



2025 ANNUAL REPORT

A NOTE FROM NGA PRESIDENT & CEO

2025 was another defining year for our industry and country. Persistent inflation, ongoing consumer pressure, and intensifying competition continued to test independent grocers, while policy debates in Washington increasingly focused on how food reached American families. Yet through these challenges, **independent grocers once again proved their resilience and their essential role as community anchors and economic drivers.**

NGA has been at the forefront of our industry, equipping members with the **tools, insights, and support** needed to navigate a rapidly changing landscape, while standing up and pushing back against misguided narratives and policy proposals that miss how Main Street grocers actually operate. We continued advancing the case for fair competition, building on renewed enforcement of the Robinson-Patman Act and elevating concerns around buyer power and market concentration. At the same time, we worked constructively with policymakers and regulators on critical issues like SNAP modernization, EBT technology, and FDA traceability, **ensuring the voice of independent grocers is heard** early and often.

Our efforts to connect and strengthen the industry have only accelerated. From a highly successful NGA Show and Executive Conference to growing engagement across member programs and keystone events, NGA is **creating more opportunities than ever** to differentiate independent operators and tell our story to consumers and policymakers alike. Member participation remained strong, and the momentum behind our advocacy and communications efforts continues to build.

As your advocate in Washington, NGA remains focused on both offense and defense, pushing forward priorities like credit card competition and preserving SNAP funding, while working to prevent costly or unworkable policy proposals that would burden retailers and disrupt operations. With policy debates ramping up as we head into a midterm election year, **NGA is committed to amplifying the voice of Main Street grocers** and ensuring you can continue serving your customers and communities.

We will be here, as always, to have your back, be a trusted voice, and to help you compete and win.

A handwritten signature in black ink, appearing to read "Greg Ferrara".

Greg Ferrara
PRESIDENT & CEO





Advocate

At NGA, advocacy is not just about policy, it is about strengthening the ability of independent grocers to serve their communities, compete fairly, and grow for the long term. In an increasingly complex regulatory and economic environment, NGA continues to deliver meaningful results for its members by engaging directly with lawmakers, regulators, and coalition partners to ensure Main Street voices are heard.

In 2025, NGA secured critical tax provisions that strengthen the financial foundation of independent grocers, including extensions of the Section 199A pass-through deduction, permanent 100 percent bonus depreciation, and an increase in the estate tax exemption to \$15 million. These policies provide stability for family-owned businesses and support long-term investment in stores, employees, and communities.

 **15**
Action Alerts

 **18** Store Tours

 **1,031** Letters Sent

NGA worked to protect and strengthen SNAP, a critical public-private partnership that helps feed millions of Americans every day. By safeguarding more than \$120 billion in program funding, NGA ensured independent grocers can continue serving families in their communities while supporting local economies and maintaining access to affordable, nutritious food.

NGA also delivered on the operational challenges facing members every day. From mitigating costly regulatory burdens by delaying FDA's traceability rule, to successfully pushing back on expensive refrigerant regulations, NGA is actively working to keep compliance practical and costs manageable.

These wins are not accidental. They reflect NGA's ongoing commitment to leveling the playing field, advancing smart policy, and ensuring independent grocers remain a vital and competitive force in the American economy.

Secured extensions of the Section 199A pass-through deduction

Permanent 100% bonus depreciation and increased the death tax exemption to \$15 million

Protected over \$120 billion in SNAP funding

Mitigated high costs to retailers by delaying the FDA's traceability rule

Successfully delayed costly new refrigerant regulations






Connect

NGA's impact is felt in the strength of the community we convene and the leaders we help develop. In 2025, NGA brought together the independent grocery industry at scale, hosting more than 3,700 participants at The NGA Show, the industry's premier gathering for innovation, education, and connection. Anchored by a powerful keynote from Admiral William H. McRaven, The Show delivered world-class insights on leadership, resilience, and navigating an increasingly complex marketplace, alongside hundreds of innovative exhibitors and dozens of sessions featuring top executives and operators shaping the future of grocery.

NGA continued that momentum in Washington, where more than 200 leaders convened for the Executive Conference and Public Policy Summit, connecting business strategy with policy engagement and direct advocacy with federal decision-makers. Meanwhile, 130 industry leaders took part in the Fly-In for Fair Competition, bringing the voice of independent grocers directly to Capitol Hill, where members held hundreds of meetings with their elected representatives to discuss antitrust and credit card swipe fee reforms.

RECORD-BREAKING ATTENDANCE!

<p>THE nga SHOW</p> <p>3,700+ PARTICIPANTS</p>	<p></p> <p>Executive Conference & Public Policy Summit (ECPPS)</p> <p>215 ATTENDEES</p>	<p></p> <p>Fly-in for Fair Competition</p> <p>130 ATTENDEES</p>
<p>wga Symposium</p> <p>100 ATTENDEES SOLD OUT!</p>	<p></p> <p>Fresh Summit</p> <p>100 ATTENDEES</p>	



376

MEMBERS

20

EVENTS AND WEBINARS

11

BOARD MEMBERS

Under the NGA Foundation's guidance, the next generation of industry leadership is already taking shape. Continuing a strong partnership with Cornell University and PepsiCo, 38 graduates completed the Executive Leadership Development Program. Meanwhile, 100 attendees participated in the sold-out Women Grocers of America Symposium, highlighting NGA's commitment to building a more connected, inclusive, and forward-looking industry.

Along with 23 scholarships awarded by the Foundation, these moments and opportunities reflect more than strong attendance; they demonstrate NGA's role as the convening force driving ideas, leadership, and momentum across the independent grocery industry.



Educate

Share Groups

110

MEMBERS

2

NEW GROUPS FORMED

15

MEETINGS

(in-person + virtual)

NGA hosted its NGA Fresh Summit in Milwaukee, bringing together independent grocers to explore strategies for improving fresh department performance. Through expert sessions, panels, and store tours, attendees examined AI-driven retail, smarter assortments, sustainability, shrink reduction, premium product promotion, and marketing techniques.

NGA completed its four-day Executive Leadership Development Program at Cornell University. Sponsored by PepsiCo, the program combined lectures, group activities, and coaching to strengthen leadership, communications, and decision-making skills. Participants explored workplace dynamics, conflict management, and strategic leadership. The sold-out program awarded Kevin McCarthy, Fairplay Foods, and Trisha Cahoy, Cahoy's General Store, with two scholarships supported by PepsiCo and Women Grocers of America.



15

WEBINARS

1,200

VIEWS



Executive Leadership Development Program (ELDP)

38

GRADUATES



NEW GROCGERS SOLUTION CENTER

NGA was proud to launch the Grocer Solutions Center, built on our belief that independent grocers are vital to strong, healthy communities.

Our team of industry experts provides personalized support to help grocers navigate nutrition incentives, SNAP EBT modernization, and funding opportunities that expand food access.

With free educational tools, resources, and tailored guidance, the NGA Foundation is supporting independent grocers at every stage, helping them grow, adapt, and continue making a meaningful impact in their communities.



Amplify

NGA continues to strengthen how we connect with members by delivering timely, relevant information through a growing suite of high-impact newsletters and an expanding digital presence. In 2025, we saw strong gains in both subscriptions and engagement, with open rates rising across key publications as members increasingly turn to NGA for trusted insights and updates.



5

Flagship e-Newsletters delivered on a monthly and/or weekly basis

AVERAGE OPEN RATES:

34%
EXPRESS LANE

36%
CAPITOL CHECKOUT

58%
CAPITOL CHECKOUT HILL EDITION

45%
ENDCAP

53%
WGA

EXPRESS LANE

We keep this twice-weekly newsletter short and to the point, with five news items or less. Filled with information on timely member events, resources, and highlights, Express Lane gets you the NGA news you need when you need it.

CAPITOL CHECKOUT

This weekly, government relations and policy focused newsletter is a valuable tool for most NGA members. Containing key policy updates, news straight from Capitol Hill, and insights from our staff of policy experts, Capitol Checkout is one of our most read newsletters.

20,309
FOLLOWERS



+4,000
NEW FOLLOWERS
IN 2025

5,000+
FOLLOWERS



+1,000
NEW FOLLOWERS
IN 2025

5,029
FOLLOWERS



+800
NEW FOLLOWERS
IN 2025

GROWING DIGITAL REACH

NGA also expanded its presence across social media platforms, driving increased visibility and engagement with members, policymakers, media, and industry stakeholders. Through more consistent posting, stronger storytelling, and real-time amplification of advocacy efforts, NGA grew its audience and deepened engagement, and in turn, extended the reach of key messages and reinforced its role as a leading voice for independent grocers.

Together, these efforts play a central role in amplifying NGA's voice, strengthening member engagement, and ensuring independent grocers stay informed and connected.



Optimize

INDEPENDENTS GENERATE
\$255.1B IN SALES
AND PROVIDE
2.1M JOBS

1,800+ 
RETAILER MEMBER COMPANIES
OPERATE MORE THAN
9,000 
STORES ACROSS EVERY
CONGRESSIONAL DISTRICT IN THE U.S.

