

ANNUAL REPORT

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NGFA 2024-2025 ANNUAL REPORT

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Chairman's Message

Reflecting on the past year, I'm proud of the work NGFA has done to advocate for our industry and support our members. In 2024, we advanced critical agricultural and transportation priorities – addressing port disruptions, pushing for better rail service, and standing up for practical, market-based policies.

We remained deeply engaged in the Farm Bill debate, emphasizing the importance of working lands conservation, market development, and

robust trade funding. NGFA also proposed improvements to the federal feed additive approval process, reinforcing our commitment to innovation and efficiency.

Our association played a central role in securing reauthorization of the Water Resources Development Act and protecting the vital infrastructure of the Lower Snake River Dams. We also opposed overly restrictive freight locomotive proposals, such as California's rule that threatens the reliability of agricultural supply chains.

To better serve our members, NGFA formed strategic partnerships with leading experts in safety, policy, and communications. And looking ahead, we have begun work on one of our top 2025 priorities: reauthorization of the U.S. Grain Standards Act

The strength of this organization comes from its members and the shared commitment to advancing a safe, efficient, and competitive agricultural supply chain. Thank you for your continued support.

Sincerely, Chris Boerm Chairman, NGFA President, Transportation, ADM





From Our President & CEO

NGFA entered 2025 with strong momentum. Financially, we are in a solid position, membership dues are strong, arbitration activity remains high, and we have continued to manage expenses with discipline. Our balance sheet is healthy, with ample reserves that give us the flexibility to invest in the future.

Our member companies appreciate the value that NGFA provides across the agricultural supply chain. Moreover, they are seeing the return on investment in NGFA, whether through advocacy, education, training, or the strength of our member network.

Over the past year, we have added new staff and partnered with top-tier consultants to enhance our capabilities. These investments have improved member service, allowed us to scale quickly, and deepened our reach and influence. Having these resources in place was critical to NGFA's ability to effectively position the organization as a new administration and Congress were arriving in Washington.

Our events and training programs continued to deliver. From the Annual Convention, CONVEY, and the CEC to safety webinars and feed compliance courses, NGFA provides practical tools and timely insight to support our members' success.

Looking ahead, we are making bold investments in our future. We are actively working on a full redesign of NGFA's website to create a more personalized, user-friendly experience. And we have commissioned a national economic impact study – broken down by state and congressional district – to better demonstrate our industry's reach, importance, and relevance in policy debates.

It is remarkable and humbling to recall that 38 grain dealers gathered in Room 111 of Chicago's Saratoga Hotel on November 9, 1896, to form this organization. Now, 128 years later, NGFA remains rooted in its founding mission while growing stronger and more strategic for the future.

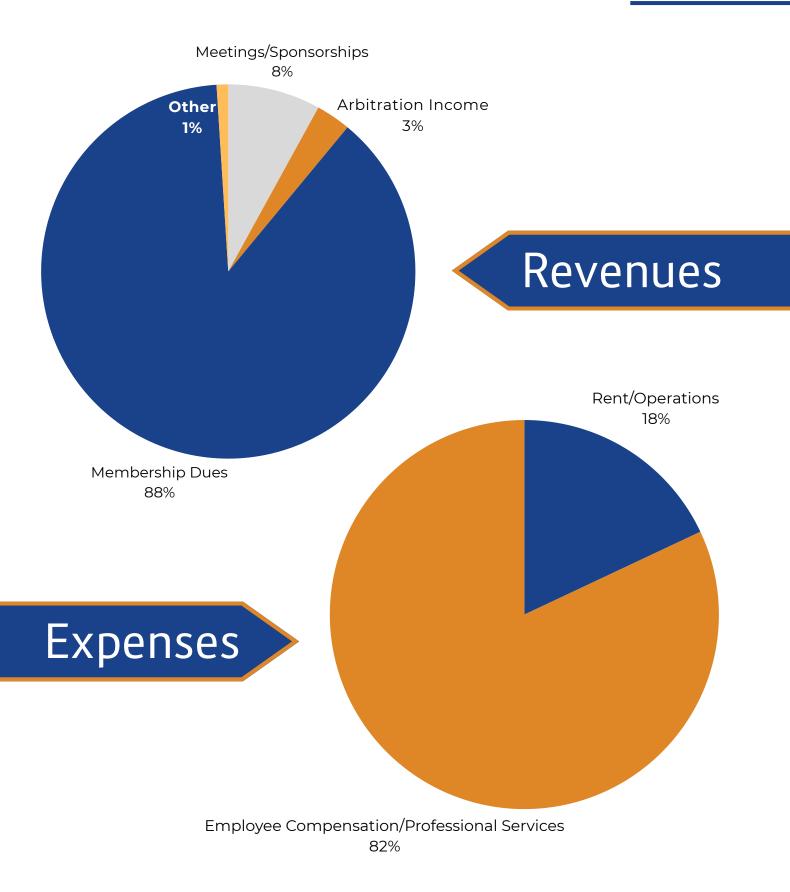
We are focused on delivering real value, elevating the NGFA brand, and ensuring your membership remains one of the best returns on investment in the industry.

Thank you for your continued support.

Sincerely, Mike Seyfert President and CEO, NGFA



Finances



Meet NGFA

Since 1896, the National Grain and Feed Association has advanced the success of America's grain, feed, processing, and export industry through advocacy, training, communication, and education. Our mission: promote an open market and efficiently provide a safe, abundant, affordable, sustainable, and wholesome supply of grain, oilseeds, feed, and related products.

NGFA's approximately 700 member companies span the agricultural supply chain, including country elevators, feed mills, exporters, merchandisers, futures brokers, end users, and allied industries that support the industry.

Staff*

Mike Seyfert, President and Chief Executive Officer
Charlie Delacruz, Executive Vice President, General Counsel and Secretary
Max Fisher, Chief Economist and Treasurer
Jess McCluer, Senior Vice President, Safety and Regulatory
Dr. Berit Linnehan Foss, Vice President, Feed and Sustainability
Rebecca Grubbs, Vice President, Marketing and Member Services
Mary Hitchcock, Vice President, Systems and Office Operations
Samantha Brown, Director, Member Services
Trent Baker, Associate Director, Systems and Office Operations
Courtney C. Tucker, Coordinator, Legal and Commercial Affairs
Paul Cummins and Philip Hayes, Communications

Executive Committee*

Augusto Bassanini, United Grain Corporation

Bill Krueger, The Andersons Inc.

Brian Kubik, Cargill Incorporated

Brian Schouvieller, CHS Inc.

Chris Boerm, ADM - Archer Daniels Midland Company

Eric Wilkey, Arizona Grain Inc.

Jason Klootwyk, Agtegra Cooperative

Jeff Bechard, Central Valley Ag

Jim Dell, ALCIVIA

JoAnn Brouillette, Demeter LP

Kayla Burkhart, Dakota Midland Grain LLC

Kellie Melton, Purina Animal Nutrition LLC/ Land O' Lakes

Michael Seyfert, National Grain and Feed Association

Paul Katovich, HighLine Grain Growers Inc.

Shay Rambur, JDH

William DeLong, The DeLong Co. Inc.



Board of Directors*

Aaron Meyerle, AgState

Alan Koenig, Grain Craft

Andrew Fullerton, Bartlett Grain Company L.P.

Andrew Utterback, Ingredion Incorporated

Augusto Bassanini, United Grain Corporation

Beau Hepler, Ray-Carroll Grain Growers Inc.

Benjamin Smith, Attebury Grain LLC

Bill Free, Riceland Foods Inc.

Bill Krueger, The Andersons Inc.

Brad Morrison, Primient Grain

Brian Kubik, Cargill Incorporated

Brian Schouvieller, CHS Inc.

Chris Boerm, Archer Daniels Midland Company

Chuck Kunisch, Michigan Agricultural Commodities

Corey Jorgenson, Shell Rock Soy Processing LLC

Curt Strubhar, Advance Trading Inc.

Dan Mostad, Berthold Farmers Elevator LLC

Dan Suarez, Scoular

Dian McGuire, Midsouth Grain Association

Edmund Hall, Harris-Crane Inc.

Eric Wilkey, Arizona Grain Inc.

Erik Huschitt, Badger State Ethanol LLC

Gary Beachner, Beachner Grain Inc.

Gregory Beck, CGB Enterprises Inc.

James Burgum, Arthur Companies

Jason Klootwyk, Agtegra Cooperative

Jeff Bechard, Central Valley Ag

Jeff Van Pevenage, Columbia Grain International LLC

Jefferson Hillman, JDH

Jeffrey Wilson, Zen-Noh Grain Corp.

Jim Dell, ALCIVIA

JoAnn Brouillette, Demeter LP

Joe Kapraun, GROWMARK Inc.

John Fletcher, Central Missouri AGRIService LLC

Kayla Burkhart, Dakota Midland Grain LLC

Kellie Melton, Purina Animal Nutrition LLC/ Land O'

Lakes

Kimberly Hawks, LDC - Louis Dreyfus Company

Kyle Shermock, Miller Milling Company LLC

Lloyd Heimbecker, Parrish & Heimbecker Ltd.

Mark Heil, Prairie Central Cooperative Inc.

Matt Frederking, Mid America Pet Food

Michael Miller, Ardent Mills, LLC

Michael Seyfert, NGFA

Michelle Mapes, Green Plains Inc.

Mike Tate, Bunge North America Inc.

Nathan LaFerrier, Southeast Farmers Coop

Paul Katovich, HighLine Grain Growers Inc.

Randal Olstad, Pacific Northwest Farmers

Cooperative Inc.

Robert Geers, Michigan Agricultural Commodities
Roger Hugenberg, Ursa Farmers Cooperative Co.
Ronald Seeber, Kansas Grain & Feed Association
Scot Ortman, Kokomo Grain Co. Inc.
Scott Docherty, Western Grain Marketing LLC
Scott Keller, CoMark Equity Alliance LLC
Shay Rambur, JDH
Stu Letcher, North Dakota Grain Dealers Association
Terry Bline, Grainland Farmers
Tim Simmons, CGB Enterprises Inc.
Tom Fernandes, Grain Service Corporation
Tom Wapp, POET Grain

Will Weathers, Farmers Grain Terminal, Inc.

William DeLong, The DeLong Co. Inc.

*As of March 31, 2025



The Power of NGFA Committees

Member-led. Mission-driven. Industry-strong.

A grassroots organization, NGFA is governed by its members. Our 15 committees give members a seat at the table to drive decisions and deliver results by shaping policy, guiding technical work, and speaking with a united voice.

Comprised of more than 300 volunteers representing every segment of the grain, feed, processing, and export value chain, NGFA committees shape the policies, priorities, and direction of the association. Unlike many trade groups, NGFA is truly grassroots. Its committees do not just advise, they lead.

NGFA committees are where emerging issues are identified, policy positions are developed, and member expertise becomes actionable advocacy.

"Our biggest strength is in our numbers and the collective pooling of those thoughts." —Jason Klootwyk, Agtera Cooperative

To ensure this model thrives for years, NGFA also invests in the next generation of industry leaders. Through the Committee Apprentice Program (CAP), early-career professionals are paired with committees, mentored by seasoned leaders, and given the tools to contribute meaningfully – right from the start.

"NGFA's decisions rely on committees. We are constantly looking for new and fresh perspectives." —Jessica Stephan, Bunge

The result is a forward-thinking association that never forgets its roots.

"What you put in, you get way more back."

— Eric Wilkey, Arizona Grain Inc.



Agricultural Policy and Legislative Affairs Committee

In 2024, the Agricultural Policy and Legislative Affairs Committee played a leading role in shaping NGFA's priorities during the Farm Bill reauthorization process. The committee advocated for a decoupled commodity title with limited base acre updates, preservation of crop insurance, reforms to the Conservation Reserve Program (CRP) to link rental rates to land quality, and increased funding for Market Access Program (MAP) and Foreign Market Development (FMD). These efforts helped NGFA secure favorable provisions in the House Farm Bill draft.

The committee also weighed in on efforts to reinstate key USDA National Agricultural Statistics Service (NASS) reports, successfully secured language in the Water Resources Development Act (WRDA) to block attempts to breach the Lower Snake River Dams, and supported funding for inland waterways infrastructure. In addition, the committee contributed to NGFA's formal opposition to regulatory proposals like California's freight locomotive rule.

Looking ahead, the committee is preparing for continued Farm Bill negotiations in 2025, as well as reauthorization of the U.S. Grain Standards Act.

Business, Merchandising and Operations Committee

The Business, Merchandising and Operations Committee coordinated with other NGFA committees to provide critical insights into commercial practices across the grain and feed industry. The committee also contributed insight for topics for NGFA's Elevator Conference and helped serve as the industry's advocacy representatives during NGFA's Washington, DC fly-in. Feedback from the committee helped convince USDA to moderate proposed fee increases for warehouse licensing and examination from approximately 30 percent to 6 percent.

Looking ahead to 2025, the committee will explore strategies to manage financial risk amid global market uncertainty and rising interest rates. It will also continue contributing to NGFA's education efforts, particularly around risk mitigation and contract compliance.

Sustainability Committee

The Sustainability Committee made significant progress in 2024 as federal climate policy and market expectations evolved. NGFA engaged deeply on the Inflation Reduction Act's Clean Fuel Production Credit (Section 45Z), highlighting how carbon scoring methods could impact the grain, feed, and biofuels supply chain.

The committee also examined ESG pressures, global deforestation rules, GHG Protocols, Science-Based Target initiative standards, and local clean transportation fuel policies. NGFA gathered feedback from members to shape its messaging and advocacy around sustainability metrics, traceability, and market access.

In 2025, the committee will be key in helping members adapt to new tax credit rules and potential carbon intensity regulations. It will also contribute to NGFA's economic impact study, helping to frame agriculture's value and environmental performance in a policy context.

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Communications, Marketing and Membership Committee

In its first full year as a consolidated committee, the Communications, Marketing and Membership Committee made strides in expanding NGFA's brand visibility and member engagement. Highlights included a comprehensive membership survey that revealed strong support for NGFA's advocacy and educational efforts, while identifying opportunities for more personalized communications.

The committee oversaw implementation of a refreshed web platform and supported targeted email marketing strategies tailored to member interests. It also played a role in promoting the CAP program, NGFA events, and external partnerships that elevate the association's voice.

In 2025, the committee will help lead a website redesign project and develop enhanced messaging around membership value. It will also provide input on an economic impact study designed to strengthen NGFA's influence in policy and media conversations.

Feed Committee

The Feed Committee tackled significant regulatory and market issues in 2024, including major changes to ingredient approval pathways. NGFA proposed regulatory improvements to streamline the federal feed additive approval and Generally Recognized as Safe (GRAS) processes, responding to FDA's decision to let its MOU with AAFCO expire. The committee engaged the FDA, lawmakers, and industry allies to promote more efficient, science-based feed ingredient approvals through the introduction of the Innovative FEED Act.

Looking ahead, the committee will help shape NGFA's advocacy for modernized ingredient approval systems that encourages innovation in feed while maintaining safety standards. It will also focus on the Make America Healthy Again initiative, AAFCO's Scientific Review of Ingredient Submission process, member education and expand NGFA's voice in feed and livestock policy.

Grain Grades and Weights Committee

The Grain Grades and Weights Committee focused on modernization and maintaining consistency in grain inspection standards. In 2024, the committee worked closely with USDA's Federal Grain Inspection Service (FGIS), voicing industry concerns over rising fees and the potential impact on domestic and export marketing of high-quality U.S. grain. The committee also began shaping NGFA's priorities for reauthorization of the U.S. Grain Standards Act.

A new task force was launched to explore grain grading technology to achieve fully automated sampling and testing. The committee also provided feedback to FGIS on equipment calibration, official samples, and operational efficiency.

In 2025, the committee will play a central role in promoting a modern, cost-effective, and globally competitive grain inspection system. Advancing automated technology, ensuring consistent grading, and protecting market access will remain top priorities.

Risk Management Committee

The Risk Management Committee helped members navigate shifting market dynamics, particularly as volatility and global trade uncertainty remained high in 2024. The committee provided insights on derivatives markets, margining challenges, and counterparty risk – helping NGFA respond to regulatory developments at the Commodity Futures Trading Commission (CFTC) and financial rule changes such as BASEL III.

The committee also tracked developments at major exchanges and served as a forum for members to discuss position limits, clearing operations, and hedging best practices.

Looking ahead, the committee will continue engaging with federal regulators to preserve risk management tools that work for commercial hedgers.

Safety, Health and Environment Committee

The Safety, Health and Environment Committee advanced NGFA's safety mission through partnerships, programming, and policy input. In 2024, NGFA expanded its use of third-party safety services and worked with Progressive Safety Services, LLC to improve compliance training across member facilities.

The committee supported efforts to oppose OSHA's controversial "Union Walkaround" rule, which could increase inspection burdens and led a coalition of nine other agribusiness trade associations in drafting comments opposing OSHA's Heat Injury and Illness proposed rule. It also promoted grain bin safety, confined space entry awareness, and incident prevention resources through NGFA's training modules and outreach campaigns.

In 2025, the committee will help update NGFA's suite of safety materials and advocate for practical regulatory approaches. It will also play a role in developing new training content focused on angle of repose hazards, barge loading and truck dump safety.

Trade and Crop Technology Committee

In 2024, the Trade and Crop Technology Committee focused on international trade policy and the regulatory framework for biotech traits. The committee monitored tensions with China, WTO enforcement issues, and EU deforestation and sustainability standards – all of which affect grain exports and regulatory alignment.

The committee also tracked the reauthorization of USMCA and trade strategy under a new administration. On the technology front, it continued pushing for science-based, timely approvals of biotech traits in key export markets and Mexico's ban on GMO corn.

In 2025, the committee will continue working to safeguard market access and promote policies that reflect innovation in crop production. It will also support NGFA's role in shaping U.S. positions in international trade forums.

Transportation and Logistics Committee

The newly merged Transportation and Logistics Committee delivered major wins in 2024, solidifying NGFA's role as a leader in ag transportation. The committee was instrumental in securing WRDA reauthorization without harmful dam removal language, preserving critical infrastructure like the Lower Snake River Dams.

The committee addressed Mexican freight rail service challenges, labor strikes, and advocated for agricultural interest with the Surface Transportation Board (STB) and Congressional leadership. It also helped lead opposition to California's proposed freight locomotive rule, citing potential disruptions to grain and feed movement.

Looking ahead, the committee will stay engaged in STB oversight, highway bill and rail safety legislation, and river infrastructure projects. It will also support NGFA's strategic efforts to promote modal flexibility and supply chain resiliency.

Arbitration Appeals Panel

The Arbitration Appeals Panel plays a critical role in ensuring the integrity, efficiency, and continual improvement of NGFA's longstanding arbitration system. In 2024, the Panel led successful efforts to amend the NGFA Arbitration Rules, clarifying the handling of new parties or claims added to existing cases, awarding of interest, and procedures for canceling oral hearings when parties are non-responsive. Ongoing in 2025, the Panel is working on additional improvements, including codifying member eligibility requirements, revising interest award rules, and refining the arbitration process to streamline procedural decisions.

Trade Rules Committee

The Trade Rules Committee continued its important work of maintaining and modernizing NGFA's commercial trading rules for the grain and feed industry. In 2024, the committee updated rule language to better reflect current market practices. The Trade Rules Committee ensures that NGFA's rules remain a reliable foundation for commercial transactions, providing clarity and reducing the risk of disputes across the industry.

Rail Arbitration Rules Committee

The Rail Arbitration Rules Committee focuses on enhancing the scope and efficiency of NGFA's specialized arbitration rules for rail-related disputes. In 2024, the committee began reviewing commodities eligible for rail arbitration – specifically exploring additions such as nut and vegetable oils, kernels, seeds, and related by-products. A proposal to broaden the commodity list is expected in 2025, reflecting NGFA's commitment to adapting its services to meet the evolving needs of rail shippers and carriers.

Policy in Action

Smart Policy. Strong Voice. Real Results.

NGFA's policy efforts in 2024 delivered tangible results for the industry, strengthening supply chain reliability, expanding market access, and improving the business climate for members. With input from member-led committees, NGFA's policy and regulatory affairs team worked across agencies and Capitol Hill to protect infrastructure, shape legislation, and reduce regulatory burdens.

Key Wins from 2024:

- Farm Bill Advocacy: NGFA championed working lands conservation programs, market-based commodity support, and expanded funding for export promotion. House Farm Bill language included several NGFA-backed provisions.
- Rail Service Reform: NGFA supported the Reliable Rail Service Act that if enacted would secure common carrier obligations that improve accountability from Class I railroads. NGFA also helped shape emergency service order rules issued by the Surface Transportation Board.
- Waterways Infrastructure: Congress passed the Water Resources Development Act (WRDA) with a higher cost-share for inland waterways projects and no language supporting breaching the Lower Snake River Dams.
- **Feed Ingredient Modernization**: NGFA proposed a new policy to streamline the federal approval process for feed additives and supported the bipartisan Innovative FEED Act to enable innovation in animal nutrition.
- **Border Advocacy**: NGFA played a critical role in re-opening rail crossings at the U.S.-Mexico border following closures that disrupted agricultural trade.

Top Priorities for 2025:

- **Grain Standards Act Reauthorization**: NGFA will advocate for cost transparency, technology upgrades, and preservation of export inspection services.
- **Trucking Flexibility**: NGFA supports legislation to increase truck weight limits and create a 10 percent axle variance for dry bulk haulers.
- Trade and Export Competitiveness: NGFA supports a global, open market environment and supports the administration's efforts to protect U.S. agriculture's interests on the global stage, hold trading partners accountable, and promote fair trade.
- Farm Bill Completion: NGFA will continue advocating for final passage of a Farm Bill that strengthens conservation incentives, crop insurance, and trade programs.
- Sustainability and Carbon Policy: NGFA is tracking the implementation of Clean Fuel Production Credits and advocating for fair treatment of agricultural emissions and biofuels.

These priorities reflect NGFA's commitment to practical, forward-looking policy—grounded in grassroots input and focused on delivering results.

Tools Members Trust

Heritage. Hands-on. High-tech.

NGFA members do not just benefit from strong policy advocacy – they also rely on the Association's resources to conduct business with clarity, confidence, and efficiency. These resources help power the grain and feed supply chain and are central to NGFA's mission of supporting a competitive and transparent marketplace.

Arbitration System

NGFA's arbitration system is one of the oldest and most respected in the U.S. industry, established more than a century ago to provide fair, timely, and expert resolution of commercial disputes. Today, it remains one of NGFA's most-used services. The system is serviced by experienced members of the trade who understand the grain and feed business and are committed to upholding its integrity. In 2024, NGFA Arbitration resolved more than \$12 million in claims and handled 12 new cases totaling more than \$10.4 million – continuing its legacy as one of the most trusted and efficient arbitration systems in U.S. industry.

Trade Rules

NGFA's Trade Rules provide standardized terms that promote consistency in the grain, feed, rail freight, and barge trade. These rules, developed and updated by member committees, help reduce ambiguity and conflict across the industry. Updates in 2024 included modernization of contract language and simplification of outdated provisions.

Barge Digital Transformation Project

To streamline barge transportation transactions, NGFA and its affiliated organization, NGFDS, launched a digital platform to manage ownership transfers of barge shipments. Now used by more than 50 grain shippers and 17 barge lines, the system is modernizing river commerce and reducing paperwork across the supply chain. 2024 was a milestone for this program: NGFA members exceeded 150,000 negotiable electronic barge bills of lading issued and exchanged using the BDT Solution.

These tools represent more than just services – they are part of what makes NGFA a trusted, everyday business partner for its members.

Member Engagement

Convene. Connect. Learn.

NGFA events and training programs bring together the people, ideas, and tools that drive the grain and feed industry forward. In 2024, NGFA saw record participation across its lineup of conferences, seminars, and educational sessions – demonstrating the value members place on coming together to share insights and stay ahead.

Annual Convention

NGFA's flagship event continues to be a cornerstone of the member experience. With a focus on business strategy, regulatory developments, and market outlooks, the convention draws leaders from across the value chain and fosters dialogue on the most pressing issues facing the industry.

Country Elevator Conference (CEC)

CEC remains one of the most practical and widely attended events for country elevator operators and managers. In 2024, it featured hands-on content focused on operations, risk management, safety, and leadership development, helping frontline teams sharpen their skills and grow their impact.

Education and Training

NGFA continues to expand its educational offerings. In 2024:

- CONVEY NGFA's safety, operations and compliance training was held in Omaha and drew record attendance.
- The Trade Rules and Arbitration Seminar returned, helping members strengthen contract execution and navigate disputes.
- Harvest Safety Week delivered daily safety tips, training resources, and outreach tools to promote safe practices during the busiest time of year for many facilities.
- NGFA also supported member training through webinars, compliance updates, and new digital resources.
- NGFA's feed-related training courses assisted members in developing effective animal food safety plans and complying with regulatory requirements.

From networking to skill-building, NGFA delivers opportunities that help members grow their people, sharpen their operations, and stay connected to the broader industry.

National Grain and Feed Foundation

Educate. Innovate. Safeguard.

For nearly six decades, the National Grain and Feed Foundation (NGFF) has been a cornerstone in promoting safety, education, and research within the grain, feed, and processing industry. In 2024, NGFF continued its mission by supporting initiatives that focus on scholarship, member development and public education.

Empowering the Next Generation

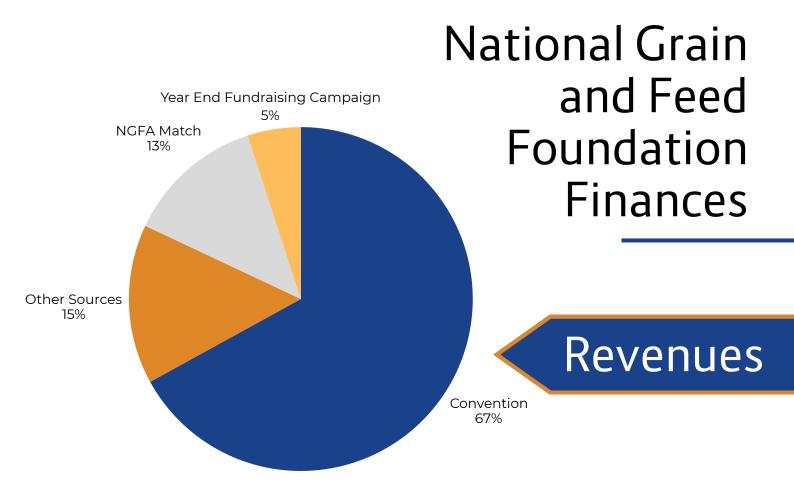
- NGFF awarded three \$5,000 scholarships to outstanding undergraduate and graduate members of Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS). These scholarships not only provide financial support but also offer networking and mentorship opportunities.
- In 2024, NGFF pledged up to \$50,000 to create a second year for the Association's popular Committee Apprentice Program (CAP). CAP Year #2 will continue to focus on networking and will feature a leadership training curriculum facilitated by People Spark Consulting.

Enhancing Safety and Compliance

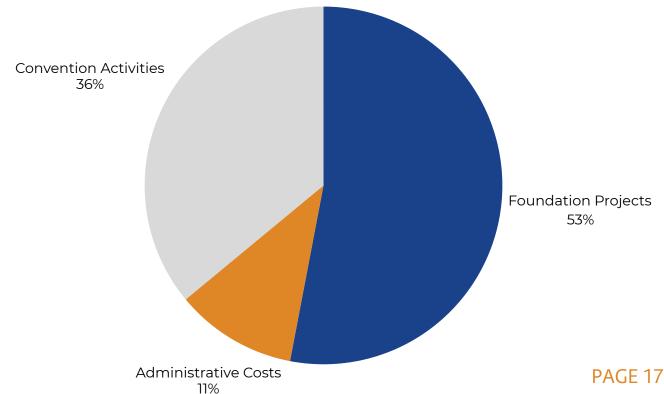
- In 2024 the Foundation continued funding for the tools and software used by the Association to create safety videos and training courses. Over the course of the year the Association produced the following training and videos with those tools:
 - Two new safety videos for the Association's annual Harvest Safety Week 2024, Bin Site Entanglement Hazards and Shuttle Loading and Rail Safety.
 - A safety training video outlining important housekeeping procedures and identifies potential ignition sources for combustible dust.
 - Five feed distance learning courses that address animal food safety and operations issues.
- In 2024 the Foundation funded the creation of radio ads in targeted markets in the Midwest to promote the Harvest Safety Week 2024 materials, amplifying the reach of this important life-saving information.

Advancing Industry Priorities

- NGFF contributed a combined \$35,000 to the Waterways Council and the Pacific Northwest Waterways Association's River Values Campaign to support the ongoing education of policymakers on the significance of waterways transportation to agricultural producers and agribusinesses.
- The Foundation contributed \$5,000 to the Animal Agriculture Alliance, a non-profit organization that brings together farmers, ranchers, veterinarians, animal feed companies, animal health companies, processors, allied associations and others to safeguard the future of animal agriculture and its value to society by bridging the communication gap between the farm and food communities.
- The Foundation in 2024 continued funding research projects with Purdue University and Kansas State University on grain dust explosion data collection and phosphine emissions, respectively, to provide policymakers with accurate data on the industry.



Expenses





National Grain and Feed Association

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