



NCG Programs Update

December 2025



Outperforming the Competition Through Collaboration

A look at food co-ops' robust growth and how NCG's retail programs are boosting sales for our brand partners.

NCG's network of co-op grocery stores is vibrant, is growing and is an indispensable partner for brands working to introduce and promote their products to a broader base of shoppers and grow their business. Co-ops are adding more locations and expanding existing stores to meet growing consumer demand for community-owned grocery stores that feature natural and organic products. Co-ops' highly committed health and wellness shoppers purchase with purpose, seeking out brands they know and love and exploring our stores for exciting new items. Shoppers find great value in NCG's Co+op Deals and have helped it grow into one of the most successful promotional programs in the industry.

Food co-ops have been experiencing robust growth over the past three years, and for the 12 months ending September 2025, total store sales growth for

NCG co-ops was nearly two-and-a-half times more than the U.S. grocery market overall, based on the most recent RetailStat benchmark figure. Co-ops are outperforming competitors in the natural channel, too. SPINS data shows dollar sales grew 8.2% for co-ops compared to 5.2% for the natural channel overall, and co-ops' unit sales growth of 6.2% is more than four times that of the natural channel (52 weeks ending Oct. 5, 2025).

Collaboration with NCG and participation in our retail programs is fueling brand sales performance

Dollar Sales Growth



Unit Sales Growth



■ NCG Co-ops ■ Natural Channel
SPINS sales data, 52 weeks ending Oct. 5, 2025

at co-ops. In the 12 months ending September 2025, Co+op Deals sales grew 13.9%, including 12.7% growth in incremental sales, showing that our promotions program continues to be an effective tool to drive brand growth. For NCG's Core Sets category management program, the most recent data shows that products included in reviewed categories' assortments realized 12.6% sales gains. And with 11% dollar sales growth and 12% unit growth, shoppers continue to find items at attractive and competitive price points through our Core Sets Cost Support EDLPs. Notably, co-ops achieved this growth without inflating prices as much as our competitors. For the 12 months ending September 2025, co-ops held retail price increases to 1.8%, while in the natural channel, prices rose 4.7%. The increased investments our brand partners are making in NCG's Co+op Deals and Core Sets programs have helped co-ops hold the line on value — and shoppers responded favorably, as seen in our comparatively higher growth.

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Industry analysts predict trusted local grocery retailers — like food co-ops — that can fulfill shoppers' expectations for fresh, natural and healthy options are well positioned for continued growth in the current environment. Nick Walker, Vice President, Strategic Business Intelligence at UNFI, states, "Overall, the backdrop remains stable but uneven: Fiscal gridlock and delayed benefits may disrupt near-term demand, yet retailers anchored in value, reliability and local trust on one end, and those leading through natural, fresh and premium offerings on the other, are seeing the clearest tailwinds. The middle is being redefined, with

success tied to how well retailers bridge affordability and experience." Co-ops occupy the sweet spot to meet those needs.

New Markets, More Co-ops

Heightened consumer demand for natural and organic food and wellness products is drawing shoppers to co-ops, as is a desire to support local producers and community-oriented businesses. In fact, annual sales within our network have doubled since 2011 — now approaching \$3 billion — and more than half of that growth has come from new store locations and expansions. Specifically, start-up co-ops are opening in new markets, more co-ops are joining the NCG system, and existing co-ops are renovating and expanding current locations or opening new stores to serve a growing customer base. NCG's virtual chain now comprises 168 food co-ops operating 234 stores in 40 states.

It's a reminder that co-op growth comes from within communities — from the member-owners who organized and built their cooperatives and from the neighbors who shop there every day. As community-based, independent grocery stores, cooperatives keep more money in their local economies than corporate grocers do, and they prioritize business practices that are good for people and the planet.

Collaborate with NCG to Optimize Your Impact

We are working hard to ensure continuing growth for co-ops and our brand partners in 2026 and beyond. Be sure to make NCG part of your market strategy in the new year — connect with your NCG category manager to explore how our proven programs can help to optimize your distribution and retail placement to generate effective promotions that support steady, consistent growth.



Tandy Harvey, NCG's incoming CEO

“Throughout a rigorous national search, Tandy impressed us with her strong background, her understanding of the grocery landscape and her clear passion for the cooperative model.”

NCG Board President Sarah Christensen

Welcome Tandy Harvey as NCG’s Incoming Chief Executive Officer

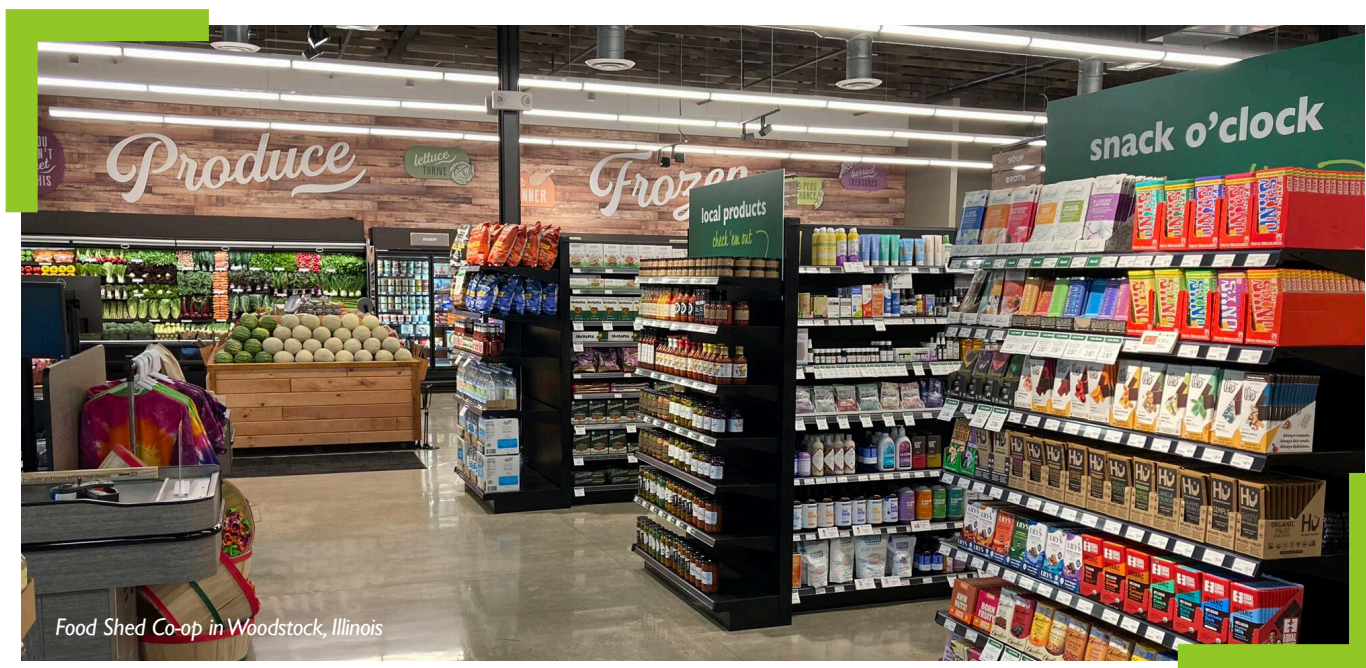
NCG has announced Tandy Harvey as our next chief executive officer, following a months-long planned succession process. Harvey will officially assume the role on Jan. 1, 2026, succeeding CEO C.E. Pugh, who is retiring.

Harvey brings more than 30 years of wholesale and retail food industry experience, including senior leadership roles at SuperValu and UNFI. Known for her people-first leadership style, Harvey has built her career championing employee engagement and fostering a collaborative environment.

“Throughout a rigorous national search, Tandy impressed us with her strong background, her understanding of the grocery landscape and her clear passion for the cooperative model,” said NCG Board President Sarah Christensen.

Harvey has already begun working closely with Pugh and the NCG leadership team to support a smooth transition. Pugh, who has served as NCG’s CEO since 2018, had previously announced plans to conclude a decades-long career in the cooperative grocery sector at the end of 2025.

[Read the announcement on NCG.coop.](#)



Food Shed Co-op in Woodstock, Illinois

Category Management Team Updates

NCG's Category Management team has been expanding over the past year to continue to support success for our brand partners and our co-ops. We're pleased to introduce new staff members, provide an update on category responsibilities, and preview a new strategic leadership role that's taking shape.

Introducing Senior Category Managers: Strategic Leadership to Maximize Results

Claudia Arcuri-Smith and Brian Larson have been named senior category managers, providing strategic direction to NCG's Category Management team. As we continue to develop this new role, Claudia and Brian will be working to cultivate deeper collaboration with trade partners and explore how brands can gain greater benefits from their participation in NCG retail programs.



Claudia Arcuri-Smith and Brian Larson have been named senior category managers.

Meet NCG's Newest Category Management Team Members



Shawanda Kinsey she/her

POSITION/TITLE
Associate Category Manager

JOINED NCG
September 2024

BASED IN
Las Vegas, Nev.


HOW TO CONTACT ME
shawanda.kinsey@ncg.coop

Category Managers I support:
Niki Nash and Sarah Gordon

What drew me to co-ops and NCG:
I am drawn to the emphasis that NCG places on building community, improving sustainability and supporting local independent grocers. As someone who values the power of community and local business, it is empowering to be involved in supporting co-ops and helping them be successful.

What I like best about the categories I work with: I work with multiple categories and love learning about how customers engage with each category differently. I also love how brands/entrepreneurs innovate and breathe new breath and perspective into a category.

What my favorite brand reps do best:
My favorite reps value a mutually beneficial partnership with the end consumer in mind. I like working with reps who put forth the effort to learn what our needs are and clearly communicate their needs so we can work best together toward a common goal.



Lauren Bartel she/her

POSITION/TITLE
Category Manager

JOINED NCG
August 2025

BASED IN
St. Paul, Minn.

HOW TO CONTACT ME
lauren.bartel@ncg.coop

Categories I manage:
Snacks, Salsa/Dips, Bulk, Coffee & Tea

What drew me to co-ops and NCG:
I was originally drawn to the co-ops because of my interest in nutrition and wellness, environmental stewardship and food equity. After working in category management in NCG co-ops for over a decade, I was delighted to have an opportunity to work for NCG HQ, where my work now directly supports our members. I deeply appreciate the community ownership and engagement inherent in cooperatives, and that a co-op can be not only a grocery store, but also a multi-layered resource for so many folks in the community.

What I like best about the categories I work with: I cover bulk and snacks, and my kids will tell you that I have the best categories, hands down! I love hearing the ways that our brand partners move forward innovative ingredients, sustainability and fair trade as they develop and grow.

What my favorite brand reps do best:
The brand reps I most enjoy working with are good communicators, timely with their responses and excited about the work we're doing in the natural foods industry.

Robin Davis she/her



POSITION/TITLE

Associate Category Manager

JOINED NCG

October 2025

BASED IN

St. Paul, Minn.

HOW TO CONTACT ME

robin.davis@ncg.coop

Category Managers I support:

Morgan Organ and Sarah Gordon

What drew me to co-ops and NCG:

I started my journey with co-ops back when I was a toddler, volunteering at the North Country Food Co-op in Minneapolis with my grandma. As I got older and began to understand what she was introducing me to, I fell in love with both the community and the food advocacy movement. I was hooked and have been working in natural foods and wellness spaces ever since. For many years I have hoped working at NCG would be in my future and am so glad that has become a reality!

What I like best about the categories I

work with: I love working with wellness brands because they are so passionate about their products and the story that led to their inception.

What my favorite brand reps do best:

I enjoy working with brand reps who know how to engage the customer, have clear communication and understand the unique needs of our members.

NCG's Category Management Team

CATEGORY MANAGEMENT DIRECTOR

Jason Stein

SUPPLIER RELATIONSHIP DEVELOPMENT MANAGER

Heidi Traore

SENIOR CATEGORY MANAGERS

Claudia Arcuri-Smith

Brian Larson

CATEGORY MANAGERS

Lauren Bartel

Categories: Snacks, Salsa/Dips, Bulk, Coffee & Tea

Jeanette Bloss

Categories: Frozen Foods, Bread & Baked Goods, Shelf-Stable Beverages

Lisa DeMaria

Categories: Main Meal, Nut Butters, Jams/Jellies

Sarah Gordon

Categories: Baking, Breakfast, Baby, Non-Food, Pet

Niki Nash

Categories: Refrigerated Foods Excluding Refrigerated Meats

Morgan Organ

Categories: Supplements, Body Care, Lifestyle

ASSOCIATE CATEGORY MANAGERS

Robin Davis

CMs Supported: Morgan Organ and Sarah Gordon

Shawanda Kinsey

CMs Supported: Niki Nash and Sarah Gordon

Jess Saunders

CMs Supported: Jeanette Bloss and Lauren Bartel

Berhe Tesfahun

CMs Supported: Lauren Bartel and Lisa DeMaria

Meet NCG's Category Management Leaders at Expo West

Are you heading to Expo West in March 2026? We invite you to attend an in-person event hosted by Category Management Director Jason Stein and Senior Category Managers Claudia Arcuri-Smith and Brian Larson to learn more about National Co+op Grocers. You'll hear updates on NCG as an organization and our member cooperatives, as well as program performance stats for Co+op Deals and Core Sets, with time for a Q&A.



Register Today!

Choose from four session times to fit your busy Expo West schedule. Click a link below to register online for one of these in-person sessions:

[Wednesday, March 4 at 9 a.m.](#)

[Wednesday, March 4 at 3 p.m.](#)

[Thursday, March 5 at 9 a.m.](#)

[Thursday, March 5 at 1 p.m.](#)

If you can't attend in person at Expo West, we'll also be hosting a virtual session in the weeks following the show. Watch your email for more info on how to register for the virtual session!

Please note: Attendees must register in advance to gain access to the event. Once registered, you will receive a confirmation email with more session details. Times listed above are Pacific Time.



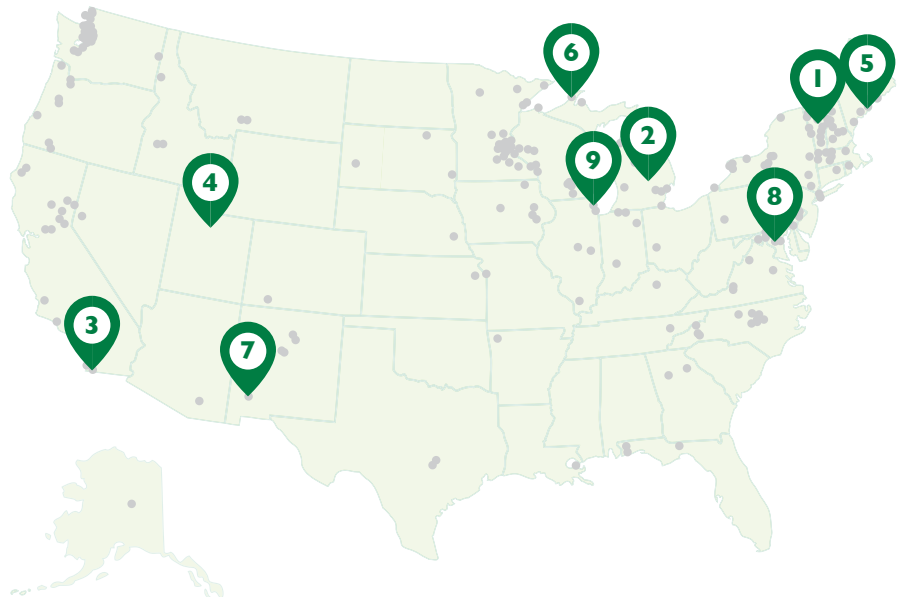
Astoria Co+op in Astoria, Ore.



New Co-ops and Larger Locations to Serve Shoppers in More Communities

Our growing network of co-op grocery stores means more customers — and with them, more interest in your brand, your products and new opportunities to grow your sales. We're pleased to share that four new co-ops recently joined NCG and five co-ops celebrated grand openings and expansion projects. In total, NCG's system now boasts 168 co-ops with 234 store locations in 40 states.

Pins represent new members and co-ops that added or expanded stores. Gray dots indicate all NCG co-op locations.



Co-op Growth and Development continued

1



NEW MEMBER

Buffalo Mountain Market

Hardwick, Vt.

Founded in 1975 • \$6 million sales

2



NEW MEMBER

North Flint Food Market

North Flint, Mich.

Startup opened November 2025

18,000 square feet with conventional product mix

3



NEW MEMBER

SunCoast Market Co-op

Imperial Beach, Calif.

Startup opening in 2026

\$2.7 million projected sales

4



NEW MEMBER

Wasatch Cooperative Market

Salt Lake City, Utah

Startup opening in 2026

5



ONSITE EXPANSION

Belfast Community Co-op

Belfast, Maine

The co-op's exciting expansion project increased retail space more than 40% to 7,100 square feet.

Among the store's features: a new kitchen and café area, new walk-in coolers and an expanded walk-in freezer. Belfast has been serving its community since 1976.

6



EXPANSION BY RELOCATION

Keweenaw Co+op Market & Deli

Hancock, Mich.

In October 2024, Keweenaw Co+op capped off 50 years of cooperation by relocating to its new home, a beautifully expanded space on the main thoroughfare in Hancock. The move nearly doubled the store's retail space to 7,200 square feet, enabling an expansion of all product offerings.

7



EXPANSION BY RELOCATION

Silver City Food Co-op

Silver City, N.M.

At 6,800 square feet, the co-op's new store nearly triples the size of its previous location, offering more retail space and the addition of 1,000 new grocery items, as well as a new kitchen and dining area.

8



ONSITE RENOVATION

TPSS Co-op

Takoma Park, Md.

Completed in November 2024, a major store remodel offers shoppers more frozen, refrigerated and produce items in the same retail footprint. Additionally, upgrades to the refrigeration system, shelving and interior space have improved the customer experience. The co-op's projected sales are \$10.5 million.

9



NEW STARTUP CO-OP

Wild Onion Market

Chicago, Ill.

Realizing a vision 10 years in the making, Wild Onion Market opened in Chicago's Rogers Park neighborhood in June 2024. This compact co-op located on the corner of a small shopping center offers 3,800 square feet of retail space, with first-year sales projected at \$3.4 million.



North Flint Food Market in North Flint, Mich.

NCG's virtual chain now comprises

168 food co-ops

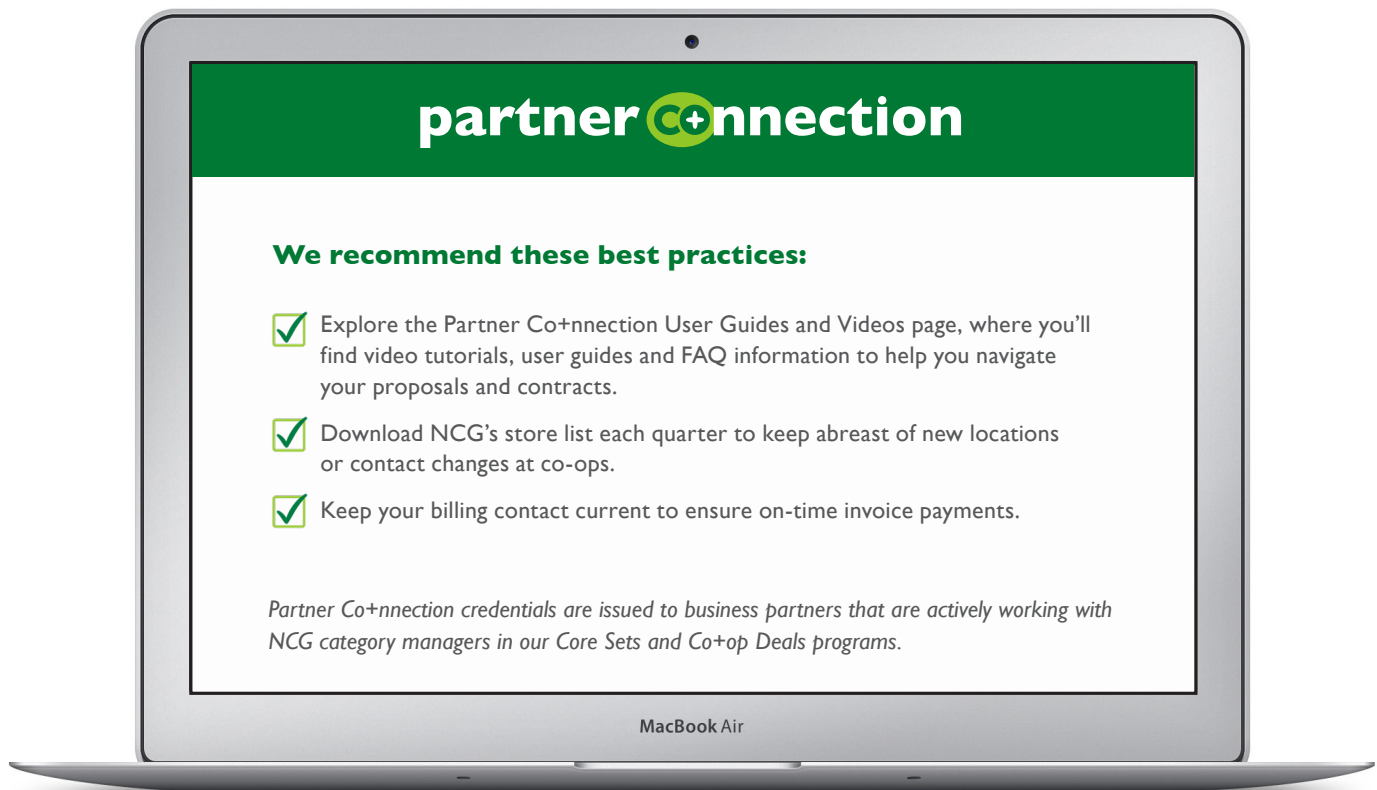
operating

234 stores

in 40 states

Explore Partner Co+nnnection for NCG Resources

Did you know that our Partner Co+nnnection vendor portal has resources to help you make the most of managing your Core Sets and Co+op Deals activity? Log into [Partner Co+nnnection](#) and discover all the information available to you.



Coming Soon: 2027 Category Review Calendar



The 2027 NCG Category Review Calendar will be available in January 2026 on Partner Co+nnnection. To submit a proposal for a scheduled review, complete the NCG Core Sets Submission Template and send it directly to the appropriate category manager by the category deadline.

You'll find the review calendar, submission template and a NCG staff contact list in the "Helpful Information" section at the bottom of the [Partner Co+nnnection](#) home page.

Co+nvergence and Focus on Fresh Vendor Showcases: 2025 Recap and Plans for Future Events

2025 Recap

2025 was the biggest year ever for NCG's Vendor Showcases, thanks to the many exhibitors and industry partners that made our Co+nvergence and Focus on Fresh events a success. To recap this incredible year by the numbers:

- **470 brands** with more than 700 sales reps exhibited at our Vendor Showcase events.
- **658 co-op staff attended** the two shows and placed **orders for 74,238 cases** against exhibiting brands' show deal offers, along with **2,400 new placement orders**.
- **More than \$191,000 was contributed** by Vendor Showcase exhibitors, UNFI and NCG to support our event beneficiary, [Project Potluck](#), a nonprofit organization run by and for People of Color with a mission to build successful companies and careers in the consumer packaged goods industry.

Looking Ahead to 2026

After identifying some overlapping dates with other key industry events, and recognizing the unique scheduling and logistical considerations that producing two large-scale events in one summer entails, we've decided to pause both Focus on Fresh and Co+nvergence next year.

Taking 2026 off will help to minimize scheduling conflicts, maximize the participation of exhibitors and co-op attendees, and optimize the involvement of NCG's staff. This pause will also give us more time to determine the right approach and timing for 2027 and explore ways to make our Vendor Showcases even more beneficial for brands and retailers.

Look for an announcement about Focus on Fresh and Co+nvergence in late 2026. We appreciate your support of our Vendor Showcases and your interest in taking part in future events!





NCG Donates \$100,000 to Reduce Food Insecurity

In November 2025, NCG announced new and ongoing efforts to support people who are experiencing hunger due to the national food insecurity crisis brought about by an interruption in funding of the Supplemental Nutrition Assistance Program (SNAP).

To address meeting the survival needs of people and families who are without means to purchase enough food, NCG will be making a \$50,000 donation to [Feeding America](#), a national network of food banks, nutrition assistance and meal programs. At the same time, NCG recognizes poverty as a root cause of food insecurity, and so has chosen to make an additional \$50,000 donation to the [Coalition on Human Needs](#),

an alliance of national organizations working together to promote public policies which address the needs of low-income and other vulnerable populations.

Helping Meet the Needs of Hungry People

As community-owned grocery stores, food co-ops have strong relationships with local food pantries and community organizations that support people experiencing food insecurity. NCG food co-ops donate more than one million pounds of fresh, delicious food to food pantries in their communities each year and collectively, NCG food co-ops donate more than \$9 million in funds to local community organizations annually. Many food co-ops are currently mobilizing in their communities creatively and in collaboration with local organizations to find ways to get food to those in need.

[Read more about food co-ops' efforts to reduce food insecurity.](#)



About NCG

National Co+op Grocers is a business services cooperative for 168 socially responsible, independently operated, community-owned grocery co-ops with over 230 stores in 40 states and \$2.9 billion in annual sales. NCG provides the capacity of a chain to strengthen purchasing power and support healthy operations that deliver value to co-op owners and customers everywhere.

NCG also helps unite and expand the voice of food co-ops to advocate for issues that are important to co-op owners, shoppers and communities. Together we are working to further our mission and shared values in the following areas: cooperative business, inclusive economies, racial equity, food justice, local food and farming, organic certification, climate action, environmental responsibility, engaged citizens and vibrant communities.

Vendors and suppliers have an opportunity to work with NCG to create efficiencies and drive growth by meeting the needs of our co-ops and their shoppers. Co-op shoppers are some of the most committed health and wellness consumers in the country. NCG is owned by the co-ops we exist to serve. And because co-ops own us, we are deeply invested in their success. Visit www.ncg.coop to learn more about NCG and www.grocery.coop to learn more about food co-ops.

