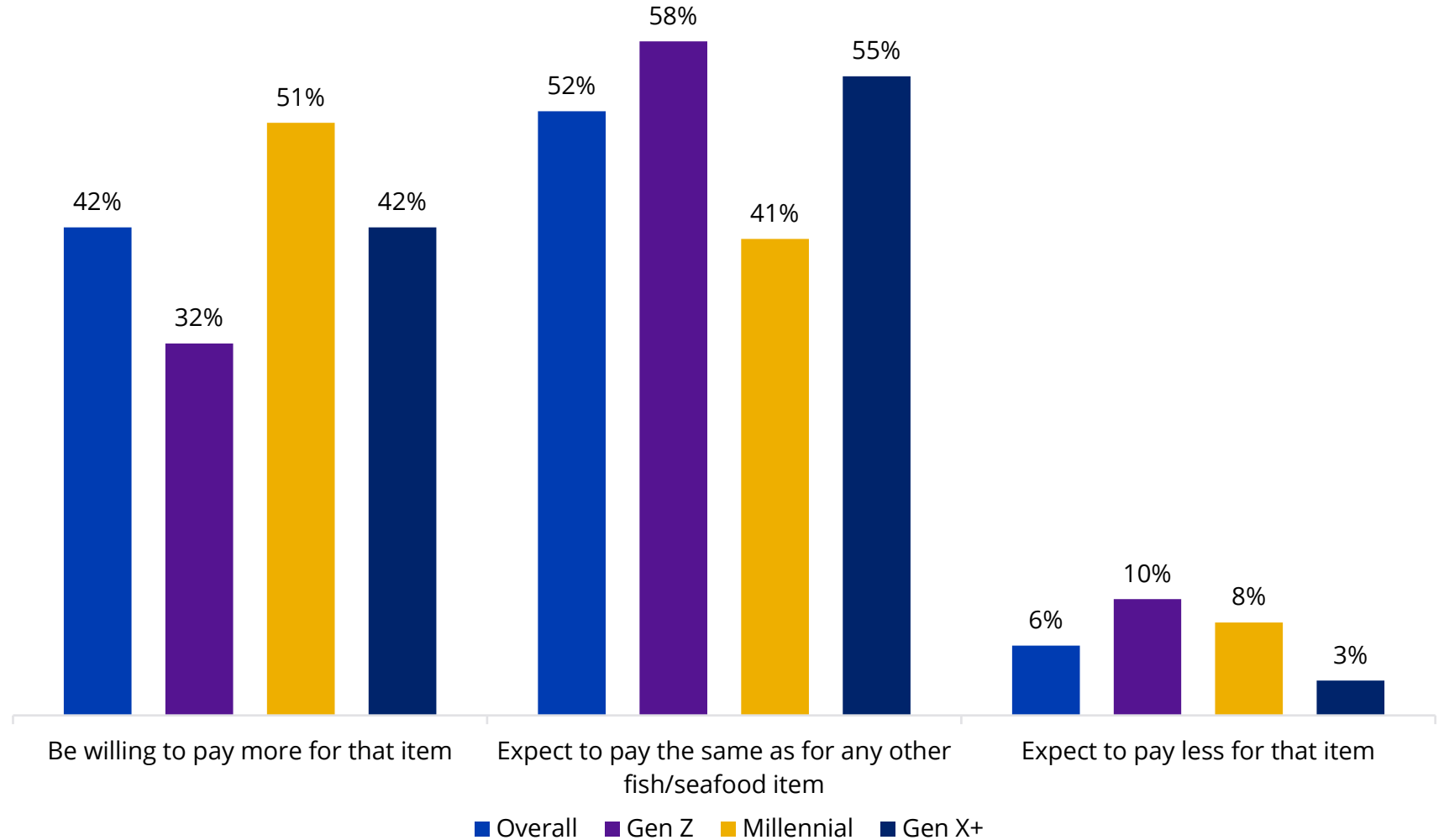
PROTEIN DESIGNATIONS, LIKELIHOOD TO RECOMMEND
RANKED "9" OR "10"



Base: 1,250 seafood consumers, including 360 Gen Z, 360 millennial, and 530 Gen X+ consumers
Q: How likely are you to recommend the following to a friend, family member or colleague? Select one per row.

Millennials are most willing to pay more for Alaska seafood

WILLINGNESS TO PAY MORE FOR MENU ITEMS LABELED ALASKA SEAFOOD



Base: 1,250 seafood consumers, including 360 Gen Z, 360 millennial and 530 Gen X+ consumers
Q: If a restaurant or cafeteria used the word "Alaska" to describe a fish/seafood item on its menu that you are interested in, would you...?

Technomic's View

- Highlight increased consumer demand to further increase menuing
- Promote affordability of seafood (especially compared to beef)
- Emphasize consumer preference for the Alaska brand
- Articulate sustainability efforts