



2018

THE ALMOND CONFERENCE

STATE OF THE INDUSTRY

RICHARD WAYCOTT, *President and CEO, Almond Board of California*

HOLLY A. KING, *Chair of the Board*





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OVERVIEW

A hand holding a crystal ball that reflects a sunset over the ocean. The background is a blurred sunset scene with a hand holding a crystal ball in the foreground. The crystal ball shows a clear reflection of the sunset and the ocean.

- 1. Look back at CY17/18: What has changed and what has been accomplished**
- 2. CY18/19 last year of the assessment increase: Investments and what's next?**
- 3. Strategic Developments**
- 4. Almond Orchard 2025 Goals**
- 5. New Almond Industry Vision and Mission**

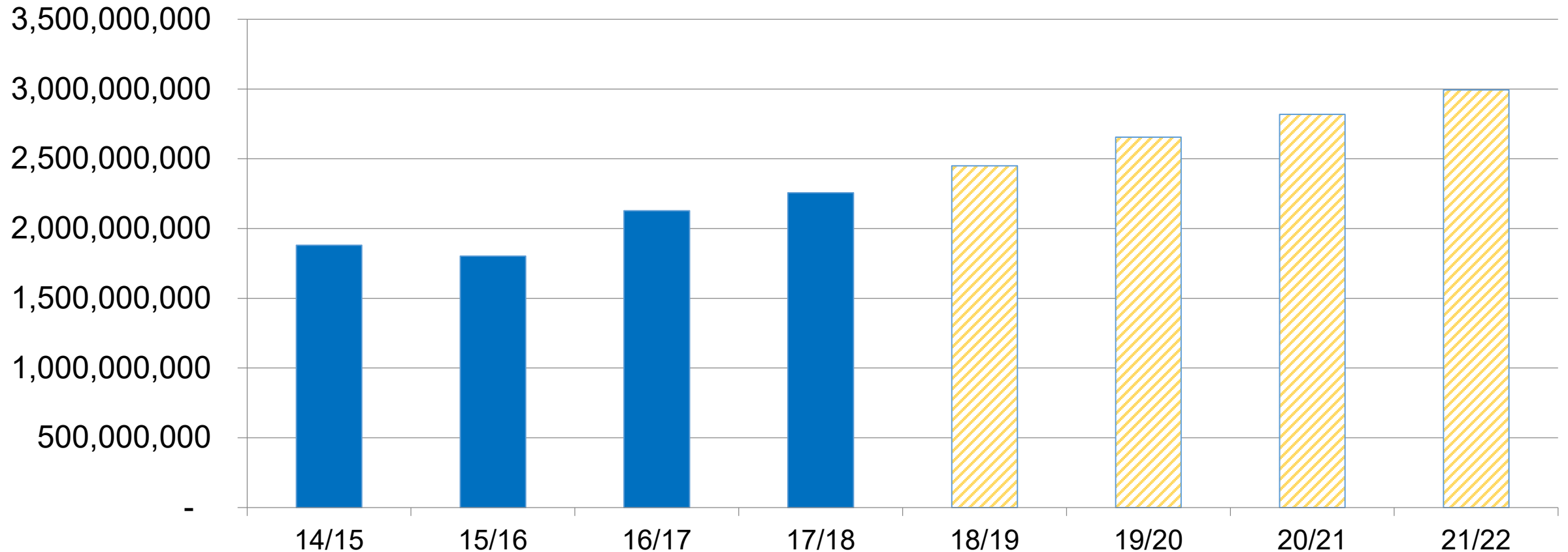


WHAT HAS CHANGED?

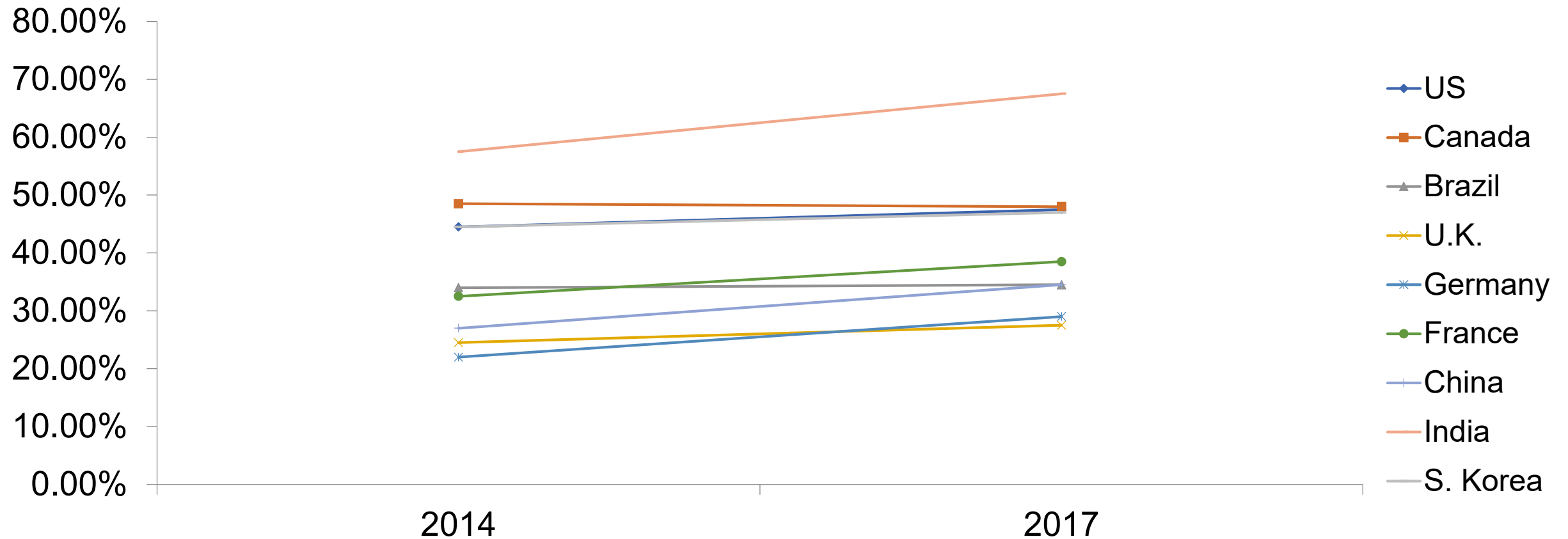
WHAT HAVE WE ACCOMPLISHED?

CALIFORNIA ALMOND PRODUCTION

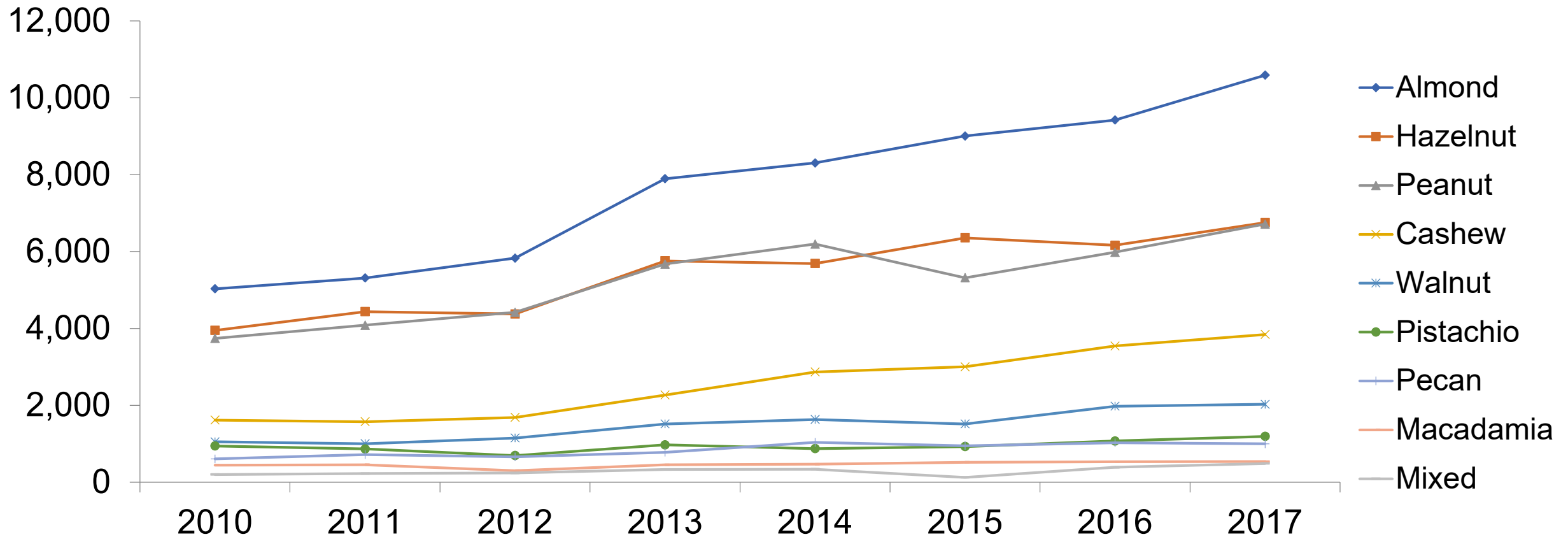
FY2014/2015 – FY2021/2022 Actual/Projections
(Pounds)



CONSUMER GROWTH – AVQ snacking and health scores



ALMONDS OUTPACE IN NEW PRODUCTS





REGULATORY HEADWINDS AND TAILWINDS

Retaliatory Tariffs

USDA Mitigation Programs
- Direct Payment
- AG Trade Promotions

Almond Industry Solidarity

The background of the entire slide is a close-up, high-resolution photograph of almonds. The almonds are light brown with a distinct ribbed texture. They are scattered across the frame, with some in sharp focus and others blurred in the foreground and background, creating a sense of depth. The lighting is even, highlighting the natural color and texture of the nuts.

ADDITIONAL GROWER FUNDING

\$67 MILLION

CY 16/17 – CY 18/19

Market Development - 88%

INCREASING CURRENT MARKETS

+\$14.4 Million



+\$10.8 Million



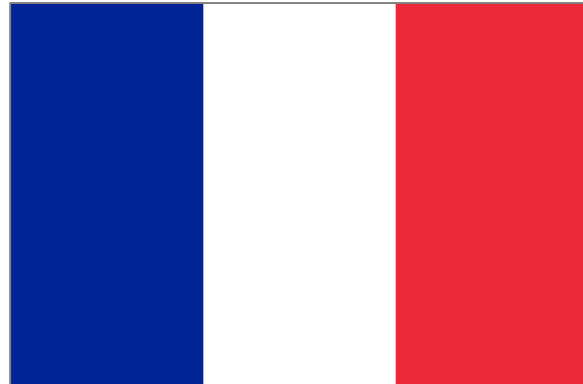
+\$4.6 Million



+\$2.5 Million



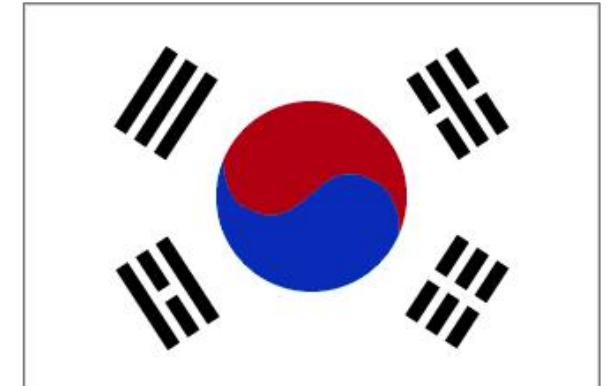
+\$2.3 Million



+\$1.4 Million

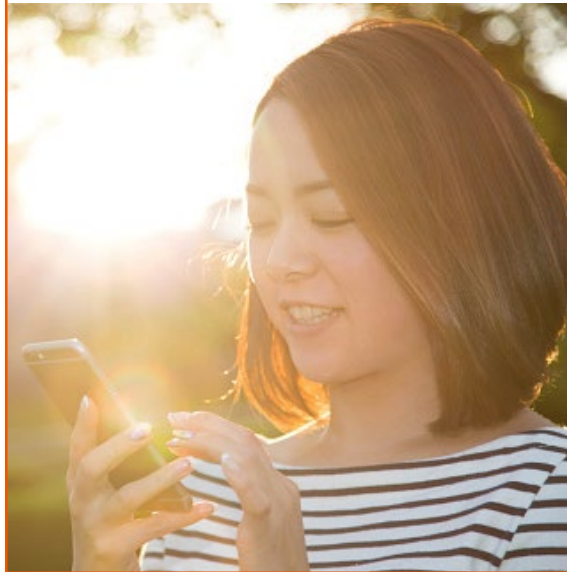


+\$1 Million



EXPANSION INTO NEW MARKETS

+\$2.4 Million



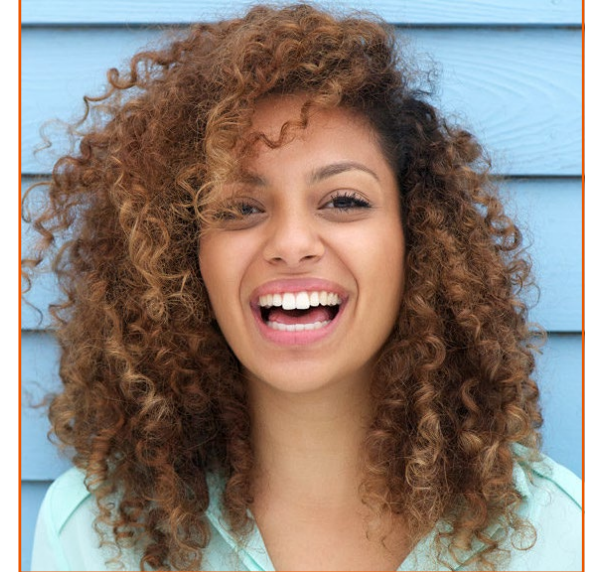
+\$6.1 Million



+\$3.6 Million

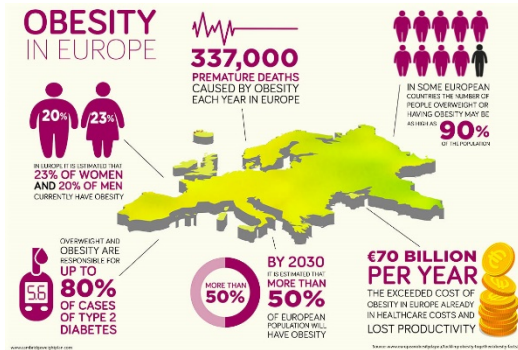
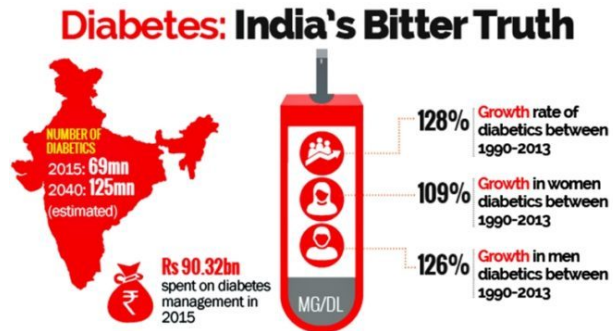


+\$600,000



NEW RESEARCH

NUTRITION



AG, ENVIRONMENTAL, and BIOMASS

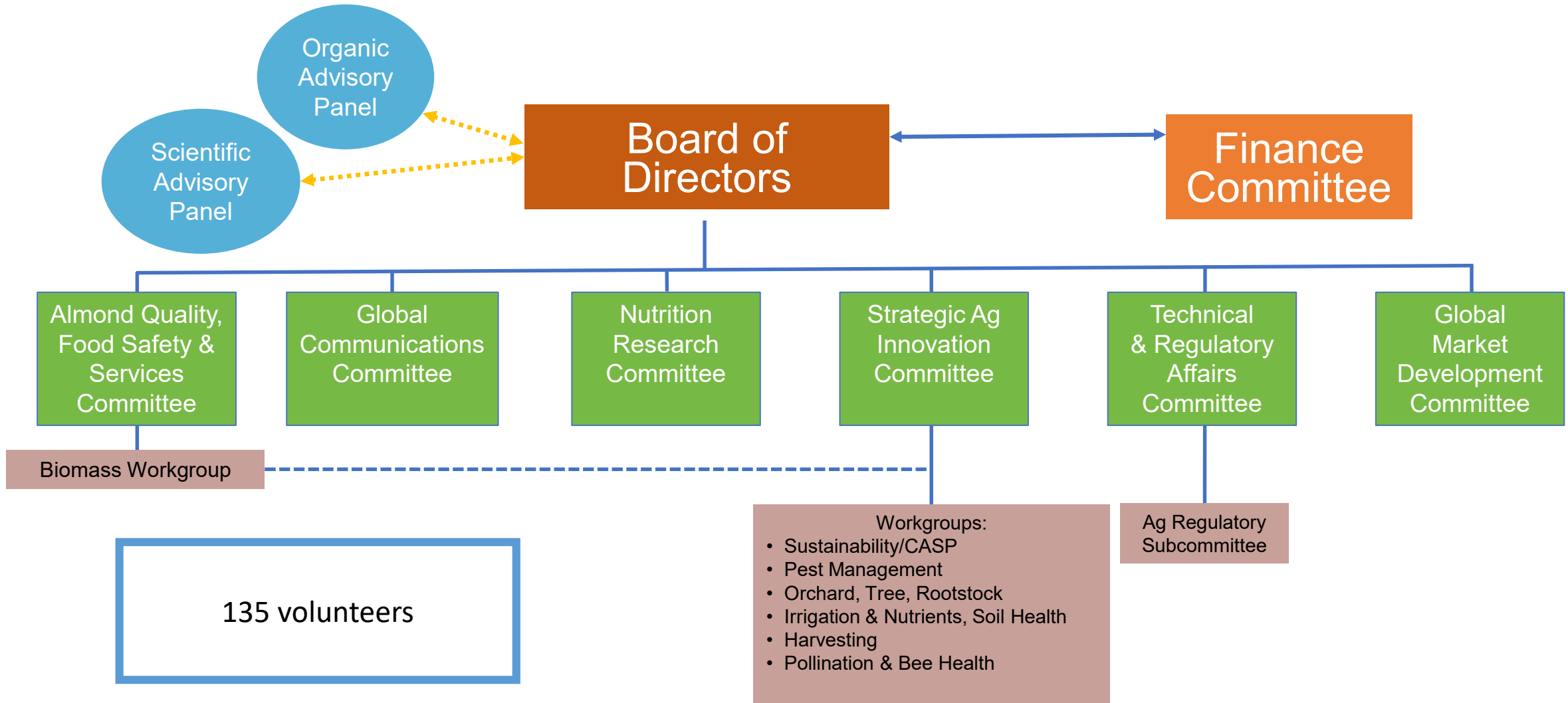
Land IQ and groundwater recharge

Saline, drought, and nematode resistant rootstock

Improved biomass utilization

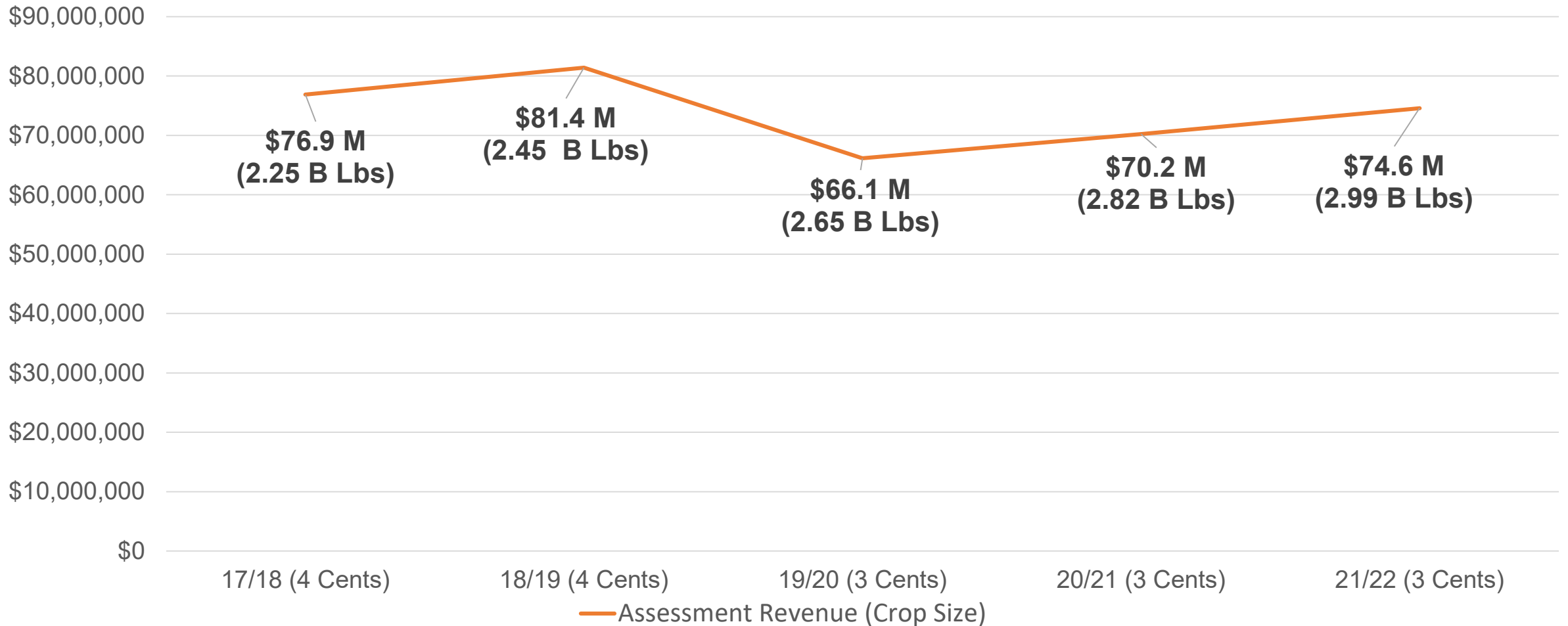
Pest monitoring tools and biological controls

ABC ORGANIZATIONAL CHANGES



ASSESSMENT INCREASE SUNSET

Assessment | Projected ABC Revenues





FOCUS ON THE FUTURE

Farm ~ Farmer ~ Customer ~ Consumer

EVOLVING OUR POSITION

- **Building on our industry advantage**
- **Leveraging the firm and profound foundation that we have developed over the past many years**
- **Adding to it the multiple attributes that the Almond Orchard and Almond Farmer of the Future provide**



OUR NEW INDUSTRY ADVANTAGE, OR POSITION, IS COMPOSED OF THE FOLLOWING:



**Healthy
lifestyle food**



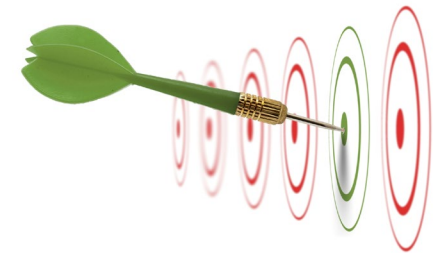
**Innovation in
farming and
environmental
practices**



**Unique
solutions for
California
agricultural**



**Grower/Handler
programs to
exemplify
progressive
agriculture**



**Goals and metrics
to which the
industry is
committed**

OUR NEW INDUSTRY ADVANTAGE WILL BE DELIVERED AND COMMUNICATED IN ENHANCED AND UNIQUE WAYS:

Solidify relationships throughout the supply chain

Drive advantage in the global competitive marketplace

Communicate with our growers and handlers

Develop and enhance our industry stature

THE FARM AND FARMER OF THE FUTURE

FARM

- Hyper efficient
- Water use advanced monitoring
- Pollination contributor
- Zero waste
- Zero dust
- Optimal pesticide use

FARMER

- Open
- Innovative
- Mindful
- Transparent
- Proud
- Successful





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WHY SET GOALS?

DRIVERS

- Commitment to **measurable change**
- Prioritize sustainability goals towards areas where we can make the most **meaningful impact** and generate the biggest results
- Build **consumer trust** and demands for change
- Motivate accelerated innovation and adoption within the industry

RESULTS

- Customer partnership: **solidify our relationship**
- **Protect Right to Farm**
- **Lead ahead of regulations**
- **Protect and grow consumer demand**
- **Industry unification and ownership**



GOALS AND METRICS



water

harvest dust

**ALMOND
ORCHARD**

2025 GOALS

pest management

zero waste



REDUCE THE AMOUNT OF **WATER** USED
TO GROW A POUND OF ALMONDS BY **20%**



ACHIEVE **ZERO WASTE** IN OUR
ORCHARDS BY PUTTING **EVERYTHING**
WE GROW TO OPTIMAL USE



INCREASE ADOPTION OF
**ENVIRONMENTALLY FRIENDLY PEST
MANAGEMENT TOOLS BY 25%**



REDUCE **DUST** DURING ALMOND
HARVEST BY **50%**



water

harvest dust

**ALMOND
ORCHARD**

2025 GOALS

pest management

zero waste

Almond Board of California— Vision and Mission Statements

*approved by the Board of
Directors on October 24, 2018*

Vision

**California Almonds make life better
by what we grow and how we grow.**

Mission

**Expand global consumption of
California almonds through
leadership in strategic market
development, innovative research,
and accelerated adoption of industry
best practices.**

**Karen Ross,
*Secretary of
the California
Department
of Food and
Agriculture***

Thank you for your tireless service
as secretary for the past 7 years!





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