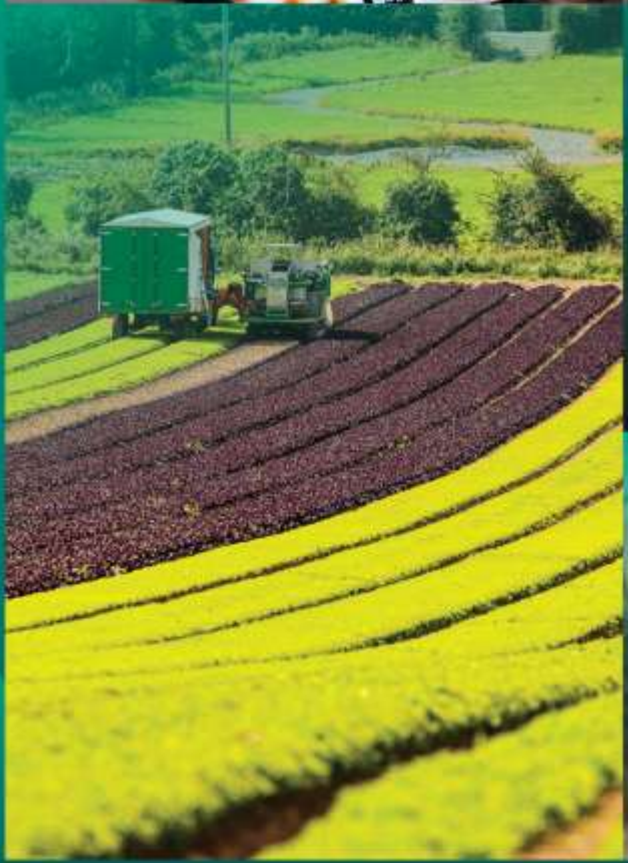
Irish Foodservice Market Insights Report 2025

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A Look at 2025

Momentum Slows and Concerns Rise

Introduction

Foodservice remains a remarkably resilient industry within the island of Ireland (IOI) and has continued to show value growth even as the dual headwinds of weakening consumer confidence and higher prices have caused a pullback in visits to many types of foodservice establishments. In 2025, Ireland's foodservice industry grew to a record €10.4 billion across the Republic of Ireland (ROI) and Northern Ireland (NI); still, overall growth has slowed and it's clear that the momentum that had been seen two to three years ago has gradually eroded.

For 2025, indicators from as early as last year were pointing to the fact that consumer spending was slowing and that overall footfall would likely be flat, and this has largely been the case throughout this year. Where growth has occurred, this increase in spending has been largely driven by an inflationary environment that has continued to push menu prices higher.

The key challenges facing the industry, however, have shifted from a slowdown in consumer demand to more significant concerns about operational profitability. While food cost inflation has moderated somewhat, labour costs have continued to be a significant cost driver, and many operators have experienced several years of margin erosion as the cost environment remains challenging. This report contains forecasts for 2026, and it seems likely that menu price increases, while moderating somewhat, will remain necessary. The industry faces a fundamental "resetting" of cost structures, with elevated prices for labour and other inputs likely to remain higher than historic norms for the foreseeable future.

About this Report

For more than a decade, Bord Bia has been at the forefront of providing frequent, relevant insights to the foodservice industry to help suppliers, distributors and operators make fact-based decisions and navigate the ever-changing nature of the foodservice channel. By providing data-led research and thought leadership, Bord Bia has cemented its position as a trusted advisor to the Irish food industry. For this end-of-year 2025 research, Bord Bia has again partnered with industry researcher Technomic to develop insights and forecasts.

Building on its industry forecasts issued in late 2024 and further relying on a decade of industry research, Bord Bia and Technomic have revisited the situation across all foodservice sectors to update and revise the performance for the industry in 2025, as well as expectations for 2026.

Note that while these figures are shown as full-year 2025 results, they presume to forecast the last two months of the year based on industry input. Looking back at 2024 results, some revisions to size and growth estimates have been made based on the current research. As always, this report also explores and updates growth rate dynamics and forecasts for next year.

Inputs and Expectations for Growth Outlook

The foodservice industry is part of the broader economy within Ireland and is impacted by many of the same macroeconomic trends and issues. It is also subject to the regulatory environment of the Republic of Ireland (ROI), United Kingdom and European Union.

Growth for 2025 and projections for 2026 reported in this document should be viewed through the lens of these macroeconomic factors. ROI has generally been a stronger performer compared to much of Europe (whereas Northern Ireland has lagged somewhat), but cost and inflationary pressures continue to place pressure on the consumer in both markets. This is also the case for the operator and indeed on the entire foodservice channel. Factors such as employment, interest rates, wage and pension schemes and even global economic challenges have all had an impact on the industry. As Bord Bia and Technomic assess the foodservice industry, these considerations are always at the forefront.

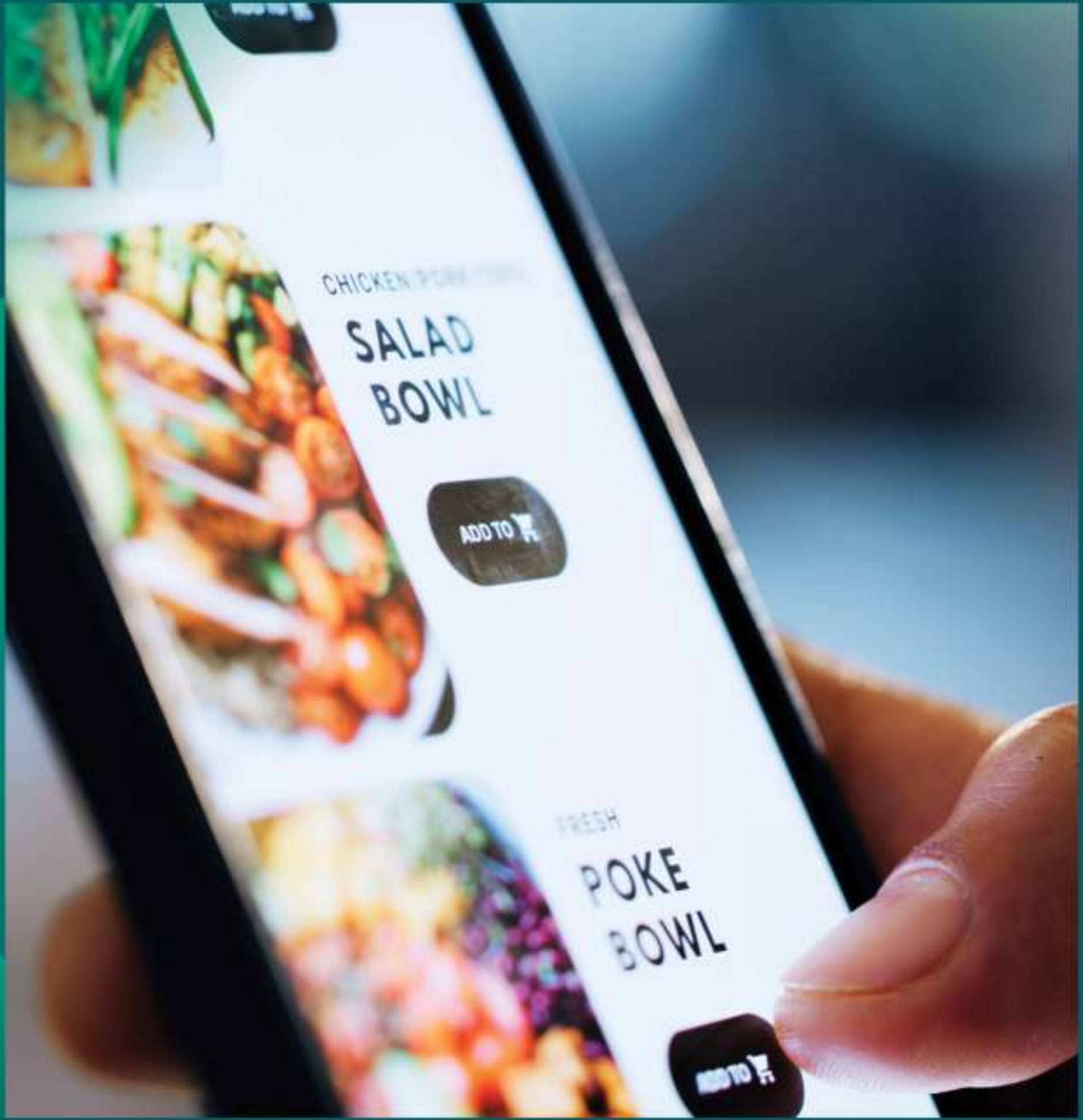
The table to the right shows a number of factors used in assessing the current and expected growth of the industry.

Throughout this report, there are a number of assumptions that are inherent in both 2025 current figures and forecasts for 2026. There are also somewhat different assumptions for the ROI and Northern Ireland (NI). Although the general direction should be considered similar for both geographies, the major difference between the two tends to be that the public sector weighs heavier in NI than it does the ROI.

2025 Factor	Current Situation	Expectations and Potential Risks
Economic Conditions and Overall Performance	Generally strong economic growth in the ROI; the European Commission suggests growth of 3.4% for 2025. Within the U.K., overall growth is much lower and projected to be 1.3% in 2025 Relatively low unemployment; currently the rate sits at 4.3% for the ROI and 4.7% for the U.K. A deceleration in overall inflation. As of writing of this report, overall inflation is projected to be 1.3% for all goods in 2025 in the ROI. U.K. inflation is expected to remain higher at 3.4% A continued VAT in 2025 of 13.5% in the ROI through July 2026. Northern Ireland imposes a 20% VAT on foodservice	ROI economic growth is forecasted to be 2.5% in 2026; the U.K. will hover around 1.3%, per the European Commission Labour issues and availability will remain tight, but both areas of Ireland may see a slight increase in the unemployment rate in 2026 Interest rates and inflation should continue to moderate, but global tariffs are a wildcard and could have a potential impact driving costs and inflation higher The recent budget indicates that VAT for foodservice will be lowered to 9% from July 1, 2026, providing some additional support for operator margin and profitability In the ROI, there is also concern that tariffs may impact large industries (such as pharma) that are critical to economic growth
Tourism	ROI tourism saw a slowdown in 2025, driven largely by U.K. and European visitors. North American visits have held up better, but the net effect has caused softer tourism numbers than in the recent past Perceptions of Ireland as a more expensive destination may have had an impact Bedrooms dedicated to migrants have largely been given back by the government	Some expectations of a rebound in travel in 2026, but ongoing cost concerns that cause a slowdown in tourism remain a concern New efforts on developing economic plans for tourism are incorporating restaurants and the broader food industry as areas for promotion
Return to Work	The return to office has an impact on business feeders, as well as restaurants and coffee shops that rely on workers being in the office. Much of the return to office occurred in 2024, but continued efforts are being seen to have people in the office three to four days per week. Office occupancy per week remains somewhere between 70%-80% of pre-pandemic levels in most instances	While some incremental gains may continue, it seems likely that many of the companies that are requiring workers to come back have for the most part initiated these policies
Hot Meal Scheme	Specifically in the ROI, the government has invested substantially to assure that each primary-level student is in a position to receive a hot meal, which equates to roughly 550,000 lunches daily. The overall budget allocated to this is €288 million for 2025-2026 school year	This level of investment has driven exceptionally strong growth in education food spending. Growth has already been seen in recent years and should continue to be strong. Assuming constant spending levels thereafter, growth will likely moderate

Section Two

Key Findings and Executive Summary



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Executive Summary

An Overview of the Insights Within This Report

This report provides insights into the current status and outlook for the foodservice industry across the island of Ireland, detailing both the Republic of Ireland and Northern Ireland.

Section Two summarises many of the findings contained throughout this report, including:

- Total size of the industry, as measured in both the value of consumer spending and in the value of operator purchases.
- A review of key indicators and broader economic metrics that are impacting the foodservice industry in Ireland.
- The outlook for growth in 2026 based on this primary research and a proven forecasting methodology.

Also included is a review of critical strategic implications and recommendations for key players of the industry - Food and Beverage suppliers (page 17), commercial operators (page 18), non-commercial operators (page 19) and distribution/Route-to-Market companies (page 20).

Four overarching themes that are shaping the future of foodservice in Ireland are outlined on page 21, followed by five key recommendations (page 22).

The infographic on the following page provides a useful snapshot of key take-aways from the report.

Section Three contains additional insights on the foodservice industry, including detailed information on overall operator purchases, product category purchases, route-to-market evolution, and off-premise growth.

Section Four contains insights on each of the major foodservice sectors in both ROI and NI, with more detailed trend analysis for each.

Finally, there are two appendices that contain additional relevant information from the CSO and other government bodies, along with more information on the methodology utilised as well as more information on Bord Bia's partner for this report, Technomic.

What is **Foodservice?**

Foodservice or 'Out of Home' is the term used to describe all food and drink* consumed and prepared out of home. It includes everything from restaurants, pubs, hotels and coffee shops to workplace, hospitals and education catering.

*Please note these figures exclude alcohol beverages.

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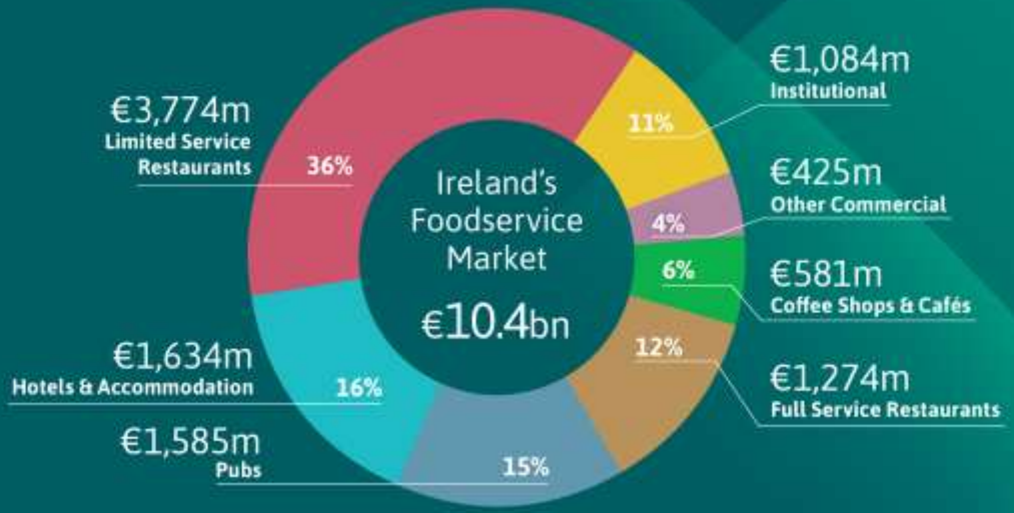


Source: 2025 Irish Foodservice Market Insights Report

Majority of spend in ROI
€7.8bn
or 74.7%

Balance in NI
€2.6bn
or 25.3%

2026 PREDICTED GROWTH RATE: **5.0%**

THE VALUE SPLIT

4 **Overarching Themes** shaping the Future of Foodservice in Ireland

Operators face ongoing challenges

Foodservice is increasingly seen as unaffordable

Technology continues to revolutionise the industry

Regional variations are becoming more pronounced

Summary of Total IOI Foodservice Industry

The Value of Consumer and Operator Spend in 2025

Overall, the value of the Irish foodservice industry for 2025 is estimated to be €10.36 billion in terms of consumer expenditures, surpassing the €10 billion mark for the first time ever. Looking at operator purchases of food and beverage, the industry has reached a new record of €3.89 billion.

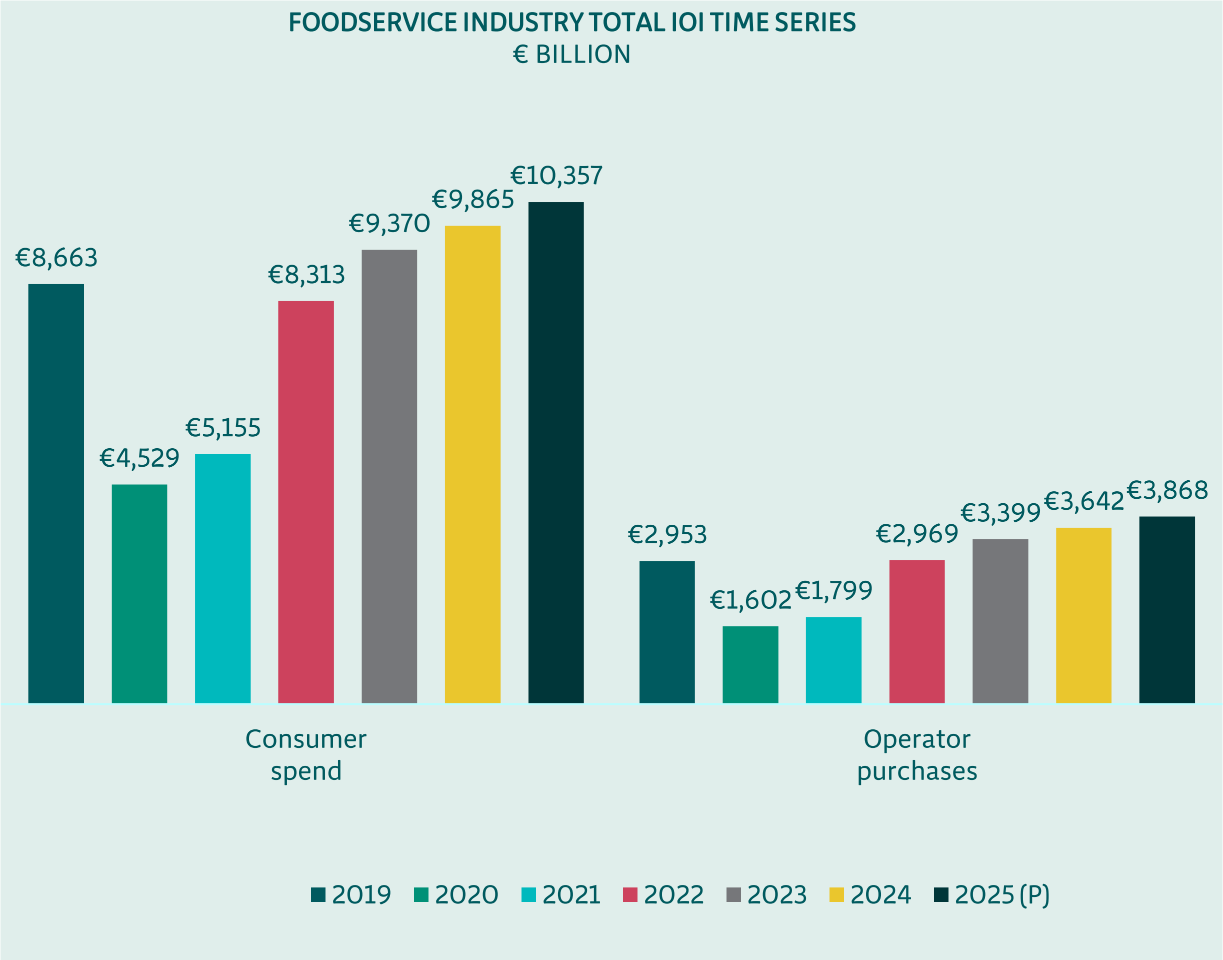
Figures shown include both the value of the ROI and the converted value (from sterling to euro) of the NI foodservice market. Importantly, figures in this report are intended to exclude alcohol sales.

Note that when this report defines "consumer spending," the term refers to actual consumer spending by diners within all foodservice channels.

In noncommercial channels, such as education or healthcare, a retail sales equivalent value is calculated so that these channels can be directly compared to commercial restaurant sales.

Operator purchases represent the value of distributors' sales to operators, including distributors' margins. These purchase values are derived at the channel level by using food cost ratios, which vary by foodservice channel. As will be shown, operator purchases are also the value by which route-to-market estimates are drawn.

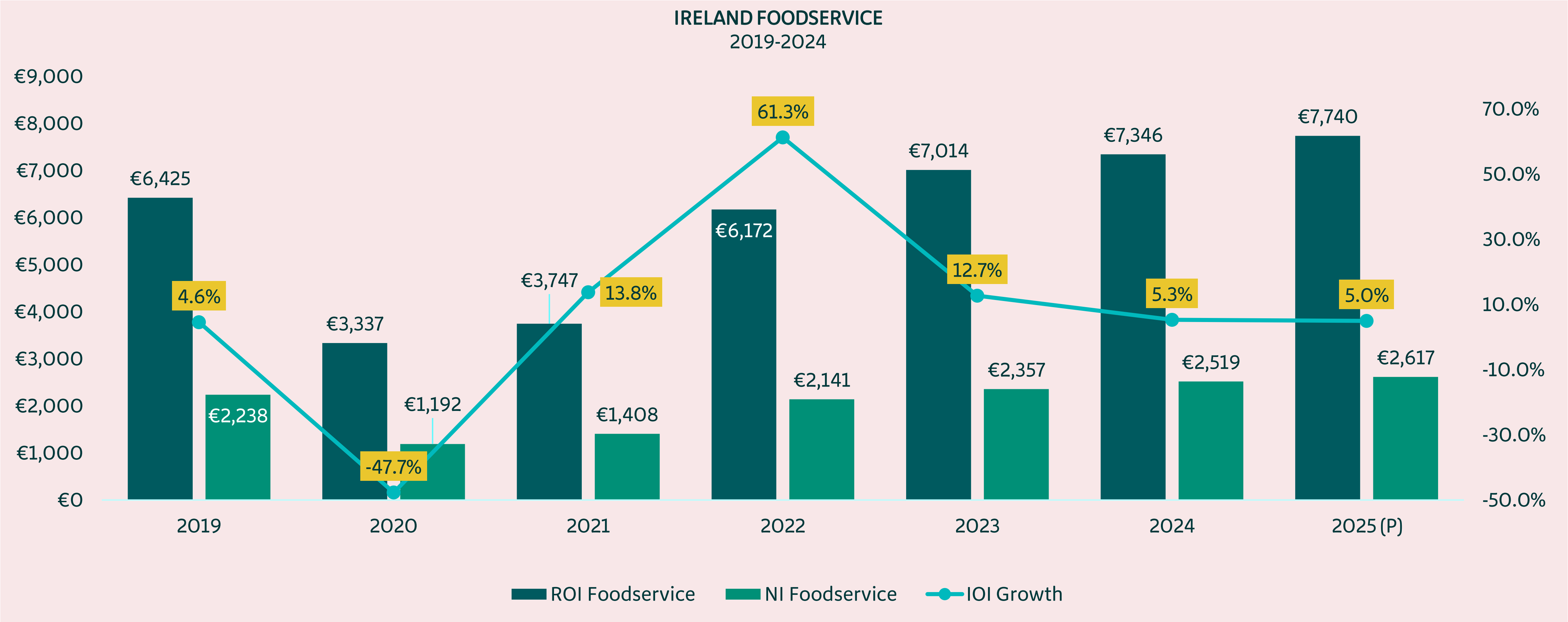
On an overall basis, operator purchases represent approximately 38% of the value of all consumer expenditures in the IOI foodservice industry (blended among all operator segments). This percentage continues to rise as operator costs have increased at a faster rate than sales, indicating ongoing challenges with margin and profitability.



Note: Figures for previous years have in some instances been updated; (P)=preliminary
Source: Bord Bia and Technomic

Summary Time Series of IOI Foodservice

Industry Size and Growth, 2019-2025



Note: The values for Northern Ireland have been converted to euro based on average conversion rates for each year; Figures for previous years have in some instances been updated; (P)=preliminary
Source: Bord Bia and Technomic

Summary of Sector Growth/Decline

Time Series 2019-2025

With the exception of 2020, when Covid-19 decimated the industry, overall value growth has been consistently positive across all segments. However, looking at the rate of change, it can be seen that there has been a significant deceleration since 2022, with growth in 2025 at just 5.0%.

Because this measures consumer spend, it's important to recall that the value increase will include operators' increases in menu prices that are passed on to the consumer. It's clear that inflationary pressures have had an impact on the value of the industry, and the role of inflation is highlighted in more detail at a later stage in this report.

While the industry fully recovered in value in 2023, it has continued to grow and is now 20% higher in value than it was in 2019.

The chart to the right displays the time series of the growth (as measured by consumer spending) within each operator sector (combining both ROI and NI turnover). It also shows the recovery index for each sector relative to its 2019 pre-pandemic value.

Commercial foodservice grew 3.9% in 2025 and sits at a recovery level of 119 (meaning it is 19% higher than 2019). The segments that have seen the lowest level of recovery are hotels and pubs, while the limited-service and other commercial (which includes recreational venues) sectors are the highest.

Institutional foodservice grew strongly, by 15.5%, in 2025. This is largely driven by the education sector in the ROI, where the government has invested significant resources in a hot meal scheme for primary-level students. On the other hand, business feeders (primarily white-collar offices) remain the lagging sector that have not yet reached pre-pandemic value. That being the case, return to work has continued in 2025 as more workers are back to working in offices.

Sector	2019	2020	2021	2022	2023	2024	2025 (P)	Index of 2025 Recovery (2019=100)
Limited Service	5.0%	-33.2%	16.0%	34.1%	10.4%	4.7%	4.7%	126
Quick Service	4.8%	-33.7%	16.9%	34.5%	11.1%	4.5%	4.7%	127
Fast Casual	5.6%	-47.7%	15.5%	63.8%	10.3%	5.6%	4.6%	121
Food to Go	5.8%	-25.2%	12.2%	23.7%	7.3%	5.0%	4.6%	122
Full Service	4.7%	-56.0%	22.2%	77.0%	16.1%	6.0%	4.4%	123
Pubs	2.2%	-64.6%	2.7%	156.2%	13.9%	3.0%	2.4%	112
Coffee Shops/ Cafes	5.8%	-32.0%	20.2%	22.2%	8.9%	5.2%	5.0%	120
Hotels	6.1%	-57.3%	13.5%	83.2%	15.5%	1.9%	2.0%	107
Other Commercial	6.3%	-69.3%	40.1%	125.1%	15.7%	7.4%	7.1%	129
Total Commercial	**4.7%**	**-48.1%**	**15.6%**	**62.2%**	**12.8%**	**4.2%**	**3.9%**	**119**
Business & Industry	4.5%	-62.4%	-18.1%	121.4%	18.9%	10.0%	4.2%	93
Healthcare	2.5%	-9.9%	2.0%	8.4%	6.1%	5.3%	4.6%	116
Education	3.2%	-57.8%	26.1%	84.1%	8.7%	43.2%	46.3%	223
All Other	3.1%	-4.2%	4.8%	3.7%	4.9%	4.6%	3.6%	119
Total Institutional	**3.4%**	**-44.0%**	**-0.8%**	**51.9%**	**11.6%**	**15.3%**	**15.5%**	**125**
Total IOI Foodservice	**4.6%**	**-47.7%**	**13.8%**	**61.3%**	**12.7%**	**5.2%**	**5.0%**	**120**

Note: Based on industry figures calculated in euros, including currency conversion; Figures for previous years have in some instances been updated; (P)=preliminary
Source: Bord Bia and Technomic

Current Growth in 2025 vs. Expectations

Many Commercial Segments Have Underperformed Initial Forecasts

As this annual industry report is assembled by Bord Bia and Technomic, any previous turnover, purchase or growth figures are reviewed and updated as necessary. The tables to the left show the forecasts released in November 2024 for 2025 and compare to the current "actual" figures for 2025 developed for this report.

In the Republic of Ireland, growth was slightly better than forecasted; this was largely driven by significantly higher growth in education than was originally expected. Full-service restaurants underperformed the most vs. expectations but remained generally positive. Coffee shops, hotels, fast casual and other commercial were also slightly below forecasted expectations.

There are typically changes in Northern Ireland growth rates as a full year currency conversion is applied. Overall, NI slightly lower growth than anticipated, driven both by revisions to sector growth figures and a currency adjustment that resulted in sterling growth being stronger relative to the euro. By showing both markets in euro for comparative purposes, the growth in NI becomes higher.

REPUBLIC OF IRELAND

2025 Growth	November 2024 Forecast	Current as of November 2025
Limited Service	4.7%	4.8%
Quick Service	4.7%	4.8%
Fast Casual	5.7%	4.6%
Food to Go	4.6%	4.6%
Full Service	5.4%	4.4%
Pubs	2.3%	2.3%
Coffee Shops/Cafes	5.2%	4.9%
Hotels	1.9%	1.7%
Other Commercial	8.1%	7.3%
Total Commercial	**4.1%**	**3.9%**
Business & Industry	3.9%	4.3%
Healthcare	4.6%	4.6%
Education	20.1%	60.8%
All Other	3.5%	3.7%
Total Institutional	**8.4%**	**19.6%**
Total Foodservice	**4.5%**	**5.4%**

NORTHERN IRELAND*

2025 Growth	November 2024 Forecast	Current as of November 2025
Limited Service	4.3%	4.4%
Quick Service	4.2%	4.4%
Fast Casual	5.1%	4.4%
Food to Go	4.5%	4.1%
Full Service	5.0%	4.4%
Pubs	3.7%	2.6%
Coffee Shops/Cafes	5.0%	5.1%
Hotels	4.0%	2.7%
Other Commercial	6.6%	6.2%
Total Commercial	**4.4%**	**3.8%**
Business & Industry	3.9%	3.9%
Healthcare	4.5%	4.5%
Education	4.6%	4.7%
All Other	3.3%	3.4%
Total Institutional	**4.3%**	**4.3%**
Total Foodservice	**4.4%**	**3.9%**

Note: Figures for previous years have in some instances been updated
*Note: Based on industry figures calculated in euros, including currency conversion
Source: Bord Bia and Technomic

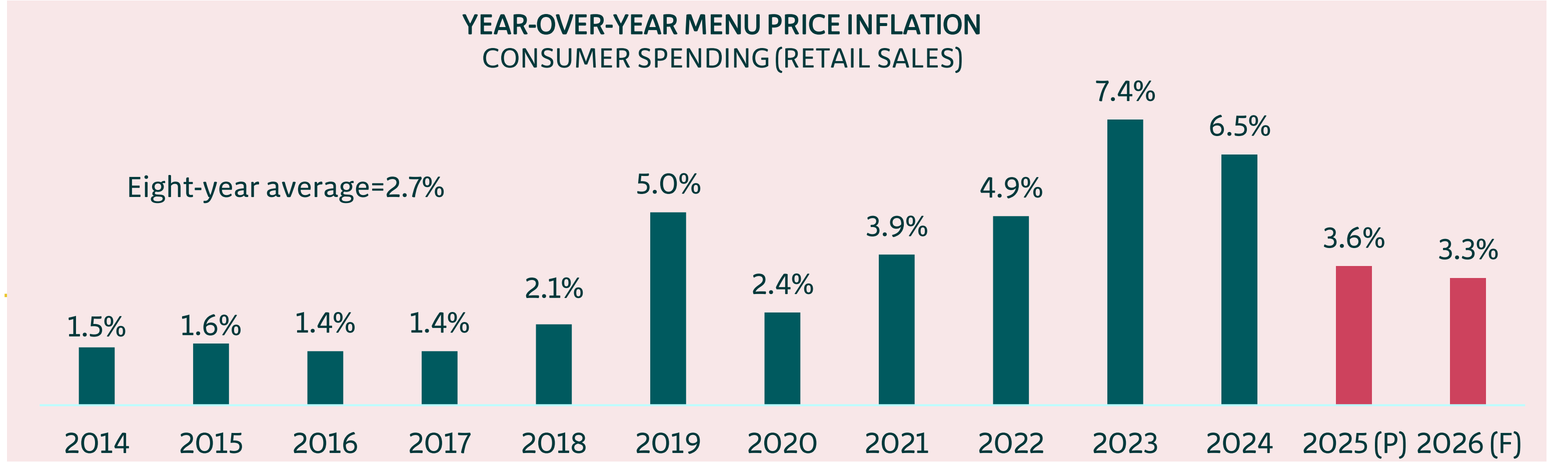
Summary of Menu Price Inflation

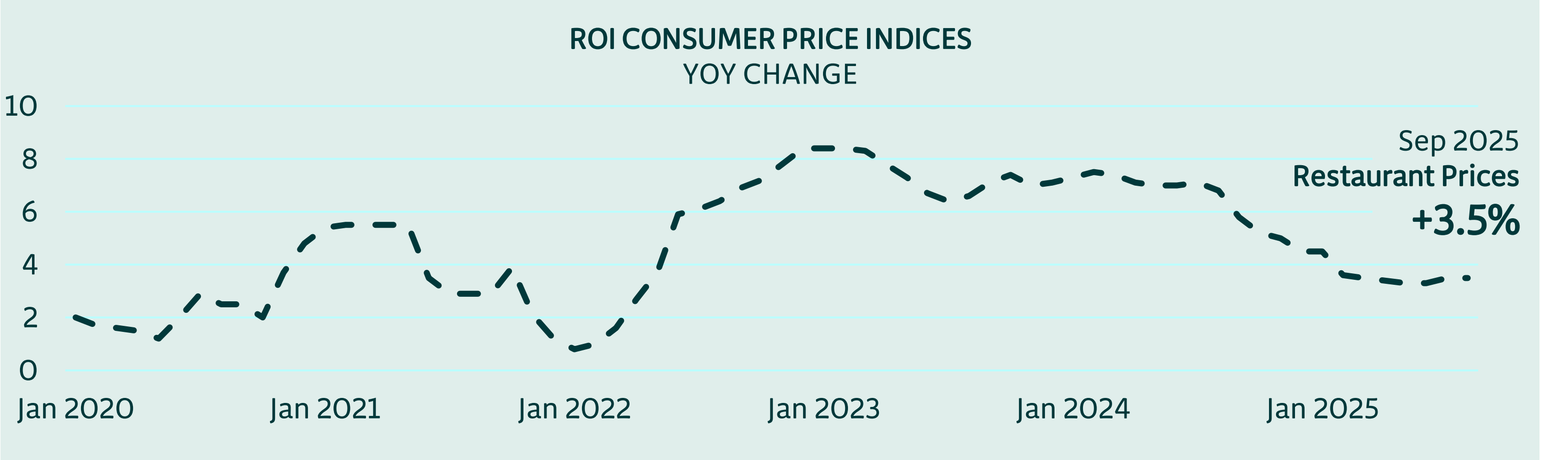
Menu Price Inflation Remains Elevated

In looking at the current CSO data for menu inflation in restaurants, cafes, fast food and takeaway, the current trend indicates that prices are up 3.5% year to date (through August). This report assumes that the annual inflation figure will finish the year with an average increase of 3.6%, which is slightly lower than was originally forecasted last November.

The historic average from 2010 to 2022 was 2.7%; while menu price increases have moderated, they are expected to remain above historic norms through 2026 at a minimum.

As shown on the following page, the cumulative impact of these menu price increases has resulted in both the perception and the reality of dining out to be "unaffordable" to many Irish consumers.





Note: Data reflects the Republic of Ireland only; (P)=preliminary; (F)=forecast
Data reflects CPI from restaurants, cafes, fast food and takeaway food
Source: CSO with analysis and forecast by Technomic

Growth in Menu Prices vs. Broader CPI

Dining Out Has Become Increasingly (and Relatively) Unaffordable

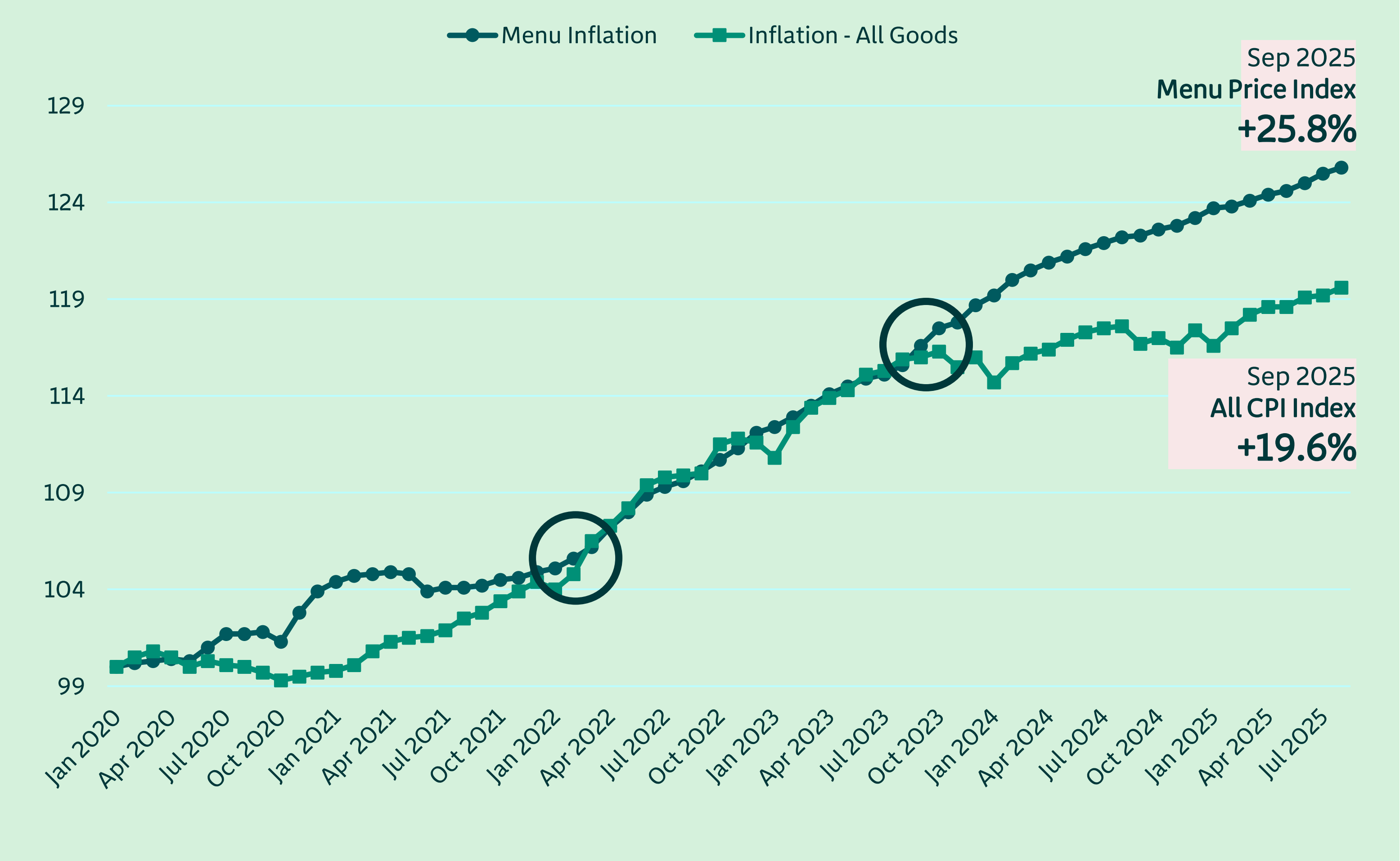
Cumulative Effect of Menu Prices

Looking back to 2020, the trajectory of cumulative price increases within both foodservice and the broader economy can be seen quite clearly. The indices shown here are in relation to January 2020 prices (where 100=January 2020 prices). It can be seen that restaurant/menu prices are 26% higher vs. a 20% increase in all CPI.

While the total difference may not appear significant, much of this is driven by similar growth trajectories in 2022 and 2023, when prices across the board were increasing at a rapid rate. The current concern is that the gap is not narrowing and, in fact, menu prices in 2024 and into 2025 have been growing at a faster rate than the broader inflation figure.

There are two inflection points noted. The first was in early 2022 when both menu prices and general inflation started to rise in tandem. The second inflection point is in late 2023, when general inflation started to decelerate while menu inflation continued at a faster rate.

The belief is that the industry won't see significant underlying "real" growth until menu price inflation is more in line with (or lower than) the general inflation rate, making dining out seem relatively more affordable.



Note: 100=January 2020
Source: Technomic analysis of CSO price and inflation data

Summary of the Impact of Tourism to Ireland in 2025

Tourism is a critical driver for foodservice

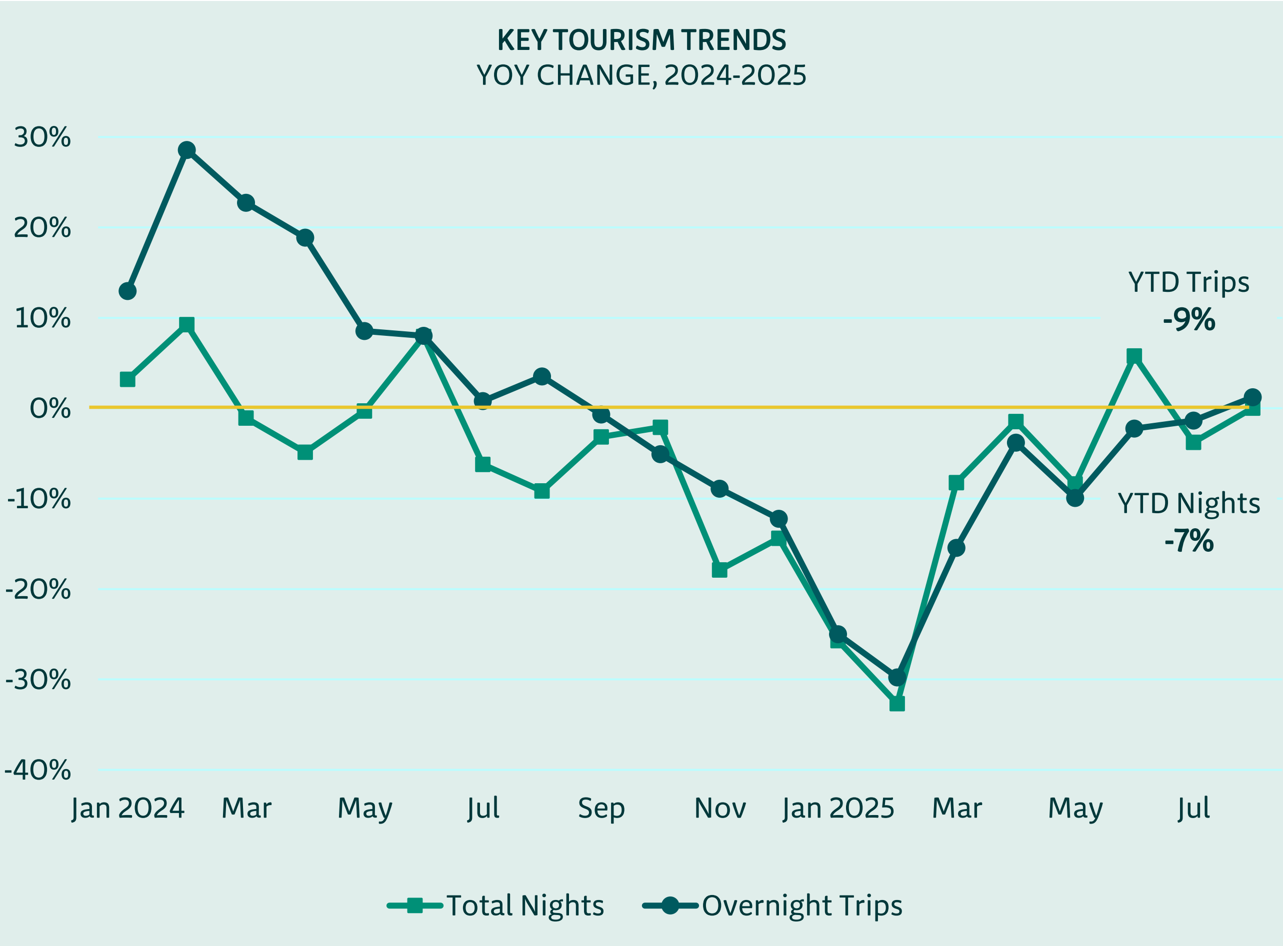
International inbound tourism is a key driver for foodservice throughout Ireland. This holds true both for major urban centres, such as Dublin, as well as throughout the regions. Data from Failte Ireland suggests that hospitality operators in regional areas were more likely to report declining revenue. In 2025, there was significant concern that Ireland was seeing fewer visits than previously, which then had a knock-on effect on overall spending. This had impacts on both restaurants and spending on foodservice in other sectors, such as hotels, coffee shops and other parts of the industry that rely on visitors.

International Tourism in 2025

Based on figures from CSO, overall trips to Ireland from overseas travelers are down 9% for the year (through August 2025), and the total number of nights are down by 7% through August. The chart to the right shows monthly data as published by CSO and seems to indicate that much of the decline occurred earlier in the year, while the critical summer months were more positive (but still showing decline vs. 2024 figures). These results, compounded with a broader slowdown in consumer spending among domestic tourists, have had a dampening effect on total foodservice.

Outlook

Much of the international tourism is driven by North American and the U.K. and Europe. Economic conditions in Europe have led to declines from many of these countries and, while North American tourism has held up better, there is some concern that the global tariff situation, coupled with perceptions of Ireland as an expensive destination, may cause further softness in tourism in 2026.



Note: Data reflects the Republic of Ireland only
Source: CSO with analysis by Technomic

Summary of Outlook for 2026

Industry Growth to Remain Subdued

Looking ahead to 2026, there is some optimism, but also an acknowledgement that many of today's concerns will likely continue into next year. Overall economic growth is expected to remain at levels above the European Union, but concerns about global trading conditions (particularly the potential impact of U.S.-led tariffs on certain sectors within Ireland) remain high. In addition, while inflation on many goods has moderated, menu pricing will likely remain elevated (particularly in response to elevated labour rates), and footfall throughout much of the industry is forecast to remain flat.

With a positive move toward reducing the VAT from 13.5% to 9% scheduled to take effect from July 1, 2026, there is some sense of relief from the industry. Still, operating conditions for many operators remain a concern, particularly with ongoing labour cost increases and broader cost increases in other areas.

As such, the outlook for 2026 shows positive growth from a consumer spending perspective, albeit at a lower growth rate. Overall inflation expectations are in the 3.0%-4.0% range, indicating that there may be a small amount of "real" growth underlying the increase in value in some sectors.

This is particularly true in commercial sectors, where most growth rates are expected to hover in the low/single digits. The notable exception is in the Institutional channel, where ROI education is set to continue its strong growth as the government continues to invest in the hot meal scheme.

Ireland's foodservice industry appears to be performing in line, and perhaps slightly above, what has been seen in other countries. Affordability has become one of the primary barriers to continued growth both in Ireland and around the world, and the expectation is that sustained positive growth will only come as consumer incomes catch up to inflationary pressures and they feel that dining out is within reach for everyday occasions.

All industry participants–suppliers, distributors and operators–will find achieving significant organic growth to be harder to come by in a market where real growth will be relatively flat.

2026 Growth Forecast IOI	2026 ROI Forecasted Growth	2026 NI Forecasted Growth (in Euros)	2026 Total IOI Forecasted Growth*	Index of Recovery (2019=100)
Limited Service	5.5%	5.7%	4.6%	133
Quick Service	5.8%	6.2%	4.6%	134
Fast Casual	5.6%	5.8%	4.7%	127
Food to Go	3.8%	3.7%	4.1%	127
Full Service	3.3%	3.4%	3.0%	127
Pubs	2.4%	2.5%	2.2%	115
Coffee Shops/Cafes	4.9%	5.0%	4.6%	126
Hotels	2.4%	2.4%	2.6%	109
Other Commercial	5.9%	6.2%	4.6%	136
Total Commercial	**4.1%**	**4.3%**	**3.5%**	**124**
Business & Industry	4.3%	4.4%	3.9%	97
Healthcare	3.6%	3.7%	3.5%	121
Education	29.3%	35.2%	3.4%	289
All Other	3.5%	3.6%	3.2%	123
Total Institutional	**12.5%**	**15.4%**	**3.6%**	**141**
Total Foodservice	**5.0%**	**5.5%**	**3.5%**	**126**

Note: Figures for previous years have in some instances been updated
*Note: Based on industry figures calculated in euros, including currency conversion
Source: Bord Bia and Technomic

Critical Strategic Issues and Outlook
Food and Beverage Suppliers

Strategic Issue	Current Status and Implications	Possible Strategic Response
Price Pressure & Margin Compression	• Facing input cost pressures, many suppliers have instituted numerous price increases • Customers constrained by price increases that often outpace general food inflation • Suppliers note that costs are driving menu rewrites across operators	• Develop value-tier product lines without compromising core brand equity • Implement dynamic pricing strategies based on commodity cycles • Focus on cost-plus partnerships with key accounts • Invest in supply chain efficiency to maintain margins
Route-to-Market Evolution	• Some suppliers exploring partnerships with foodservice distributors previously seen as competitors • Independent operators struggling vs. larger players	• Build hybrid distribution models combining direct and partner channels • Develop specialised programmes for independent vs. chain operators • Create collaborative partnerships with distributors for market expansion
Market Consolidation & Customer Concentration	• Fewer distribution partners available as consolidation continues • Big players investing heavily while independents struggle	• Develop tiered customer strategies for consolidated vs. independent accounts • Build strategic partnerships with surviving independent players • Prepare for further consolidation through flexible contract structures • Invest in relationships with emerging consolidated entities
Operational Challenges & Investment Needs	• Suppliers often facing aging machinery causing supply disruptions • Labour retention issues in warehousing and production • Suppliers investing in new CRM systems and technology • Need for better data visibility and market intelligence	• Prioritise infrastructure modernisation and automation • Develop comprehensive workforce retention and training programs • Invest in integrated technology platforms for better customer service • Build robust data analytics capabilities for market insights
Collaboration & Value-Added Services	• Growth in chef services for menu development and training • Student chef training programs and industry development becoming more prevalent	• Expand consultative selling models beyond product supply • Develop industry-specific expertise and service offerings • Create educational partnerships to build future customer relationships • Position as strategic partners, rather than just suppliers

Critical Strategic Issues and Outlook
Commercial Operators

Strategic Issue	Current Status and Implications	Possible Strategic Response
Escalating Labour Costs	• Continued wage inflation will compress margins further • Operators looking for ways to maintain profitability while competing for staff	• Transition to less labour-intensive models • Invest in automation and kiosks • Consider scalable business models
Raw Material Price Inflation	• Food costs will continue pressuring margins • Premium ingredients becoming prohibitively expensive for many consumers	• Menu engineering toward lower cost, higher-margin items • Develop supplier diversification strategies • Focus on value-driven menu items • Consider vertical integration opportunities
Consumer Affordability Crisis	• Continued pressure on consumer spending power • Demand for affordable dining options will grow	• Develop tiered pricing strategies • Expand fast-casual offerings and a more limited service style • Focus on value perception • Consider alternative service models (service stations, convenience locations)
Market Consolidation & Competition	• Increased competition from well-capitalized international brands • Independent operators face greater challenges	• Explore franchise/partnership opportunities • Focus on differentiation and local market knowledge • Consider collaborative purchasing to achieve synergies and lower costs • Develop scalable concepts
Operational Model Evolution	• Technology will become essential for efficiency • Delivery remains stable, but not growing as fast as it was • Operational efficiency is critical	• Invest in integrated POS and reservation systems • Optimize for delivery partnerships • Streamline operations for efficiency • Focus on core profitable offerings rather than sustainability initiatives

Critical Strategic Issues and Outlook

Non-commercial Operators

Strategic Issue	Current Status and Implications	Possible Strategic Response
Labour Cost Crisis & Talent Management	• Regulatory related cost increases (minimum wage, sick pay, auto-enrollment pensions) • Difficulty attracting specialised talent (chefs, baristas) • Regional variations in turnover rates • Need for premium pay in competitive markets	• Develop comprehensive workforce planning strategies • Invest in training and retention programs • Consider automation where feasible • Build partnerships with culinary schools • Implement flexible staffing models
Food Cost Inflation & Supply Chain Pressures	• Significant food cost increases year over year, eroding margins and overall profitability • Limited ability to pass costs to clients	• Diversify protein sources and menu offerings • Strengthen direct supplier relationships • Implement dynamic menu pricing strategies • Develop cost-neutral menu engineering • Build strategic inventory management capabilities
Technology Integration & Data Demands	• Client sites requiring real-time data and transparency • Need for integrated building-wide applications • Demand for sustainability tracking and reporting • Preordering and convenience technology expectations	• Invest in comprehensive data analytics platforms • Develop integrated technology solutions • Create seamless customer experience platforms • Implement carbon labeling and sustainability tracking
Market Consolidation & Competitive Pressure	• Large players making acquisitions • Price competition from global operators • Some clients seeking global solutions over local providers • Independent operators struggling for market share	• Focus on niche specialisation and premium service • Develop unique value propositions beyond cost • Build strategic partnerships and collaborations • Consider geographic expansion or diversification • Emphasise local expertise and flexibility advantages
Evolving Client Expectations & Sustainability Demands	• Increased sustainability requirements in tenders • Demand for detailed environmental reporting • Cost-conscious clients unwilling to pay premiums • Need for cultural diversity in food offerings • Return-to-office patterns stabilising at three to four days/week	• Develop comprehensive sustainability programmes • Create cost-neutral green initiatives • Build cultural competency in menu development • Design flexible service models for hybrid work • Invest in measurable sustainability metrics and reporting

Critical Strategic Issues and Outlook

Distribution/Route-to-Market Companies

Strategic Issue	Current Status and Implications	Possible Strategic Response
Cost Management Amongst Customers	• Protein, dairy and cocoa, in particular, driving major price increases • Menu prices reaching consumer "ceiling" • Operator customers prioritising cost/margin support over all other needs • Trading down becoming common	• Develop comprehensive value engineering programmes • Expand private-label/distributor brand offerings for better margins • Create tiered pricing strategies with budget-friendly alternatives • Invest in procurement partnerships to leverage scale
Digital Transformation & Customer Experience	• Digital orders on the increase as wholesalers build out technical capabilities; third-party platforms becoming essential • Suppliers struggling to offer digital-ready content (poor imagery, phone photos) • Need for seamless integration across multiple ordering platforms	• Accelerate digital platform investments and integrations • Develop supplier education programmes for digital content standards • Create unified customer experience across all digital touchpoints • Build data analytics capabilities to personalise customer interactions
Labour Shortages & Operational Solutions	• Chronic shortages of drivers and warehouse workers • Kitchen labour challenges driving demand for "restaurant-quality solutions" • Skills shortages in kitchens requiring simpler preparation methods • Current prepared products "not good enough" quality for restaurants	• Invest in automation and technology to reduce labour dependency • Create comprehensive workforce development and retention programmes • Partner with manufacturers to develop truly restaurant-quality prepared foods • Develop solutions that reduce kitchen labour requirements while maintaining quality
Market Consolidation vs. Fragmentation	• Independent street operators under increasingly pressure as chains and corporate accounts expand • Corporate/healthcare sectors preferring single-supplier relationships • New international chains entering Irish market creating competition • Scale business driving growth, but requiring delivery-only models	• Develop differentiated strategies by customer segment • Build specialised service offerings for corporate vs. independent sectors • Consider strategic partnerships or acquisitions to compete • Invest in delivery infrastructure and logistics optimization
Sustainability & Regulatory Compliance	• Corporate customers heavily weighting sustainability in tender processes • Independent operators largely focused on sustainability measures that can drive cost-savings • Sustainability credentials and local sourcing becoming differentiators	• Create tiered sustainability offerings matching customer priorities • Develop cost-neutral sustainability solutions (waste reduction, energy efficiency) • Build regulatory compliance capabilities as competitive advantage • Strengthen local sourcing partnerships and certifications

Four Overarching Themes

Shaping the Future of Foodservice in Ireland

To summarise the performance of the industry in 2025, consumer demand has slowed as prices for out-of-home dining remain elevated. For operators, this reduced demand, together with still-high input prices and cost structures, have strained overall margin and profitability. While some pockets of growth remain, the operating environment remains challenging, and the expectation for 2026 shows uncertainty, which has caused some caution in future planning and investment.

Four overarching themes that should be taken from this research include the following:

1. Operators face ongoing challenges and are making adaptations where possible to survive

The cost structure within the industry remains one that creates ongoing profitability challenges for many operators. There is a resilience among operators, and they are responding in many ways, including:

- Increasing menu prices to cover higher labour and product input costs
- Menu engineering to highlight value items or menu items that are higher margin
- Enhancing the in-store experience, whether through innovation, service style, events or other ways, to draw footfall

The industry is also seeing a longer-term trend toward counter service (quick service and fast casual) and away from table service. There are also more international QSR chains entering, all of which could potentially have a profound impact on the future of the industry.

2. Foodservice is increasingly seen as unaffordable, and growth is contingent on changing this perception

With menu prices still rising at rates faster than the broader rate of inflation, consumers are increasingly value-conscious and, in many ways, are reducing discretionary spending. True sustainable growth is unlikely to reappear until consumers feel more confident about their economic situation and see that foodservice pricing is coming into line with income growth and broader inflationary metrics.

3. Technology continues to revolutionise the industry

Technology is fundamentally reshaping the Irish foodservice landscape, driven primarily by the industry's urgent need to address escalating labour costs and operational efficiency challenges. Investment in self-service kiosks and updated point-of-sale systems are helping achieve greater speed and integration capabilities, allowing for seamless coordination between different operational functions.

However, this technological evolution is creating a two-tier market structure. While larger chains can leverage technology to maintain competitiveness and reduce labour intensity, smaller independent restaurants struggle to afford these investments. New technologies are potentially accelerating the shift away from traditional full-service dining experiences toward more automated, convenience-driven foodservice models that fundamentally alter the character of Ireland's dining landscape.

4. Regional variations becoming more pronounced

The Irish foodservice industry has seen a divide in urban-rural performance, with businesses outside major cities facing greater challenges. Rural restaurants and pubs are experiencing disproportionate struggles, with greater decline and higher closure rates predominantly affecting establishments outside city centres.

Dublin has maintained relatively more stable performance as a hub, as there are anecdotal reports of visitors increasingly using the capital as a base for day trips rather than staying in regional destinations. This pattern suggests that, while demand remains geographically distributed, the food and beverage spending power is increasingly concentrated in urban centres, leaving rural foodservice operators particularly vulnerable to the current economic pressures and consumer spending constraints.

Key Recommendations

Uncertainty Breeds Caution, But Bold Moves Required

Given the still-challenging business environment and outlook for a similar climate in 2026, many throughout the industry have been cautious, taking more of a "wait-and-see" approach to investing in growth.

In a low-growth environment that is projected for the next 12-18 months at a minimum, there are nonetheless actions that every entity within the industry–whether operator, wholesaler or supplier–can do to further insulate itself and create opportunities.

1. Focus on service excellence and key performance benchmarks

High service and performance levels are now table stakes and, in particular, suppliers and wholesalers should ensure that they are executing at the highest level. Competitive pricing is important in today's environment, but often service is a close second, and ensuring supply chain excellence and 100% service levels should be a primary objective.

Suppliers and wholesalers should also ensure they have a strong understanding of their cost to serve. With margin compression occurring throughout the channel, prioritising customers who are more profitable will be a necessary step toward margin management.

2. Develop customer leverage to create incremental growth opportunities

Every company within the foodservice value chain has "leverage"–the differentiating factors that create customer loyalty and drive demand. Each business should understand its points of leverage and ensure that it has a fully differentiated strategy; this becomes particularly important in a price-sensitive market, and the value proposition should reflect more than just a push toward being a low-cost provider.

3. Innovate, innovate, innovate

The market is shifting rapidly, and consumers are not seeking the same things as even one to two years ago. Menu engineering is occurring to address consumer behaviour shifts and to maximise operator profitability. New flavours, products and packaging types are ways to provide competitive insulation and create stronger ties to key customers. Innovation creates customer loyalty and will be a meaningful point of differentiation for all areas of the industry.

4. Prepare for more power buyers

Particularly for suppliers and wholesalers, ongoing consolidation means that there are fewer customers, and those who remain have more clout and negotiating ability than previous. National and global players continue to enter the Irish market and have much stronger purchasing power, and chains of all types are gaining share vs. independent operators. These power buyers will be flexing their purchasing power more in the future and will be raising expectations for support.

5. Consider tech investment and view as an "amplifier" to enhance the value equation

Technology continues to be an area of investment across the board. While there are clearly cost-savings associated with new technologies, the industry should view technology as more of an "amplifier"–whether to amplify an experience, value equation or labour efficiency and effectiveness. The foodservice industry remains a high-touch, customer-first business, and technology is increasingly helping operators create higher levels of satisfaction and develop better forecasts, while at the same time helping suppliers throughout the supply chain become more efficient in their execution.

In short, with essentially flat growth expected, taking share will be the primary driver of growth. Doing so through differentiation, brand performance and leverage, tech investments and customer loyalty will be critical for the industry to offset low-growth conditions.

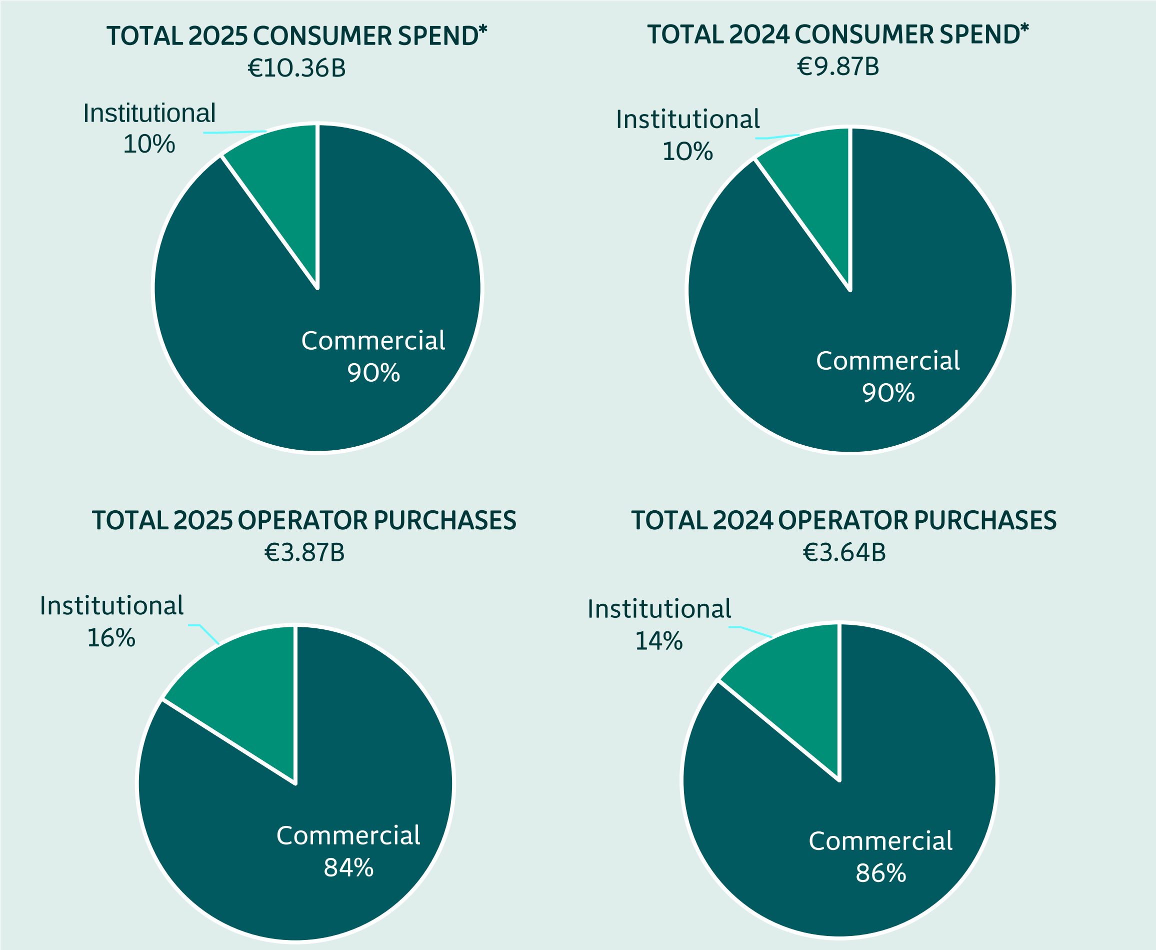
Section Three

Detailed Industry Findings

BORD BIA
IRISH FOOD BOARD

Commercial vs. Institutional Channels

Total Island of Ireland, 2025 vs. 2024



Within the broader foodservice figures on the island of Ireland, this report evaluates both commercial and institutional spending and purchases.

The overall foodservice industry in Ireland (including both the ROI and NI) increased in turnover to €10.36 billion in 2025, up from €9.87 billion last year. Overall purchases by the operator community on food, nonalcohol beverage and other items (such as packaging for foodservice) increased to €3.87 billion in 2025 from €3.64 billion in 2024.

Commercial channels include limited-service restaurants, full-service restaurants, pubs, coffee shops/cafes, hotels and other commercial foodservice establishments, such as cinemas, theme parks, tourist attractions, sport venues and clubs, spas, events catering, recreational activities and cruises. Overall commercial sales saw modest increases in value in 2025, but the overall share of consumer spend did not materially change from the previous year.

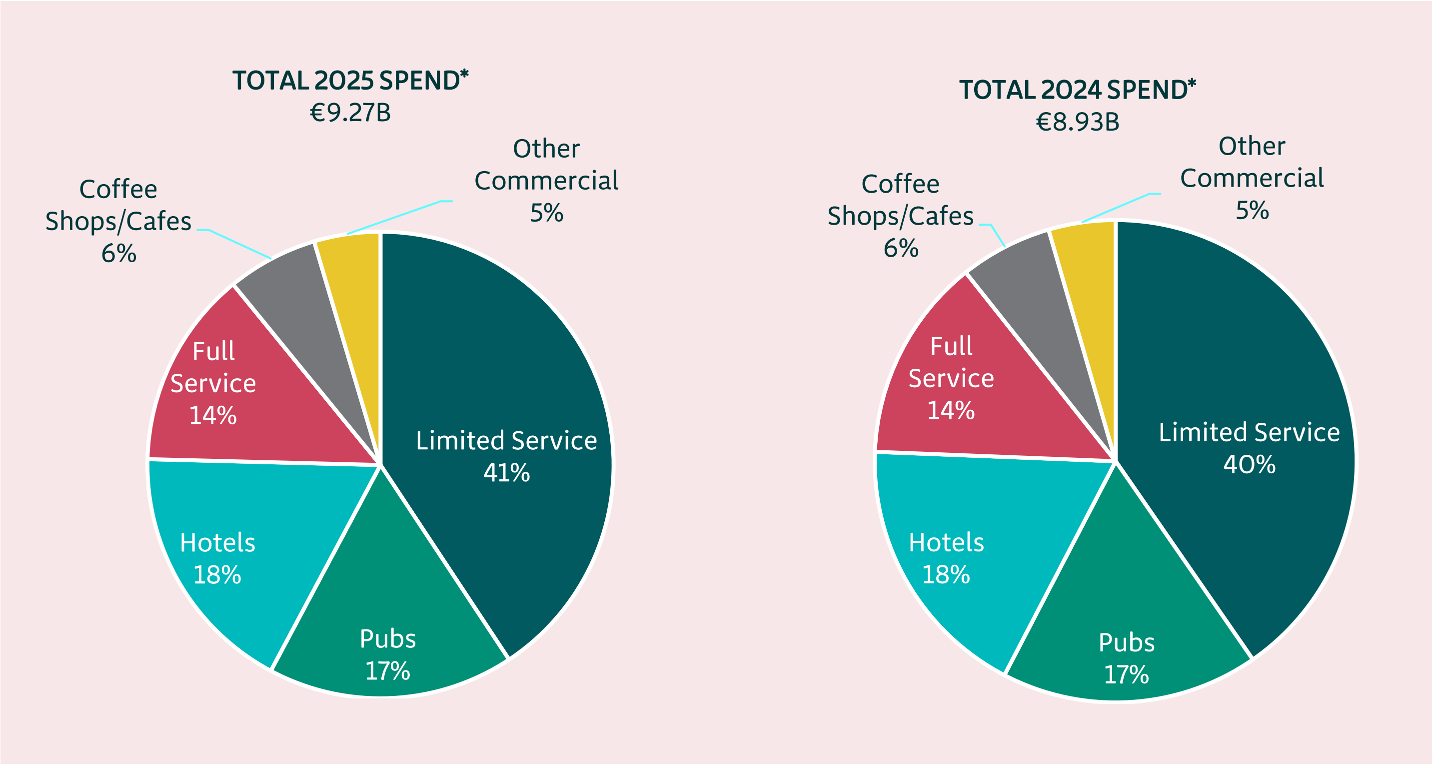
Institutional channels include business and industry locations, healthcare facilities, educational institutions and other institutional foodservice establishments, including government organisations, prisons and armed forces. These sectors are traditionally more stable and exhibit fewer fluctuations in growth. However, given the strong investment in the hot meals scheme by the Irish government (in the ROI), there has been an acceleration in overall institutional turnover and purchasing.

In 2025, commercial channels accounted for 90% of the value of total consumer spending and 84% of the total value operator purchases. The difference is accounted for by the varying levels of consumer spending within the institutional sectors, coupled with subsidies and free/reduced meal costs in many sectors.

Note: Figures for previous years have in some instances been updated
*Note: Based on industry figures calculated in euros, including currency conversion
Source: Bord Bia and Technomic

Commercial Channels 2025 vs. 2024

Total island of Ireland



As noted on the previous page, commercial channels within the Republic of Ireland and Northern Ireland continue to represent the majority of the consumer spending within the Irish foodservice channel. In 2025, the commercial sector grew by €346 million in value in consumer spending and was valued at €9.27 billion for the entire island of Ireland. This corresponds to an overall one-year growth rate of 3.9%. As noted, this growth has seen a slowdown vs. both 2024 and previous years, as consumer footfall and spending have both slowed.

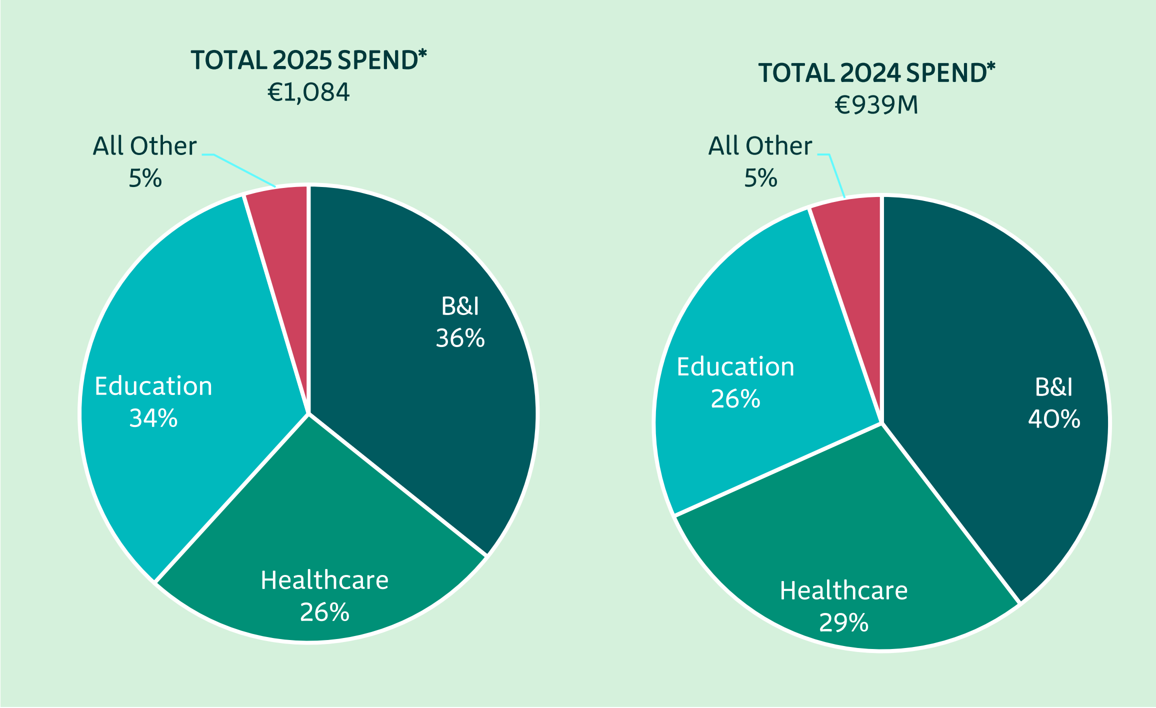
Examining the commercial channel in greater detail, there is strong growth in limited-service restaurants, up 4.7%; full-service restaurants, up 6%; and coffee shops, up 5.2%. The other noncommercial sectors, which include recreational facilities, arenas, events and other tourism-led operations, also saw strong growth. This continues to demonstrate that although consumer spending has slowed, consumers are still willing to pay for unique experiences and events.

Hotel foodservice and pubs grew, but at a much slower rate in 2025, reflecting some challenges specific to those sectors, particularly locations outside of urban areas. Rural pubs and hotels in certain parts of Ireland have seen struggles with both consumer spending and a lack of rooms.

Note: Figures for previous years have in some instances been updated
*Note: Based on industry figures calculated in euros, including currency conversion
Source: Bord Bia and Technomic

Institutional Channels 2024 vs. 2023

Total island of Ireland



Within the island of Ireland, the institutional channels (sometimes referred to as noncommercial sectors) are significantly lower from a value and volume perspective compared to commercial channels. In 2025, institutional operators generated €1.08 billion in value within the Irish foodservice channel–the first time that the value has surpassed 1 billion euros. These sectors are generally more stable and driven by steady populations of regular workers, students or residents, and growth does not generally vary by a wide margin. However, in 2025, as has been the case for two years, growth in the institutional channels has surpassed the commercial channel, largely driven by ROI government investment in the hot meals scheme for primary schools. From September 2025, this programme has been extended to every primary school in the ROI.

Looking deeper into some of the other sectors, the largest remains business and industry. Despite ongoing challenges from the pandemic, the sector has benefitted from a return to office and renewed investment by many firms in food and beverage programmes. This sector is the only one within the foodservice industry that has not returned to 2019 turnover levels. Still, this sector represents 40% of revenue in the institutional channel and expanded by over 4% in 2025.

Other institutional sectors are seeing moderate growth in value, with underlying growth driven by population changes (i.e., healthcare and other institutional, which includes prisons and other government facilities).

Note: Figures for previous years have in some instances been updated
*Note: Based on industry figures calculated in euros, including currency conversion
Source: Bord Bia and Technomic

2025 Irish Foodservice Market Snapshot

Total island of Ireland (IOI) Consumer Spending and Operator Purchases

Total IOI Foodservice Market	2025 Consumer Spending (€M)	2024 Consumer Spending (€M)	2024-2025 Change in Consumer Spend*	2025 Operator Purchases (€M)	2024 Operator Purchases (€M)	2024-2025 Change in Purchase Value*
Limited Service	€ 3,774	€ 3,605	4.7%	€ 1,376	€ 1,307	5.3%
Full Service	€ 1,274	€ 1,221	4.4%	€ 458	€ 437	4.7%
Pubs	€ 1,585	€ 1,548	2.4%	€ 539	€ 526	2.5%
Coffee Shops/Cafes	€ 581	€ 553	5.0%	€ 161	€ 154	5.1%
Hotels	€ 1,634	€ 1,603	2.0%	€ 579	€ 568	2.0%
Other Commercial	€ 425	€ 397	7.1%	€ 150	€ 141	6.9%
Total Commercial	**€ 9,273**	**€ 8,927**	**3.9%**	**€ 3,263**	**€ 3,131**	**4.2%**
Business & Industry	€ 387	€ 372	4.2%	€ 208	€ 199	4.2%
Healthcare	€ 282	€ 269	4.6%	€ 148	€ 142	4.6%
Education	€ 365	€ 249	46.3%	€ 224	€ 145	54.5%
Other Institutional	€ 50	€ 49	3.6%	€ 25	€ 24	3.6%
Total Institutional	**€ 1,084**	**€ 939**	**15.5%**	**€ 605**	**€ 511**	**18.5%**
Total IOI	**€ 10,357**	**€ 9,865**	**5.0%**	**€ 3,868**	**€ 3,642**	**6.2%**

Note: All 2025 figures are preliminary; Figures for previous years have in some instances been updated
Source: Bord Bia and Technomic

2025 Irish Foodservice Market Snapshot

Republic of Ireland (ROI) Consumer Spending and Operator Purchases

ROI Foodservice Market	2025 Consumer Spending (€M)	2024 Consumer Spending (€M)	2024-2025 Change in Consumer Spend*	2025 Operator Purchases (€M)	2024 Operator Purchases (€M)	2024-2025 Change in Purchase Value*
Limited Service	€ 2,877	€ 2,746	4.8%	€ 1,049	€ 997	5.2%
Full Service	€ 895	€ 857	4.4%	€ 322	€ 309	4.4%
Pubs	€ 1,170	€ 1,143	2.3%	€ 397	€ 388	2.3%
Coffee Shops/Cafes	€ 436	€ 416	4.9%	€ 122	€ 115	5.6%
Hotels	€ 1,205	€ 1,184	1.7%	€ 428	€ 421	1.7%
Other Commercial	€ 338	€ 315	7.3%	€ 119	€ 111	7.2%
Total Commercial	**€ 6,921**	**€ 6,662**	**3.9%**	**€ 2,438**	**€ 2,341**	**4.1%**
Business & Industry	€ 306	€ 293	4.3%	€ 164	€ 157	4.4%
Healthcare	€ 176	€ 169	4.6%	€ 93	€ 89	4.6%
Education	€ 298	€ 185	60.8%	€ 185	€ 108	71.5%
Other Institutional	€ 39	€ 38	3.7%	€ 20	€ 19	3.7%
Total Institutional	**€ 819**	**€ 685**	**19.6%**	**€ 462**	**€ 373**	**23.8%**
Total ROI	**€ 7,740**	**€ 7,346**	**5.4%**	**€ 2,899**	**€ 2,714**	**6.8%**

Note: All 2025 figures are preliminary; Figures for previous years have in some instances been updated
Source: Bord Bia and Technomic

2025 Irish Foodservice Market Snapshot

Northern Ireland (NI) Consumer Spending and Operator Purchases

NI Foodservice Market	2025 Consumer Spending (€M)	2025 Consumer Spending (£M)	2024 Consumer Spending (€M)	2024-2025 Change in Consumer Spend*	2025 Operator Purchases (€M)	2024 Operator Purchases (€M)	2024-2025 Change in Purchase Value*
Limited Service	€ 896	£761	€ 859	4.4%	€ 321	€ 305	5.2%
Full Service	€ 380	£322	€ 364	4.4%	€ 135	€ 128	5.7%
Pubs	€ 415	£353	€ 405	2.6%	€ 142	€ 138	3.1%
Coffee Shops/Cafes	€ 145	£123	€ 137	5.1%	€ 40	€ 38	3.8%
Hotels	€ 429	£364	€ 418	2.7%	€ 151	€ 147	2.7%
Other Commercial	€ 87	£74	€ 82	6.2%	€ 31	€ 29	5.8%
Total Commercial	**€ 2,352**	**£1,996**	**€ 2,265**	**3.8%**	**€ 825**	**€ 790**	**4.4%**
Business & Industry	€ 82	£69	€ 78	3.9%	€ 43	€ 42	3.1%
Healthcare	€ 105	£89	€ 101	4.5%	€ 55	€ 53	4.5%
Education	€ 67	£57	€ 64	4.7%	€ 39	€ 37	5.5%
Other Institutional	€ 11	£9	€ 11	3.4%	€ 5	€ 5	3.4%
Total Institutional	**€ 265**	**£225**	**€ 254**	**4.3%**	**€ 144**	**€ 138**	**4.3%**
Total NI	**€ 2,617**	**£2,221**	**€ 2,519**	**3.9%**	**€ 969**	**€ 928**	**4.4%**

Note: All 2025 figures are preliminary; Figures for previous years have in some instances been updated
*Note: Growth shown is in euros and includes currency conversions from Sterling to Euro
Source: Bord Bia and Technomic

Revenue Growth vs. Purchase Growth

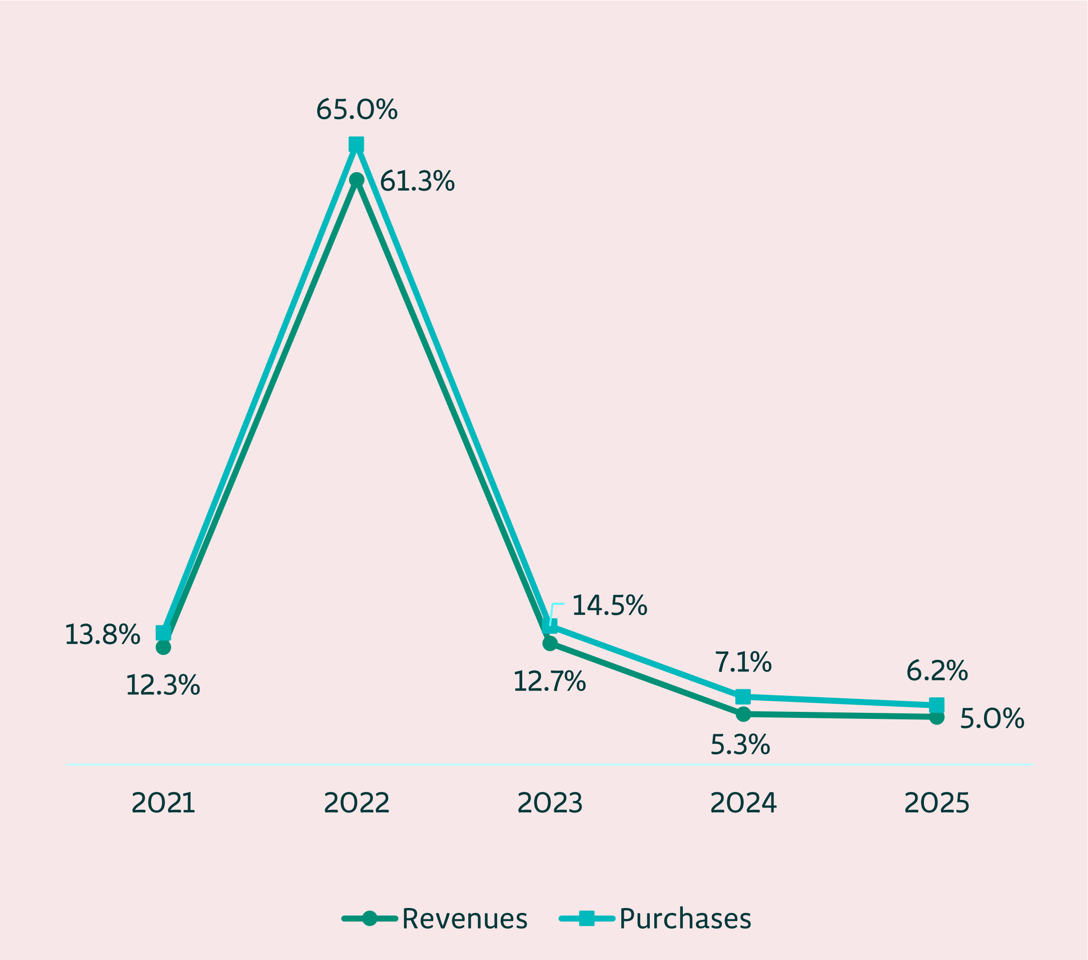
Costs Have Been Rising at Faster Rate Than Sales for Several Years

Input Costs Impacting Overall Margin and Profitability

Since 2021, there has been only one year where food and beverage purchases have risen more slowly than revenue, and that was in 2021 before inflation truly began to accelerate. Every year since then, food and beverage costs (as defined by the growth in the value of operator purchases) have outpaced the revenue growth that Irish foodservice has experienced.

In an industry where total operator profitability is often measured in low single-digit percentages, the cumulative impact of this has caused ongoing challenges with operator success, often eating into or completely devouring that single-digit profit margin. Operations that don’t have a cushion or deeper pockets to manage costs, or that have negotiating power to offset costs through volume, have been severely impacted.

One reason the reduction in VAT from 13.5% to 9% in mid-2026 has been welcomed by the industry is that it may provide some relief within the broader cost environment.



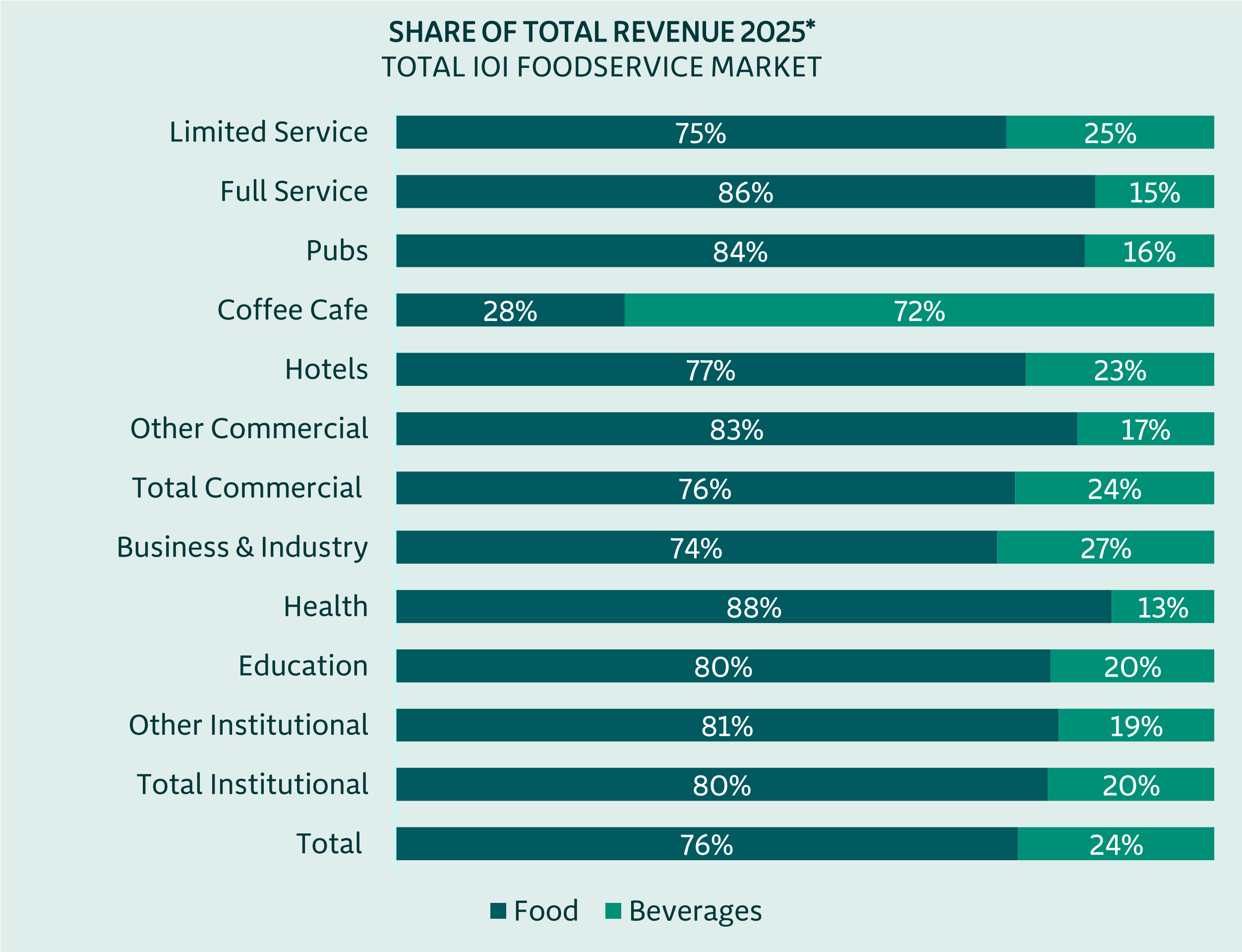
Source: Technomic analysis

2025 Food and Beverage Revenue Split

Looking at turnover across the individual segments, beverages represent approximately 24% of sales. Importantly, this report excludes alcohol, and figures reflect only nonalcohol sales and purchases. This figure is relatively similar to previous years, even as beverage growth (as shown on the following page) has been relatively strong.

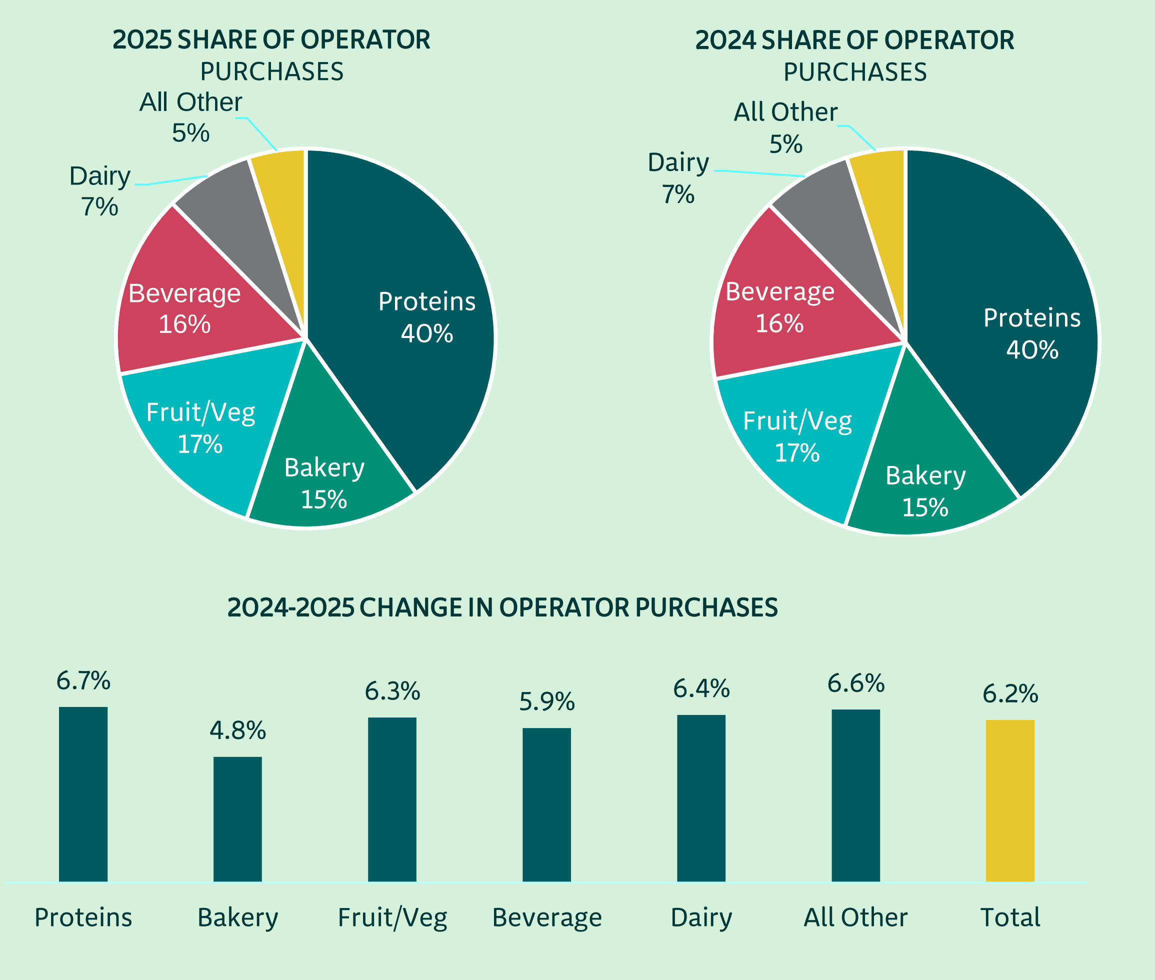
While shifts toward beverage are encouraging to operators from a margin perspective (beverages generally have higher profit compared to most food items), the cost environment remains a significant challenge for operators. Direct food and beverage costs have moderated, but labour and other operational costs continue to increase and remain elevated, creating margin and profitability issues for many operators. Menu mix and a focus on higher margin food and beverage items has become the norm for many foodservice operators seeking to drive a more profitable mix of sales.

As in the past, the share of beverage revenue is higher in the commercial channel. There are several beverage-forward types of operators, including coffee shops/cafes and limited service (which includes takeaway and food to go). These types of operators tend to drive the beverage mix higher in commercial than what is seen in institutional sectors.



Note: Based on industry figures calculated in euros, including currency conversion; All 2025 figures are preliminary
Source: Bord Bia and Technomic

Product Category Segmentation



For the past several years, Bord Bia and Technomic have shown the value of the industry in not only revenue, but in operator purchases as well. In 2025, the value of all operator purchases is €3.87 billion, up 6.2% from last year. This is above the overall growth in consumer spending and reflects the fact that operator costs (at least from a food and beverage perspective) continue to grow at rates faster than what operators are able to pass on in the form of menu price increases. Despite the fact that food price increases have moderated, input cost increases remain a challenge, and margin pressure remains a very real concern for many operators.

Looking at specific product categories and types, proteins remain the largest product category in terms of operator purchases, accounting for 40% of the total (similar to last year). However, it is also the fastest-growing product category, reflecting ongoing increases in categories, such as beef and fish, and a shift in procurement to other proteins, like chicken.

Bakery, fruit/vegetables and beverages all represent between 15%-17% of purchases. Dairy represents 7% but is the second-fastest-growing category, as many dairy costs have remained elevated.

Note that the “all other” figure includes packaging costs that are specifically included as “cost of goods” in the food or beverage item this includes single-use cups, as well as wraps, bags, etc. This category would also include any other food item not otherwise noted. Paper goods have seen higher prices as well, which are reflected in the strong growth of the “all other” category.

The figures shown here include both Republic of Ireland purchases, as well as food and nonalcohol beverage purchases made in Northern Ireland and converted to euro.

Note: Data shown is based on industry figures calculated in euros, including currency conversion; Figures for previous years have in some instances been updated; All 2025 figures are preliminary
Source: Bord Bia and Technomic

2025 Foodservice Product by Value

As has been the case for a number of years, fruit and vegetables are the largest single product category, accounting for 17% of total purchases among Irish operators. The equates to over €650 million in operator purchases. Nonalcohol beverages are second, with just over €600 million in purchases, and account for 16% of all operator purchases.

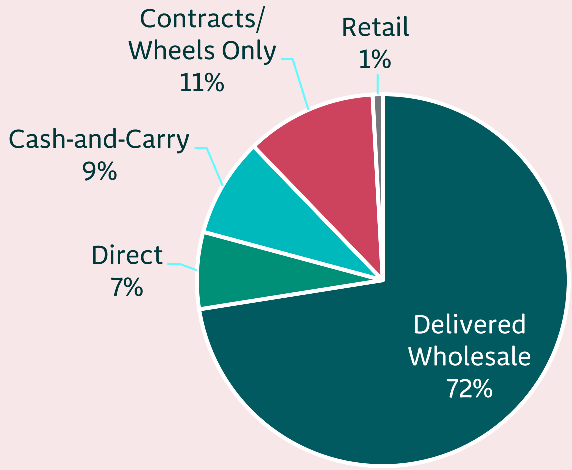
Proteins, including beef and poultry, are key categories across most types of operators and round out the top four, with breads and savoury bakery in the fifth spot. Proteins have seen strong growth due to higher prices (particularly beef) but purchase habits have also meant that operators are often favouring lower-priced meat cuts and shifting to less-expensive proteins, such as chicken.

The figures shown here include all purchases on the island of Ireland and are an aggregate of both Republic of Ireland purchases and purchases made in Northern Ireland (with the value converted to euros). They include all food and nonalcohol beverage items.

Product Category	Estimated Change 2024-2025	2025 Operator Purchases (€ Millions)	Share of Total (%)
Fruit & Vegetables	6.3%	€ 654	17%
Beverage	5.9%	€ 604	16%
Poultry	6.6%	€ 518	13%
Beef	7.5%	€ 441	11%
Bread/Bakery Savoury	5.5%	€ 360	9%
Bacon	6.5%	€ 303	8%
Dairy	6.4%	€ 291	8%
Pork	5.9%	€ 160	4%
Sweet Bakery	3.7%	€ 158	4%
Fish/Seafood	6.2%	€ 102	3%
Grocery	2.9%	€ 51	1%
Desserts	4.4%	€ 34	1%
Lamb	6.0%	€ 28	1%
Confectionery	2.9%	€ 26	1%
All Other	8.0%	€ 140	4%
Total	**6.2%**	**€ 3,868**	**100%**

Note: All 2025 figures are preliminary; Figures for previous years have in some instances been updated
Source: Bord Bia and Technomic estimates based on market input

2025 Route-to-Market Assessment



2025 Irish Foodservice Route to Market	2024-2025 CAGR
Delivered Wholesale	6.6%
Direct	4.3%
Cash-and-Carry	2.4%
Contracts/Wheels Only	8.2%
Retail	1.6%
Total	**6.2%**

When evaluating the distribution/route-to-market channel within foodservice, the measurement is done in operator purchase value, which is the same as distributor sales. These are calculated separately from the turnover figures and represent the full value of food and beverage being sold into the foodservice operator. As shown, operator purchases are growing at a different rate than overall consumer spending due to differing inflation levels and operator practices relative to passing along different types of costs.

In 2025, operator purchases grew at a rate of 6.2% (i.e., a higher rate than consumer spending) to reach a value of €3.87 billion across the full island of Ireland.

The most prevalent route to market in Irish foodservice remains wholesale delivery, which accounted for 72% of operator purchases in 2025 and saw growth of over 6.5%. This type of distribution gained share over the past year and remains one of the faster-growing routes to market. Consolidation remains a key initiative and many of the largest wholesalers are investing heavily to become a one-stop shop for all of the needs of their operator customers.

The cash-and-carry segment represents approximately 9% of the total value of purchases delivered. Growth in 2025 has remained sluggish as operators have valued the convenience of delivery. Although many operators, particularly independents, value the shopping experience at many of these outlets, they are often switching more purchase to delivery.

The contracts/wheels-only segment reflects the conditions of not only large chains but also contract caterers that tend to have a "cost-plus" arrangement for distribution. This is a fast-growing part of the Irish foodservice business and, in 2025, this route to market is up over 8%.

Operators also occasionally source from retail outlets (i.e., purchase directly from a supermarket). This only accounts for a small share of the business and has not grown at the rate of the market. Most operators use this more for emergency/top-up purchases and tend to source from more traditional distribution types.

Note: All 2025 figures are preliminary; Figures for previous years have in some instances been updated
*Note: Based on industry figures calculated in euros, including currency conversion
Source: Bord Bia and Technomic

Summary of Off-Premise Trends

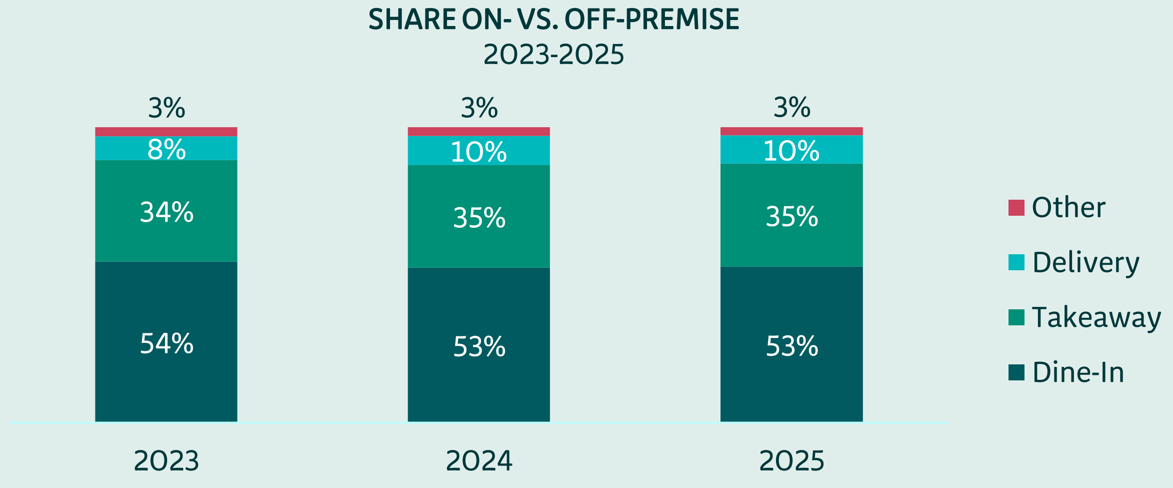
This report defines "off-premise" to include any meal/occasion that is consumed outside of the dining room. In general, it consists of takeaway, delivery (both aggregators and self-delivery), drive-thrus and catered events (i.e., restaurants bringing meals to corporate events, etc.). While off-premise occasions can occur in most segments, this analysis focuses on limited- and full-service restaurants, pubs and coffee shops.

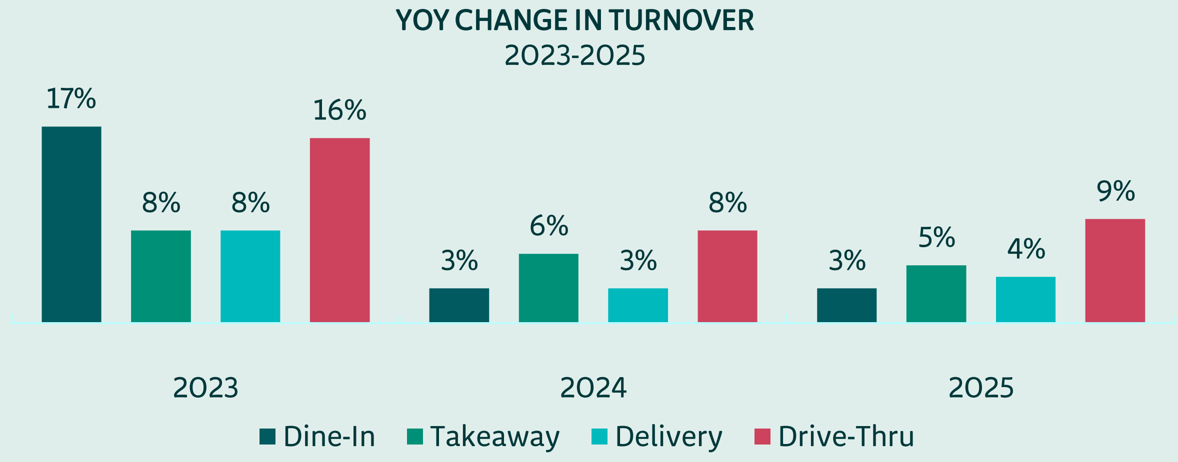
As has been noted, the overall business climate is much subdued, but consumers still appear to have an appetite for delivery and takeaway. The overall share of each type of occasion has not shifted much in aggregate. However, growth trends would indicate that takeaway and drive-thru are growing fastest, followed by delivery. Drive-thrus remain a very small part of the off-premise occasion, but where they have been installed, there remains high levels of demand amongst consumers.

Dine-in has increased at a rate of 3.4%, but overall growth in this occasion has been slowed by softness in the full-service sector, where much of the dine-in occasions occur.

Research would indicate that many full-service operators, while maintaining their overall delivery and/or takeaway business, have been focused on increasing dine-in through greater investment in experiential dining and attempting to drive value. However, with higher prices impacting the overall perception of value, many industry observers note that consumers are also buying more takeaway and/or delivery for at-home consumption, where they can also utilise their own beverages. Convenience as well remains a key driver, particularly for delivery, where young people in particular appear willing to use this service for daily meals.

Delivery providers have noted a trend toward value among consumers, and competition remains fierce in providing offers and discounts. While a smaller part of their business, aggregators are also getting involved in grocery and other areas to provide a more wholistic experience to their customers.





Note: Includes only limited service, full service, pubs and coffee shops in this analysis; Republic of Ireland only; Figures for previous years have in some instances been updated
Source: Bord Bia and Technomic

Foodservice Industry Forecasts for 2026

Within 2025, overall consumer spending was constrained, and the industry grew at its lowest rate since the pandemic. While certain pockets of growth continue to emerge and operators continue to show resilience in the face of ongoing margin pressure, the industry nonetheless has decelerated. As shown, while menu price inflation is not growing nearly as much as one to two years ago, prices remain elevated and consumers feel dining has increasingly become unaffordable for them.

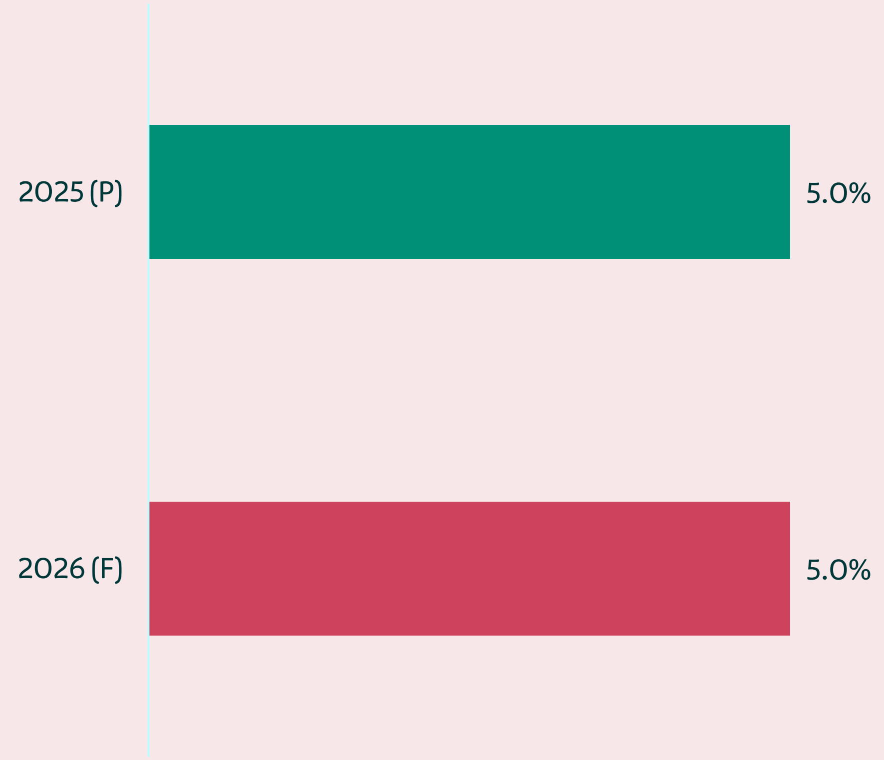
Looking ahead to 2026, many of these challenges are not expected to dissipate, and expectations for growth in consumer spending are consistent with what has been seen in 2025. Consumer confidence and broader economic growth are key determinants, and there is nothing to suggest that current trendlines will diverge in any significant way. International tourism, too, is a key driver and, while some small improvement may occur, many observers note that Ireland has the perception of an expensive destination and that overall visits will likely be on par with what was experienced in 2025.

Still, with menu prices continuing to see more moderate growth, the underlying “real” growth could see some slight acceleration. Consumers appear largely at a “tipping point” and, to the extent that menu inflation continues to moderate, it may provide some small boost to bringing visits back to the industry.

Given this outlook, overall expectations for strong growth should remain tempered. Outperforming the market is possible, but it means strong execution, a well-defined value equation and an ability to steal share from other companies that are positioning themselves similarly.

The total value of the industry in 2026 is expected to close in on €11 billion in total consumer spending; this industry will remain a strong and significant part of the Irish economy.

FOODSERVICE INDUSTRY FORECAST
CHANGE IN CONSUMER SPENDING 2026 VS. 2025
(ANNUAL GROWTH)



Note: (P)=preliminary; (F)=forecast
Source: Bord Bia and Technomic

2026 Foodservice Forecasts

As noted, overall growth expectations for consumer spending are 5.0% for the island of Ireland. However, there are differences that can be seen for expectation in Northern Ireland vs. the Republic of Ireland.

Over the past several years, NI had a tendency to grow at a slower rate than the ROI; this can be seen in the growth rates going prior to the pandemic and has generally held true throughout the course of this research. For 2026, the expectation is similar, with ROI forecasted to see growth of 5.5%, while NI is forecasted to grow at a 3.5% rate.

Note that these figures are shown in euro; the performance of NI in sterling has varied from what is shown here due to annual currency fluctuations. For 2025, measured in sterling, the NI foodservice market only grew by 3.8%, but the rate shown in this report is slightly more favourable due to conversion rates to euros.

REPUBLIC OF IRELAND

2023 Turnover
€7.01B
+13.6%

2024 Turnover
€7.35B
+4.7%

2025 Turnover (P)
€7.77B
+5.4%

2026 Turnover (F)
€8.16B
+5.5%

NORTHERN IRELAND

2023 Turnover
€2.36B
+10.1%

2024 Turnover (P)
€2.52B
+6.9%

2025 Turnover (P)
€2.62B
+3.9%

2026 Turnover (F)
€ 2.71B
+3.5%

Note: Figures for previous years have in some instances been updated; Northern Ireland growth shown in Euro and includes currency conversion; (F)=forecast; (P)=preliminary
Source: Bord Bia and Technomic

Growth Outlook for 2026

Overall and ROI vs. NI

2025 Growth Outlook	All Island of Ireland (IOI) Growth 2026 Forecast	Projected Consumer Spend in 2026 (€M)	Republic of Ireland (ROI) 2026 Forecast	Projected Consumer Spend in ROI in 2026 (€M)	Northern Ireland (NI) 2026 Forecast (in Euro)	Projected Consumer Spend in NI in 2026 (€M)
Limited Service	5.5%	€ 3,980	5.7%	€ 3,043	4.6%	€ 937
Full Service	3.3%	€ 1,316	3.4%	€ 925	3.0%	€ 391
Pubs	2.4%	€ 1,623	2.5%	€ 1,199	2.2%	€ 425
Coffee Shops/Cafes	4.9%	€ 609	5.0%	€ 458	4.6%	€ 151
Hotels	2.4%	€ 1,674	2.4%	€ 1,234	2.6%	€ 440
Other Commercial	5.9%	€ 450	6.2%	€ 359	4.6%	€ 91
All Commercial	**4.1%**	**€ 9,653**	**4.3%**	**€ 7,217**	**3.5%**	**€ 2,436**
Business & Industry	4.3%	€ 404	4.4%	€ 319	3.9%	€ 85
Healthcare	3.6%	€ 292	3.7%	€ 183	3.5%	€ 109
Education	29.3%	€ 472	35.2%	€ 402	3.4%	€ 69
All Other	3.5%	€ 52	3.6%	€ 41	3.2%	€ 11
All Institutional	**12.5%**	**€ 1,219**	**15.4%**	**€ 945**	**3.6%**	**€ 274**
Total Foodservice	**5.0%**	**€ 10,872**	**5.5%**	**€ 8,162**	**3.5%**	**€ 2,710**

Source: Bord Bia and Technomic

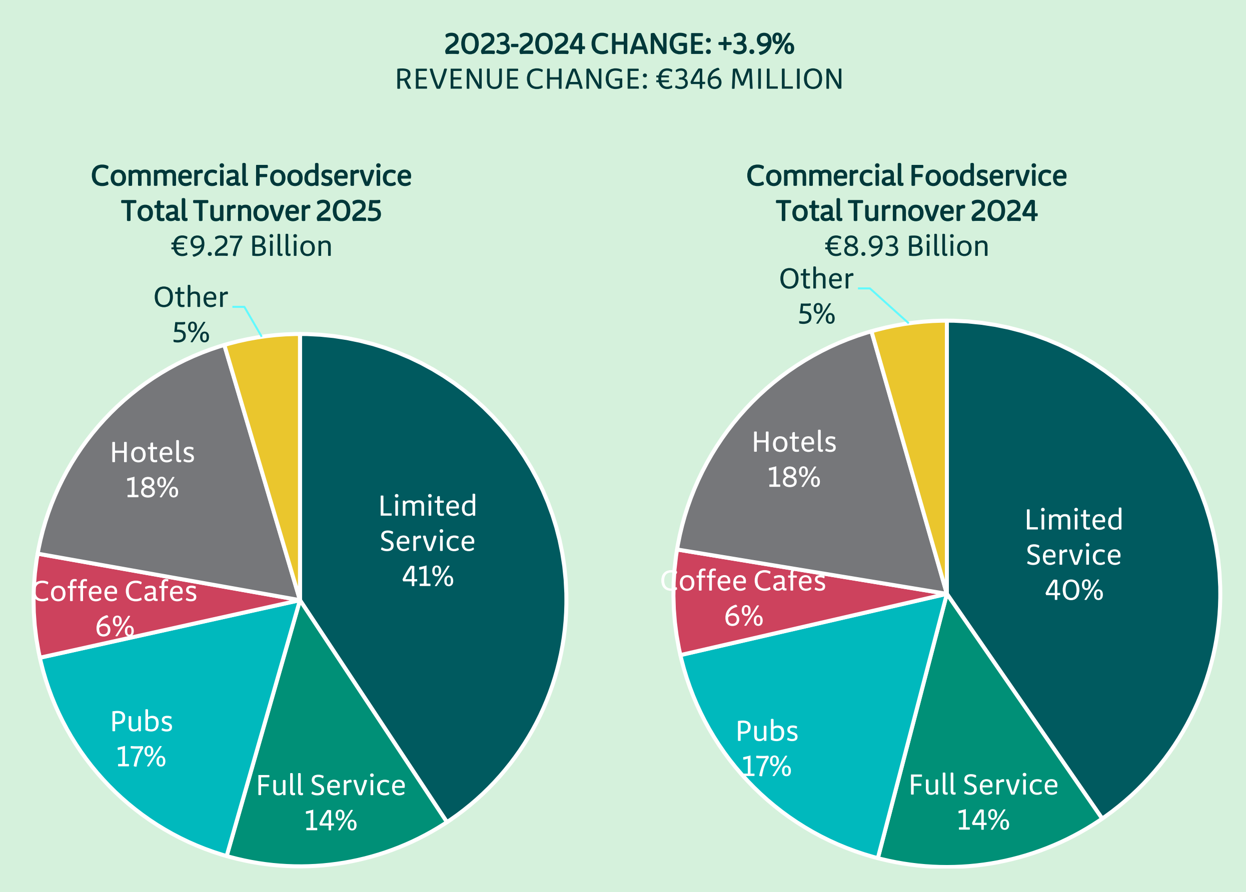
Section Four

A Review of Each Foodservice Sector

BORD BIA
IRISH FOOD BOARD

Commercial Sector Insights

Overview of Commercial Foodservice



Within the island of Ireland, the predominance of foodservice revenue is found in commercial sectors, including restaurants, pubs and hospitality venues. Overall, these sectors account for 90% of the total spend within Ireland's foodservice industry.

In totaling the spend within these sectors, commercial foodservice operations account for € 9.3 billion in turnover in 2025, up 3.9% from last year. This growth equates to an additional €346 million being spent in commercial operations vs. 2024.

Limited service consists of multiple types of operators, including traditional quick-service restaurants, fast-casual operations and food to go, which consists of convenience and forecourt operators. The limited-service segment is the largest sector, accounting for 40% of total sales.

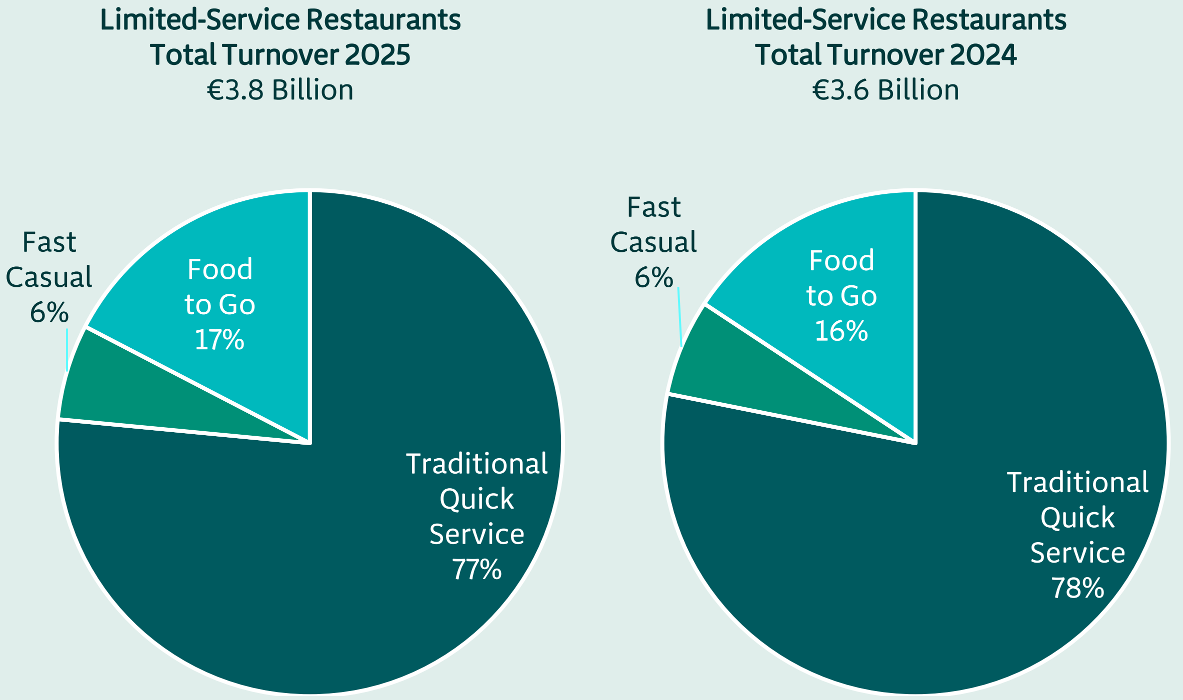
Food and beverages sold in hotels account for 18% of commercial foodservice, while pubs and full-service restaurants are 17% and 14%, respectively. Coffee cafes account for 6%, and other commercial, which are largely recreational and tourism-led venues, account for 5%.

Note: Some figures may not add due to rounding
Source: Bord Bia and Technomic

Limited-Service Restaurants

2025 Overall Assessment

2024-2025 CHANGE: +4.7%
REVENUE CHANGE: €169 MILLION



The limited-service restaurant segment incorporates a number of subsegments, including traditional quick-service restaurants, fast-casual restaurants and food to go (which encompasses convenience-driven items for takeaway in forecourt/convenience operators and other grab-and-go products found in retail operations).

The total limited-service segment in 2025 is valued at €3.77 billion in consumer spending. This includes both spending in the Republic of Ireland and Northern Ireland. This segment has grown by approximately 4.7% in 2025, increasing by €169 million.

Traditional quick-service restaurants account for 77% of total consumer spending. This is down 1 percentage point; some growth was constrained in 2025 with food to go slightly outperforming.

The food-to-go sector has increased to 17% of the limited-service segment. This sector remains relatively strong and grew 5% in value in 2024. There continue to be variances in performance; motorways and suburban areas appear to be outperforming urban areas (and especially city centres), and some of the regional, tourism-led areas outside of Dublin had inconsistent performance throughout the year.

Finally, fast casual remains a relatively smaller part of the limited-service segment and accounts for 6% of total sales. It did grow by 5.6% last year.

The following pages show more detail on trends within each of the subsegments of limited service, as well as the differences in revenue and purchases between the ROI and NI.

Note: All 2024 figures are preliminary; Figures for previous years have in some instances been updated
Source: Bord Bia and Technomic estimates based on market input

Quick-Service Restaurants

2025 Analysis and Assessment

Segment Definition

Traditional quick-service restaurants make up the largest sector within the broader limited-service channel. These operators are generally characterised by offering counter service in an order-and-pay-first system. While they generally offer indoor seating, they tend to be have a stronger focus on takeaway and delivery, and increasingly offer drive-thru options where appropriate.

The figures included here count both chain operators and independent operators, including chippers and other small fast-food operations.

Northern Ireland

- €747M in turnover
- €274M in food and beverage purchases
- Growth of 4.3% in value in 2025*
- Forecasted increase in value of 4.6% for 2026*

Republic of Ireland

- €2.20B in turnover
- €811M in food and beverage purchases
- Growth of 4.8% in value in 2025
- Forecasted increase of 6.2% in value in 2026

Key Trends

The Irish quick-service restaurant (QSR) sector is experiencing significant transformation, driven by cost pressures, evolving consumer behaviour and operational adaptations. While some operators report modest growth, the industry faces substantial headwinds from labour cost inflation, raw material price increases and changing consumer spending patterns influenced by the broader cost-of-living crisis.

Operator interviews revealed a notable shift in dining frequency vs. transaction value. While customer visit frequency has flattened (or declined), average order values have increased, particularly in Northern Ireland. This trend indicates consumers are consolidating their dining occasions while maintaining spending levels per visit. Simultaneously, there is clear evidence of trading down behaviour, with customers selecting cheaper menu options and lower-cost protein cuts.

Labour costs represent the most significant operational challenge facing QSR operators. This dramatic increase has elevated labour cost management from a secondary concern to the industry's primary operational priority. The situation is expected to intensify with a potential minimum wage increases projected for 2026, coupled with an additional cost impact from pension auto-enrollment requirements.

QSR operators are implementing technology solutions to address labour cost pressures and improve operational efficiency. Self-service kiosks have become predominant in fast-casual chains, while operators invest in upgraded point-of-sale systems for enhanced order tracking and operational efficiency. Digital integration, including online reservation systems and integrated technology platforms, is becoming standard practice.

The Irish QSR market is seeing significant international expansion, with major U.K. and North American chains, including Wendy's, Popeyes and Taco Bell, establishing operations. This continues to change the nature of Ireland's industry and has some concerned about a "sea of sameness" that will create permanent changes in Ireland's restaurant landscape.

*Note: Growth and indices are based on value in sterling, not a converted value to euro
Source: Bord Bia and Technomic

Fast-Casual Restaurants

2025 Analysis and Assessment

Segment Definition

Fast-casual restaurants are classified as limited-service operations, but are generally more upscale, investing more in the design and ambiance of the operation. It is a pay-first service system with limited or no tableside service.

Food quality is generally perceived to be higher, and the price points tend to be €15-€20 or higher per person, although there is some blurring between fast casual and quick service, as inflation impacts overall menu prices.

Similar to QSRs, fast-casual restaurants are systemised with limited, focused menus.

Northern Ireland

- €57M in turnover
- €21M in food and beverage purchases
- Growth of 4.3% in value in 2025*
- Forecasted increase in value of 4.7% for 2026*

Republic of Ireland

- €176M in turnover
- €64M in food and beverage purchases
- Growth of 4.6% in value in 2025
- Forecasted increase of 4.4% in value in 2026

Key Trends

The fast-casual restaurant (FCR) segment is a much smaller part of the limited-service restaurant space and tends to be found more often in city centres and higher-income suburban areas, with many locations located on the high street. Due to the positioning of these restaurants as higher quality (and higher priced), they tend to appeal more to middle- and higher-income consumers and, as consumers look for value beyond price, these restaurants are often appealing. They also tend to have a stronger orientation toward healthier items.

However, with prices soaring throughout the restaurant industry, there has been more of a blurring between fast casual and more traditional QSR operations. The higher-quality positioning has been somewhat helpful in insulating FCR operators, but like most of the commercial restaurant sectors, fast casual has seen a significant slowdown.

City centre growth has started to return, but most success is still found in suburban markets. Growth plans and expansion patterns suggest that much of the future growth will be centred in these suburban areas around major markets with Ireland. City centres have been further challenged by safety concerns, still-lower office occupancy and lower tourism numbers in 2025.

Successful operators are responding by elevating their offerings even more, while trying to maintain prices points, and focusing on providing premium experiences that justify higher spend during consumers' reduced dining occasions. There's also a notable trend toward beverage innovation, with items like matcha, iced coffee and artisanal lemonades gaining traction as operators seek higher-margin products to offset cost pressures.

A notable trend is the shift toward nighttime business rather than traditional daytime operations, prompting operators to extend hours and modify their service models. As the traditional lunch period has diminished, a focus on later-evening occasions and delivery have been typical responses by operators.

*Note: Growth and indices are based on value in sterling, not a converted value to euro
Source: Bord Bia and Technomic

Food to Go

2025 Analysis and Assessment

Segment Definition

The food-to-go segment includes convenience stores, supermarket prepared foods and petrol stations with forecourt convenience stores. The definition of this sector excludes QSR brands found in these establishments (as sales from those locations are included in the QSR definition).

Northern Ireland

- €92M in turnover
- €32M in food and beverage purchases
- Growth of 3.9% in value in 2025*
- Forecasted increase in value of 4.1% for 2026*

Republic of Ireland

- €500Min turnover
- €173M in food and beverage purchases
- Growth of 4.6% in value in 2025
- Forecasted increase of 3.7% in value in 2026

Key Trends

Overall food-to-go growth remains relatively strong, although like many sectors there has been a slowdown in consumer traffic and overall spend. Motorway traffic remains a driver, and suburban locations are generally still performing better than city centre locations.

A number of food-to-go operators also offer QSR brands within the store footprint; this business is also described as generally positive. Continued investment in technology and drive-throughs (where possible) have meant that QSR sales (which would be counted in QSR, not in this sector) have continued to buoy these operators. However, continued investment in own-brand products, particularly coffee, bakery and traditional mainstays like fillet rolls, have also helped spur growth.

As in a number of other sectors, beverage innovation represents the key competitive battleground, with extensive menu development including matcha, oat milk, dairy-free options, iced drinks, and emerging trends like lemonade and bubble tea. Many food-to-go operators have been adding technologies such as tap-and-pour coffee systems and digital transformation is accelerating through enhanced kiosk interfaces, table service, table ordering, and improved drive-through experiences, all of which require investment in new equipment and technologies.

Cost inflation presents the most significant challenge, with chicken and beef prices noted as the most volatile, and some operators note that, rather than pass on prices, they would rather absorb costs on a short-term basis to maintain overall value. Looking ahead, multiple cost pressures are converging: anticipated minimum wage increases, auto-enrollment pension requirements, statutory sick pay increases, and continued food and beverage cost increases are all concerns.

*Note: Growth and indices are based on value in sterling, not a converted value to euro
Source: Bord Bia and Technomic

Full-Service Restaurants

2025 Analysis and Assessment

Segment Definition

Full-service restaurants (FSRs) generally focus on serving lunch or dinner, although some may also be involved with breakfast. This type of restaurant includes both casual-dining and white-tablecloth, sit-down restaurants that offer table service.

Menus offer a complete range of items often using fresh ingredients (e.g., starters, soups, main courses and desserts). Meals are often accompanied by wine or broader alcohol offer, however, figures shown here exclude the value of alcohol.

Northern Ireland

- €380M in turnover
- €135M in food and beverage purchases
- Growth of 4.3% in value in 2025*
- Forecasted increase in value of 3.0% for 2026*

Republic of Ireland

- €895M in turnover
- €322M in food and beverage purchases
- Growth of 4.4% in value in 2025
- Forecasted increase of 3.4% in value in 2026

Key Trends

This sector is generally experiencing flat footfall coupled with significant margin pressure. While turnover levels are flat to up mid-single digits among many operators, operational costs have risen substantially, creating a challenging environment for full-service operators across the country. Operators have some hope for 2026, as the current budget provides relief by way of VAT reduction, moving this rate from 13.5% currently to 9% from July 1, 2026. Most industry observers note that this is a move to help operator margin and may not result in lower prices to the consumer.

Consumer behaviour has shifted dramatically in response to these price increases. Perceptions among the industry is that consumers are increasingly finding full-service restaurants unaffordable, leading to a trading down effect where they choose cheaper cuts of meat and less-expensive menu options. There is concern that the longer-term impact of consumer shifts in behaviour will be a significant shift away from sit-down restaurants to less labour-intensive formats (i.e., quick service or fast casual), which may have a longer-term impact on the face of the Irish restaurant industry.

Delivery and takeaway have remained important drivers of revenue for many full-service operators, although the focus has been on building the dine-in experience to entice consumers into the restaurant. Specific to delivery, the cost gap between takeaway orders and dining out has tightened, and many consumers are finding that ordering takeaway (such as pizza or Indian food) costs nearly the same as going to a restaurant for dinner, making the value proposition less clear for consumers.

*Note: Growth and indices are based on value in sterling, not a converted value to euro
Source: Bord Bia and Technomic

Pubs

2025 Analysis and Assessment

Segment Definition

Licensed pubs include drinking establishments that are outlets built specifically for (and largely dependent on) the sale of alcohol for on-premise consumption. Pubs will specifically have a minimum of 50% of sales from alcohol beverages; they may or may not always offer food.

Pubs are characterised by a bar service and often seen as social meeting places, rather than a place of pure consumption.

Note that these figures are for food and nonalcohol beverages only.

Republic of Ireland

- €1.17B in turnover
- €397M in food and beverage purchases
- Growth of 2.3% in value in 2025
- Forecasted increase of 2.5% in value in 2026

Northern Ireland

- €415M in turnover
- €142M in food and beverage purchases
- Growth of 2.4% in value in 2025*
- Forecasted increase in value of 2.2% for 2026*

Key Trends

The Irish pub industry is experiencing some significant differences in performance based on region. Within major markets (and particularly within Dublin), the sector is growing at a generally stable mid-single turnover rate, but many of the more rural pubs are experiencing significant struggles.

As labour challenges persist and new consumer patterns emerge, a number of pub operators have responded by closing kitchens early in the week. This represents both reduced customer demand and strategic cost management during these slower periods but also causes a further slowdown in food growth as measured for this report. Similarly with food, many pubs that have strong food programmes nonetheless are careful to maintain strong drink sales to maintain their core identity as a pub (vs. a restaurant).

Additional challenges noted were longer-term trends toward premiumisation, health-consciousness and moderation, with growing demand for low/no-alcohol products and healthier food options. There is also more competition available, particularly for younger consumers that often gravitate toward more “entertainment”-oriented venues. The business has increasingly been concentrated into a more focused Thursday-Saturday business. While these have always been the busiest times, many pubs have seen major declines in other days of the week.

Still, pubs benefit from other events and nearby activities and, particularly in larger cities, concerts and sporting events also benefit pub footfall where consumers tend to have a greater willingness to spend. Pubs also see opportunities with corporate spending, where companies are often choosing pubs over other types of venues for business entertainment and holidays.

*Note: Growth and indices are based on value in sterling, not a converted value to euro
Source: Bord Bia and Technomic

Stories in Collaboration:

Publicans Unite

Twelve Dublin publicans came together to invest **€1.8 million** in their own brewery, called Changing Times Brewery, located in **Glasnevin**. This represents a significant collaborative effort where competitors joined forces to create shared value.

The Products

The brewery produces three signature beers:

- **Clockwork Velvet Stout**
- **Daydreamer Lager**
- **After House Hazy Pale Ale**
- **Strategic Benefits**

This collaboration serves multiple purposes:

- Creates **local differentiation** in a competitive market
- Provides **tourist appeal** with locally produced products
- Allows participating pubs to offer **unique products** not available elsewhere
- Demonstrates how traditional competitors can work together for mutual benefit

CHANGING TIMES BREWERY

Coffee Shops/Cafes
2025 Analysis and Assessment

Segment Definition

Coffee shops/cafes are quick-service restaurants without table service that emphasise coffee and other hot beverages. Typically, there is also a limited selection of cold and hot foods, such as pastries, sandwiches and breakfast items.

Their distinguishing feature is that they allow customers to relax, work and socialise on-premise for long periods of time, without the pressure to leave promptly after eating.

Northern Ireland

- €145M in turnover
- €40M in food and beverage purchases
- Growth of 5.0% in value in 2025*
- Forecasted increase in value of 4.6% for 2026*

Republic of Ireland

- €436M in turnover
- €122M in food and beverage purchases
- Growth of 4.9% in value in 2025
- Forecasted increase of 5.0% in value in 2026

Key Trends

The Irish coffee shop sector is generally seeing relatively flat like-for-like sales performance, with expansion being the primary driver of overall sector growth. This growth strategy has prompted a significant shift in location preferences, with operators increasingly favouring suburban expansion over traditional city centre locations. Transport hubs, travel destinations and shopping centres are emerging as preferred sites for new developments.

Consumer behaviour in the Irish coffee shop market is being reshaped by economic pressures and changing work patterns. Customers are becoming increasingly value-conscious due to cost-of-living pressures, leading to reduced consumption frequency. However, return-to-office mandates are driving increased workplace coffee consumption, creating opportunities for operators who can position themselves as alternatives to expensive high-street options. In-house workplace facilities are gaining popularity as high-street prices rise significantly, forcing coffee shop operators to reconsider their value propositions and pricing strategies. The sector is grappling with significant cost pressures across multiple areas, with coffee prices rising substantially and being described as “a big deal” for operators. In addition, chocolate prices have increased, which represents a substantial impact given chocolate’s significant portion of sales.

One significant product trend reshaping the Irish coffee shop landscape is the explosive growth in cold beverages. This shift is being driven primarily by the under-30 demographic, who are willing to pay premium prices for iced coffees and specialty drinks, including the rapidly growing matcha category. Often for the first time, operators are launching iced drink offerings during autumn and winter months, indicating year-round cold beverage consumption patterns. These premium cold beverages can often command up to 10% price premium over traditional hot drinks, making them particularly attractive from a profitability perspective.

*Note: Growth and indices are based on value in sterling, not a converted value to euro
Source: Bord Bia and Technomic

Stories in Collaboration:

Quality-Focused Supplier Partnerships

An interesting collaboration approach noted by one caterer involved with healthcare accounts consisted of maintaining **multiple specialised suppliers** rather than adopting a one-stop-shop model that focuses on lowest possible costs.

This collaborative effort included partnerships with **five or six butchers around the country, multiple fish suppliers, a major broadline distributor for dry goods, and a major produce wholesaler for dairy, fruit and vegetables**. When these supplier relationships were tested through a comprehensive tendering process involving **food tests, tastings and quality samples**, the decision was made to maintain and strengthen existing partnerships based on the overall quality, rather than switching to cheaper alternatives. This collaborative approach to supplier relationships has become a key differentiator for the caterer, with clients in healthcare specifically noting **improved food quality** since the transition and chefs expressing greater satisfaction with the ingredients.

These collaboration stories demonstrate that successful partnerships in the service sector often can and should extend far beyond simple supplier relationships to encompass strategic brand partnerships, long-term client development, technology implementation with supplier integration and quality-focused supply chain collaborations that create competitive advantages and drive business growth.

Image Source: Shutterstock

Hotel Foodservice
2025 Analysis and Assessment

Segment Definition

This sector is defined by food and beverage offerings in the hotels and accommodations channel. It includes breakfast programmes, in-room dining, banquets/events and other prepared food/beverage offered on-site.

Other accommodation forms such as guest houses are included, but only where they are large enough (10 rooms or more) and these are few in number. This definition excludes bed-and-breakfast businesses as well.

Republic of Ireland

- €2.10B in turnover
- €769M in food and beverage purchases
- Growth of 4.2% in value in 2024
- Forecasted increase of 4.7% in value in 2025

Northern Ireland

- €713M in turnover
- €255M in food and beverage purchases
- Growth of 3.3% in value in 2024*
- Forecasted increase in value of 4.2% for 2025*

Key Trends

Like many other sectors, the hotel foodservice sector in Ireland is currently navigating significant financial pressures, with operators experiencing generally flat revenue performance and working hard to maintain current sales levels. The industry faces declining visits that have been somewhat offset by increased spend per cover. This broader slowdown in revenues has challenged the foodservice operation, and margin compression on food and beverage operations has led some hotels to treat food and beverage as a loss leader. Cost inflation is impacting all inputs, with labour costs sometimes reaching 40%-45% of total costs, alongside rising energy and food supply expenses. Regional disparities are also evident, with Dublin and Belfast performing better, while regional Ireland experiences notable drops in occupancy. Operational challenges include menu standardisation concerns that risk creating "sameness" with predictable offerings like pizzas, burgers and chips due to cost pressures, as well as ongoing struggles to find the right price point that maintains customer comfort zones.

The sector is experiencing a shift toward casual dining, moving away from formal sit-down dinners to smaller plates and casual experiences with alcohol, while most hotels have adopted all-day dining with consistent menus throughout the day rather than time-specific offerings. Customer behaviour reveals a polarised market with demand split between ultra-luxe Michelin dining and cheaper, more casual options, leaving the middle ground struggling. City hotels show heavy reliance on breakfast revenue, which can account for up to 50% of food and beverage income, though they face challenges converting breakfast customers to dinner guests.

Looking toward 2026, the industry maintains cautious optimism, with expectations that room-side business won't dramatically change, while focusing on growth strategies that emphasise upselling breakfast and converting room-only to bed-and-breakfast bookings. Significant investment in menu development has shown some uplift in customer sentiment, though multiple uncertainty factors continue to create hesitation around investment decisions.

*Note: Growth and indices are based on value in sterling, not a converted value to euro
Source: Bord Bia and Technomic

Stories in Collaboration:

Destination Experience Development Plans

Destination Experience Development Plans (DEDPs) represent a collaborative tourism initiative across Ireland that brings together regional stakeholders to create cohesive destination experiences. These plans are industry-driven concepts that receive support and funding from Fáilte Ireland for implementation.

Structure and Approach

DEDPs operate on a **regional clustering** model rather than traditional county boundaries.

The collaboration involves multiple stakeholders working together under the principle of “putting Ireland first” (i.e., initially promoting Ireland as a destination before competing individually). Key participants include food businesses and restaurants, visitor attractions, local transport companies, hotels and accommodation providers, and tourism operators, among others.

Role of Restaurants in the Collaboration

- Restaurants and food businesses play critical roles as “downstream tourism businesses” that are essential to the overall tourism product quality.
- The collaboration recognises that tourists don't necessarily come to Ireland for hotels alone, but for the complete experience including dining. The industry’s infrastructure directly impacts tourism quality; if areas become “denuded of restaurants,” the Irish tourism product is diminished.
- Food businesses participate in networking groups and learning journeys where providers visit each other's establishments to build referral networks

Industry Benefits

The DEDP collaboration delivers several key benefits:

- **Enhanced Discoverability:** Creates better communication about regional offerings, helping tourists discover more experiences and extend their stays
- **Increased Referral Networks:** Restaurant owners and food providers build relationships with other tourism businesses, leading to cross-referrals and collaborative marketing
- **Extended Dwell Time:** By connecting urban centres with rural areas, the initiative encourages tourists to use cities as bases for multiday exploration rather than quick day trips
- **Infrastructure Development:** The plans identify priority areas for tourism infrastructure investment, including food and beverage facilities
- **Knowledge Sharing:** Learning journeys allow food businesses to see how others operate and identify best practices for their own establishments

The collaboration is **industry-chaired** rather than government-led, with local business leaders (such as representatives from established food businesses) taking leadership roles, ensuring the initiatives remain commercially focused and practically relevant to operators.

Other Commercial Establishments

2025 Analysis and Assessment

This channel is diverse and comprises cinemas, theme parks, golf courses, tourist attractions, sport venues and clubs, spas, event catering, recreational activities and cruises.

The largest subchannel is represented by sporting events. The other key subsegment is the travel channel which includes on-board and terminus catering for flights, trains, ferries and buses.

Northern Ireland

- €87M in turnover
- €31M in food and beverage purchases
- Growth of 6.1% in value in 2025*
- Forecasted increase in value of 4.6% for 2026*

Republic of Ireland

- €338M in turnover
- €199M in food and beverage purchases
- Growth of 7.3% in value in 2025
- Forecasted increase of 6.2% in value in 2026

Key Trends

The “other commercial” sector is driven by events and various forms of entertainment; it relies on travel and tourism patterns, alongside consumer discretionary spending behaviours for “experiences.” Industry stakeholders consistently observe that once consumers commit to attending events, their spending patterns shift dramatically, with food and beverage purchases becoming less price-sensitive as the experience takes priority.

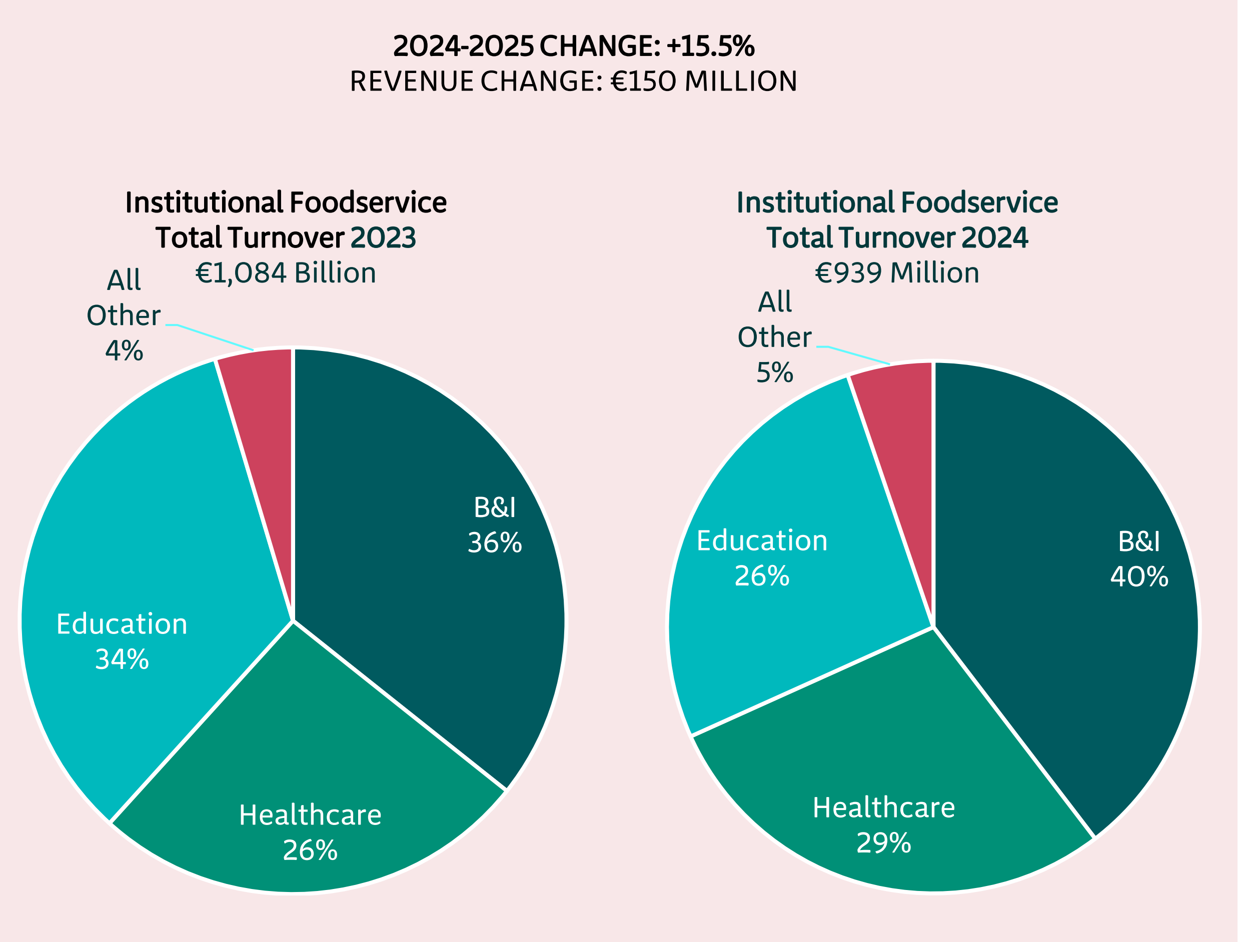
Despite broader tourism challenges across the Republic of Ireland, particularly during peak summer months, urban centres experienced relatively strong performance driven by major concerts, sporting events and cultural activities. These events have all contributed to growth in this sector. This concentrated activity generated substantial foot traffic and elevated consumer expenditure, positioning this sector as the standout performer within the broader commercial foodservice market.

Notable expansion is occurring within what many observers have termed “competitive socialising,” which encompasses activities such as darts, bowling, and table tennis. These venues are generally located in metropolitan areas and typically feature comprehensive food and beverage offerings that complement their recreational activities, attracting a primarily younger demographic who value the integrated entertainment and dining experience.

*Note: Growth and indices are based on value in sterling, not a converted value to euro
Source: Bord Bia and Technomic

Institutional Sector Insights

Overview of Institutional Foodservice



The institutional side of the foodservice industry (sometimes also referred to as noncommercial foodservice) includes food offered as a service in businesses or institutions, where providing food is not the primary focus of the organisation.

It includes food and beverage sold or offered in canteens and other parts of the institution, and incorporates a number of subsegments, including traditional business and industry (B&I)–both blue-collar and white-collar–as well as healthcare, education and all other institutions (which encompasses mostly government-run facilities for defence and prisons).

For the first, time, the total institutional segment is valued at over €1 billion in consumer spending. This includes both spending in the Republic of Ireland and Northern Ireland, with spending in the north converted back to euros.

The value of this segment increased by just under 16% in 2025 and has seen significant shifts in share of each sector. This has been driven largely by government spending in the education sector with the hot meal scheme; education has shifted from 26% of the institutional sectors in 2024 to 34% in 2025.

Source: Bord Bia and Technomic

Business & Industry
2025 Analysis and Assessment

Segment Definition

Business and industry (B&I) is defined as catering to the workforce, including food offered within offices, factories and remote sites. Menus are generally offered in three formats: fixed menus (mostly in factories), self-service menus offering choice (mainly in office catering units and canteens/cafeterias), and grab-and-go or vending operations offering predominantly beverages, adjacent to their place of work.

Note that figures represent consumer spend value. Often contractors generate significant revenues through facilities management (which has grown significantly) or fees paid directly to them, which are excluded from the value shown.

Northern Ireland

- €82M in turnover
- €43M in food and beverage purchases
- Growth of 3.9% in value in 2025*
- Forecasted increase in value of 3.9% for 2026*

Republic of Ireland

- €306M in turnover
- €164M in food and beverage purchases
- Growth of 4.3% in value in 2025
- Forecasted increase of 4.4% in value in 2026

Key Trends

While many white-collar offices continue a return-to-office scheme, the hybrid work model continues to be the primary barrier limiting sector expansion. Operators consistently observe that white-collar offices typically maintain three to four day-per-week occupancy patterns. Generally, in-person days deliver sales volumes matching or exceeding 2019 benchmarks, while remote days create vacant facilities and severely constrained foodservice revenue opportunities. Many employers are working to increase the overall experience but are extremely budget-conscious. Complimentary meal programmes are increasingly prevalent as employers leverage culinary offerings to encourage office attendance, frequently accompanied by meal subsidisation strategies. Organisations are also implementing expanded event programming and enhanced social gatherings designed to strengthen workplace relationships and team cohesion.

Notably, blue-collar environments–encompassing warehouses, distribution centres and production sites–continue to demonstrate strong performance, although not as robust as several years ago.

Contract foodservice providers have emphasised the need for enhanced communication protocols with corporate clients. In response to recent volatility in commodity pricing, operators prioritise delivering advance notice regarding potential cost pressures and operational challenges. With more contracts on a fixed-price basis, controlling costs is paramount. Within Northern Ireland, with the prevalence of government jobs, cost-control concerns are even greater.

Corporate clients frequently maintain publicly committed environmental objectives, positioning this market segment as the leader in sustainability-focused initiatives and program implementation. Sustainability is a critical factor in this sector and is always one of the top criteria as corporations evaluate their foodservice partners.

*Note: Growth and indices are based on value in sterling, not a converted value to euro
Source: Bord Bia and Technomic

Stories in Collaboration:

Bringing High Street Brands to B&I

Coffee Collaboration

One operator within the B&I sector shared an existing collaboration involving an exclusive partnership with a high street coffee brand, providing coffee in their B&I locations (and within other segments too) and resulting in strong uplift in sales. This partnership brings not only brand recognition that resonates with younger demographics but also includes the full suite of innovation: cold drink options, fully automated solutions and other technological advances that this coffee brand provides.

Donut and Snack Item Collaboration

A developing partnership with a doughnut/snack food chain involves bringing the recognised brand into foodservice locations, particularly for events spaces. This collaboration includes pop-up installations and cabinets similar to those found in motorway service stations, enhancing the food offering with a brand that has strong consumer recognition.

Image Source: Shutterstock

Health

2025 Analysis and Assessment

Segment Definition

Hospitals are institutions that serve and feed patients undergoing medical care, their guests and the staff. As a result, this sector encompasses a wide variety of services to deliver food to its customers, including patient feeding, cafeterias, kiosks and catered events.

This segment includes hospitals, rehab clinics and retirement homes. It is further subclassified into private or public hospitals which, depending on the rating, will offer different culinary experiences. The measure of value here also excludes any facilities management fees or other nonfood-related revenue sources.

Republic of Ireland

- €176M in turnover
- €93M in food and beverage purchases
- Growth of 4.6% in value in 2025
- Forecasted increase of 3.7% in value in 2026

Northern Ireland

- €105M in turnover
- €55M in food and beverage purchases
- Growth of 4.4% in value in 2025*
- Forecasted increase in value of 3.5% for 2026*

Key Trends

The healthcare sector faces structural changes fundamentally reshaping the foodservice landscape. Many locations have seen reduced footfall that stems from healthcare systems moving outpatient services away from main hospital sites to smaller, specialized centres that typically have no food and beverage opportunities or incredibly limited offerings. This shift creates a compounding effect, as each patient appointment often involves an accompanying person, meaning operators lose customers by a factor of two for every outpatient service relocated. The impact is particularly pronounced in commercial healthcare destinations where coffee sales, traditionally a high-margin revenue stream, continue to face pricing pressures that have eroded profitability.

Cultural diversity presents an increasingly complex operational challenge as Ireland's changing demographics require healthcare foodservice operators to accommodate a much broader range of dietary requirements beyond traditional Irish patient needs. This complexity extends beyond simple menu diversification to encompass religious dietary laws, cultural food preferences and specialised nutritional requirements that vary significantly across patient populations. The challenge is compounded by the critical nature of healthcare nutrition, where dietary mistakes can have serious health implications.

Unlike other sectors that have embraced technology integration (such as high-tech vending and self-service solutions), healthcare has seen minimal adoption of automated foodservice technologies. However, where technology is implemented, the focus remains on push-button, convenience solutions that prioritise speed of service over sophisticated offerings, reflecting the urgent nature of healthcare environments where quick access to food and beverages is often essential for staff, patients and visitors dealing with medical situations.

The sector's operational challenges are further intensified by the need to maintain service quality and nutritional standards while managing the same inflationary pressures affecting other segments, but with less flexibility to implement cost-saving measures due to the essential nature of healthcare nutrition. This combination of reduced commercial opportunities, increased operational complexity and limited technological solutions makes healthcare a challenging segment that requires specialized expertise and often accepting lower margins in exchange for stable, long-term contracts.

*Note: Growth and indices are based on value in sterling, not a converted value to euro
Source: Bord Bia and Technomic

Education

2025 Analysis and Assessment

Segment Definition

Primary schools, secondary schools and colleges/universities (C&U) make up the three key operator segments of the education sector.

These operators are in the business of providing food and beverage services to students and faculty in their place of learning. Menus are generally offered in two main formats–fixed menus or cafeteria/self-service–although a la carte operations are also included.

The channel covers state, religious and privately funded and owned institutions.

Northern Ireland

- €67M in turnover
- €39M in food and beverage purchases
- Growth of 4.6% in value in 2025*
- Forecasted increase in value of 3.4% for 2026*

Republic of Ireland

- €298M in turnover
- €185M in food and beverage purchases
- Growth of 46.3% in value in 2025
- Forecasted increase of 35.2% in value in 2026

Key Trends

The education sector represents one of the most significant growth opportunities in Irish foodservice, driven primarily by the government's substantial investment in school meal programs that has created unprecedented market expansion.

The government school meal program has experienced remarkable growth as government spending has increased. Still, many operators do not report seeing quite as much growth as what is reported by government sources as new tender processes have slowed expansion. Despite this, operators are expecting significant growth opportunities for 2026 as the program extends and more schools enter the tender process. The sector's growth trajectory is entirely dependent on government programme expansion, making it unique among foodservice segments in its reliance on public policy rather than private market dynamics.

What sets the education sector apart is its focus on nutrition quality and the elimination of ultra-processed foods (UPFs) from school meals. Companies have had success in positioning themselves as "fully clean school meals" providers, emphasising that school children shouldn't be consuming highly processed foods.

The sector presents unique operational challenges, including the need for specialised packaging solutions to reduce waste. Operators are working with suppliers to increase pack sizes and reduce packaging waste when dealing with high-volume production. Geographic expansion strategies typically focus on Dublin and surrounding counties initially, given population density and the concentration of schools, but suppliers are now establishing regional hubs for nationwide coverage. The €3.20 per meal government allocation creates tight margin requirements, making this very much a volume-driven business where operational efficiency and scale are critical for profitability.

For foodservice companies, success requires specialised expertise in high-volume production, regulatory compliance and nutritional program management.

*Note: Growth and indices are based on value in sterling, not a converted value to euro
Source: Bord Bia and Technomic

Other Institutional Establishments
2025 Analysis and Assessment

Segment Definition

This channel includes government organisations, notably prisons and armed forces (i.e., military messes, in-field canteens and soup kitchens).

Republic of Ireland

- €39M in turnover
- €20M in food and beverage purchases
- Growth of 3.7% in value in 2025
- Forecasted increase of 3.6% in value in 2026

Northern Ireland

- €11M in turnover
- €5M in food and beverage purchases
- Growth of 3.3% in value in 2025*
- Forecasted increase in value of 3.2% for 2026*

Key Trends

These operations typically demonstrate resilience against broader consumer market fluctuations as their population is more stable. While cost and labour are both key concerns, the sector remains largely insulated from other challenges currently affecting the foodservice industry. Growth and profitability are primarily driven by the populations these institutions serve, resulting in more consistent volume patterns compared to other market segments.

Cost management serves as the fundamental objective for these operators. While inflation has presented the most significant operational challenge, the recent stabilisation of food costs has improved operational conditions and enhanced this segment’s ability to serve target populations effectively.

Historical data indicates that growth in this sector is less susceptible to inflationary pressures in impacting overall turnover, which generally remains more modest than other segments. Lower growth is also reflective of a strategic emphasis on cost-optimisation and menu engineering designed to deliver affordable dining options.

*Note: Growth and indices are based on value in sterling, not a converted value to euro
Source: Bord Bia and Technomic

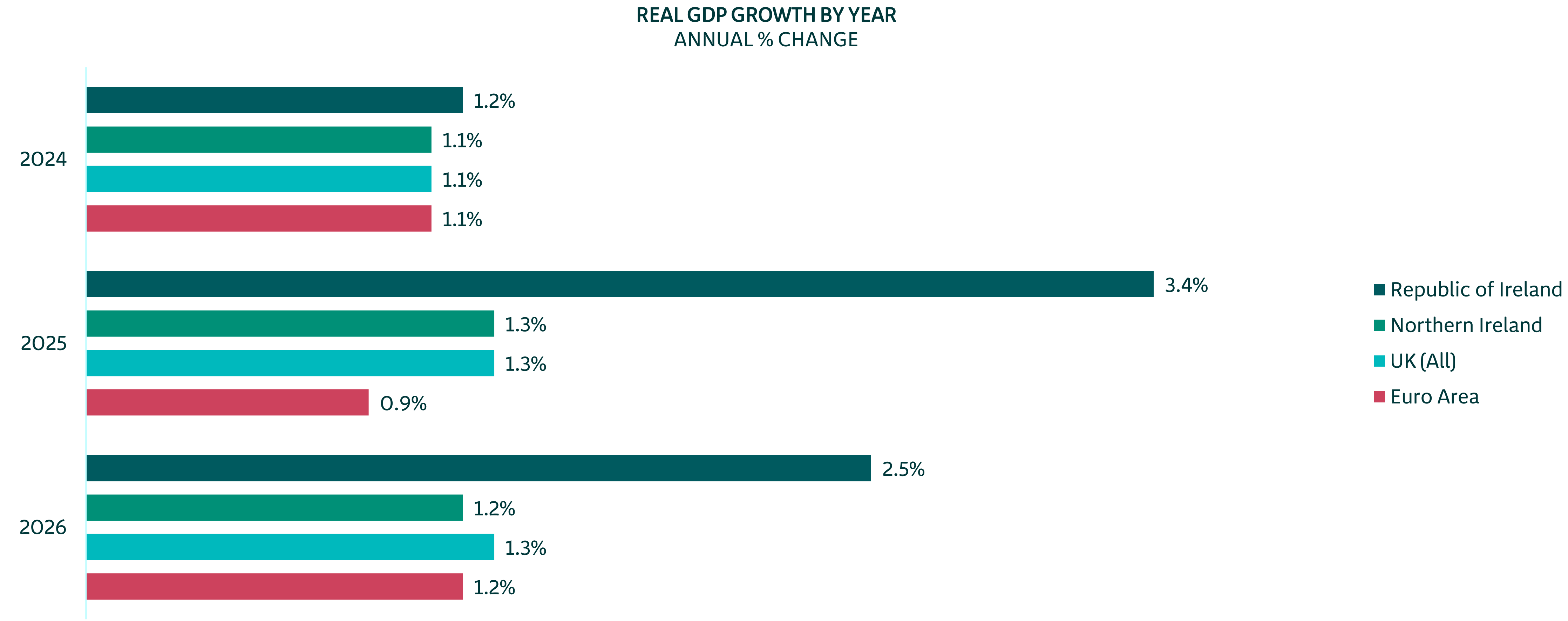
Section Five

Appendices

BORD BIA
IRISH FOOD BOARD

Growth Rates of Gross Domestic Product

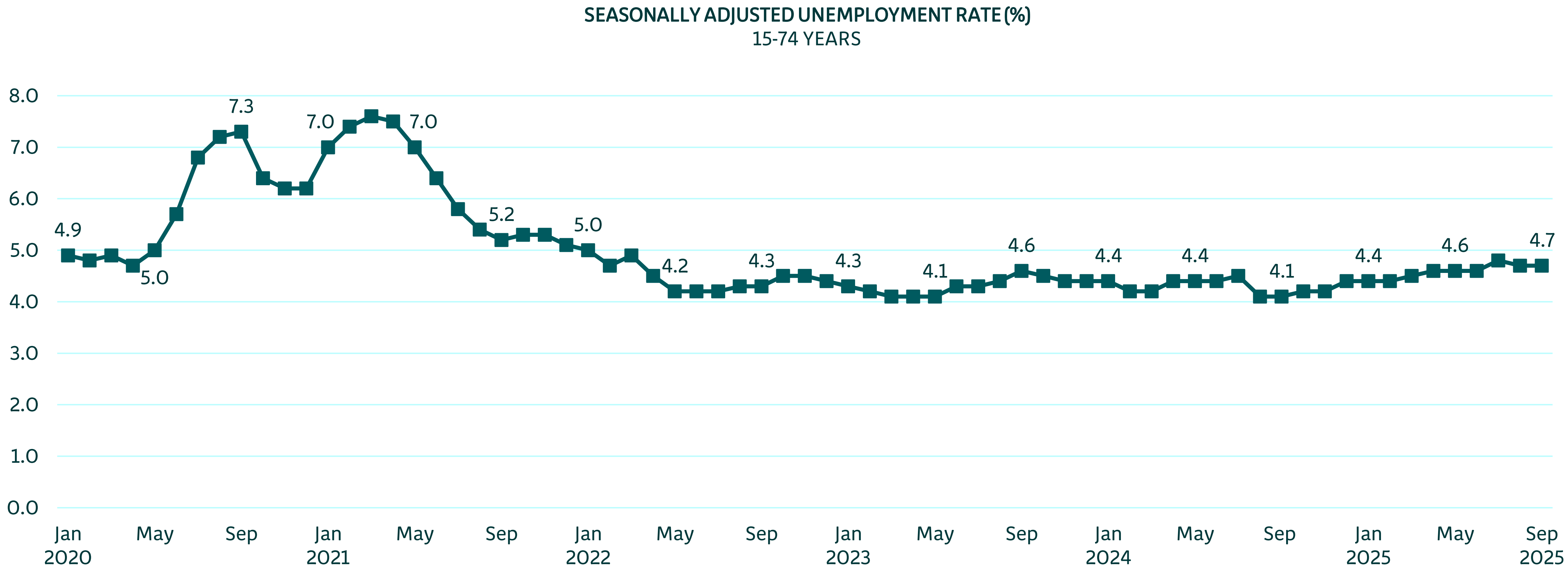
Republic of Ireland (ROI), Northern Ireland, U.K. and Eurozone Growth, 2024-2026



Source: European Commission, EY, Conference Board, Technomic analysis

Unemployment Rate–Republic of Ireland

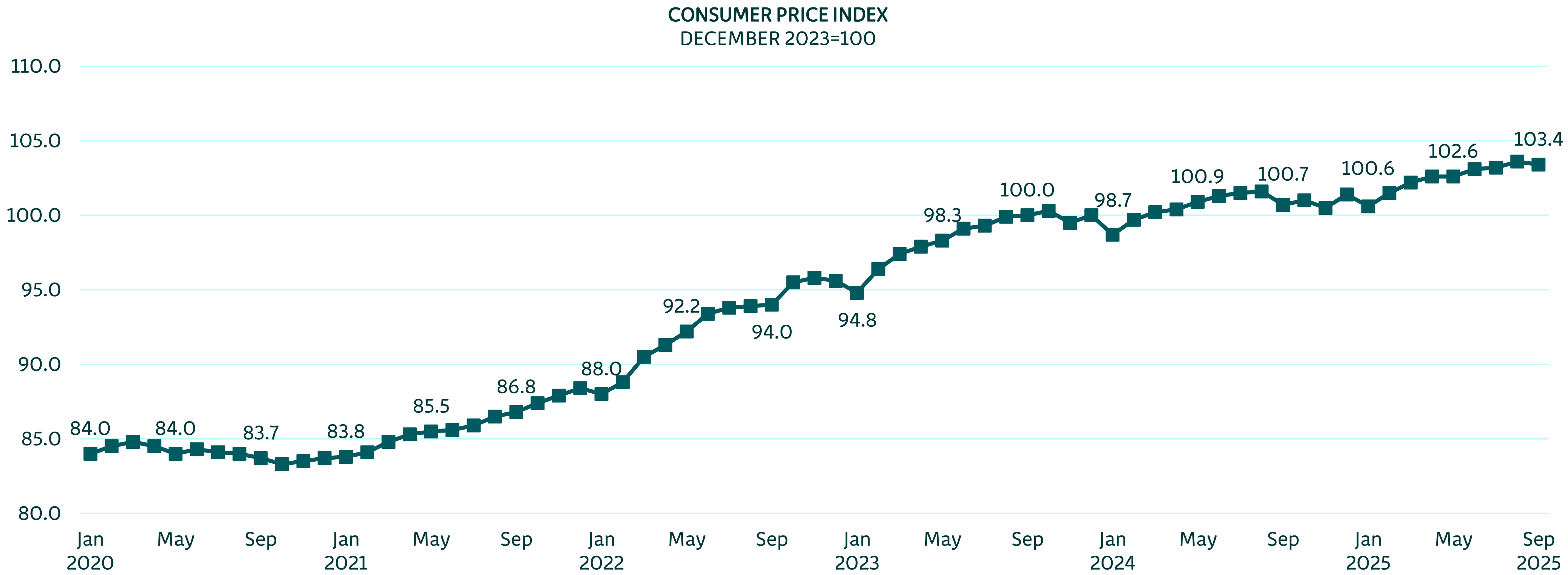
January 2020-September 2025



Source: Central Statistics Office

Consumer Price Index–ROI

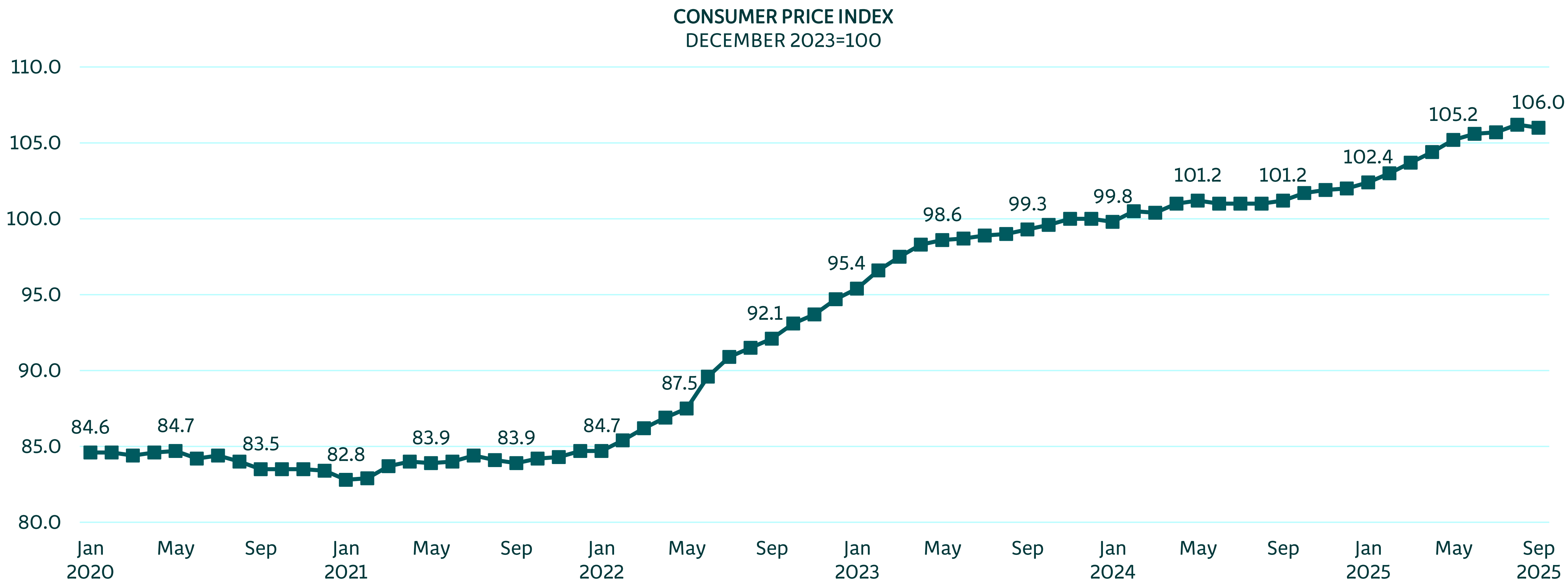
CPI All Items



Source: Central Statistics Office

Consumer Price Index–ROI

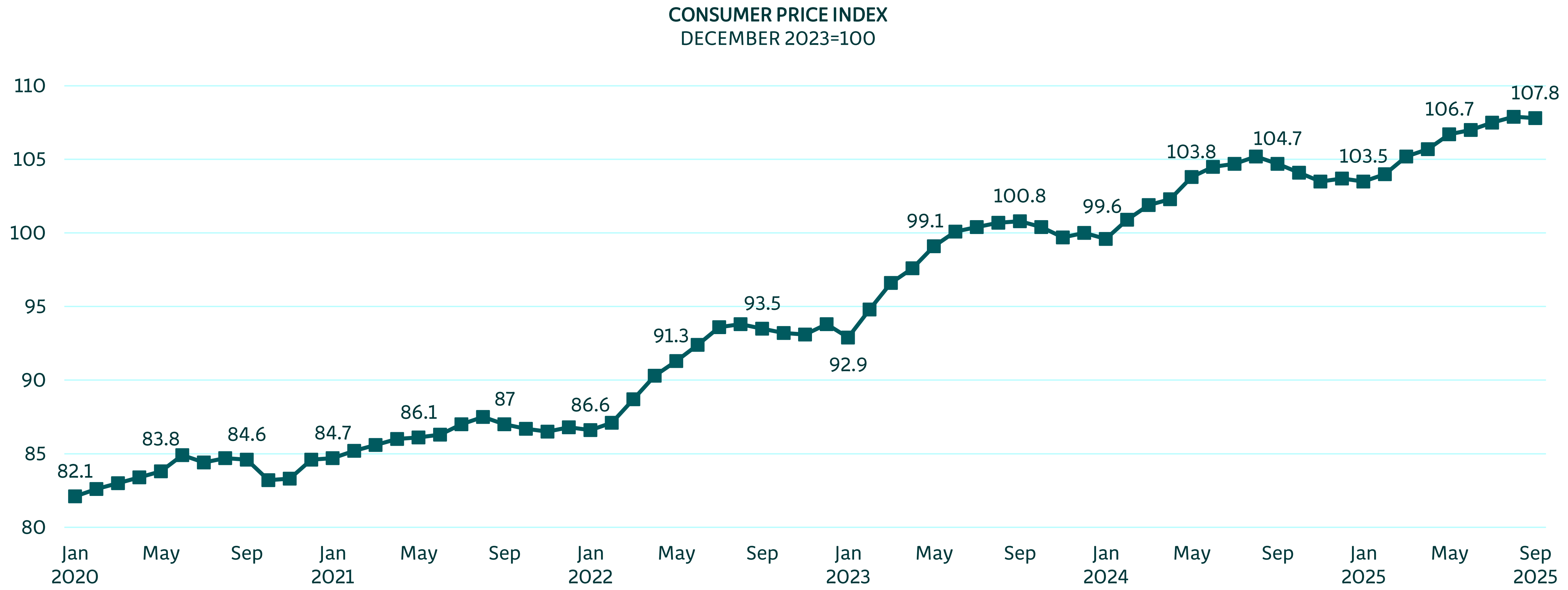
Food and Non-alcohol Beverage



Source: Central Statistics Office

Consumer Price Index–ROI

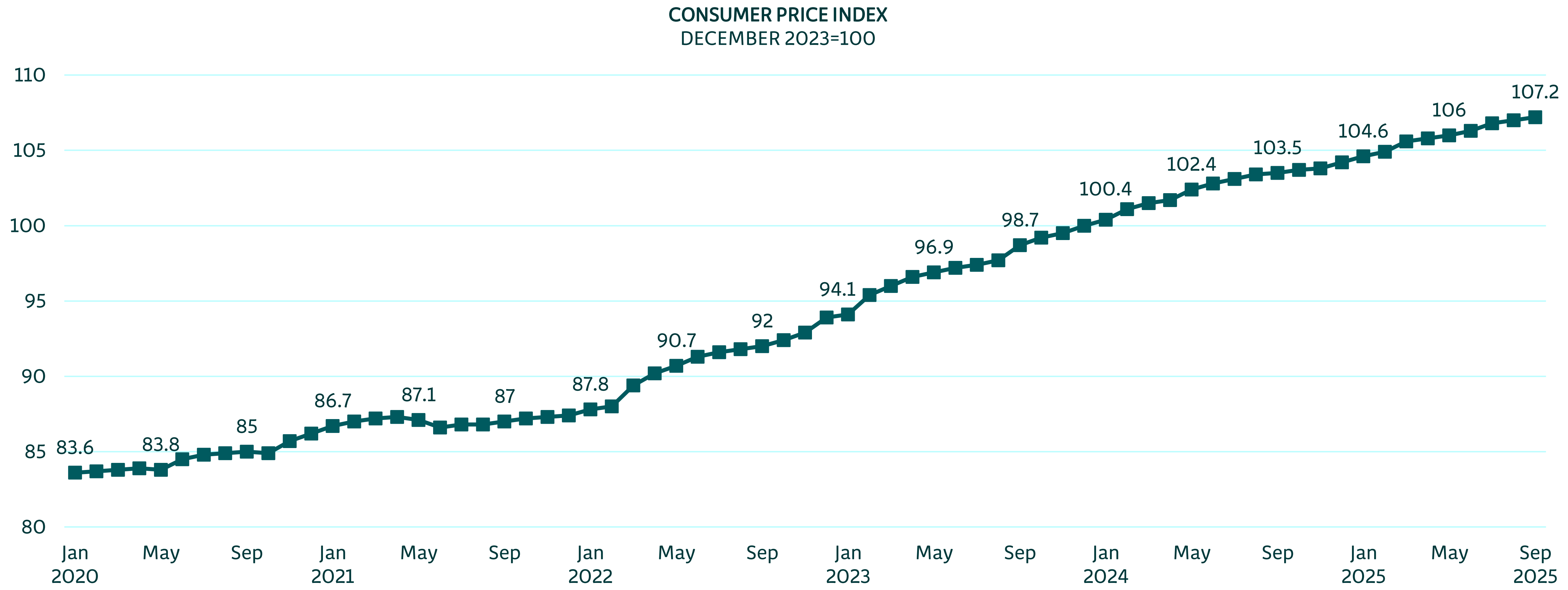
Restaurants and Hotels



Source: Central Statistics Office

Consumer Price Index–ROI

Restaurants, Cafes, and the Like



Source: Central Statistics Office

Price Increases on Select Items–ROI

Contemporary Price Comparison vs. 2024 and Pre-Pandemic (2019)

Item	Cost as of Sep 2025	Cost as of Sep 2024	Cost as of Sep 2019	One-Year Change	Five-Year Change
Litre of Diesel	€1.69	€1.66	€1.37	1.8%	23.4%
Litre of Unleaded Petrol	€1.72	€1.73	€1.43	-0.6%	20.3%
Fresh Salmon (Per Kilogram)	€24.18	€24.61	€21.61	-1.7%	11.9%
Ham Fillet (Per Kilogram)	€6.93	€6.74	€5.53	2.8%	25.3%
Fresh Fillet of Cod (Per Kilogram)	€25.18	€21.31	€16.96	18.2%	48.5%
Striploin Steak (Per Kilogram)	€29.04	€23.61	€20.58	23.0%	41.1%
Irish Cheddar (Per Kilogram)	€11.21	€10.52	€9.20	6.6%	21.8%
Butter Per Pound	€4.81	€4.13	€3.01	16.5%	59.8%
Draught Ale (Pint)	€6.08	€5.85	€4.73	3.9%	28.5%

Source: Central Statistics Office

Tourism 2024

Average Day to Day Expenditures, By Nationality

AVERAGE DAY-TO-DAY EXPENDITURE OF OVERNIGHT FOREIGN VISITORS NIGHTS

Area of residence	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Average
All Foreign Resident Visitors	2024	€70	€83	€89	€79	€84	€89	€81	€80	€87	€86	€85	€79	€83
	2025	€68	€82	€80	€75	€73	€80	€76	€71	€81				€76
Great Britain	2024	€74	€85	€88	€79	€81	€84	€91	€78	€81	€85	€85	€88	€83
	2025	€71	€87	€83	€84	€85	€82	€78	€68	€77				€79
Other Europe	2024	€63	€78	€84	€74	€81	€81	€68	€73	€84	€80	€82	€71	€77
	2025	€66	€77	€76	€73	€69	€75	€68	€66	€77				€72
U.S. & Canada	2024	€81	€92	€101	€89	€95	€105	€88	€97	€101	€99	€96	€78	€94
	2025	€68	€82	€85	€78	€77	€84	€81	€82	€90				€81
Other Residencies	2024	€65	€70	€80	€68	€75	€83	€69	€68	€70	€72	€78	€69	€72
	2025	€59	€73	€79	€71	€66	€70	€74	€71	€79				€71

Source: Central Statistics Office

Airline Arrivals
2021-2025

Source: Central Statistics Office

Tourism 2025 vs. 2024

Overnight Visitors by Country of Residence (000)

Category	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Comparison Through Sept	Change Sept 25 vs. 2024
Overnight Foreign Resident Visitors	2024	452	433	522	549	622	670	655	764	578	548	408	391	6,592	5,245	
	2025	339	304	441	528	561	655	646	773	605				4,851	4,851	-7.5%
Great Britain	2024	191	199	200	211	217	227	211	273	187	179	175	170	2,440	1,916	
	2025	149	150	176	214	199	224	210	280	218				1,821	1,821	-4.9%
Belgium, Netherlands & Luxembourg	2024	26	25	26	20	31	29	26	36	21	25	21	27	313	240	
	2025	16	16	15	22	20	24	28	29	21				191	191	-20.6%
Denmark, Norway, Sweden & Finland	2024	11	10	11	15	17	19	16	13	14	18	9	8	161	126	
	2025	7	5	9	12	12	10	12	16	14				97	97	-22.9%
France	2024	22	21	29	37	41	39	41	56	35	32	21	17	392	321	
	2025	18	15	32	34	40	33	37	45	23				275	275	-14.6%
Germany	2024	26	22	34	40	46	43	49	57	48	44	27	25	462	366	
	2025	19	18	27	36	40	55	42	57	43				336	336	-8.2%
Italy	2024	22	14	21	22	20	16	29	31	18	24	15	16	248	193	
	2025	11	16	15	17	11	19	19	22	20				150	150	-22.2%
Spain & Portugal	2024	22	28	27	31	24	21	29	34	20	24	20	28	307	235	
	2025	22	16	24	27	23	23	26	27	24				212	212	-9.8%
Other Europe	2024	45	41	42	39	44	47	38	50	31	40	27	23	466	376	
	2025	26	20	36	39	30	38	38	47	31				304	304	-19.1%
Australia & New Zealand	2024	11	4	5	8	12	13	18	17	17	9	6	7	127	105	
	2025	10	3	5	8	10	14	20	17	13				98	98	-6.3%
Canada	2024	6	6	12	16	24	26	25	25	25	17	8	9	198	164	
	2025	6	4	10	11	25	30	32	26	29				174	174	6.0%
U.S.	2024	50	47	101	89	125	161	149	144	142	119	65	48	1,241	1,008	
	2025	43	31	83	93	139	166	164	179	150				1,048	1,048	4.0%
Other Residencies	2024	21	16	14	21	23	28	23	29	21	18	13	12	238	195	
	2025	13	11	10	14	11	19	19	29	19				145	145	-25.5%

Source: Central Statistics Office

Section Six

Methodology and Additional Information

BORD BIA
IRISH FOOD BOARD

Market Modelling Approach and Methodology

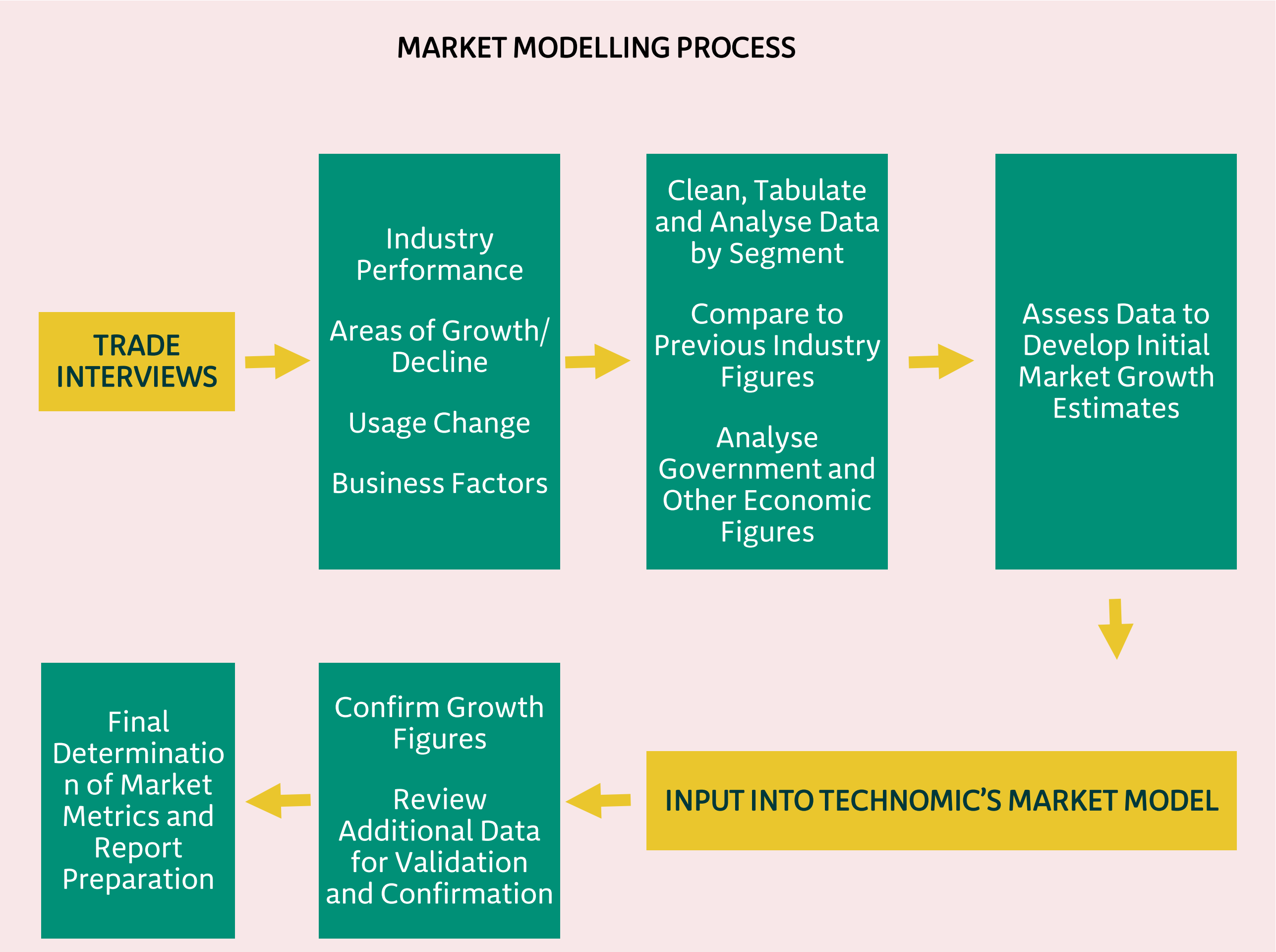
For calendar-year 2025 and calendar-year 2026 projections, Technomic's forecasting model is built on a month-by-month evaluation of the sales level for that month against the same month of the previous year. This is also compared to the baseline of 2019 as well as previous reports dating back to 2014. Input for these models come from primary interviews and data collection along with available secondary information from the Central Statistics Office and other official sources where available.

The modeling accounts for the varying levels of sales from month to month based on broader industry research conducted for this report. Seasonality is built into the modeling as well to account for variations in turnover from month to month. Various historical and forecast inputs are employed in the model and are drawn from industry inputs and prior research. Assumptions for each scenario have built-in regional differences and expectations.

Using all of the above, Technomic experts and analysts evaluate the outputs of the model for reasonability and, if necessary, revise the modeling and weighting of different inputs based on current and projected macroeconomic circumstances

This illustration outlines key steps in Technomic's market-sizing and forecasting process for the foodservice industry and specific segments in both the Republic of Ireland and Northern Ireland.

Note that there is a margin of error implicit in all figures of ±5%.



Glossary of Terms

Term	Definition
Business & Industry (B&I)	Includes foodservice operations within company and corporation locations, office complexes, plants, factories, etc. Note that this includes both white- and blue-collar office locations, including logistics hubs, production facilities and factories, etc.
CAGR	Compound annual growth rate: the average sales increase over a specified number of years incorporating compound growth
Cash-and-Carry	A large outlet where foodservice operators and small retailers can come to purchase supplies
Commercial Foodservice	Channels where catering for profit is the prime objective
Consumer Spending	Consumer spending accounts for spending by diners within all foodservice channels
Contract	The direct supply of products to trade customers that buy centrally. Also known as “wheels only” in view of distributors that provide logistic support (delivery) but do not buy or sell
C-Store	Convenience store where hot food or food on the go is sold to eat and take away
Customer	The person to whom the supplier sells, usually the distributor or the operator, although the ultimate customer is the consumer
Delivered Wholesale	Supply of product to outlets via wholesaler delivery vans, often on a daily basis
Direct	Where operators buy from markets, producers or farmers direct rather than through intermediaries such as wholesalers
Fast-Casual Restaurant (FCR)	A subset of limited-service restaurants. Menus may feature prepared to order items. Menu items are typically made with fresh, high-quality ingredients. Price point is between quick-service and full-service venues
Foodservice Channel	The acknowledged grouping of foodservice outlets by type (each of the main channels is defined separately)
Food to Go	Includes premade, ready-to-eat menu items sold through various retail channels and consumed off-premise
Forecourt Convenience	Convenience-store operations that are integrated with a fuel forecourt

Glossary of Terms

Term	Definition
Full-Service Restaurant (FSR)	Restaurants that offer table service and waiting staff
Hotel & Accommodations	Hotels and resorts that are primarily engaged in providing short-term lodging. Establishments may offer food and beverage services including restaurants, bars, conference services, catering services, banquet services, complimentary breakfast/snacks and room service
Institutional foodservice	Often known as cost catering, channels where catering is a service provided for free or with a subsidy
IOI	Island of Ireland
Limited-Service Restaurant (LSR)	Restaurants offering counter service where customers generally order or select items and pay before eating
Occasion	The meal reason for visiting a foodservice outlet (e.g., breakfast, lunch, dinner, coffee, snack etc.). This can also be referred to as a "daypart"
Operator	The company or business running the foodservice outlet or chain of outlets
Operator Purchases	Operator purchases represent the value of distributors' sales to operators, including distributors' margins
Quick-Service Restaurant (QSR)	A subset of limited-service restaurants, often with value price orientation
Route to Market	How to get the product to the end consumer. Involves distribution and logistics
Traffic	The number of consumers visiting a foodservice outlet. Also known as footfall, it is a key operator metric
White-Tablecloth Restaurant	A subsegment of the full-service restaurant channel representing the more traditional and premium restaurant outlets

Macroeconomic Factors

Term	Definition
Gross Domestic Product (GDP) and Gross National Product (GNP)	The monetary value of all the finished goods and services produced within a country's borders in a specific time period, though GDP is usually calculated on an annual basis. It includes all of private and public consumption, government outlays, investments and exports less imports that occur within a defined territory. GDP is commonly used as an indicator of the economic health of a country, as well as to gauge a country's standard of living
Unemployment Rates	Represents the share of the labour force that is employed. The employment rate is one of the economic indicators that economists examine to help understand the state of the economy
Consumer Price Index (CPI)–All Items	An index of the variation in prices paid by typical consumers for retail goods and other items
Consumer Price Index (CPI)–Food and Nonalcohol Beverages	An index of the variation in prices paid by typical consumers for food and nonalcohol beverages
Consumer Price Index (CPI)–Restaurants and Hotels	An index of the variation in prices paid by typical consumers for foodservice items purchased at restaurants and hotels
Overseas Arrivals to Ireland	Data on the number of visitors to the Republic of Ireland for each year through August 2024. Tourism is a key metric that will have an outsized impact on Ireland's foodservice industry

Technomic is uniquely qualified to conduct this assignment. Since 1966, Technomic has been assisting clients with interests in the global food and beverage industries to obtain a better understanding of the marketplace and potential opportunities.

Technomic is considered to be the leading research and consulting firm specialising in the out-of-home (OOH) industry and is active in numerous international OOH markets. As part of Informa, Technomic is a member of a global network of research, events and media throughout the food industry.

Restaurants

- CREATE
- FS/TEC
- National Restaurant Association Show
- Global Restaurant Leadership Conference
- Restaurant Leadership Conference
- Nest Global Supply Chain Summit
- Menu Masters
- Restaurant Business
- Nation's Restaurant News
- FS/TEC Asia
- Restaurant Hospitality
- KI Kitchen
- FABI Food & Beverage 2025 Award

Noncommercial

- FSD FoodService Director
- FSD Chefs Immersion
- FSD Menu Directions

Convenience

- CSP
- CSW C-Store Women
- CSP Outlook Leadership
- CSP Convenience Retailing University
- CSP C-Store TEC
- CSP Retail Media Network Forum
- CSP Dispensed Beverages Forum
- CSP C-Store Foodservice Forum
- CSP Retail Leader of the Year
- CSP Tobacco+ Forum
- CSP Cold Vault Forum
- CSP Forecourt Forum
- CSP Center Store Forum
- CSP Risk Management Forum

Catering

- The Art of Catering Food
- Catersource + The Special Event
- Catersource
- LCA Leading Caterers of America

Grocery

- SN Supermarket News
- SN Grocery NEXT

Research

- Technomic by informa

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