

**RICHTER**  
BUSINESS | FAMILY OFFICE

# Navigating Complexity: Expert Strategies for Canadian Businesses Amid U.S. Tariffs

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[RICHTER.CA](https://richter.ca)



# Our Experts

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NAVIGATING COMPLEXITY:  
EXPERT STRATEGIES FOR CANADIAN  
BUSINESSES AMID U.S. TARIFFS



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# Our Firm

Founded in 1926, Richter's 700-person multidisciplinary team continuously innovates to create value for our people, clients and community in Canada and in the US.

Our firm offers a wide range of business advisory and family office services, providing tailored guidance with sophisticated expertise.

1926 — YEAR  
FOUNDED

74 — PARTNERS

550+ — TEAM  
MEMBERS

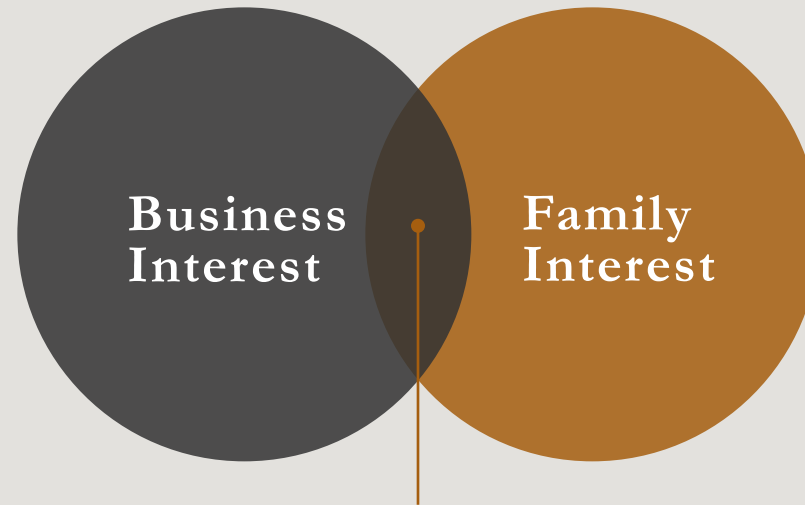


# BRIDGING THE GAP

Over time, we've adapted our expertise to support the evolving goals of successful business owners and their families.

Our **Business Advisory** platform ensures all our advice links to your business' long-term strategy and sustainable growth.

Our approach ensures that key stakeholders' interests are at the centre of every decision.



Our **Family Office** offers an integrated in-house platform delivering independent strategic advice on families' wealth and personal objectives across generations.

Our tailored approach helps manage the complexities of your family matters, giving you back the luxury of peace of mind.

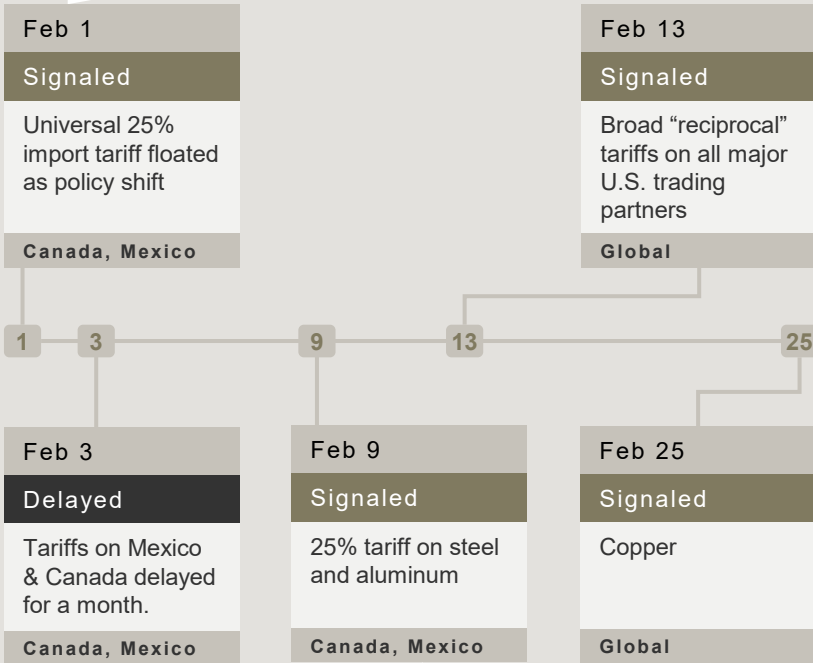
We bring all the pieces together to ensure entrepreneurial success across generations.

# Tariff Timeline

LEGEND

- Signaled<sup>1</sup>
- Delayed
- Enacted

## February



## March



## April



Note(s): [1] "Signaled" is used to denote three terms, "Threatened," "Announced," and "Proposed," which are used interchangeably across various reporting sources to signify the step prior to enactment.  
Source(s): "Tariff Timeline," NBC News; "Trump's enacted tariffs...", Washington Post; "Trump's Trade War Timeline 2.0," Peterson Institute for International Economics.



POLL QUESTION #1

What  
comes  
to mind  
when you  
think of  
“tariffs”?

- ? ... Uncertainty
- ? ... Higher Costs
- ? ... Inflation
- ? ... Recession
- ? ... Taxes



## POLL QUESTION #2

**What  
action(s)  
are you  
considering/  
implementing  
in response  
to tariffs?**

Please select from  
the following options  
when prompted  
on your screen.

- ? None
- ? Renegotiate supply contracts/terms
- ? Find new suppliers
- ? Explore nearshoring or reshoring options
- ? Change our invoicing/receivables process
- ? Change our payables process
- ? Find cost savings
- ? Adjust prices
- ? Diversify revenue
- ? Other



POLL QUESTION #3

**How have  
tariffs impacted  
your long-term  
corporate  
strategy?**

Please select from  
the following options  
when prompted on  
your screen.

- ? No Impact
- ? We need to re-evaluate
- ? We will somewhat change our long-term strategy
- ? What will significantly change our long-term strategy
- ? Unsure – We don't know where to begin!



# Key Takeaways

## Immediate Actions

### UNDERSTAND YOUR CURRENT SITUATION

- Analyze your cash flow and create accurate forecasts
- Quantify the impact of tariffs to your cash flow and bottom line

### ACT ON TARIFFS

- Get your customs compliance in order
- Review your current agreements to determine who is liable to pay the tariffs.
- Explore potential tariff relief measures, such as exclusions, exemptions or remissions
- Review and monitor assistance and tax measures from the Federal and Provincial governments.

### DON'T FORGET THE BASICS...

- Optimize your A/R to accelerate cash inflows and reduce risk of bad debts
- Manage your A/P to preserve cash without impacting your relationships
- Control your operating expenses and don't leave cash tied up in inventory
- Create cash reserves for future turbulence

## Short-Term Planning

### STRENGTHEN REVENUES

- Develop a pricing strategy
- Explore near-term revenue diversification options with existing capabilities:
  - New Customers
  - New Markets
  - New Products / Services

### REDUCE COST EXPOSURE

- Identify and qualify alternative suppliers
- Explore nearshoring or reshoring alternatives
- Update / Strengthen supplier agreements to build strategic partnerships
- Monitor trade and tariff policy developments

## Long-Term Planning

### ONCE PAST THE IMMEDIATE CRISIS, LOOK FOR OPPORTUNITIES TO STRENGTHEN YOUR BUSINESS AND RESILIENCY

- Document your long-term goals and objectives at both the organizational and shareholder levels.
- Determine your competitive position in a more fragmented and diversified trading world:
  - What must the business produce to achieve your goals and objectives?
  - What is the role of the US market in your business?
  - What is the potential for your products / services in other markets?
  - How can you diversify your revenue streams to offset potential future trade actions?
  - What are your capabilities and ability to operate in different operating domains (markets, products / services, value chain segments)?
  - What are the other areas to improve your business efficiency and / or margin profile?

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### CONTACT US

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