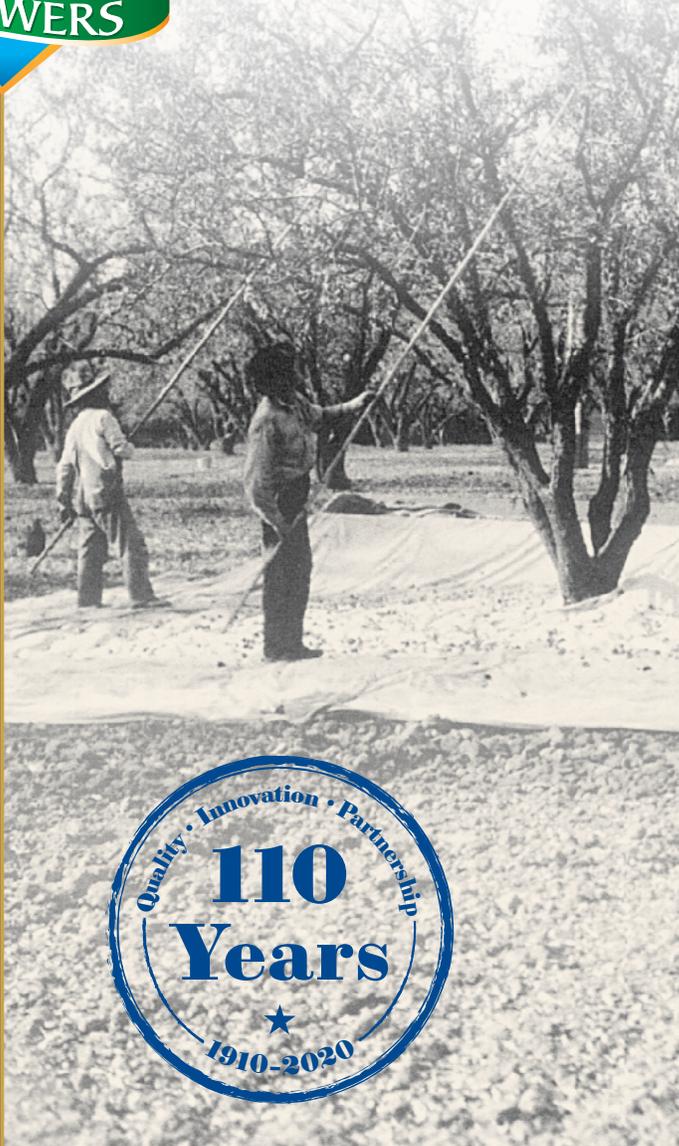




CELEBRATING 110 YEARS

QUALITY. INNOVATION. PARTNERSHIP.

2020 ANNUAL REPORT





MISSION

Maximize the returns of each grower who entrusts *Blue Diamond* with their almonds.

VISION

Delivering the benefits of almonds to the world.

VALUES

Act with Integrity; Work as Partners;
Deliver Quality Everyday; Innovate!;
Play to Win.



CELEBRATING 110 YEARS: QUALITY. INNOVATION. PARTNERSHIP.

At *Blue Diamond Growers*, we have built our legacy on quality, innovation, and partnership. Our founders' visionary spirit is alive and well in the values we uphold today. As we celebrate our 110th anniversary, there is a lot to be said about our strength as a grower-owned cooperative that has not only stood the test of time but has established itself as an industry leader. The philosophies of cooperation and partnership introduced over a century ago continue to guide *Blue Diamond* today in its mission to maximize the returns of the growers who entrust us with their almonds.

In all things we do – including producing, processing, and marketing our high-quality almonds – our top priority is to add value for our growers, employees, customers, and the communities in which we operate. For decades, *Blue Diamond* has unquestionably been the leader in bringing the benefits of almonds to the world. We have set out to differentiate ourselves with our trusted *Blue Diamond* brand and product innovation. And we are proud that our brand inspires and delights consumers around the world.

When we look back at all that *Blue Diamond Growers* has accomplished, to where we are today, the benefits of a cooperative are clear. Through the trust and commitment of our 3,000 hardworking grower families and the dedication of our workforce, *Blue Diamond* continually strives to make our cooperative partnership even stronger over the next 110 years.





TO OUR GROWER-OWNERS,

For more than 110 years, a responsibility to our grower-owners has been at the heart of this cooperative. *Blue Diamond* takes a lot of pride in helping sustain the livelihoods of our grower families. Our capacity to focus on quality, innovation and partnerships is the reason we stand today as the world's leading almond processor and marketer.

The ability of *Blue Diamond Growers* to adapt to over a century of unique challenges and changes drives our growth and prosperity. And together, this past year we were able to continue that success even while navigating, along with the rest of the world, the intense social and economic impacts of the COVID-19 outbreak.

The extraordinary challenges presented by this global health crisis resulted in personal hurdles few could anticipate. Even under these circumstances, our *Blue Diamond* team members showed an unwavering commitment to you, our growers, working harder than ever to keep our businesses running, production lines moving, and product shipped.

As a result, 2020 was another year of impressive transformation and progress toward our core mission and vision, an achievement acknowledged industry-wide. For the fourth consecutive year, *Blue Diamond* was named one of the nation's top ten fastest-growing food companies.

Coupled with that healthy growth, your board and executive team remained strategically focused on maintaining profitability, growing our value-added sales, working through the fiscal impacts of COVID-19, expanding international retail, and delivering savings through compounded margin enhancement projects. We're proud to share that in 2020 margin enhancement projects delivered \$13 million in savings to our grower-owners' bottom line.

Investments in expanding our manufacturing capabilities allowed us to take full advantage of our facilities, ensuring superior grower returns. With

a record-breaking almond handle on the horizon, the construction of the new Bulk Warehouse 8 in Salida has significantly improved our ability to receive your crop. The new Integrated Beverage Base line in Turlock successfully started up in June, allowing *Blue Diamond* to meet Almond Breeze® products' growing demand and other innovations while improving operating efficiency. In our facilities, we have built a culture of Safety, Quality, Service, and Performance. In unpredictable times, we leveraged all resources to collaborate across all business areas to manage unprecedented volatility and ensure our products remained available to our customers and consumers.

Blue Diamond's accomplishments as a trusted global consumer brand continued to exceed expectations. We remained focused on innovations that generated growth and evolved our offering of value-added products that took the brand into entirely new categories. Creative advertising leveraged our digital platforms, cultivated customer and consumer loyalty, and further integrated our grower families to distinguish the *Blue Diamond* brand.

Our international marketing programs focused on consumers in nine strategic markets to grow the *Blue Diamond* brand's footprint around the world, including the launch of new products in Australia, South Korea, and Spain. Closer to home, U.S. retail experienced tremendous growth even during COVID-19. Across the snack nuts, specialty cracker, and almondmilk categories, we have achieved over \$900 million in sales. Our successful retail products consistently drove category growth and delivered on quality and innovation.



Blue Diamond also remained the go-to supplier for almonds and almond ingredients worldwide. The importance of the partnerships we have cultivated over the last 110 years cannot be overstated. Those relationships helped deliver our almonds into consumers' homes around the world, providing nourishment for their families.

Today, *Blue Diamond* almonds are sold through a wide variety of distribution channels into North America, Europe, the Middle East & Africa, India, China, as well as the Far East and Southeast Asia. In the past year, we navigated through COVID-19 economic disturbances in all these markets. With our excellent customer base and years of experience, *Blue Diamond* sold and delivered the entire crop despite the uncertainty and disruption. *Blue Diamond* will continue to find new ways to increase your long-term profitability by finding new market opportunities and adding more value to your almonds.

Looking back on the last year, *Blue Diamond* accomplished some remarkable things. We are thankful for our more than

1,800 employees around the world for their commitment to our core values. Our founders built the cooperative's solid foundation by delivering quality every day, innovating, and working as partners. And our employees continue to strengthen these principles by acting with integrity and playing to win. Together, these combined values serve as *Blue Diamond's* standard in all we do.

Without a doubt, you are the foundation of our success. Each of you place an enormous amount of trust in *Blue Diamond* to handle your almonds. You can count on us to remain steadfast in our mission to deliver competitive returns. *Blue Diamond* is stronger than ever. Our cooperative remains healthy. Our brand remains strong. And, we remain committed to you. Thank you for your continued confidence and support as we look towards another 110 years of opportunity.

In partnership,



Mark Jansen
President & CEO



Dan Cummings
Chairman of the Board



BOARD OF DIRECTORS



From Left to Right: Kevin Fondse, Dan Mendenhall, Dale Van Groningen, Charles Crivelli III, Dan Cummings, John Monroe, Matthew Efird, Joe Huston, Steve Van Duyn, Kent Stenderup

Dan Cummings
Chairman
District 1
Chico, CA

Kevin Fondse
District 4
Ripon/Escalon, CA

Dan Mendenhall
District 7
Winton, CA

Joe Huston
Director-at-Large
Monterey, CA

John Monroe
District 2
Arbuckle, CA

Steve Van Duyn
District 5
Modesto/Ripon, CA

Matthew Efird
District 8
Fresno, CA

Dale Van Groningen
Vice Chairman
District 3
Ripon, CA

Charles Crivelli III
District 6
Turlock, CA

Kent Stenderup
District 9
Arvin, CA

FINANCIAL HIGHLIGHTS (IN THOUSANDS)

	August 28, 2020	August 30, 2019	August 31, 2018	August 25, 2017
Net Sales and Other Revenue	\$1,590,593	\$1,565,743	\$1,567,397	\$ 1,481,343
Payments and Allocations to Members and Patrons	1,006,041	953,418	932,749	906,825
Interest, Net	9,085	8,905	7,176	4,818
Total Assets at Year End	790,058	749,000	626,375	607,231
Depreciated Value of Property, Plant, and Equipment	403,985	343,183	268,342	258,459
Long-Term Debt at Year End	190,676	152,957	96,929	115,900
Peak Short-Term Borrowings	175,594	176,000	174,000	220,500
Members' and Patrons' Equity at Year End	245,162	233,884	248,293	235,546





FULFILLING THE VISION

The year 2020 marked 110 years since representatives of local almond marketing associations gathered in Sacramento to discuss the formation of a statewide processing and marketing cooperative in hopes of bringing order to a chaotic almond market. J.P. Dargitz, a fruit and almond grower from Acampo, a village north of Lodi, had traveled much of the state promoting the idea. At the meeting, he said, “We have come together as growers...to steady the market, eliminate the speculative...elements from the business and also poor quality of almonds that has often been put on the market. We believe we can do our own business better than another can do it for us.”

On May 6, 1910, nine associations voted to incorporate as the California Almond Growers Exchange (CAGE). Their 1910 crop totaled 600 tons for which they received \$272,671.

The new partnership went to work setting the standards, values and objectives that have led to the cooperative’s success over the years. The member growers leveraged their combined crops for higher crop returns, developed innovative processing techniques and equipment, adopted the *Blue Diamond* brand that signifies the ultimate in quality, created

new markets through product innovation, marketing know-how and brand promotion, and worked tirelessly with government officials to lower freight rates and regulate imports. From its formation, the cooperative has been the undisputed leader of the industry. CAGE changed its name in the 1980s to *Blue Diamond Growers* to capitalize on the brand that had become instantly recognizable worldwide.

Today, the drive for top quality, innovation in processing, new products and marketing, and leveraging the power of partnership is stronger than ever. The following report highlights some of those achievements over the past crop year.





CELEBRATING QUALITY

From its founding, *Blue Diamond Growers* has sought to deliver the highest quality products and services to its customers. As Dargitz noted at the organizational meeting, with an eye to expand almond sales and markets, “We seek to eliminate the poor quality of almonds that has often been put on the market.” The cooperative addressed that goal with a reliable grading system to minimize rejected deliveries.

In the early years of the co-op, grower payments were based solely on variety. Members delivered over 70 varieties of almonds, but because 90 percent of *Blue Diamond’s* business was driven by just five varieties, many almonds grown had little value in the marketplace. In 1930, the cooperative introduced quality standards and testing, with grower payments based on quality grades, thereby introducing grower incentives to deliver high-quality nuts and assuring customers of high-quality products.

“Today, the drive for top quality, innovation in processing, new products and marketing, and leveraging the power of partnership is stronger than ever.”



Ensuring top quality in every aspect of the business continues to be *Blue Diamond Growers* daily goal. In 2020, third-party audits of the Sacramento and Salida facilities resulted in receiving the highest possible Safe Food Quality rating of “Excellent.” In addition, a rigorous internal



audit process encompassing 40 individual inspections of those facilities each earned perfect grades. Just as important, the facilities achieved record-high 99.4 percent first-pass quality grades, a measure of success in making a product right the first time.

Operating under the Continuous Improvement mind-set, the Sacramento facility completed a 14-week project to increase capacity and speed for oil roasting and packaging. The success there led to additional projects to increase capacity for snack nuts and new product business growth.

Projects at the Turlock facility enhanced quality, overall performance, customer satisfaction, and the team’s safety record. A new beverage-base line was launched at the site in response to growing demand for Almond Breeze® products.

These achievements add to *Blue Diamond’s* 110-year reputation for delivering the highest-quality products and service to its customers, and superior marketing opportunities to its grower-owners.

CELEBRATING PARTNERSHIPS

Founded on a firmly held belief in the power of partnerships, *Blue Diamond* applies those principles in virtually every aspect of its business today, with customers, grower-owners, employees, suppliers, researchers, and the communities in which we operate. The results reinforce the core belief that there is synergy in cooperation – in partnerships.

It began with nine grower associations “partnering” to improve their economic situation by forming a central marketing cooperative: the California Almond Growers Exchange, now *Blue Diamond Growers*. The results were higher grower returns and expanded market opportunities. Soon over 3,000 growers would be partnering through the cooperative.

Today, *Blue Diamond* partnerships continue to yield impressive results. Partnering with advertising and promotion professionals, supply chain specialists, brokers, merchandisers and customers, *Blue Diamond* overcame roadblocks thrown up by COVID-19 to post strong sales growth in Snack Nuts, Nut-Thins® and Almond Breeze®. Growth occurred in many places, including eCommerce, Club stores and major supermarket chains.

“Founded on a firmly held belief in the power of partnerships, *Blue Diamond* applies those principles in virtually every aspect of its business today, with customers, grower-owners, employees, suppliers, researchers, and the communities in which we operate. The results reinforce the core belief that there is synergy in cooperation – in partnerships.”

Partnering with grower-owners, Almond Breeze® featured *Blue Diamond* grower families on TV, packaging, online videos, and the *Blue Diamond* website where they proudly tell consumers that *The Best Almonds Make the Best Almondmilk*. Growers also represented the brand in the Rose Parade for the second consecutive year.





Blue Diamond focused on nine strategic markets from Europe to Africa, Asia, South America and Australia. Success in those markets comes, in part, from partnering with manufacturers who transform our beverage base into Almond Breeze® products that are now sold in 100 countries. We also leverage USDA export advertising funds to accelerate Almond Breeze® sales in Mexico, Brazil and Thailand.



Our global ingredients partnerships mean we are delivering *Blue Diamond* almonds to nearly 90 countries. The extensive customer network allows us to be the leading shipper of California almonds into the U.S., India, China and many other countries worldwide. We are also deepening partnerships with the largest Consumer Packaged Goods companies to extend the ability to introduce new functional almond ingredients, as well as respond to our customer driven needs for almond ingredients.

Partnering includes working closely with employees to achieve ambitious goals, such as worker safety. At our Salida facility, we set records with over 5 million hours worked with no lost-time injuries. The focus on safety training qualified 430 employees as OSHA 10 trained – all of this while completing construction of a new Bulk Warehouse 8 in time for the record 2020 crop.

Blue Diamond's Sustainability Program has strengthened many customer partnerships, especially those with supply chain programs that monitor their suppliers' product quality and sustainability. Our participation strengthens our selling partnerships. In the interest of transparency, *Blue Diamond* created numerous webpages about the work the cooperative is doing in bee health, water, distribution, recycling, facility operations, field practices, and community giving. That transparency fosters trust and strengthens partnerships with customers and consumers.



Blue Diamond reached out to growers through virtual workshops on the California Almond Sustainability Program, reaching more growers than ever before. That information is made available to customers interested in grower sustainability practices.

As part of *Blue Diamond's* partnership with its communities, cases of almond products were donated to several social service organizations to distribute to families affected by the COVID-19

crisis. *Blue Diamond* also partnered with Union Pacific Railroad and Sun-Maid Growers of California in a match donation drive for local food banks. The drive raised more than \$65,000 to help families in need.



Today's business climate encourages partnerships, a weblike series of connections among producers, suppliers, customers and consumers. *Blue Diamond* is a long-time participant, and the results are seen in grower-owner returns.



CELEBRATING INNOVATION

Blue Diamond Growers itself is the product of innovation. Founded as the California Almond Growers Exchange to bring order to a chaotic almond market and fair returns to almond growers, it broke the historical mold of independent growers selling their almonds for whatever unscrupulous buyers would offer them. Soon the fledgling cooperative introduced a brand that became recognized worldwide as standing for the best almonds on the market. The brand debuted on a cellophane package of inshell almonds sold in department stores in 1912.

A display of new products for retail, manufacturing and ingredients followed in short order. Meanwhile, the cooperative's talented employees were inventing processing machinery and developing new processes that yielded high-quality products to expand the market for California almonds.

From the introduction of six-ounce cans of *Blue Diamond* Smokehouse almonds in 1949 to the launch of Spicy Dill Pickle snack nuts in 2020, our creative food scientists have been churning out new products and uses for *Blue Diamond* almonds at a remarkable rate.

Take *Blue Diamond* Protein Powder for example. It's now available on Amazon in three flavors: unsweetened, vanilla and dark chocolate. *Blue Diamond* Almond Flour debuted last September

in the culinary aisle of major retailers nationwide and on Amazon. It will soon be joined by other ingredients for the home kitchen.

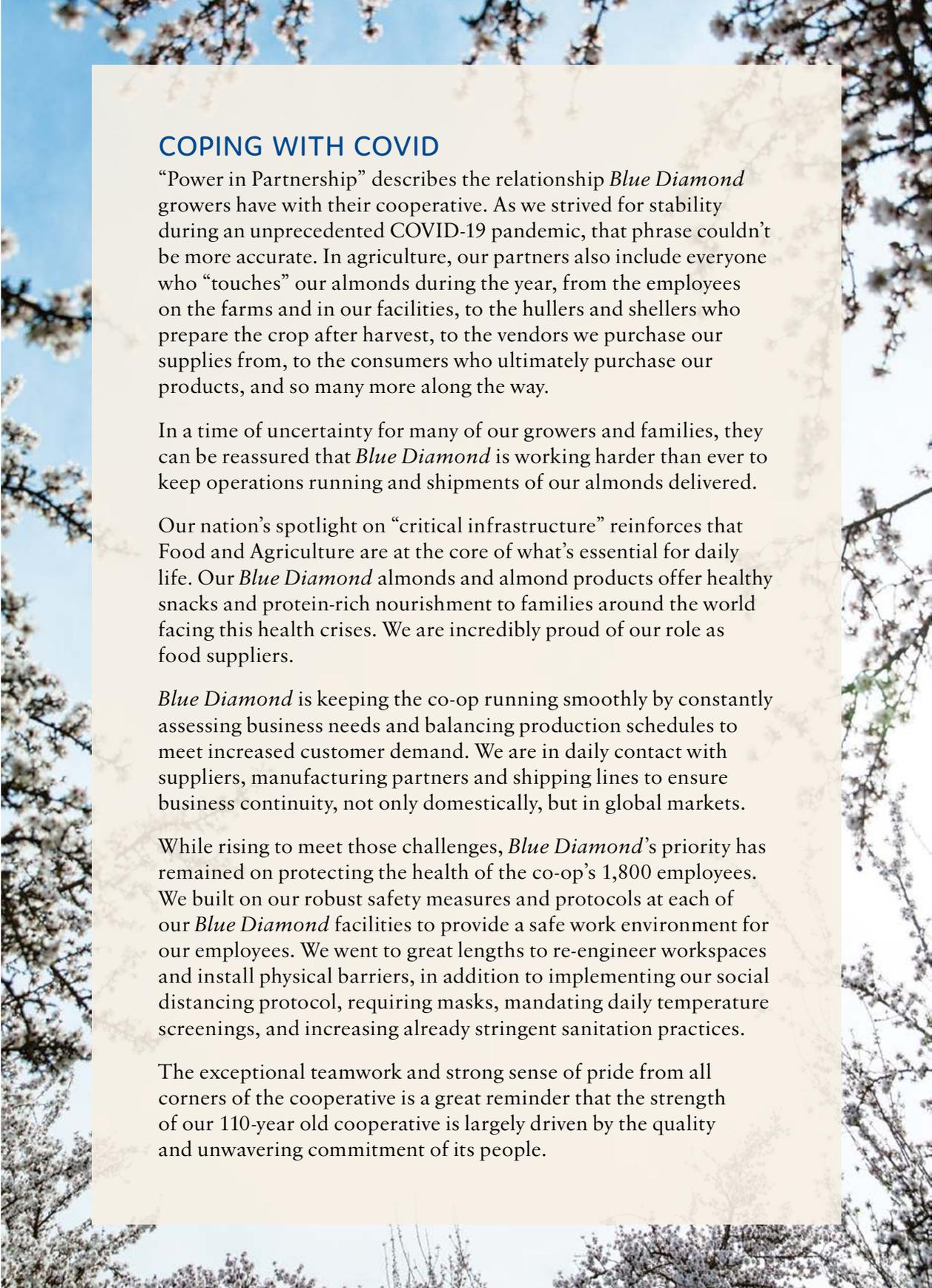
New products for the international market include protein fortified Almond Breeze® for South Korea and Australia, and yogurt with real fruit for Spain.



Innovation extends to digital marketing and in eCommerce. *Blue Diamond* achieved rapid development of that channel this year, with Almond Flour leading the way.

Data is being collected to track resource use, waste production, emissions and recycling at all *Blue Diamond* facilities, providing information for tailoring processes and practices to lessen *Blue Diamond's* impact on the environment.

Innovation has fueled *Blue Diamond's* growth and contributed to grower returns for over 110 years.



COPING WITH COVID

“Power in Partnership” describes the relationship *Blue Diamond* growers have with their cooperative. As we strived for stability during an unprecedented COVID-19 pandemic, that phrase couldn’t be more accurate. In agriculture, our partners also include everyone who “touches” our almonds during the year, from the employees on the farms and in our facilities, to the hullers and shellers who prepare the crop after harvest, to the vendors we purchase our supplies from, to the consumers who ultimately purchase our products, and so many more along the way.

In a time of uncertainty for many of our growers and families, they can be reassured that *Blue Diamond* is working harder than ever to keep operations running and shipments of our almonds delivered.

Our nation’s spotlight on “critical infrastructure” reinforces that Food and Agriculture are at the core of what’s essential for daily life. Our *Blue Diamond* almonds and almond products offer healthy snacks and protein-rich nourishment to families around the world facing this health crises. We are incredibly proud of our role as food suppliers.

Blue Diamond is keeping the co-op running smoothly by constantly assessing business needs and balancing production schedules to meet increased customer demand. We are in daily contact with suppliers, manufacturing partners and shipping lines to ensure business continuity, not only domestically, but in global markets.

While rising to meet those challenges, *Blue Diamond*’s priority has remained on protecting the health of the co-op’s 1,800 employees. We built on our robust safety measures and protocols at each of our *Blue Diamond* facilities to provide a safe work environment for our employees. We went to great lengths to re-engineer workspaces and install physical barriers, in addition to implementing our social distancing protocol, requiring masks, mandating daily temperature screenings, and increasing already stringent sanitation practices.

The exceptional teamwork and strong sense of pride from all corners of the cooperative is a great reminder that the strength of our 110-year old cooperative is largely driven by the quality and unwavering commitment of its people.



BLUE DIAMOND GROWERS & SUBSIDIARIES

MANAGEMENT REPORT ON CONSOLIDATED FINANCIAL STATEMENTS

The Management of *Blue Diamond Growers* and its subsidiaries have the responsibility for preparing the consolidated financial statements and for their integrity and objectivity. The statements have been prepared in accordance with accounting principles generally accepted in the United States of America. The financial statements include amounts that are based on management's best estimates and judgments. Management also has the responsibility for the accurate preparation of the other information in the annual report and its consistency with the consolidated financial statements.

Blue Diamond Growers' financial statements have been audited by Crowe, LLP (Crowe), independent certified public accountants, which were engaged by the Audit Committee of the Board of Directors. Management has made available to Crowe all of the Company's financial records and related data, as well as the minutes of the board of director's meetings and the annual membership meeting. Furthermore, management believes that all the representations made to Crowe during its audit were valid and appropriate.

Management of *Blue Diamond Growers* has established and maintains a system of internal control that provides reasonable assurance as to the integrity and reliability of the financial statements, the protection of assets from unauthorized use or disposition, and the prevention and detection of fraudulent financial reporting. The system of internal control provides for appropriate division of responsibility based on policies and procedures that are communicated to employees with significant roles in the financial reporting process and which are updated as necessary. Management continually monitors the system of internal control for compliance. The Company maintains an internal auditing program that independently reviews the effectiveness of

the internal controls and recommends possible improvements thereto. In addition, as part of its audit of the Company's financial statements, Crowe gained an understanding of selected internal accounting controls to establish a basis for determining the nature, timing and extent of audit tests to be applied. Management has considered the internal auditor's and Crowe's recommendations concerning the Company's system of internal control and has taken actions that we believe are cost and risk effective in the circumstances to respond appropriately to those recommendations. Management believes that the Company's system of internal control is adequate to accomplish the objectives discussed herein.

Management also recognizes its responsibility for fostering a strong ethical climate so that the Company's affairs are conducted according to the highest standards of personal and corporate conduct. This responsibility is characterized and reflected in the Company's Code of Ethics, which is published to all employees. The Code of Ethics addresses, among other things, the necessity of ensuring open communications within the company; potential conflicts of interest; compliance with all domestic and foreign laws, including those relating to financial disclosure; and the confidentiality of proprietary information. The Company maintains a systematic program to assess compliance with these policies.

Mark Jansen
President & CEO

Dean LaVallee
Chief Financial Officer

INDEPENDENT AUDITOR'S REPORT

THE AUDIT COMMITTEE & BOARD OF DIRECTORS OF BLUE DIAMOND GROWERS

The accompanying summary financial statements, which comprise the summary consolidated balance sheets as of August 28, 2020 and August 30, 2019 and the summary consolidated statements of operations and comprehensive net proceeds for the years then ended, are derived from the audited consolidated financial statements of *Blue Diamond Growers* and subsidiaries as of and for the years ended August 28, 2020 and August 30, 2019. We expressed an unmodified audit opinion on those audited consolidated financial statements in our report dated October 28, 2020. The audited consolidated financial statements, and the summary consolidated financial statements derived therefrom, do not reflect the effects of events, if any, that occurred subsequent to the date of our report on the audited consolidated financial statements.

The summary consolidated financial statements do not contain any of the disclosures required by accounting standards generally accepted in the United States of America. Reading the summary consolidated financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of *Blue Diamond Growers* and subsidiaries.

MANAGEMENT'S RESPONSIBILITY

Management is responsible for the preparation of the summary consolidated financial statements in accordance with accounting principles generally accepted in the United States of America.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion about whether the summary consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements based on our procedures, which were conducted in accordance with auditing standards generally accepted in the United States of America. The procedures consisted principally of comparing the summary consolidated financial statements with the related information in the audited consolidated financial statements from which the summary consolidated financial statements have been derived, and evaluating whether the summary consolidated financial statements are prepared in accordance with the basis described above. We did not perform any audit procedures regarding the audited consolidated financial statements after the date of our report on those financial statements.

OPINION

In our opinion, the summary consolidated financial statements of *Blue Diamond Growers* and subsidiaries as of and for the years ended August 28, 2020 and August 30, 2019 referred to above are consistent, in all material respects, with the audited consolidated financial statements from which they have been derived, on the basis described above.



Crowe LLP
Sacramento, California
October 28, 2020



BLUE DIAMOND GROWERS & SUBSIDIARIES

SUMMARY CONSOLIDATED BALANCE SHEETS

AS OF AUGUST 28, 2020 AND AUGUST 30, 2019 (IN THOUSANDS)

ASSETS:	2020	2019
Current Assets:		
Cash and cash equivalents	\$ 105,137	\$ 53,925
Accounts receivable, net of allowance for doubtful accounts of \$50 in 2020 and 2019	123,115	147,247
Grower advances in excess of (less than) proceeds realized	24,066	79,740
Product inventories	71,945	73,338
Supplies and other current assets	20,123	18,485
Total current assets	344,386	372,735
Property, plant, and equipment, net	403,985	343,183
Investment in CoBank	6,779	6,605
Other assets and deferred charges, net	34,908	26,477
Total assets	\$ 790,058	\$ 749,000

LIABILITIES AND MEMBERS' AND PATRONS' EQUITY:

Current Liabilities:		
Current maturities of long-term debt	\$ 17,281	\$ 8,971
Unsecured investment certificates	104,391	113,153
Accounts payable and accrued expenses	78,884	98,834
Amounts due members and patrons	9,900	12,850
Total current liabilities	210,456	233,808
Long-term debt, net	190,676	152,957
Pension liability	73,156	73,494
Other liabilities	70,608	54,857
Total liabilities	544,896	515,116
Members' and Patrons' Equity:		
Allocated members' and patrons' equity	102,511	104,580
Unallocated:		
Retained earnings	200,106	186,454
Accumulated other comprehensive loss	(57,455)	(57,150)
Total members' and patrons' equity	245,162	233,884
Total liabilities and members' and patrons' equity	\$ 790,058	\$ 749,000

BLUE DIAMOND GROWERS & SUBSIDIARIES

SUMMARY CONSOLIDATED STATEMENTS OF OPERATIONS AND COMPREHENSIVE NET PROCEEDS

YEARS ENDED AUGUST 28, 2020 AND AUGUST 30, 2019 (IN THOUSANDS)

	2020	2019
NET SALES AND OTHER REVENUE:	\$ 1,590,593	\$ 1,565,743
COSTS AND EXPENSES:		
Cost of products sold	346,073	352,640
Selling, general, and administrative	217,049	235,105
Interest, net	9,085	8,905
Income tax benefit	(1,307)	(1,947)
Total costs and expenses	570,900	594,703
Net proceeds	\$ 1,019,693	\$ 971,040
OTHER COMPREHENSIVE (LOSS) INCOME:		
Foreign currency translation income (loss)	26	(22)
Interest rate swap	(1,214)	(3,384)
Pension and postretirement benefit plans	883	(18,680)
Other comprehensive (loss) income	(305)	(22,086)
Comprehensive net proceeds	\$ 1,019,388	\$ 948,954
DISTRIBUTION OF NET PROCEEDS:		
Payments and allocations to members and patrons including retains of \$28,598 and \$26,575 for 2020 and 2019, respectively	\$ 1,006,041	\$ 953,418
Increase to retained earnings	13,652	17,622
	\$ 1,019,693	\$ 971,040





LEADERSHIP TEAM



Mark Jansen
President and Chief
Executive Officer



Dean LaVallee
Chief Financial Officer



Simone Denny
Senior Vice President and
General Counsel



Brian Barczak
Senior Vice President,
Global Supply



Bill Morecraft
Senior Vice President,
Global Ingredients



Raj Joshi
Senior Vice President,
Global Consumer



Mel Machado
Vice President,
Member Relations



PRIMARY FACILITIES



SALIDA PROCESSING PLANT

4800 Sisk Road
Salida, CA 95356
209.545.1602



TURLOCK PROCESSING PLANT

1300 N. Washington Road
Turlock, CA 95380
209.545.1602



SACRAMENTO PROCESSING PLANT BUSINESS HEADQUARTERS

1802 C Street
Sacramento, CA 95811
916.442.0771

BLUE DIAMOND NUT AND GIFT SHOPS ARE LOCATED
IN SACRAMENTO, SALIDA AND CHICO







1802 C Street
Sacramento, CA 95811
916.442.0771

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