

Growing With Care



2025 STEWARDSHIP REPORT



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From Our CEO

For 115 years, Blue Diamond Growers has championed farmers—the stewards of the land. Our purpose is to share the exceptional benefits of almonds to the world for generations to come. For us to continue living up to this purpose, we are taking steps to benefit our communities and the land we farm.

Our growers have a long history of investing in science-based practices related to soil health, pollinator protections, pest management, water conservation, and air quality. Because they often live on the land their families have farmed for multiple generations, care in farming is personal for them.

This sense of purpose and responsibility is at the heart of a practical stewardship framework that we call *Growing With Care*. This framework guides the work we do every day, which we put into practice through four pillars: Care for [Our People](#), [Our Land](#), [Our Water](#), and [Our Almonds](#).

As part of our commitment and responsibility to *Growing With Care*, we are:

- **Utilizing our Orchard Stewardship Incentive Program (OSIP)** to encourage grower-owners to adopt approved practices.
- **Implementing our \$45 million Advancing Markets for Producers (AMP) Grant** from the U.S. Department of Agriculture (USDA) to our grower-owners. This grant has accelerated the implementation of specific agricultural stewardship practices and generated opportunities for business-to-business commercial partnerships.
- **Investing in our communities** through volunteering and university scholarships.

I am proud of our efforts to develop our responsibility program, and I recognize there is more to be done. Launching our *Growing With Care* program is just the beginning, and as we progress, we strive to develop even more ambitious approaches to stewardship, ensuring almond farming thrives and passes onto generations of growers to come.

I want to thank all the growers, team members, partner organizations, and our business customers who have partnered with us to advance our stewardship goals. You inspire us to improve, to take responsibility, and to keep delivering the exceptional benefits of almonds to the world. We invite you to join us as we grow.

Kai

Kai Bockmann
PRESIDENT AND CEO, BLUE DIAMOND GROWERS

About this Report

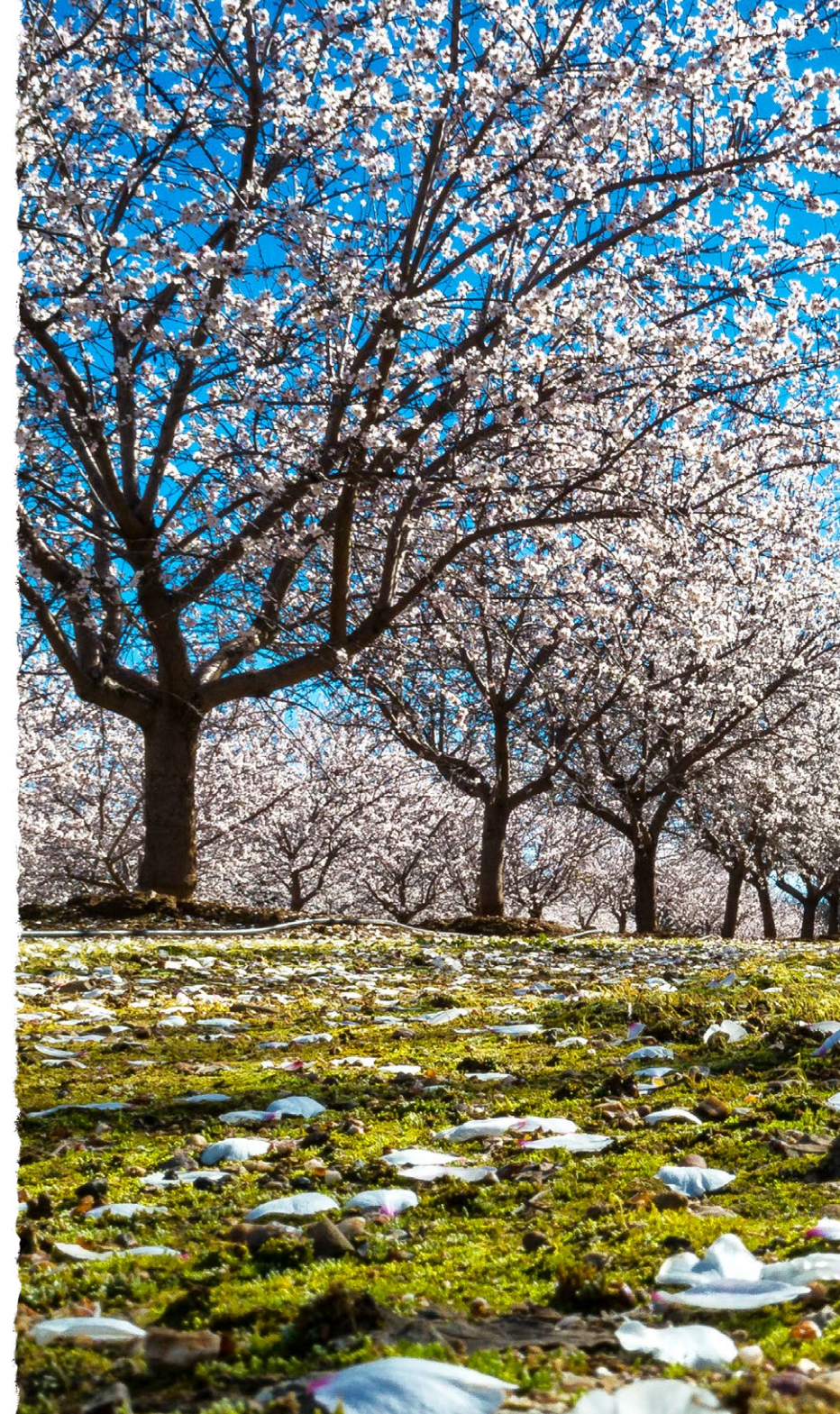
Blue Diamond Growers is committed to public disclosure and discussion of our corporate responsibility progress through our stewardship report. This report details Blue Diamond Growers' progress in stewardship for fiscal year 2025, the period between August 31, 2024 and August 29, 2025, unless otherwise noted. Data has been rounded throughout for readability. Reporting on finances and other matters can be found in the 2025 Annual Report on our website. This report is intended to share information regarding Blue Diamond Growers' stewardship journey and aspirations and does not serve as consumer-facing marketing material.

This report may contain forward-looking statements regarding Blue Diamond's goals, and strategies, as well as anticipated outcomes and general information. This content has been developed based on current information, estimates, assumptions, and, occasionally, opinions. These statements are based on current expectations and involve risks and uncertainties. Actual results may differ materially due to factors which include, but are not limited to, grower participation levels, weather and climate conditions, federal funding, market conditions, regulations and changes in law, and technological developments. Blue Diamond is not under any obligation to update forward looking statements. Blue Diamond does not make any express claims or guarantees about its retail, commercial, industrial, and commodity products and the practices, information, or data identified in this report. Further, as a cooperative, Blue Diamond is comprised of almost 3,000 separate independently run farms. The programs discussed in this report are voluntary and not mandatory, and some of the practices identified are attributable to only a selection of the member farms and not indicative of uniform approaches across all farming operations conducted by independent Blue Diamond grower-owners or across all almonds handled and processed by Blue Diamond Growers. The content in this report has undergone limited assurance by a third party. We share these statements to be transparent about where we are headed, but they are not guarantees of future performance.



SAS ASSURANCE STATEMENT

Sustainability Assurance Services (SAS) has conducted an independent third-party, Type 2 Moderate Assurance review of Blue Diamond Growers' FY2025 stewardship report and data for the period between August 31, 2024 and August 29, 2025, in accordance with AccountAbility's AA1000 Assurance Standard 2018 (AA1000AS v3). This review assessed the accountability and reliability of Blue Diamond Growers' sustainability management, performance and reporting practices.



Blue Diamond Growers Overview

Founded in 1910, Blue Diamond Growers is a cooperative owned by almond growers in California's Central Valley—largely running multi-generational family farms. This is a snapshot of who we are and what we stand for.

Blue Diamond Growers by the Numbers^[1]

~3,000 grower-owners^[2]

11 directors on our board

9 grower-owner directors

2 independent directors

1,401 employees

3 company-owned manufacturing locations

\$1.5B revenue

Approximately **100 acres**, the size of the average member's almond production

Almond Breeze® **#1 almond milk** brand in the U.S.^[3]

Blue Diamond Snack Almonds® **#1 almond snack nut** brand in the U.S.^[3]

^[1] As of August 29, 2025.

^[2] In this report we refer to the growers who own Blue Diamond Growers through its cooperative structure as "members" and "grower-owners."

^[3] Source: Circana – MULO+ with Conv. Latest 52 Weeks ending 9-07-2025

Vision

Delivering the benefits of almonds to the world

Mission

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

Values

Act with Integrity

Work as Partners

Deliver Quality Every Day

Innovate!

Play to Win



Ethical Business Governance

Blue Diamond's nonprofit cooperative status means we are governed by growers, for growers. As well as electing the [Board of Directors](#), members fill nine of 11 director positions, with two independent "Directors-at-Large." The Board follows the bylaws, governance guidelines, and the Company Code of Conduct.

The Board oversees activity under the *Growing With Care* program through its Sustainability Committee. The Committee, composed of three Board Members, the Senior Director of Sustainability, and two other senior leaders, is tasked with:

- Overseeing the stewardship strategy
- Delegating implementation of the strategy to senior management
- Meeting quarterly to receive reports on *Growing With Care* activities
- Reporting updates, results, and progress to the full Board quarterly

Our Code of Ethics Policy establishes the policies, practices, and resources that ensure the Company maintains a high standard of ethics across all its activities. It applies to everyone from our leadership team to our interns. It is supported by our Code of Conduct, which defines the standards expected of each team member in all their work.

Our Strategy

At Blue Diamond, we unite under a simple purpose: to deliver the exceptional benefits of almonds to the world.

When we describe the benefits of our almonds as "exceptional," we mean it. First and foremost, they taste great, and they offer outstanding nutrition and unmatched convenience at a time when so many of us are focused on our wellbeing. From Almond Breeze® in your morning coffee to our bold-flavored nuts at snack time, we demonstrate that eating well does not have to mean compromising on taste and pleasure.

To continue delivering on that promise, however, we seek to encourage our grower-owners and manage our operations with a focus on stewardship of the land. That means building on our heritage as a grower-owned cooperative and taking care of our resources and communities so we can keep bringing you the goodness of almonds for many generations to come.

Growing With Care is not just a tagline. It is a practical framework that demonstrates our commitment to Our People, Our Land, Our Water, and Our Almonds. This framework is informed by the detailed materiality assessment we undertook in 2021. Our focus areas, like water conservation, soil health, or food safety and quality, come directly from that assessment. By helping our teams to focus on where we can have the greatest possible impact, *Growing With Care* guides how we prioritize our resources and put our values into practice.

Growing With Care...



Our People

Care for Our People means helping small farmers thrive. As one of the world's largest almond companies, we are made up of primarily small family farms, many of which are third- and fourth-generation almond growers.

To help growers continue to thrive into the future, we prioritize the following for Our People:

- Returning profits to our grower-owners^[4]
- Supporting growers with resources and education on farming best practices, regulatory issues, market conditions, and the latest research
- Creating better access to markets through the collective power of a cooperative
- Expanding employee benefit offerings based on survey feedback

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^[4] Per Blue Diamond Growers bylaws, profit here is defined as proceeds minus the expenses and retained member reserves defined in Article V, Section 1. Operation at Cost

The Blue Diamond Growers Culture

United by our love for almonds and pride in our family farm heritage, we are deeply committed to caring for our dynamic community of employees and growers. Because our cooperative is bound by a deep sense of responsibility toward one another, we are driven to innovate and grow in business, as individuals and as a community.

We apply ourselves every day to make Blue Diamond Growers:

- **Committed to Members**—from profit-sharing to day-to-day education and leadership development, we support engaged growers who get the most out of cooperative membership
- **Valuing Our Employees**—happy, engaged people make Blue Diamond Growers a better business
- **Top Talent Developers**—we aim for the best people to join, stay, and grow with us

Empowering Our Members

We support our growers through education, resources, and advocacy activities throughout the year. As a grower-led cooperative, we also:

- Incentivize leadership and all employees to achieve the highest price for each almond entrusted to us by our growers
- Secure resources and discounts for growers
- Share educational resources, best practices, and market insights
- Advocate on behalf of growers
- Promote and help growers implement on-farm conservation practices

^[5] Pulse surveys were distributed in January and April 2025 to manufacturing and corporate employees, respectively. All exempt and non-exempt BDG employees, including temporary interns, are invited to participate. Contractors do not participate.



Valuing Our Employees

Our employee value proposition seeks to make Blue Diamond a place where people are proud to work. We know that we can learn from listening to employees—they are our eyes and ears throughout the organization.

We listen to what is important to team members through:

- An annual employee engagement survey
- Roundtables
- Team meetings
- Focus groups

Additionally, we believe open lines of communication create transparency and trust that is integral to making employees feel valued and part of ongoing business decisions. To cultivate this ongoing communication amongst managers and employees, we provide:

- An ethics hotline for raising concerns anonymously
- Named contacts in the Human Resources team for each employee
- Quarterly town hall meetings at each of our locations

What Employees Tell Us

82% are proud to say they work at Blue Diamond^[5]

We provide various incentive plans to enhance overall performance and align employee interests with our company's. All full-time employees, including hourly manufacturing workers, are eligible for an incentive plan.

Guided by the feedback we received from employees about the benefits they wanted, we have recently taken several steps to expand our offerings. Notable additions include:

- A new parental leave policy in 2024
- An expanded Employee Assistance Program (EAP) that includes mental health assistance for employees and their families

Excelling in this area remains key to our employee value proposition, and we continue to monitor how we can deliver attractive benefits.

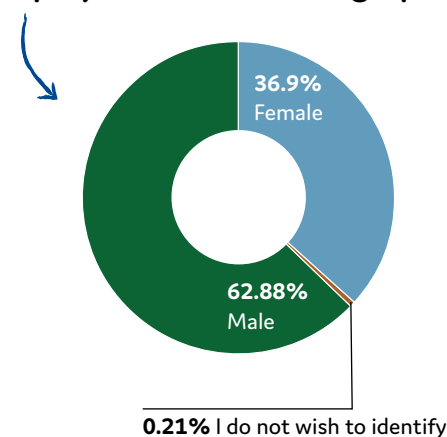
Respect for All

At Blue Diamond, we are committed to creating an environment where anyone of any background, perspective, or life experience feels they belong. Our Employee Culture activities are designed to bring that environment to life by building high-performing teams. In 2025, that included:

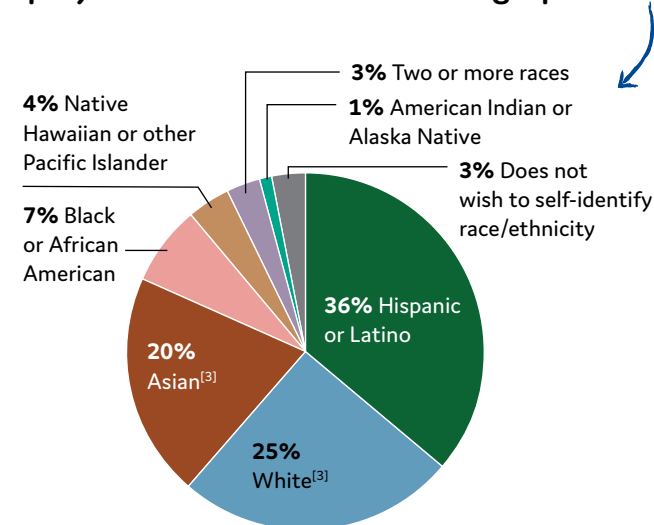
- **Understanding Our Demographics**—analyzing who works at Blue Diamond to consider how best to ensure everyone feels valued
- **Raising Awareness Through Training**—launching programs to ensure all employees understand how to make Blue Diamond a place that includes everyone

We monitor self-reported employee demographic data as required by the State of California. Blue Diamond complies with all federal and state employment and employee demographic reporting laws.

Employee Gender Demographics^[6]



Employee Ethnic and Racial Demographics^[6]



^[6] Self-reported demographics collected upon employment per state law, as determined from employment records on September 1, 2025

Empowering Women at Blue Diamond

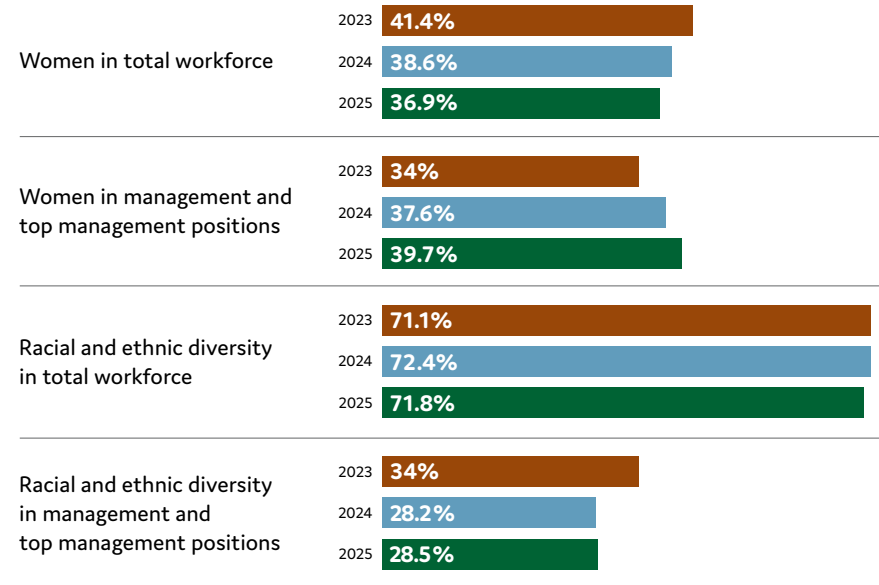
Blue Diamond is a corporate member of the [Women in Manufacturing Association](#), a national and global trade association dedicated to supporting, promoting, and inspiring women in the manufacturing industry, a historically male-dominated sector. In December 2023, employees at our Turlock site took a grassroots approach and launched their own Women in Manufacturing (WiM) group, focused on empowering women and supporting career growth in manufacturing.

Since launching, WiM has already made a meaningful impact. The group has hosted community events such as a breast cancer walk and an on-site health fair, provided valuable resources, and secured personal protective equipment specifically designed for women. They also bring people together through social activities like salsa competitions and keep the broader team connected with a monthly newsletter.

Looking ahead, the WiM team is prioritizing professional development and mentorship. They plan to host workshops on manufacturing career pathways and to discuss topics such as balancing career growth and motherhood. WiM also intends to increase participation in Women in Manufacturing Association initiatives and connect employees with a wider network of industry peers. The team ultimately hopes to expand this model to other Blue Diamond Growers locations so more employees have the resources and encouragement to thrive.



Leadership Demographics^[7]



^[7] Self-reported demographics collected upon employment per state law, as determined from employment records on September 1, 2023, September 1, 2024, and September 1, 2025 for the respective years.

Community Investment

We care deeply for the California communities where we live and grow our almonds. In recent years, we have focused on partnering with organizations to improve the lives of people—many of whom are our friends, neighbors, and team members in the cities where our processing facilities are located, especially in California’s Central Valley. Several strategies lie at the heart of our approach to supporting communities, including employee volunteering, providing scholarships through our Foundation, and offering grant and donation support.

Highlights

800K+ lbs of product donated

\$3M product donated (production cost)

\$25,000 donated to Future Farmers of America (FFA) Blue Jackets

Encouraging Employee Volunteering

As an organization rooted in the communities of California’s Central Valley, we have long encouraged volunteering. Since 2021, we have offered all full-time employees up to eight hours of paid volunteer time off (VTO) per year to support their local communities. Employee groups at each of our manufacturing sites plan and execute many of these volunteering opportunities. Through VTO, in 2025 employees took part in volunteer initiatives that included distributing food at River City Food Bank, gardening at Sacramento Children’s Home, and preparing and serving breakfast for unhoused neighbors at Loaves & Fishes.

In 2025, members of our Sacramento team supported our annual “Day in the Dirt” at The GreenHouse’s educational garden—a space where local children can experience the outdoors and learn to cook healthy meals with the vegetables that they grow. Employees prepared the garden at The GreenHouse for spring planting: weeding, trimming trees, spreading mulch, and building fences, gates, and trellises. Many team members commented on how fulfilling the event was.



Blue Diamond’s support is truly a gift—it enables us to take leaps forward in our educational garden. From building brand-new garden boxes to installing trellises, the GreenHouse better serves youth and families thanks to Blue Diamond Growers’ incredible partnership.”

Heather Haight

EXECUTIVE DIRECTOR, THE GREENHOUSE

Blue Diamond Foundation Scholarships

The future of agriculture relies on the next generation of dedicated, talented people joining the industry. The Blue Diamond Growers Foundation (501c3) was created by the Blue Diamond Growers' Board of Directors to provide scholarships to students in California's Central Valley pursuing four-year degrees to return specialized knowledge to California agriculture operations. In 2025, we selected 25 students to receive scholarships to attend programs across the country. Since the creation of the foundation, we have provided scholarships to 249 students.



A selection of the 2025 recipients of the Blue Diamond Growers scholarship grants.

Grants and Donations

Blue Diamond provides annual grants to local community organizations for STEM and agriculture-related education, food security, or workforce development projects.

Our partnership with Future Farmers of America (FFA) is one of our longest-standing community initiatives. This initiative has stimulated positive community engagement and continued donations. For 100 years, FFA has prepared young people for leadership in U.S. agriculture, including many leaders among the Blue Diamond Growers membership. At FFA meetings, it is an established honor for program students to wear one of its signature Blue Jackets emblazoned with the wearer's name and the town of their school FFA chapter. But not all young people can afford to purchase their own jacket.

For the eighth year in a row, we were proud to partner with the California FFA *Give the Gift of Blue* program to raise funds to fill this gap. Blue Diamond suggested a matching donor campaign to FFA, and the overwhelming success has led to *Give the Gift of Blue* engaging in similar campaigns. Combined donations totaling nearly half a million dollars from Blue Diamond, our employees, growers, and community members have enabled FFA to purchase over 5,000 jackets.

“As a freshman, I started out borrowing a jacket that was nameless, which was how I felt at the time. As I stuck with the program, I received a jacket through the *Give the Gift of Blue* program, which gave me a sense of ownership and commitment to the friends and opportunities I've gained through FFA.”

Jacket Recipient
FIREBAUGH, CALIFORNIA

Occupational Health & Safety

Our commitment to health and safety at Blue Diamond Growers extends well beyond regulatory requirements^[8] and is reinforced every day at our three processing facilities. We are pursuing a culture of robust safety management and continuous improvement through our safety initiatives.

Highlights

Implemented **safety culture-based projects** through grassroots teams at our manufacturing sites

Leveraged the **Good Catch** program enterprise-wide

Completed an onsite Cal/OSHA VPP evaluation at our Salida facility



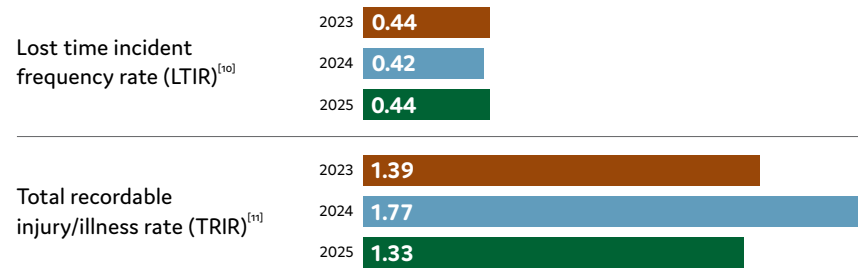
Cultivating Safety

At Blue Diamond Growers, cultivating a robust safety culture is foundational to our *Growing With Care* journey. We are deeply committed to fostering a Zero-Harm environment, where every employee is empowered to prioritize safety and well-being.

This commitment was exemplified in 2025 when our Salida facility earned the prestigious Cal/OSHA Voluntary Protection Program (VPP) Star certification.^[9] This achievement places Salida among an elite group of certified workplaces across California, reflecting both strong leadership engagement and a high level of employee ownership in safety practices.

Building on this momentum, our Turlock site has embarked on the path toward VPP Star certification. Through continuous improvement and proactive risk reduction, we are reinforcing our safety-first mindset across all manufacturing operations.

Our Safety Outcomes



^[8] Health and safety in our growers' orchards is managed at the individual farm enterprise level, not the cooperative, and is heavily regulated by state law.

^[9] https://www.dir.ca.gov/dosh/cal_vpp/vppsites.html

^[10] LTIR expresses the number of times an incident occurs that causes an employee to miss one or more full day of work, per 200,000 employee hours worked.

^[11] TRIR expresses the number of times a workplace injury or illness occurs during working hours, per 200,000 employee hours worked.

In FY25, our lost time incident frequency rate (LTIR) was nearly flat compared to FY24, and we saw a slight reduction in our total recordable injury/illness rate (TRIR). We added new efforts to continue to improve health and safety at Blue Diamond, including:

- An increased focus on leading indicators centered on preventative safety management, emphasizing employee involvement
- Continuing to leverage our *Good Catch* program, which encourages frontline employees to identify and correct potential safety issues before an incident occurs
- Introducing *Effective Safety Conversations*, encouraging positive reinforcement of safety messaging between our frontline leaders and their team members
- Creating and implementing a new risk assessment process that identifies when and how to perform a personal risk assessment prior to completing tasks, using mitigation strategies

Instilling Ethical Behavior

Our Code of Ethics, Code of Conduct, and Employee Handbook cover all aspects of human and labor rights, including:

- Child and forced labor
- Pay and working conditions
- Workplace safety
- Flexible working
- Family-friendly programs
- Leave for personal and family medical reasons

We monitor for instances of non-compliance throughout the year and engage in open communication with employees on how the policies are being implemented. We also provide training for employees on many policies within the Employee Handbook, such as the anti-harassment and anti-bullying policies, as well as for leaders through our leadership academy.



Our Land

Taking care of our land means nurturing it for generations. We are taking a multi-pronged approach to supporting science-based stewardship practices across our cooperative.^[12] Through the hard work of our independent grower-owners, Blue Diamond has:

- Developed one of the largest almond agriculture stewardship programs in the world^[13]
- Supported cover cropping on 22,000 acres of orchards in 2025^[14]
- Enrolled 67% of member almond acreage in our *Orchard Stewardship Incentive Program*^[15]
- Achieved 23% participation of member almond acres in the *Bee Friendly Farming*[®] program^[16]

^[12] Blue Diamond is comprised of almost 3,000 separate independently run farms. The programs discussed in this report are voluntary and not mandatory, and some of the practices identified are attributable to only a selection of the member farms and not indicative of uniform approaches across all farming operations conducted by independent Blue Diamond grower-owners or across all almonds handled and processed by Blue Diamond Growers.

^[13] Extrapolated from Blue Diamond OSIP participation data as correlated to overall industry “handler size” data reported in The Almond Almanac 2025, Almond Board of California.

^[14] Orchard acres incentivized to plant cover crops through USDA Advancing Markets for Producers grant in fiscal 2025.

^[15] Member orchard acres reported by California Almond Stewardship Platform of the Almond Board of California as self-assessing in fiscal 2025, reported as a percentage of baseline member acreage determined in membership records on October 1, 2024.

^[16] Member orchard acres reported by Pollinator Partnership as participating in Bee Friendly Farming program in fiscal 2025, reported as a percentage of baseline member acreage determined in membership records on October 1, 2024.

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Orchard Stewardship Incentive Program

Our *Orchard Stewardship Incentive Program* (OSIP) exemplifies care for our land through responsible farming. The program offers valuable rewards for our growers who go the extra mile. They receive financial incentives for adopting practices which researchers have indicated may reduce an orchard's carbon footprint, enhance soil health and water resiliency, and support pollinator wellness.

OSIP was created to educate on and promote these practices. It works by making stewardship accessible through incentive payments, which help even the smallest farms adopt practices identified by researchers as beneficial to the environment, and by growing capabilities through partnerships that empower growers.

Highlight

Member participation in OSIP **more than doubled** from FY21 to FY25



Reducing Barriers to Stewardship

Growers face challenges in adopting or evolving their stewardship practices. It can be time-consuming, cost-prohibitive, or require specific technology that is not accessible. Blue Diamond established OSIP to lay the foundation for overcoming these challenges, as well as to quantify the work that growers already do.

Since 2020, participation has grown rapidly. Based on the number and size of orchards that are participating in OSIP,^[17] we are proud to report that Blue Diamond Growers continues to have one of the largest almond stewardship programs globally. Using the USDA AMP Grant, we aim to move more acres into the top tier of OSIP, which includes participation in the BFF® program.

Throughout the year, we hold training sessions about OSIP and how to get involved in all the districts where member-growers farm. In 2025, we held 11 formal sessions, contributing to the increase in member acres participating in the program.

^[17] Extrapolated from Blue Diamond OSIP participation data as correlated to overall industry "handler size" data reported in The Almond Almanac 2025, Almond Board of California.

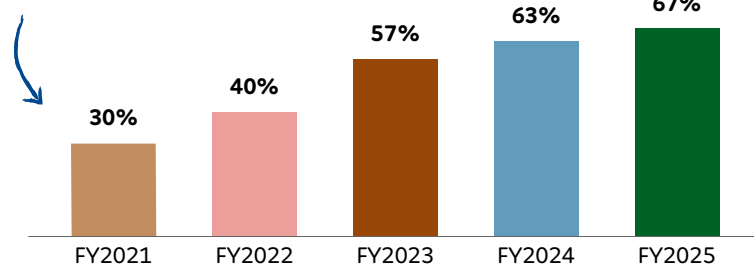
About OSIP

OSIP consists of two tiers of financial incentives to accommodate different levels of stewardship achievements.^[18]

- **Tier 1: Double Diamond**—requires a grower to complete the [California Almond Stewardship Platform](#) (CASP), an internationally recognized suite of science-based best practices specific to almonds and assembled with multi-stakeholder input.
- **Tier 2: Triple Diamond**—in addition to completing CASP, a grower must:
 - Participate in the BFF® program, signifying best practice for supporting pollinators
 - Provide data for assessing their carbon footprint

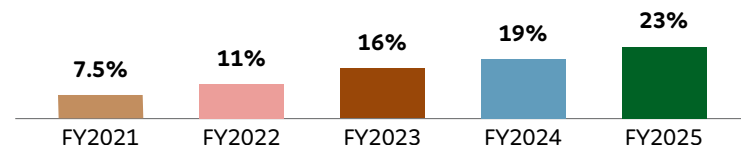
Overall OSIP/CASP participation growth

(by % of member acres enrolled)^[19]



BFF® program participation

(by % of member acres enrolled)^[20]



67% of member acres participating in OSIP

23% of member acres reach the Triple Diamond Tier of OSIP

“Participation in OSIP is essential to keep pace with the needs of our customers. Its support opens doors for deeper business relationships and positions Blue Diamond and our ingredient business customers for success in the future.”

Bobby McCuan

DIRECTOR OF INGREDIENT SALES - STRATEGIC ACCOUNTS



^[18] Blue Diamond does not make any express claims or guarantees regarding results or outcomes achieved by growers who voluntarily enroll in OSIP or complete a CASP self-assessment. Blue Diamond does not make individual, verified farm-level outcome claims. Enrollment by Blue Diamond Growers members in OSIP is voluntary.

^[19] Member orchard acres reported by California Almond Stewardship Platform of the Almond Board of California as self-assessing in fiscal 2025, reported as a percentage of baseline member acreage determined in membership records on October 1, 2024.

^[20] Member orchard acres reported by grower-owners submitting documentation from Pollinator Partnership as participating in Bee Friendly Farming program in fiscal 2025, reported as a percentage of baseline member acreage determined in membership records on October 1, 2024.

Growing Capabilities Through Partnerships^[21]

Incorporating the CASP as part of OSIP is a good example of how Blue Diamond works in partnership with other organizations to bring in expertise wherever possible.

CASP is an independent program launched by the Almond Board of California in 2009 and is comprised of hundreds of best practices for almond growers.^[22,23] Our growers can access evidence-based insights and recommendations from researchers and almond experts, and the tool is benchmarked to the highest levels of the Sustainable Agriculture Initiative's [Farm Sustainability Assessment](#), a third-party, international standard for excellence in farming stewardship. We also partner with multiple nonprofits to advance practices that create food sources, habitats, and protections for pollinators.

USDA Advancing Markets for Producers (AMP) Grant

In 2023, Blue Diamond Growers was awarded a grant by the USDA which today operates under the [Advancing Markets for Producers \(AMP\) program](#).^[24,25] We are proud that the USDA sees value in funding efforts related to farming and conservation.

The \$45 million grant, spread over five years, goes towards growers implementing one or more of our offered practices in their orchards that have

the potential to improve an orchard's soil health, protect biodiversity on member farms, improve orchard soil water resiliency, and reduce greenhouse gas (GHG) impacts on individual farms.^[26,27,28,29]

These practices include:

- **Cover crops**—seasonal crops planted between rows of almond trees to attract pollinators and enhance the soil
- **Conservation cover**—permanent, year-round vegetative cover (also called bee pasture) planted on fallow or idle land near the orchard to enhance biodiversity and habitat for pollinators and other beneficial insects
- **Hedgerows**—dense, permanent woody vegetation established alongside the orchard, which provides habitat for animals, acts as a windbreak, and can help prevent soil erosion

Roll out of cover crops and conservation cover began in 2023. Through the grant, growers implementing cover crops and conservation cover receive seeds at no cost, along with a per-acre incentive payment to assist with the cost of planting and ongoing care. Hedgerows were added in 2024; participating growers receive plant materials at no cost, plus an incentive per linear foot to assist in the cost of planting and ongoing care. All growers receive technical assistance from specialized partners to ensure that best practices are followed in the design, implementation, and management of the practice.

^[21] Any Blue Diamond grower-owner participation in these partnerships is voluntary, and any benefits are for individual member farms.

^[22] <https://almondstewardship.org/>

^[23] Participation in CASP is voluntary and not mandatory, and some of the practices identified are attributable to only a selection of the member farms and not indicative of uniform approaches across all farming operations conducted by independent Blue Diamond grower-owners or across all almonds handled and processed by Blue Diamond Growers.

^[24] The BDG Advancing Markets for Producers (AMP) Grant is funded by U.S. Department of Agriculture (USDA) Advancing Markets for Producers Program and supported by the USDA National Resources Conservation Service. USDA is an equal opportunity provider, employer, and lender. Any Blue Diamond grower-owner participation in this program is voluntary, and any benefits are for individual member farms.

^[25] Participation in the AMP grant program is voluntary and not mandatory, and some of the practices identified are attributable to only a selection of the member farms and not indicative of uniform approaches across all farming operations conducted by independent Blue Diamond grower-owners or across all almonds handled and processed by Blue Diamond Growers.

^[26] Borum, J., et al. (2024). Cover Cropping in the SGMA Era: A Comprehensive Overview of Water Impacts, Policy Implications, and Recommendations for California's Water Managers. The Soil-Water Interface Expert Convening Series: Cover Crop Impacts on Water Budgets, California.

^[27] Flynn, Margot T, et al. 2025. "A Case Study of Evapotranspiration at Five Almond Orchards on a Spectrum of Conventional to Regenerative Management." California Agriculture 79 (2): 54–60.

^[28] Long, R, K Garbach, and L Morandin. 2017. "Hedgerow Benefits Align with Food Production and Sustainability Goals." California Agriculture 71 (3): 117–19. <https://doi.org/10.3733/ca.2017a0020>.

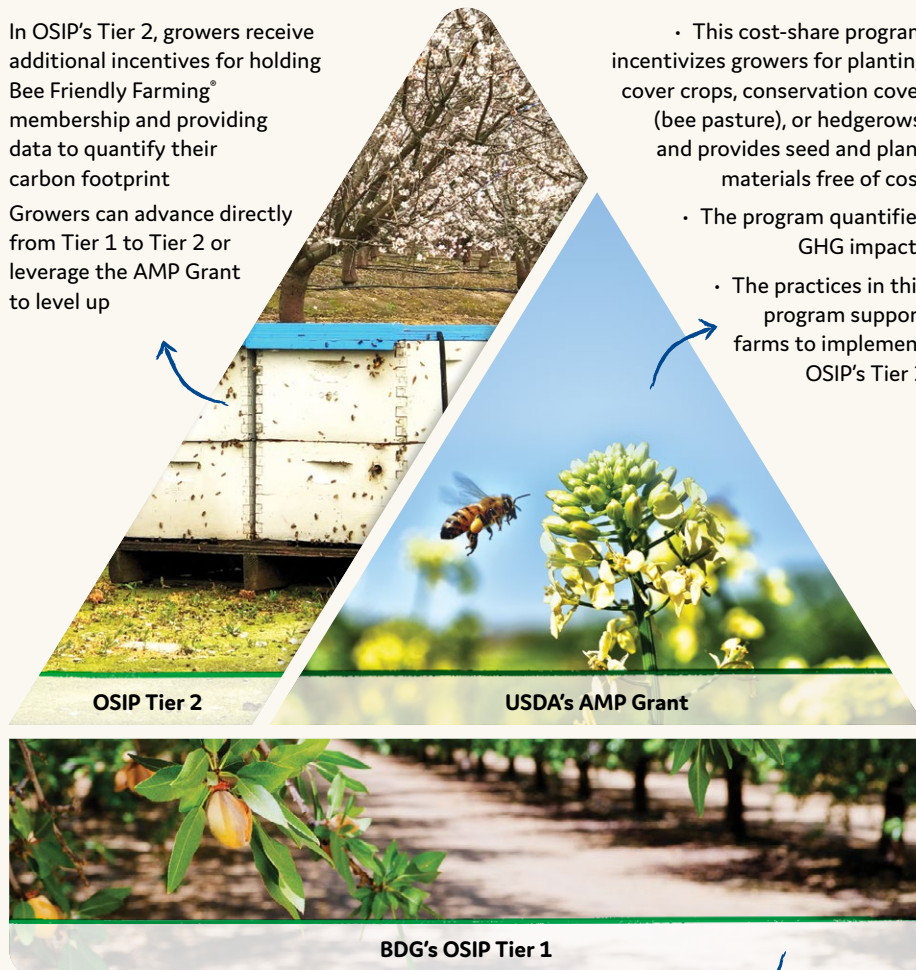
^[29] Vivian Wauters et al. 2021. Cover Crops Best Management Practices. Almond Board of California.

OSIP and AMP Grant-Partner Programs

BDG's OSIP and the USDA's AMP Grant are two voluntary programs providing incentives to support growers in adopting stewardship practices.

- In OSIP's Tier 2, growers receive additional incentives for holding Bee Friendly Farming® membership and providing data to quantify their carbon footprint
- Growers can advance directly from Tier 1 to Tier 2 or leverage the AMP Grant to level up

- This cost-share program incentivizes growers for planting cover crops, conservation cover (bee pasture), or hedgerows, and provides seed and plant materials free of cost
- The program quantifies GHG impacts
- The practices in this program support farms to implement OSIP's Tier 2



- OSIP outlines a set of best practices for effective orchard management
- In Tier 1, growers are paid a premium on their almonds for assessing their acres via the California Almond Stewardship program

Biodiversity and Pollinator Health

Almonds are the most planted crop on irrigated farmland in California, and Blue Diamond Growers membership encompasses a significant percentage of almond growers in the state. Blue Diamond Growers' cooperative structure, made up of many small, family-owned farms, provides us with the scale and opportunity to help our growers advance biodiversity on their orchards. Our current biodiversity strategy has centered on pollinators and includes encouraging best practices, driving progress through partnerships, and helping enrich habitats.

Highlights

23% of members' acres participating in the BFF® program

Growers can access **free seeds or transplants and financial incentives** to plant pollinator habitats

Almonds and honeybees originate from the same region of the world, and honeybees are the main pollinators of almonds. There are several key steps we encourage our growers to take in order to protect bee health, including incentivizing BFF membership through [OSIP](#).

Healthy bees need a diverse diet and clean water to thrive. Steps growers can take include:

- Providing access to clean water
- Planting a variety of pollen and nectar sources as cover crops or hedgerow plants
- Utilizing Integrated Pest Management (IPM) in an effort to reduce or eliminate the use of chemicals^[30]

^[30] BFF enrolled farmers are expected to practice IPM, potentially reducing or eliminating the use of chemicals. Pesticide use is regulated by California Department of pesticide regulation.

- Using pest management approaches that reduce the likelihood of pollinators coming into contact with pesticides
- Providing nesting sites for native pollinators

These actions strive to benefit an array of other beneficial insects throughout the year.



Establishing Meaningful Partnerships

By adopting cover crops, conservation cover, and hedgerow elements, our growers may support [increased biodiversity and pollinator health](#),^[31] and these practices also help them to qualify for the [Pollinator Partnership](#) (P2) BFF® program. The AMP Grant is enabling us to build on our work with P2 by providing access to free plant materials and seeds for flowering plants, provided by P2 or [Project Apis m](#) (PAm). These free plant and seed materials reduce costs for meeting the requirements of BFF®, enabling growers to financially benefit from a higher tier of OSIP. In fiscal year 2025, over 22,000 acres of orchards were planted with cover crops across Blue Diamond's membership through the AMP Grant alone.^[32]

Enriching Habitats

The AMP Grant is intended to enable members to rapidly increase potential on-farm biodiversity. By increasing the number of acres planted with cover crops, conservation cover, and hedgerows, member orchards aim to help create more of the diverse habitat and food sources that pollinators and other beneficial insects need to thrive.

Partnering for a Resilient Future

As a grower-owned nonprofit cooperative, Blue Diamond Growers places a strong emphasis on collaboration. This approach extends to our relationship with customers. Because almonds represent a significant percentage of their supply chain, one of our customers worked with Blue Diamond Growers to pilot their brand's "regenerative almond" project, which they designed to support the adoption of specific farm stewardship practices among the company's suppliers. The impact of this approach is evident on member owners' farms like Chamisal Creek Farm, north of Sacramento, where Mike Doherty grows almonds and wine grapes with his family.

Thanks to financial support from our customer, Mike has been able to double his compost use, improving soil health, water retention, and reducing fertilizer needs in the process. These are investments he could not have afforded alone amid low almond prices. These efforts build on a legacy of good land stewardship: cover crops, bee habitats, and careful, science-based management practices. For Mike, the real value of land stewardship lies in ensuring that his daughters—and their children—inherit land that is richer, more resilient, and ready to keep supporting their wellbeing and prosperity.

^[31] Vivian Wauters et al. 2021. Cover Crops Best Management Practices. Almond Board of California.

^[32] This is the amount of aggregated orchard acres within which our member-growers planted cover crops through the AMP Grant.

Soil Health

Healthy soil does more than provide critical nutrients that almond trees need to grow and thrive. It also helps protect against erosion and enhances resilience against drought and climate change. By enhancing the health of the soil in their orchards, growers can ultimately achieve better rates of water infiltration and retention, greater access to nutrients, and higher yields. Investing in soil health can also help reduce the amount and cost of fertilizers.^[33]

Luckily, the same cover crops that may benefit pollinators also help our growers to encourage soil health. The AMP Grant is especially valuable for this reason, as cover crops may have overlapping benefits throughout the orchard ecosystem.^[34]

We aim to leverage the AMP Grant for greater grower uptake of soil-improving practices. We then plan to assess the impact of different interventions and adjust our strategy accordingly. Participants are eligible to receive free seeds through our partner Project Apis m (PAm), as well as a financial incentive paid for each acre planted in line with the [grant's requirements](#).

Highlight

93% of orchards recorded in OSIP for fiscal 2025 reported using tree tissue samples to assess actual need for fertilizers rather than estimates^[35]

^[33] Borum, J., et al. (2024). Cover Cropping in the SGMA Era: A Comprehensive Overview of Water Impacts, Policy Implications, and Recommendations for California's Water Managers. The Soil-Water Interface Expert Convening Series: Cover Crop Impacts on Water Budgets, California.

^[34] Vivian Wauters et al. 2021. Cover Crops Best Management Practices. Almond Board of California.

^[35] Extrapolated from Blue Diamond Growers CASP Participant data.

The Value of Cover Crops:

Diverse Plantings Deliver Diverse Benefits



Emissions Journey

While almonds have a small carbon footprint per gram of protein compared to other foods,^[36] we recognize the responsibility to further reduce our climate impact across our value chain. To do this, we previously reported an effort to first understand our emissions footprint, especially Scope 3 impacts, which represent the majority of our value chain emissions. Then we built and implemented strategies at the orchard and grower-level through the AMP grant project. Finally, we plan to address Scope 1 and 2 emissions through improved environmental practices across our business.

Understanding Our Emissions

We are on a journey to fully map our GHG emissions. Our Scope 1 and 2 emissions for 2025 are shared in this report, and we intend to update Scope 3 emissions data to share in the future per upcoming California state requirements. Scope 1 emissions are direct GHG emissions from sources controlled by BDG, such as the use of fossil fuels in vehicles or roasters. Scope 2 are indirect GHG emissions associated with purchased energy, such as electricity generated off site. Scope 3 are indirect GHG emissions that occur upstream and downstream in BDG's value chain.

The intensity of Scope 1 and 2 (market-based) emissions increased slightly per pound of almond processed compared to 2024. Our team is exploring projects, such as compressed air leak detection and repair and steam system improvements, which may increase energy efficiency and decrease related emissions.

Our on-farm work with the AMP Grant may help support a more detailed, accurate picture of Scope 3 emissions, which are dominated by on-farm activities. All BDG member practices funded by the AMP Grant in 2025 were selected for their potential to sequester carbon.



2025 Scope 1 and 2 Emissions

	% of emissions	MT CO ₂ e per metric ton of product
Scope 1	93%	~0.327
Scope 2 (market-based)	8%	~0.029
Scope 2 (location-based)	7%	~0.025

Strategies at the Farm Level

By sharing data related to GHG emissions, as incentivized by OSIP, growers are aiding us in identifying strategies for greenhouse gas reductions. We are also exploring measurement capabilities through the AMP Grant to understand the impact of these interventions, not only on GHG emissions, but also on a variety of other ecosystem services.

^[36] Joseph Poore, et al. Reducing food's environmental impacts through producers and consumers. *Science*. June 2018.

Efficient Facilities Management

We focus on environmental responsibility across our three manufacturing facilities through a combination of regulatory compliance and a culture of continuous improvement.

Dedicated Environmental Health and Safety (EHS) specialists at each facility are intended to help:

- Monitor and reduce emissions and energy usage
- Identify opportunities to invest in energy-efficient equipment or practices
- Engage employees in conservation efforts

Manufacturing Energy Use

	2023	2024	2025
Electricity consumption (watt hours per metric ton of finished product)	139,000	155,293	136,285
Natural gas consumption (Joules per metric ton of finished product)	674,972,000	735,276,045	701,403,035
Propane and diesel consumption (watt hours per metric ton of finished product)	21,242	24,241	13,540

How BDG Works to Reduce Emissions in Our Manufacturing Operations



First, we measure. We are installing submeters to monitor how energy is used around our facilities.



Now we seek to improve efficiency. Modernizing our equipment is intended to allow us to use less energy to get the same job done.

- The Turlock Facility partnered with external experts to identify steam trap improvement opportunities. As a result, 29 steam traps were upgraded, increasing boiler efficiency and delivering estimated annual savings of 9,494 MMBtu while reducing CO₂ emissions by approximately 543 metric tons per year.
- External experts have helped us identify potential efficiencies through reducing leaks of compressed air and evaluating where motor upgrades will lead to reduced energy use.^[37]



Finally, BDG employees are engaged. Dedicated EHS specialists are in place at each plant to lead sustainability efforts on the ground and work toward resource reductions.

^[37] Calculated using a conversion factor of 116 lb CO₂/1MMBTU, as provided by the U.S. EPA.

Our Water

We carefully strive to conserve, protect, and enhance water resources across our manufacturing operations. We also work together with our growers to advance industry best practices and leverage technologies that help them use water efficiently. We are proud that responsible water use is an important consideration in our operations, especially:

- Our grower-owners' role amongst all California almond growers in achieving the 33% reduction in water used per almond between 1990 and 2010 and another 15% reduced per almond from 2018 to 2022 according to the Almond Board of California^[38]
- Our digital mapping of member orchards, used to understand our individual members' water resilience

^[38] California Almond Stewardship Platform. Almond Orchard 2025 Goals Midpoint, SureHarvest. November 2022.

IN THIS SECTION

25 Water Conservation

26 Water Use



Water Conservation

As a state with a diversity of microclimates, California has always had variability in its water supply. In recent decades, factors including population growth and climate change have particularly affected farming regions.

In addition to helping educate growers to optimize their water use, and seeking to reduce water usage at our production sites, we are exploring strategies for conserving and rebuilding some of California's water supply, including recharging groundwater to replenish underground aquifers and improving soils to increase their capacity to capture and retain water.

Highlights

Several growers are active in piloting **new groundwater recharging programs**

73% of Blue Diamond almond orchards use efficient micro-irrigation (drip or micro-sprinkler) systems

86% of Blue Diamond almond orchards use irrigation scheduling technology^[39]

0.00070 ML/MT water use in manufacturing per finished product

Recharging Groundwater Supplies

Blue Diamond aims to support the resilience of our growers and use water responsibly. Almond growers with access to surface water rely less on groundwater and are less vulnerable to drought. However, during dry years, some growers must draw on underground aquifers to irrigate. To replenish those resources, some growers are piloting recharge projects and exploring orchard flooding during rainy seasons, including the example below:

“We are going to treat this aquifer like a bank. Every year that I am able to put water in, I'm going to put it in. And then every year that I need it as emergency backup, I'm going to take it out. But I'm going to watch what I take out to make sure it balances what I can put in during the wet years.”

Christine Gemperle

BLUE DIAMOND GROWER, GEMPERLE ORCHARDS, CERES, CALIFORNIA

In 2016, one of our members volunteered his orchard for a [study](#) by our partners at the Almond Board of California and UC Davis, showing that heavy rainfall in almond orchards could be channeled towards replenishing aquifers without damaging the trees. Since the experiment, water districts are starting to join the movement, meaning more growers may have the opportunity to participate.^[40]

Increasing Water-Holding Capacity

As changing weather patterns are expected to make rainfall more unpredictable, capturing and retaining water in the soil becomes ever more important. Two activities can help improve the water-holding capabilities of our growers' soils by increasing soil organic matter: whole-orchard recycling and cover cropping. As previously mentioned, the AMP Grant currently supports the [adoption of cover crops](#), and we hope to incorporate whole-orchard recycling in future grant initiatives.

^[39] Extrapolated from Blue Diamond Growers CASP Participant data.

^[40] Almond Board of California. 2021. Introduction To Groundwater Recharge.

Water Use

While almond farming has comparable water requirements to other California tree crops,^[41] we acknowledge that agriculture is a significant consumer of regional water resources and almonds are a leading crop in the state. We are working to advance water resilience for our facilities and our member farms.

CASP, used by members representing over half of our member production, provides best practices for on-farm water usage. Additionally, we continue to adopt water-saving technologies at our facilities to help minimize the water footprint of our processing and manufacturing. The utilization of co-products like hulls, shells, and blemished kernels also may help to minimize water consumption on a societal level by avoiding further production. By maximizing the use of everything growers have harvested, we and our growers can help reduce the water usage required for multiple products, such as animal bedding and feed. (See page 30 for more details on co-products.)

Advancing Efficient Irrigation



In 2025, with support from the Ag Modernization Fund, we partnered with Netafim, a global

leader in drip irrigation, to help a group of Blue Diamond grower-owners transition their orchards from flood to drip irrigation and improve long-term water efficiency. This effort was made possible through generous contributions to the fund from General Mills, Gilead Sciences, Inc, and Keurig Dr Pepper.



Enhancing Orchards Through Technology

Technology is driving water efficiency. Some of our growers are at the cutting edge of developments in this area. However, the cost of many of these technologies can be a barrier for smaller, family-run farms.

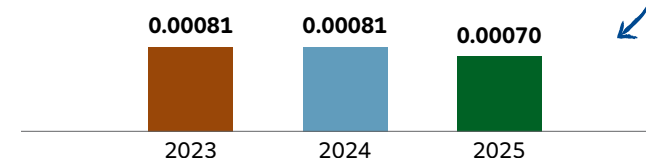
In California, 80% of almond growers and 73% of Blue Diamond grower-owners use micro-irrigation systems that deliver precise amounts of water, keeping usage to a minimum.^[42] Some growers have also installed soil moisture sensors, or related devices, in their orchards to track the water status of the soil or trees. They are using this data to irrigate at the optimal time with the right amount of water, minimizing waste and maximizing benefits.

Improving Manufacturing

In 2025, our water intensity—the water used per metric ton of product processed—improved slightly driven by increased manufacturing volume. The manufacturing team has a new focus on water use reductions going into the new fiscal year.

Comparing Manufacturing Water Usage

in megaliters per metric ton (ML/MT)



Co-Products That Save

You can see the many ways almond-related products are used to save resources, including water, in [Use Every Co-Product](#).

^[41] Larry Schwankl, et al. Understanding your orchard's water requirements. University of California, Division of Agriculture and Natural Resources. Publication 8212. 2010.

^[42] Extrapolated from Blue Diamond Grower's CASP participation data.

Our Almonds

Almonds contain more protein, calcium, fiber, vitamin E, riboflavin, and niacin than most other tree nuts. That is just one of the reasons we are proud to deliver world-class, best-tasting, and nutritious almond products to our customers around the world. Care for Our Almonds means placing a high priority on quality, food safety, and minimizing waste. Highlights include:

- All three of our own manufacturing sites were certified by the Safe Quality Food (SQF) Program in 2025
- Low waste: Our growers sell or use shells and hulls for secondary purposes, including animal feed and bedding providing an alternative to water-hungry feed crops like alfalfa

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- 30 Food Waste



Food Safety

We make sure our food-safety practices are industry-leading via thorough product testing, as well as frequent internal and external checks against strict hygiene standards at all of our processing sites.

Highlight

Over **1 million** USDA Grade verification inspections, and **over 3 million** food safety and quality process checks performed annually



Commitment to Quality

Blue Diamond Growers performs over 45,000 lab tests a year to ensure our products are safe and wholesome. We also perform over 1 million USDA Grade verification inspections and over three million food safety and quality process checks annually.

This is in addition to participating in standard testing, like the industry's pesticide screening program to ensure compliance with state, national, and international pesticide residue regulations.

Constant Checks

All three of our processing facilities hold the following certifications:

- SQF Food Safety Code for Manufacturing, Edition 9.0
- Kosher
- Halal

Several of our products are certified non-GMO, gluten-free, or vegan. We are also audited against the Sedex Members Ethical Trade Audit (SMETA) system, which covers food safety as well as labor, health and safety, environmental, and ethical standards. The teams at each facility run robust hygiene checks to support compliance with the SQF and SMETA standards.



Packaging, Recyclability, & Recycling

Our push to eliminate waste looks at what we send to landfills from our processing facilities, as well as how our product packaging is discarded. We work to minimize packaging waste in landfills by developing strategies to optimize packaging sustainability wherever possible, while keeping food safe and preserving the quality our consumers love.

Highlights

Our packaging strategy includes a focus on **recycled content**, including both PCR^[43] and non-PCR^[44]

We consider **recyclability** when selecting packaging materials

We are pursuing multiple industry partnerships to develop an updated strategy for sustainable packaging

Strategies for Sustainable Packaging

We seek to make our packaging as sustainable as possible, while preserving product quality and safety. We have several initiatives underway to reduce how much material we use and increase the recyclability of our packaging.

Whenever we design a new piece of product packaging, we consider how to design the pack size and material so it is capable of being recycled in as many municipalities as possible. In 2024, we tested new, recyclable flexible films to replace the current non-recyclable film used for our Snack Nuts bags and pouches sold in North America and Canada.

We are working to create a new packaging strategy in collaboration with key industry partners, as well as expanding our network through the Association of Plastic Recyclers (APR) and the Sustainable Packaging Coalition (SPC). Working with APR and SPC will help us find creative ways to address complex problems around hard-to-recycle materials or packaging applications.^[45]



^[43] Post-consumer recycled (PCR) material is material generated by households or commercial, industrial or institutional facilities in their role as end-users of a product.

^[44] Non-post-consumer recycled (non-PCR) material represents manufacturing waste that did not become a consumer product, such as scraps, rejects, and trimmings.

^[45] Check the back of each individual product for information about disposal of packaging as well as your local recycling information for specific packaging.

Food Waste

According to the [USDA](#), food waste is a major driver of climate change, squandering nutrients and wasting the resources that go into cultivation, production, and delivery. Fortunately, almonds are naturally shelf-stable and have a low rate of waste compared to other healthy foods like fruits and vegetables. To further minimize food waste, we seek to use every co-product, so nothing our growers harvest goes to waste.

Highlights

16,763 metric tons of organic waste repurposed as animal feed^[46]

165 metric tons of organic waste repurposed as waste-to-energy

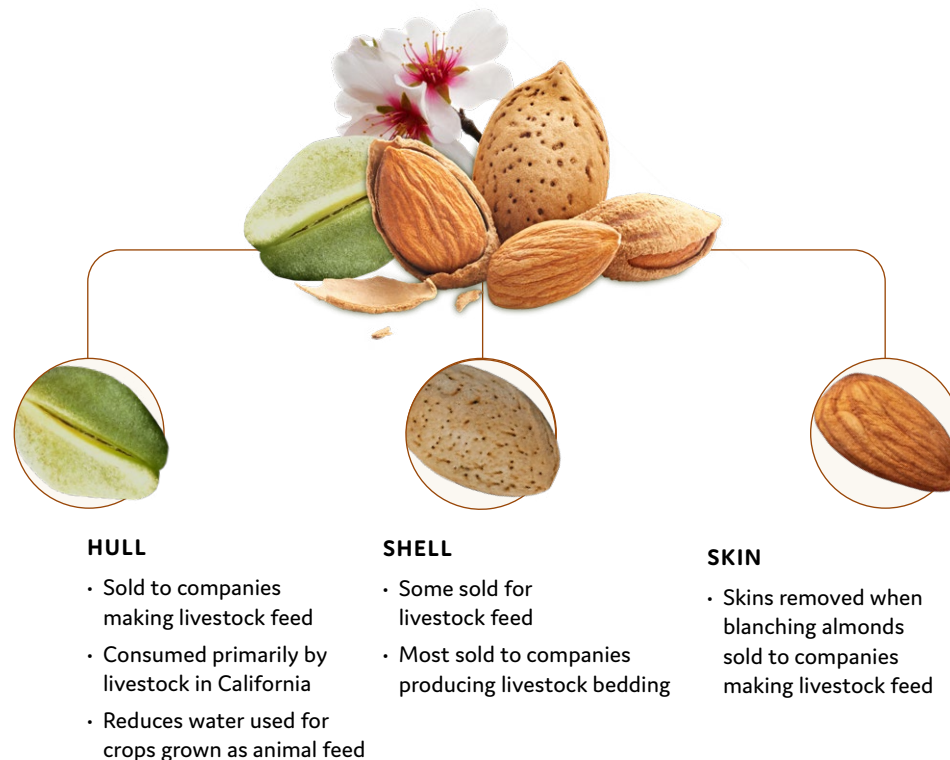
Using Every Co-Product

When almonds are harvested, their hulls, shells, and kernels can all be put to use. The most visually appealing almond kernels are used in whole-almond products, while those with cosmetic blemishes may be used in products such as almond milk, flour, or oil. Other products of the almond tree, such as hulls and shells, which are removed before they are received by Blue Diamond Growers, are used in cattle feed and bedding. Using every part reduces the need to grow other crops to meet the same market demands, reducing waste and saving water.

The list of uses for co-products is growing: the industry is in the early stages of innovation for a wider range of possible co-products, including fiber for human nutrition or as an ingredient to make plastics, textiles, and more.

^[46] BDG defines organic waste as biodegradable materials from plants.

Upcycling Co-Products



USING ALL CALIFORNIA ALMOND HULLS FOR DAIRY FEED...^[47]



- may reduce acreage to grow alfalfa hay by 386,000 acres...
- which could save 440 billion gallons of water...^[48]
- equivalent to the annual water use of 4 million U.S. households^[49]

^[47] These figures are attributable to the entire California almond industry and not specific to Blue Diamond.

^[48] Acreage and number of gallons from UC, Davis Department of Agricultural and Resource Economics, 2020 *Sample Cost Study Alfalfa Hay and Organic Alfalfa Hay*

^[49] Environmental Protection Agency, *How We Use Water, 2023*: the average U.S. household uses 109,500 gallons annually

Appendix

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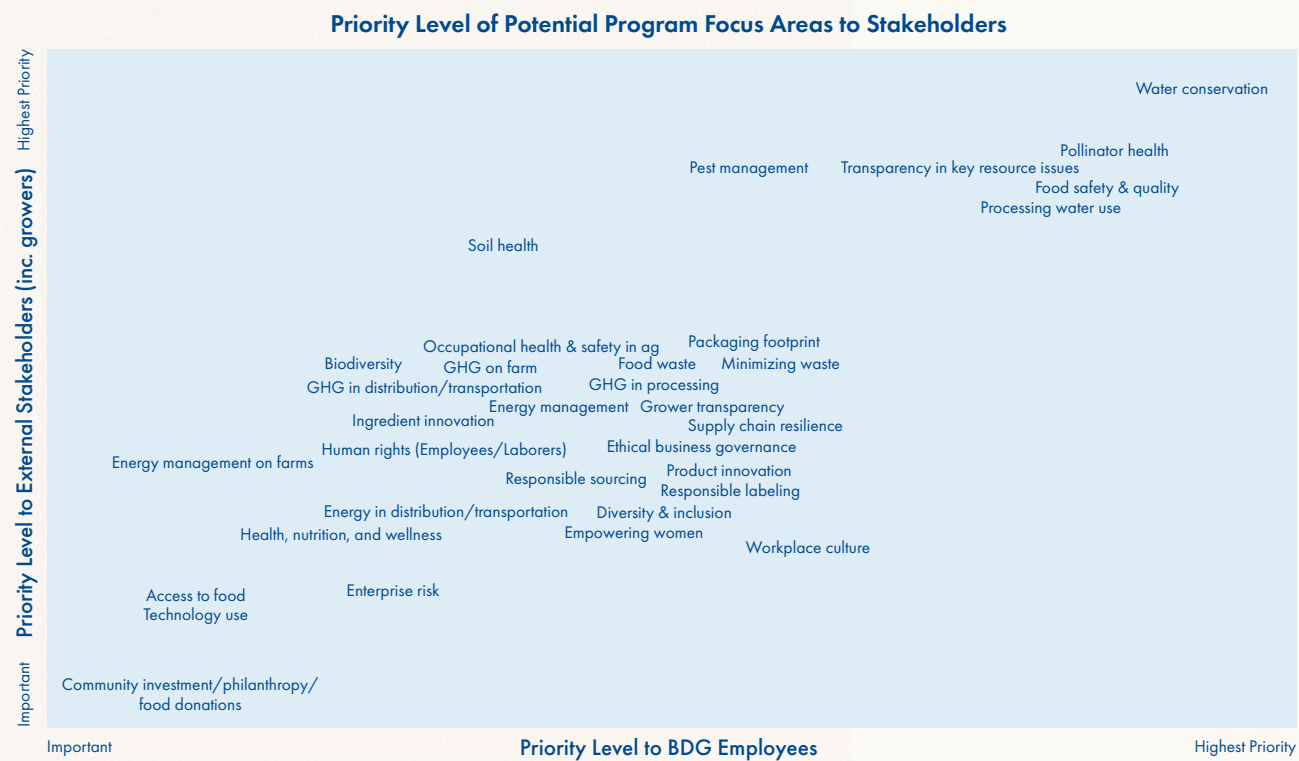
Materiality

In 2021, Blue Diamond Growers carried out a materiality assessment to gain deeper insight into the priorities of our key stakeholders. The process included surveys and interviews with a broad mix of voices, including employees, ingredient and retail customers, grower-owners, community partners, a strategic brand partner, and a regulatory agency.

Through this process, stakeholders shared valuable perspectives on the issues they consider most important, where Blue Diamond has made strong progress, and where there is room for improvement. They expressed pride in our efforts around water stewardship, GHG emissions reduction, soil health, pollinator protection, sustainable packaging, and in the cooperative model itself, particularly its multigenerational foundation. From their feedback, the top five material issues identified were water, pollinators, climate,

packaging, and pesticides. These will continue to guide our sustainability efforts moving forward.

To analyze the input, stakeholder feedback was mapped onto matrices that highlight the issues of greatest importance to both external stakeholders and Blue Diamond employees. The Sustainability Steering Committee reviewed these results alongside business considerations to rank the material issues. A version of one of these matrices is included here. While all issues shown are important, those that appear lower on the matrix generally reflect areas where stakeholders felt Blue Diamond was already performing well, or where the issue has a more limited impact on our business. Going forward, we will prioritize resources and attention toward the issues ranked most highly.



GRI CONTENT INDEX

Disclosure	Disclosure Title	Response
GRI 1: FOUNDATION 2021		
	Statement of Use	Blue Diamond Growers has reported with reference to the GRI Standards for the period August 31, 2024 - August 29, 2025 unless otherwise noted in specific disclosures.
	GRI 1 Used	GRI 1: Foundation 2021
GRI 2: GENERAL DISCLOSURES 2021		
2-1	Organizational details	Blue Diamond Growers Headquartered in Sacramento, California Bylaws of Blue Diamond Growers, Article II, "Blue Diamond is organized and exists as a nonprofit cooperative association without shares of capital stock pursuant to the provisions of Chapter 1, Division 20 of the California Food and Agricultural Code as such provisions now exist or may hereafter be superseded or amended."
2-4	Restatements of information	FY2022 Greenhouse Gas Emissions Intensity Scope 1 and Location-based Scope 2 - All Sources (Metric tons CO₂e per metric ton finished product) ~0.26. Previously disclosed number was ~0.28. This is due to an updated emissions factor for sulfur hexafluoride from the IPCC. FY2022 Greenhouse Gas Emissions Intensity Scope 1 and Market-based Scope 2 - All Sources (Metric tons CO₂e per metric ton finished product) ~0.25. Previously only disclosed a location-based Scope 2 number.
2-5	External assurance	BDG has adhered to the AA1000AS v3 2020 standard and prepared this report to support a Type 2 Moderate level of assurance for reliable and quality performance data for the fiscal year ending 29 August 2025. The assurance statement can be viewed here: AA1000AS v3 Assurance Statement .
2-6	Activities, value chain and other business relationships	Blue Diamond Website Blue Diamond Growers Website Blue Diamond Ingredients Website Blue Diamond is organized and exists as a nonprofit cooperative association without shares of capital stock pursuant to the provisions of Chapter 1, Division 20 of the California Food and Agricultural Code as such provisions now exist or may hereafter be superseded or amended. Blue Diamond Growers Annual Report 2025 There were no significant changes to the organization and its supply chain in 2025. However, it was announced that there will be a facility closure in subsequent years with transition of production to other facilities. There were no significant changes to structure or ownership during the reporting year.
2-7	Employees	2025 Sustainability Report, Our People, p.7
2-8	Workers who are not employees	Data is not available at this time.

GRI CONTENT INDEX (CONTINUED)

Disclosure	Disclosure Title	Response
2-9	Governance structure and composition	Blue Diamond Growers Annual Report 2025 Our Board of Directors consists of eleven members. Nine out of eleven board members, including the Chair, are grower-owners with Blue Diamond Growers. Two board members serve as directors-at-large.
2-10	Nomination and selection of the highest governance body	Nine of the Directors, called District Directors, are elected by vote of the membership to represent each of Blue Diamond Growers' nine Directorial Districts in the state of California. The District Directors are authorized by Blue Diamond Grower's Bylaws to appoint no more than two additional Directors called Directors-at-Large. District Directors serve three-year terms and each year the terms of three Directors expire. Directors may be reelected indefinitely. Directors-at-Large serve one-year terms and can be appointed to successive terms indefinitely by majority vote of the District Directors. The Board of Directors holds an Organization Meeting immediately following the Annual Membership Meeting each year to elect the Chairman and Vice-Chairman, appoint Directors-at-Large, and transact other business.
2-11	Chair of the highest governance body	Steve Van Duyn was the Chair of the Board in 2025. He and his family farm approximately 3,000 acres of almonds and walnuts from in the north central San Joaquin Valley. He was elected as Chairman of the Board of Directors in 2023 and represents District 5. No senior executives or members of management may serve on the Board of Directors. Board members may not hold executive positions in the organization.
2-12	Role of the highest governance body in overseeing the management of impacts	2025 Sustainability Report, Appendix, Materiality, p. 32 The Board created a Board-level Sustainability Committee that advises on environmental sustainability issues. In 2025, this committee consisted of three board members, two executive leadership team members, and the Senior Director of Sustainability. This committee reviews and guides sustainability strategy, oversees the setting of corporate targets, and monitors progress towards those targets.
2-13	Delegation of responsibility for managing impacts	In 2025, this committee consisted of three board members, two executive leadership team members, and the Senior Director of Sustainability. This committee reviews and guides sustainability strategy, oversees the setting of corporate targets, and monitors progress towards those targets.
2-14	Role of the highest governance body in sustainability reporting	Board-level Sustainability Committee advises on sustainability issues and approves the strategy that influences Sustainability Reporting.
2-15	Conflicts of interest	Our Code of Ethics 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.
2-16	Communication of critical concerns	The Ethics Hotline and Ethics Point website is published to all employees. Employees may report acts of discrimination and other grievances by calling 1-877-241-1771 or visiting bluediamond.ethicspoint.com . All reports are investigated by Human Resources.
2-17	Collective knowledge of the highest governance body	The chair of the Sustainability Committee at the board level is a board member highly experienced with corporate sustainability committees and board leadership and a graduate of the Stanford Executive Program for Women Leaders in Business. Additionally, nine out of eleven board members are agricultural growers with vast experiential knowledge related to on-farm climate-related issues.

GRI CONTENT INDEX (CONTINUED)

Disclosure	Disclosure Title	Response
2-18	Evaluation of the performance of the highest governance body	The Board of Directors holds an Organization Meeting immediately following the Annual Meeting each year to elect the Chairman and Vice-Chairman, appoint Directors-at-Large and transact other business. Board of directors are elected by members from their directorial districts to serve limited terms and must meet listed qualifications. The Governance Committee ensures the integrity of the Director nominating and election processes, assists the Board of Directors in its own performance assessment, and monitors compliance with Blue Diamond's Code of Ethics.
2-19	Remuneration policies	Directors receive a per diem allowance that is determined by the Board of Directors to be in accordance with prevailing per diem allowances of other similar corporations for their attendance at Board meetings and other authorized special attendances, as set forth in the bylaws. Directors are reimbursed for transportation expenses related to these attendances.
2-20	Process to determine remuneration	Directors receive a per diem allowance that is determined by the Board of Directors to be in accordance with prevailing per diem allowances of other similar corporations. The Board's Executive Compensation Committee is responsible for reviewing and approve Blue Diamond's policies that determine the compensation of the CEO.
2-21	Annual total compensation ratio	This information is confidential.
2-22	Statement on sustainable development strategy	2025 Sustainability Report, From Our CEO, p. 3
2-23	Policy Commitments	Blue Diamond Growers has a comprehensive risk management plan in place. Our Code of Conduct and Code of Ethics policies are published to employees in the Employee Handbook. The Code of Conduct supports the Code of Ethics to define uniform standards to guide team members in their work conduct, interpersonal relations, team member safety and the safety of company property.
2-24	Embedding policy commitments	Blue Diamond Growers has a Code of Conduct and Code of Ethics policy embedded into the Employee Handbook that covers the following topics: employee health and safety, working conditions, child and forced labor, protected classes, external stakeholder human rights, corruption, conflict of interest, fraud, money laundering, anti-competitive practices. Employees can air grievances and report violations through the Ethics Hotline and Website, which will prompt an investigation by HR. Violations of these policies will result in disciplinary action.
2-25	Processes to remediate negative impacts	Policy Against Workplace Harassment is published in the Employee Handbook and encourages employees to bring complaints to Human Resources, the Ethics Hotline, or the Ethics Point website. Additionally, all three operational facilities are audited bi-annually (at minimum) by the Sedex Members Ethical Trade Audit.
2-26	Mechanisms for seeking advice and raising concerns	Blue Diamond Growers Ethics Hotline: 1-877-241-1771 and Ethics Point Website: bluediamond.ethicspoint.com are published to all employees.
2-27	Compliance with laws and regulations	The company did not receive any adverse findings or identify non compliance in 2025.
2-28	Membership associations	https://bluediamondgrowers.com/government-affairs/#pac
2-29	Approach to stakeholder engagement	2025 Sustainability Report, Appendix, Materiality, p. 32

GRI CONTENT INDEX (CONTINUED)

Disclosure	Disclosure Title	Response
2-30	Collective bargaining agreements	There are no collective bargaining agreements currently in place; however, Blue Diamond Growers (BDG) recognizes employees' rights under the National Labor Relations Act (NLRA) and managers are aware and trained on the NLRA. BDG does not discriminate or retaliate based on an employee's decision to exercise rights under the NLRA. Further, BDG complies with applicable federal and state employment and labor laws. The BDG Code of Conduct additionally forbids practices such as child labor, bonded labor, unlawful harassment, and discrimination. Employees are encouraged to report grievances and violations of the Code of Conduct to their direct manager or through an ethics hotline. Employees and managers alike are trained that they will face no retaliation, harassment or discrimination for reporting grievances or violations of the Code of Conduct.
GRI 101: BIODIVERSITY 2024		
3-3	Management of material topics	2025 Sustainability Report, Our Land, Biodiversity and Pollinator Health, p. 19
101-1	Policies to halt and reverse biodiversity loss	2025 Sustainability Report, Our Land, Biodiversity and Pollinator Health, p. 19
101-2	Management of biodiversity impacts	2025 Sustainability Report, Our Land, Biodiversity and Pollinator Health, p. 19 2025 Sustainability Report, Our Land, Soil Health, p. 21
101-4	Identification of biodiversity impacts	2025 Sustainability Report, Our Land, Biodiversity and Pollinator Health, p. 19
101-5	Locations with biodiversity impacts	2025 Sustainability Report, Our Land, Biodiversity and Pollinator Health, p. 19
101-6	Direct drivers of biodiversity loss	2025 Sustainability Report, Our Land, Biodiversity and Pollinator Health, p. 19
101-7	Changes to the state of biodiversity	2025 Sustainability Report, Our Land, Biodiversity and Pollinator Health, p. 19
101-8	Ecosystem services	2025 Sustainability Report, Our Land, Soil Health, p. 21
GRI 3: MATERIAL TOPICS 2021		
3-1	Process to determine material topics	2025 Sustainability Report, Appendix, Materiality, p. 32
3-2	List of material topics	2025 Sustainability Report, Appendix, Materiality, p. 32
GRI 201: ECONOMIC PERFORMANCE 2016		
3-3	Management of material topics	Blue Diamond Growers (BDG) provides financial support to growers through partnership programs aimed to reduce their GHG footprints. BDG is incorporated as an agricultural cooperative which markets almonds on behalf of its farmer owners and shares all company profits with them. BDG also received government grants to support its regenerative agriculture strategy. Our programs and partnerships aim to support our economic performance and that of our growers.
201-1	Direct economic value generated and distributed	Blue Diamond Growers Annual Report 2025 > Net Sales and Other Revenue > \$1,509,144 (thousands)
201-4	Financial assistance received from government	2025 Sustainability Report, Our Land, USDA AMP Grant, p. 18

GRI CONTENT INDEX (CONTINUED)

Disclosure	Disclosure Title	Response
GRI 203: INDIRECT ECONOMIC IMPACTS 2016		
3-3	Management of material topics	2025 Sustainability Report, Our People, p. 7 2025 Sustainability Report, Our Land, p. 15
203-1	Infrastructure investments and services supported	2025 Sustainability Report, Our People, p. 7
203-2	Significant indirect economic impacts	2025 Sustainability Report, Our People, p. 7
GRI 205: ANTI-CORRUPTION 2016		
3-3	Management of material topics	Blue Diamond Growers has a Code of Conduct and Code of Ethics policy embedded into the Employee Handbook that covers the following topics: employee health and safety, working conditions, child and forced labor, protected classes, external stakeholder human rights, corruption, conflict of interest, fraud, money laundering, anti-competitive practices. Violations of these codes will result in disciplinary action.
205-1	Operations assessed for risks related to corruption: a. Total number and percentage of operations assessed for risks related to corruption. b. Significant risks related to corruption identified through the risk assessment.	All three of our production facilities are audited by the Sedex Members Ethical Trade Report 4-Pillar Audit, which assesses business conduct related to bribery, corruption, and any type of fraudulent Business Practice.
GRI 302: ENERGY 2016		
3-3	Management of material topics	Our manufacturing pillar team is responsible for developing, monitoring, and measuring energy consumption and related initiatives throughout our three Blue Diamond Growers facilities. Environmental Health, Safety, and Sustainability (EHS&S) managers employ and manage energy initiatives at the facility-level. Corporate environmental managers work with sustainability managers to set energy-reduction targets and communicate progress against those targets to leaders. Manufacturing and engineering leaders at the corporate level prioritize and invest in improvement projects throughout facilities.
302-1	Energy consumption within the organization	2023 Sustainability Report, Our Land, Emissions Journey, p. 22
302-3	Energy intensity	2025 Sustainability Report, Data Center, Scope 1 and Location-based Scope 2 Intensity 0.356 (MT CO ₂ e per MT product) 2025 Sustainability Report, Data Center, Scope 1 and Market-based Scope 2 Intensity 0.352 (MT CO ₂ e per MT product)
302-4	Reduction of energy consumption	In 2025, our natural gas consumption reduced by ~8.69 million joules per metric ton of product, compared to 2022.
302-5	Reductions in energy requirements of products and services	The main driver of energy reduction per unit processed in 2025 was more efficient throughput on our sorting systems.

GRI CONTENT INDEX (CONTINUED)

Disclosure	Disclosure Title	Response
GRI 303: WATER AND EFFLUENTS 2018		
3-3	Management of material topics	2025 Sustainability Report, Our Water, p. 24
303-1	Interactions with water as a shared resource	2025 Sustainability Report, Our Water, p. 24 Almonds grow on approximately 19.4% of California cropland and use about 18% of water used for agriculture in California, per the Almond Board of California research. Because our almonds rely on water, some of our growers take active measures to ensure that they are using water responsibly and optimizing agricultural practices to restore water. Some growers recharge groundwater by flooding orchards during heavy rain seasons to replenish underground aquifers, while others improve soils to increase their capacity to capture and retain water.
GRI 305: EMISSIONS 2016		
3-3	Management of material topics	2025 Sustainability Report, Our Land, Emissions Journey, p. 22
305-1	Direct (Scope 1) GHG emissions	Scope 1 emissions ~0.327 metric tons CO ₂ e per metric ton product
305-2	Energy indirect (Scope 2) GHG emissions	Location-based ~0.025 metric tons CO ₂ e per metric ton product Market-based ~0.029 metric tons CO ₂ e per metric ton product"
305-4	GHG emissions intensity (Scope 1 and 2)	2025 Sustainability Report, Data Center, GHG Emissions Intensity (All sources) Scope 1 and Market-Based Scope 2, ~0.352 metric tons CO ₂ e per metric ton product
305-5	GHG emissions reduced as a direct result of reduction initiatives in Metric Tons of CO ₂ equivalent (Scope 1 and 2)	Compared to our baseline of FY2021, we have seen a 24% emissions reduction from energy-related Scope 1 GHG intensity resulting from a reduction in natural gas consumption. 2025 Sustainability Report, Our Land, Emissions Journey, p. 22
GRI 306: WASTE 2020		
3-3	Management of significant waste-related impacts	2025 Sustainability Report, Our Almonds, Packaging, Recyclability & Recycling, p. 29
306-1	Waste generation and waste related impacts	2025 Sustainability Report, Data Center, Waste to Landfill ~933.21 metric tons
306-3	Waste generated in metric tons: a. Total waste sent to landfill b. Total inorganic waste recycled c. Total organic waste (byproducts) diverted d. % of waste diverted from the landfill	2025 Sustainability Report, Data Center, a. Waste Sent to Landfill (metric tons) 933.21 b. Repurposed Organic Waste - Animal Feed (metric tons) 16,763.35 c. Repurposed Organic Waste - Waste to Energy (metric tons) 165.30 d. Total Inorganic Waste Recycled (metric tons) 1,868.89 e. Total Hazardous Waste Diverted (metric tons) 11.62
306-4	Waste diverted from disposal	33.76% reduction in waste to landfill compared to FY21 Baseline.

GRI CONTENT INDEX (CONTINUED)

Disclosure	Disclosure Title	Response
GRI 401: EMPLOYMENT 2016		
3-3	Management of material topics	2025 Sustainability Report, Our People, p. 7
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Blue Diamond Careers Website
401-3	Parental leave: number employees entitled to parental leave and who took parental leave (ideally broken down by gender), return to work rate after parental leave	In FY23, Blue Diamond Growers announced a paid parental leave policy that went into effect in FY24. The policy grants eligible employees up to eight weeks of supplemental paid parental leave.
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018		
3-3	Management of material topics	2025 Sustainability Report, Our People, Occupational Health & Safety, p. 13
403-1	Occupational health and safety management system	2025 Sustainability Report, Our People, Occupational Health & Safety, p. 13
403-2	A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimize risks.	Safety teams monitor and record safety-related incidences in all 3 plants. This information is recorded as per CalOSHA standards. Safety teams generate monthly safety reports which are provided to the corporate health and safety team.
403-4	Worker participation, consultation, and communication on occupational health and safety	2025 Sustainability Report, Data Center, Health and Safety Metrics, Training Hours per team members, p. 43 Blue Diamond Growers has an internal Injury and Illness Prevention Policy to help ensure occupational health and safety.
403-5	Worker training on occupational health and safety	2025 Sustainability Report, Our People, Occupational Health & Safety, p. 13
403-6	Promotion of worker health	2025 Sustainability Report, Our People, Occupational Health & Safety, p. 13
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2025 Sustainability Report, Our People, Occupational Health & Safety, p. 13

GRI CONTENT INDEX (CONTINUED)

Disclosure	Disclosure Title	Response
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016		
3-3	Management of material topics	2025 Sustainability Report, Our People, Respect for All, p. 9
405-1	Diversity of governance bodies and employees: Percentage of individuals within the organization's governance bodies in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; Other indicators of diversity where relevant (such as minority or vulnerable groups).	2025 Sustainability Report, Data Center, p. 43
GRI 408: CHILD LABOR 2016		
3-3	Management of material topics	Our growers follow our Code of Conduct , along with all applicable laws and regulations.
408-1	Operations and suppliers considered to have significant risk for incidents of child labor and young workers exposed to hazardous work.	All of our facilities and growers operate in California, which has strict labor standards. California labor standards cover on-farm as well as off-farm employment with robust standards. Almond harvest is highly mechanized and has low use of human labor. Our Supplier Code of Conduct prohibits child labor and forced labor.
GRI 409: FORCED OR COMPULSORY LABOR 2016		
3-3	Management of material topics	Our growers follow our Code of Conduct , along with all applicable laws and regulations.
409-1	Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor and measures taken to prevent this.	All of our facilities and growers operate in California, which has strict labor standards. California labor standards cover on-farm as well as off-farm employment with robust standards. Almond harvest is highly mechanized and has low use of human labor. Our Supplier Code of Conduct prohibits child labor and forced labor.
GRI 413: LOCAL COMMUNITIES 2016		
3-3	Management of material topics	2025 Sustainability Report, Our People, Community Investment, p. 11
413-1	Operations with local community engagement, impact assessments and development programs.	2025 Sustainability Report, Our People, Community Investment, p. 11 2025 Sustainability Report, Data Center, p. 43
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016		
3-3	Management of material topics	Our growers follow our Code of Conduct , along with all applicable laws and regulations.

GRI CONTENT INDEX (CONTINUED)

Disclosure	Disclosure Title	Response
GRI 416: CUSTOMER HEALTH AND SAFETY 2016		
3-3	Management of material topics	2025 Sustainability Report, Our Almonds, Food Safety, p. 28
416-1	Assessment of the health and safety impacts of product and service categories	Blue Diamond Ingredient Website, Food Safety
GRI 417: MARKETING AND LABELING 2016		
3-3	Management of material topics	Our Packaging team identifies risks and opportunities for recyclable and reusable packaging types, including the inclusion of How2Recycle labels where appropriate. The brand teams consult with our Regulatory team to determine requirements for product and service information and labeling related to nutrition and health claims, etc. Environmental and sustainability claims undergo review under FTC guidance and applicable state consumer protection standards.
417-1	Requirements for product and service information and labeling (sourcing, environmental impact, safe use, etc.)	Blue Diamond Growers recognizes the importance of product labeling to inform consumers of the versatile benefits of almond and the social and environmental impacts associated with food packaging. Blue Diamond Growers maintains a robust food and nutrition labeling development and review processes to ensure our 600+ SKUs packaging contains essential and accurate information for our consumers, as well as meeting all applicable food policies and jurisdictions in the United States and abroad.
OTHER MATERIAL DISCLOSURES		
3-3	Management of material topics	Blue Diamond Growers utilizes an internal Enterprise Risk Management assessment, which is updated and reviewed with its Board of Directors annually. Stewardship priorities for the cooperative are managed in accord with the process detailed in Appendix: Materiality.
Enterprise risk	Impact of drought or other extreme weather conditions that may impact almond supply	Climate models for California suggest precipitation may become increasingly variable. To combat effects of this variability, state and federal governments are investing in water protection and infrastructure. However, prolonged drought can have significant impact on irrigation-dependent almond production. Approximately 73% of Blue Diamond orchards use highly efficient micro-irrigation. Blue Diamond's Orchard Stewardship Incentive Program financially incentivizes growers to assess their acreage through the California Almond Stewardship Platform (CASP), which exposes growers to best practices and technologies for irrigation efficiency. Additionally, through a grant, we help growers implement climate-smart resiliency practices to enhance soil organic matter, water holding capacity, and the ability of rainwater to infiltrate soil.
3-3	Management of material topics	Blue Diamond Growers utilizes an internal Enterprise Risk Management assessment, which is updated and reviewed with its Board of Directors annually. Stewardship priorities for the cooperative are managed in accord with the process detailed in Appendix: Materiality.
Responsible sourcing	Supply chain traceability (per 13.23 GRI agricultural standards)	As a farmer-owned cooperative, all almonds handled by Blue Diamond are sourced from our grower-owners or contracted orchards and all within California. All loads are tested and graded under the oversight of USDA in accordance with USDA grades and standards. We utilize a custom software tool for tracking every load delivered from farms to our facilities. In addition, robust commercial software is utilized to track and monitor the full traceability of input ingredients and primary packaging, along with shipments of finished goods to their primary origin.

DATA CENTER

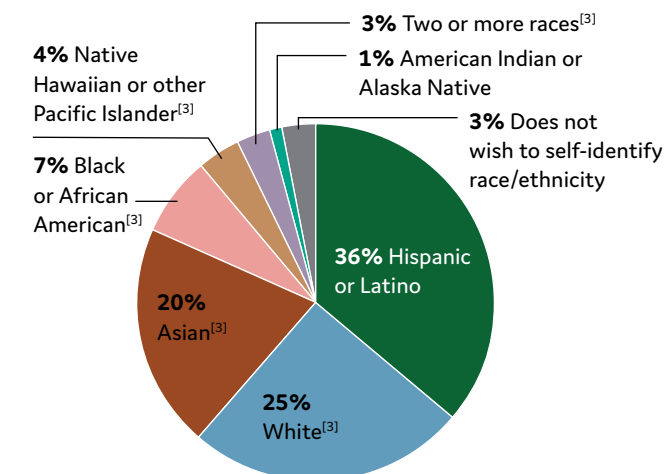
KPI	FY25 Value
OUR PEOPLE	
% of employees who are proud to work at Blue Diamond	82.0%
% of females in management and above	39.66%
% of racial and ethnic diversity in management and above	28.49%
% of workforce that identifies as male	62.88%
% of workforce that identifies as female	36.90%
% of workforce that does not wish to self-identify gender	0.21%
Total training hours per employee	11.4
Lost time incident frequency	0.44
Total Recordable Injury/Illness Rate (TRIR)	1.33
Days Away, Restricted, or Transferred Cases (DART)	1.00
Total # of students selected for scholarships	25
Total # of paid volunteer hours	524
\$ donated to FFA as match	25,000
Total \$ amount provided in community giving grant program	\$ 85,000.00
# of projects impacted via community giving grants	8
Total weight of product donations (lbs.)	805,119.61
Total dollar value of donated food	\$ 3,046,284
OUR LAND	
% of member acres enrolled in OSIP ^[1]	67%
% of member acres with Bee Friendly Farming membership ^[1]	23%
Metric tons CO ₂ e per ton freight	0.265
Electricity grid consumption in watt-hours per metric ton finished product, thousands ^[2]	136.29
Natural gas consumption in Joules per metric ton finished product, millions ^[2]	701.40

^[1] This metric is based on crop year dates.

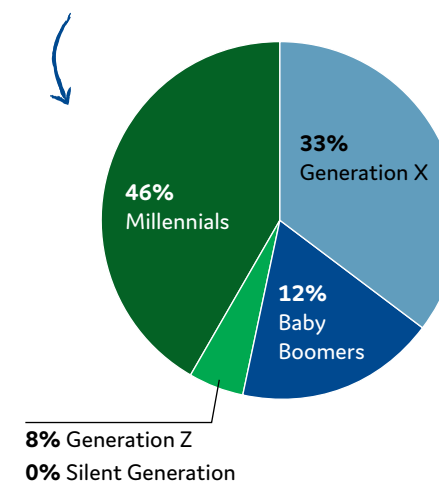
^[2] This metric is calculated via full months (September 1, 2024–August 31, 2025) versus FY dates. This is due to utility bill structure.

^[3] Not Hispanic or Latino.

EMPLOYEE ETHNIC AND RACIAL DEMOGRAPHICS



WORKFORCE AGE CLASSIFICATION IDENTITY





KPI	FY25 Value
OUR LAND (CONTINUED)	
Waste sent to landfill (metric tons) ^[4]	933.21
Greenhouse gas emissions intensity Scope 1 and market-based Scope 2 - all sources (metric tons CO ₂ e per metric ton finished product) ^[5]	0.352
Greenhouse gas emissions intensity Scope 1 and location-based Scope 2 - all sources (metric tons CO ₂ e per metric ton finished product) ^[4]	0.356
Greenhouse gas emissions intensity Scope 1 and market-based Scope 2 - energy (metric tons CO ₂ e per metric ton finished product) ^[5]	0.064
Greenhouse gas emissions intensity Scope 1 and location-based Scope 2 - energy (metric tons CO ₂ e per metric ton finished product)	0.068
OUR WATER	
Manufacturing water “consumption” in megaliters per metric ton finished product ^[4]	0.00070
OUR ALMONDS	
Repurposed organic waste - animal feed (metric tons) ^[4]	16,763.35
Repurposed organic waste - waste to energy (metric tons) ^[4]	165.30
Total inorganic waste recycled (metric tons) ^[4]	1,868.89
Total hazardous waste diverted (metric tons)	11.62

^[4] This metric is calculated via full months (September 1, 2024–August 31, 2025) versus FY Dates. This is due to utility bill structure.

^[5] Market-based emissions are calculated using the latest available data from electric utility providers.



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