



PATRICK K. RYAN

Congress of the United States

House of Representatives

Washington, DC 20515

October 2, 2026

The Honorable Andrew N. Ferguson
Chair, Federal Trade Commission
600 Pennsylvania Avenue, NW
Washington, DC 20580

Dear Chairman Ferguson,

I am writing to urge the Federal Trade Commission to conduct a rigorous review of Sysco Corporation's proposed acquisition of Restaurant Depot, and to formally oppose the merger unless substantial evidence is shown that the merger will not lessen competition in the markets on which independent restaurants and small food service operators rely. This issue is of personal interest as many of my constituents rely on the Restaurant Depot Warehouse located in my district in Newburgh, New York. In addition, as independent restaurants are forced to raise prices, those high prices are either absorbed, decreasing profits, or passed along to consumers. My constituents are already drowning in skyrocketing prices, and this acquisition will only make it more difficult both for small businesses working hard to make a living and for customers trying to afford the basics, like a warm meal from a local restaurant.

Restaurant Depot exerts indirect but consequential competitive pressure on Sysco by serving as an outside option for independent, price-sensitive operators who want to avoid rising delivery fees. Independent restaurant operators, including the 30,000 restaurant workers in my district, depend on low-cost product sourcing to operate. While Sysco has defended the acquisition, characterizing the two companies as possessing “minimal overlap” in customers, the truth is that this acquisition would establish Sysco’s total control over two unique channels of distribution that independent restaurants have historically used as substitutes for each other.

This acquisition would make Sysco the largest player in the cash-and-carry market, on top of its existing leadership in the broadline distribution market. This consolidation of market power will have severe and devastating consequences for independent restaurants, food service operators, and other small businesses who rely on competitive markets to keep prices low for their customers. With folks feeling intense financial pressure across the board right now, we should be working together to bring down costs, instead of fueling high prices. I’ll continue to stay in close contact with local businesses negatively impacted by rising prices and help them fight for fair practices.

As you look into the details of the merger, I urge the Federal Trade Commission to closely review the potential impact on the food service industry, including the small businesses and consumers who patronize our beloved independent restaurants.

On behalf of the hardworking independent restaurants and constituents who would be impacted by this merger in my district and around the nation, I urge the Commission to investigate this matter and take decisive action to protect competition, consumers, and small businesses.

Thank you for your attention to this matter.

Sincerely,

A handwritten signature in blue ink, consisting of a series of loops and a long horizontal stroke extending to the right.

Patrick K. Ryan
Member of Congress