BLUE DIAMOND GROWERS™

2025 Annual REPORT

Mission

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

Vision

Delivering the benefits of almonds to the world.

Values

Act with Integrity
Work as Partners
Deliver Quality Every Day
Innovate!
Play to Win

Table of Contents

To Our Growers

2025 marked a pivotal chapter for the nearly 3,000 grower families who form the heart of the *Blue Diamond Growers* cooperative. While the challenges facing our industry continue, this year was defined by action. We made bold decisions, embraced transformational change, and stayed true to delivering value to our growers and quality to our consumers.

Growers continued to face mounting pressures, from rising input costs and pest-related crop damage to persistent market volatility and shifting consumer preferences.

The 2024 crop came in below forecast, and quality concerns driven by navel orangeworm and plant bug damage added further strain. Yet through it all, our growers demonstrated the same grit and resilience that have defined this cooperative for over a century.

At *Blue Diamond*, we responded with urgency and clarity. We made the difficult but necessary decision to close our historic Sacramento plant, consolidating operations to drive long-term efficiency and stronger returns.

We streamlined our organization, optimized internal operations, and restructured supplier relationships to unlock savings across the supply chain. These were not easy moves, but they were essential to securing a more sustainable and competitive future.

Even as we faced shifting market dynamics and category softness, our brands continued to lead. We held our position as the number one brand in Almondmilk and Snack Almonds, and we launched our first brand refresh in over two decades. This laid the foundation for a new wave of consumer engagement and innovation. From bold new flavors to breakthrough partnerships, we are building momentum and expanding our reach, particularly among consumers who represent the future of our category. We also introduced new go-to-market models, including our Produce business, which is already showing strong early results. These innovations, grounded in deep consumer insights and executed with discipline, are helping us diversify our portfolio and reduce our reliance on any single category.

As we look ahead to fiscal year 2026, we do so with renewed focus and confidence. Our balance sheet is strong, our team is energized and our strategy is clear: maximize the returns to our growers while transforming *Blue Diamond* into a cooperative built to last for generations to come.

To our growers, thank you. Your perseverance, partnership, and belief in the power of this cooperative continue to inspire us. Together, we are not just navigating change. We are leading it. Here's to our 115th year and to the bright future we are building, side by side.

Kai Bockmann
President &
Chief Executive Officer

Steve Van Duyn
Chairman of the
Board of Directors

Board of Directors

Left to Right: John Monroe, Dan Mendenhall, Matthew Efird, Kelli Evans, Kent Stenderup, Steve Van Duyn, Nick Blom, George A. te Velde, Dale Van Groningen, Kristin Daley, Chris O'Leary.

Kelli Evans
District 1
Live Oak, CA

John Monroe
District 2
Arbuckle, CA

Dale Van Groningen
District 3
Ripon, CA

George A. te Velde
District 4
Escalon, CA

Stephen Van Duyn
Chairman
District 5
Modesto, CA

Nick Blom
District 6
Modesto, CA

Dan Mendenhall
District 7
Winton, CA

Matthew Efird
District 8
Fresno, CA

Kent Stenderup
Vice Chairman
District 9
Arvin, CA

Kristin Daley
Director-at-Large

Chris O'Leary
Director-at-Large

Financial Highlights

	August 29, 2025	August 30, 2024	August 25, 2023	August 26, 2022
Net Sales and Other Revenue	$1,509,144	$1,331,535	$1,329,241	$1,606,682
Payments and Allocations to Members and Patrons	902,633	702,122	629,087	904,395
Interest, Net	16,903	17,077	15,749	8,044
Total Assets at Year End	841,371	864,636	878,361	858,444
Depreciated Value of Property, Plant, and Equipment	376,328	400,671	406,612	399,650
Long-Term Debt at Year End	104,271	121,552	138,833	156,114
Peak Short-Term Borrowings	160,131	85,169	153,900	134,600
Members' and Patrons' Equity at Year End	363,400	358,815	348,139	340,331

(in thousands)

SNACK NUTS

In 2025, *Blue Diamond* snack nuts brought bold flavor and fun to consumers across the country. We expanded distribution of Almonds and More mixed nuts line, which quickly gained traction with retailers and shoppers. Limited-time flavors like Cherry Slurpee® and Mike's Hot Honey® added excitement and kept our brand top of mind. Our snacking innovations delivered great taste and variety while reinforcing our leadership in the category. It was a standout year that reminded consumers why *Blue Diamond* remains a favorite choice for snacking.

GROWING BLUE DIAMOND

Mike's Hot Honey®

In 2025, we launched our first-ever licensed brand collaboration, *Blue Diamond* Mike's Hot Honey®Almonds, creating buzz with a fun new flavor, strong retail performance, and expanded reach into new stores.

The Nutty Cruiser

Kicking off on National Almond Day in Sacramento, the Nutty Cruiser national tour brought *Blue Diamond* to life with stops all over the country this year.

Brand Highlights

Marketing in 2025 brought big energy, from campus giveaways with the Big Ten® to flavor launches and retail programs that increased sales velocities and consumers engaged.

A Brand Refresh

After over 20 years, we unveiled a bold new look in 2025, bringing fresh energy to our brand. With vibrant colors, crisp design, and a champion mindset, the refreshed brand identity celebrates almonds as the ultimate superfood. Inspired by thousands of consumers, the update keeps our iconic diamond while standing out across packaging, signage, digital platforms, and beyond.

Almonds and More

The debut of Almonds and More expanded *Blue Diamond* into mixed nuts with bold flavor and freshness that the segment isn't known for. As we gain distribution and launch engaging activations, *Blue Diamond* is proving once again that we're the brand that always delivers more.

Produce

Blue Diamond and Oppy®, a leader in the fresh produce industry, brought fresh excitement to the produce aisle in 2025. The almond-fruit blends, assortment of flavors, and bold packaging invited shoppers to discover a more exciting way to snack. With strong retail support, a partnership with tennis champion Venus Williams for a national sweepstakes, and growing momentum, the collaboration captured consumer attention and built loyalty.

ALMONDMILK

In 2025, *Almond Breeze*® held strong in the Non-Dairy beverages category and made a splash with innovative marketing ranging from smoothies to brand-creator collaborations. We teamed up with coffee shops and even turned heads with a fifteen-foot skeleton at Nights of the Jack®.

With billions of impressions from digital channels, influencers, and retail activations, we showed up where shoppers snack, sip, and scroll. From Black Friday samplings to back-to-school aisle takeovers, *Almond Breeze*® brought the fun and flavor to every season.

NUT THINS

This year marks a major step forward for Nut Thins, with a complete packaging refresh and rebrand centered on our belief that we're a snacking force for good. The update brings new energy to the brand and introduces two irresistible flavors, Dill Pickle and Garlic Butter, proving that better-for-you can also mean bold and delicious.

INTERNATIONAL

This year we made exciting moves across international markets, navigating change and staying focused on growth. In Canada, we expanded distribution with major retailers and launched new marketing programs, including national displays and sampling events of flavors consumers love. The business is gaining momentum, growing faster than the category and private label, with strong performance across our top retailers.

In Japan, our beverage base gained traction with partners, while Mexico emerged as a promising new pipeline. Across Europe, we are testing new flavors in multiple countries, using this as a launchpad to reach even more retailers. These efforts are building momentum, sparking shopper interest, and laying the groundwork for long-term expansion.

We also expanded our reach in core almond segments, strengthening leadership in key regions. Inshell almonds saw impressive growth in both volume and margin, with market share climbing worldwide, especially in India. New partnerships in Turkey, Morocco, and the United Arab Emirates added fuel to our momentum.

With strong customer relationships and a focus on innovation, we grew our footprint and set the stage for more opportunities ahead. We're showing up in more places and making almonds a global favorite—one market at a time.

SACRAMENTO

For more than a century, *Blue Diamond*'s midtown Sacramento plant stood as the heart of the cooperative. Generations of team members brought skill, pride, and purpose to the work, shaping a brand rooted in community and care.

HONORING OUR LEGACY

In June 2025, we announced the closure of the Sacramento plant. With most of the manufacturing operations moving to our Turlock and Salida facilities, the transition brings the cooperative closer to many grower-owners at the center of California's almond country. The move strengthens both efficiency and sustainability while honoring our commitment to nearly 3,000 almond farming families.

Blue Diamond will continue to be proudly headquartered in Sacramento, where our legacy began and our vision for the future continues to grow. The team members of the Sacramento plant leave behind a legacy marked by excellence, pride, and countless contributions that will continue to shape the character and the future of *Blue Diamond*.

OPERATIONS

Teams across the business delivered strong results by identifying efficiencies and improving performance. From manufacturing to supply chain, each site played a vital role in driving progress. These efforts reflect a shared focus on long-term value and operational excellence.

OUR PEOPLE

This year, we continued to prioritize our people. Leaders stayed engaged, listened closely, and created space for honest conversations. We remained focused and resilient, and our survey results reflect a culture of pride, connection, and commitment.

BUILDING OUR FUTURE

Management Report on Consolidated Financial Statements Disclosure

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. 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. 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 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.

Kai Bockmann
President & CEO

Frederic Steunou
CFO

We present summary consolidated financial statements for the Company on pages 15–16 of this report. Complete audited financial statements and footnotes are available to any member upon request to the Blue Diamond Growers' Grower Accounting Department, groweraccounting@bdgrowers.com

Independent Auditor’s Report

Opinion
The summary consolidated financial statements, which comprise the summary consolidated balance sheets as of August 29, 2025 and August 30, 2024, 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 29, 2025 and August 30, 2024. We expressed an unmodified audit opinion on those audited consolidated financial statements in our report dated October 31, 2025.

In our opinion, the accompanying summary consolidated financial statements of Blue Diamond Growers and subsidiaries as of and for the years ended August 29, 2025 and August 30, 2024 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 below.

Summary Consolidated Financial Statements
The summary consolidated financial statements do not contain all the disclosures required by accounting standards generally accepted in the United States of America. Reading the summary consolidated financial statements and the auditor’s report hereon, therefore, is not a substitute for reading the audited consolidated financial statements and the auditor’s report thereon. The summary consolidated financial statements and the audited consolidated financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited consolidated financial statements.

Responsibility of Management for the Summary Consolidated Financial Statements
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 on 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 consolidated financial statements.

Crowe LLP

Crowe LLP
Sacramento, California
October 31, 2025

Blue Diamond Growers & Subsidiaries
Consolidated Balance Sheets
As of August 29, 2025 and August 30, 2024 (in thousands)

ASSETS:	2025	2024
Current Assets		
Cash and cash equivalents	$ 52, 407	$ 117,974
Accounts receivable, net of provision for credit losses of $3,345		
in 2025 and 2024	179,884	139,552
Grower advances in excess of proceeds realized	72,384	53,023
Product inventories	77,329	72,245
Supplies and other current assets	22,879	22,623
Total current assets	**$404,883**	**$405,417**
Property, plant, and equipment, net	376,328	400,671
Investment in CoBank	7,527	7,719
Other assets and deferred charges, net	52,633	50,829
Total assets	**$841,371**	**$864,636**

LIABILITIES AND MEMBERS' AND PATRONS' EQUITY:		
Current Liabilities		
Current maturities of long-term debt	$ 17,281	$ 17,281
Unsecured investment certificates	174,204	161,708
Accounts payable and accrued expenses	97,138	102,400
Amounts due members and patrons	7,207	10,062
Total current liabilities	**$295,830**	**$291,451**
Long-term debt, net	104,271	121,552
Pension liability	10,697	17,881
Other liabilities	67,173	74,937
Total liabilities	**$477,971**	**$505,821**
Members' and Patrons' Equity:		
Allocated members' and patrons' equity	82,098	82,652
Unallocated		
Retained earnings	291,890	287,842
Accumulated other comprehensive loss	(10,588)	(11,679)
Total members' and patrons' equity	**$363,400**	**$358,815**
Total liabilities and members' and patrons' equity	**$841,371**	**$864,636**

Blue Diamond Growers & Subsidiaries Consolidated Statements of Operations and Comprehensive Net Proceeds

Years ended August 29, 2025 and August 30, 2024 (in thousands)

	2025	2024
NET SALES AND OTHER REVENUE:	**$1,509,144**	**$1,331,535**
COSTS AND EXPENSES:		
Cost of products sold	359,411	375,376
Selling, general, and administrative	225,636	227,694
Interest, net	16,903	17,077
Income tax expense	513	27
Total costs and expenses	**$602,463**	**$620,174**
Net proceeds	**$906,681**	**$711,361**
OTHER COMPREHENSIVE INCOME (LOSS):		
Foreign currency translation	29	11
Interest rate swap	(296)	(799)
Pension and postretirement benefit plans	1,358	10,330
Other comprehensive income, net	**$1,091**	**$9,542**
Comprehensive net proceeds	**$907,772**	**$720,903**
DISTRIBUTION OF NET PROCEEDS:		
Payments and allocations to members and patrons including retains of $25,471 and $19,452 for 2025 and 2024, respectively	902,633	702,122
Increase to retained earnings	4,048	9,239
	$906,681	**$711,361**

Leadership Team

Kai Bockmann
President &
Chief Executive Officer

Carmen Bourgaize
Chief Commercial Officer

Frances Dillon
Chief People Officer

Frederic Steunou
Chief Financial Officer

Alicia Rockwell
Chief Government &
Public Affairs Officer

Jeff Hatfield
Senior Vice President,
Manufacturing

Tony Laurenzana
Senior Vice President,
Ingredients & Branded
International Sales

Mel Machado
Chief Agricultural Officer

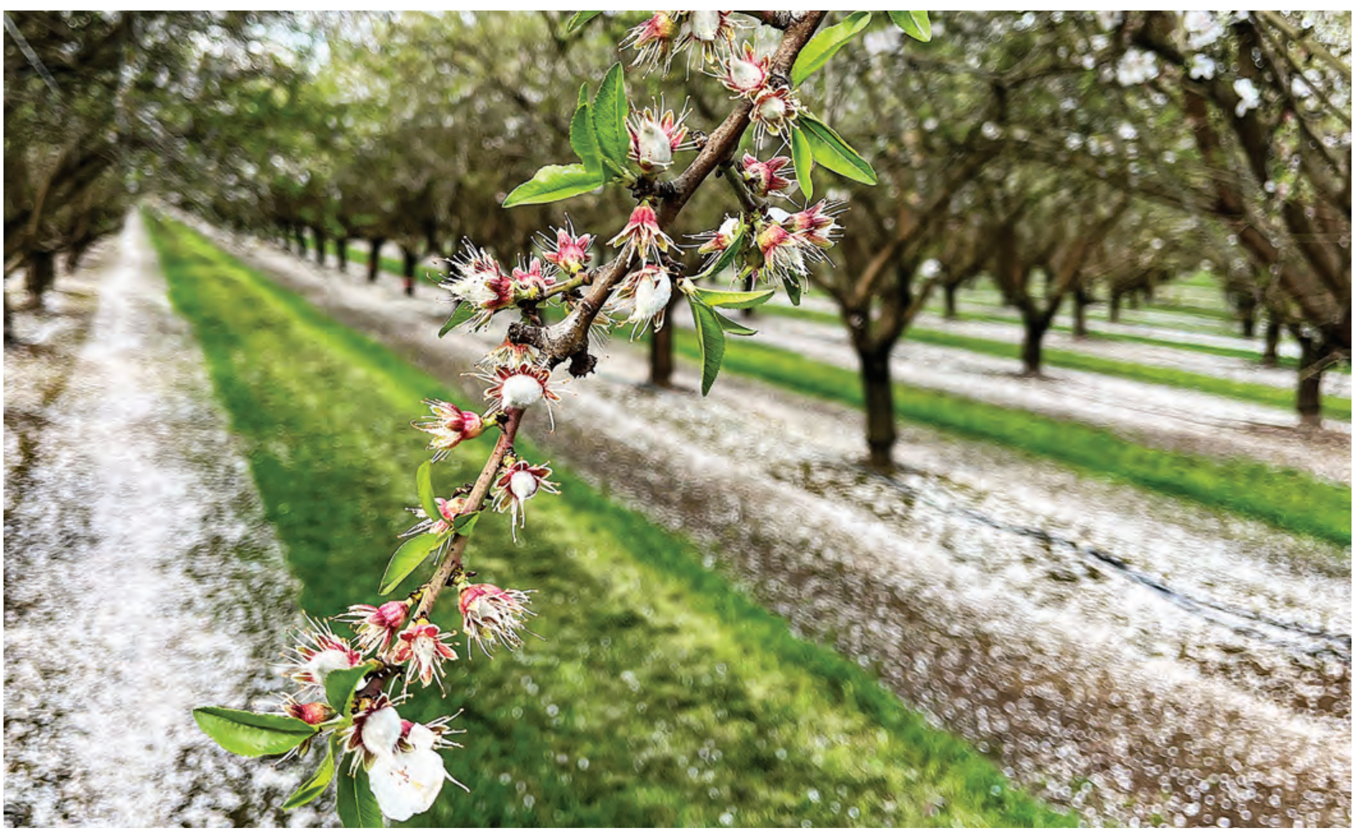
Steve Schult
Senior Vice President,
Supply Chain

Thank You & Acknowledgments

We are incredibly thankful to the amazing people and groups who make what we do possible:

- **Board of Directors:** Thank you for your steady leadership and thoughtful guidance.
- **Growers:** Your trust and belief in our mission mean the world.
- **Team Members:** Your energy, dedication, and heart drive everything forward.
- **Customers:** Your loyalty and support keep us going strong.
- **Partners and Suppliers:** Your collaboration and contributions help us grow every day.
- **Sacramento Plant Team Members**: A special thank you for all your hard work and years of dedication. Your legacy and your impact will live on.

We are deeply thankful for your commitment, support, and belief in our purpose. From our family to yours, we appreciate you more than words can say.



1802 C Street
Sacramento, CA 95811
916.442.0771