



# State of the Industry

Chairman of the Board Mike Mason and CEO Richard Waycott



# New Strategic Priorities



- 1. Invest in programs and research that make almonds a Crop of Choice for California**
- 2. Invest in programs and research that build market demand for almonds, making them the Nut of Choice**
- 3. Build an ABC organization that optimizes its effectiveness in establishing and executing goals**

# New Strategic Priorities

## 1. Invest in programs and research that make almonds a Crop of Choice for California

- **Promote sustainability of almond supply**
- **Enhance food safety systems**
- **Basic and applied research capabilities**



## **2. Invest in programs and research that build market demand for almonds, making them the Nut of Choice**

- **Expand understanding of health benefits**
- **Develop new markets and maintain existing ones**
- **Market access**
- **Prioritize resource allocation**

# New Strategic Priorities

3. **Build an ABC organization that optimizes its effectiveness in establishing and executing goals**



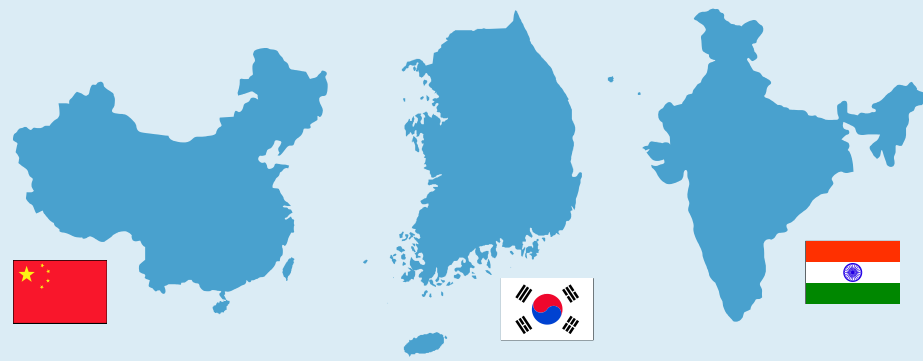
# New Global Market Development Committee



## Established Markets Sub-committee



## Emerging Markets Sub-committee

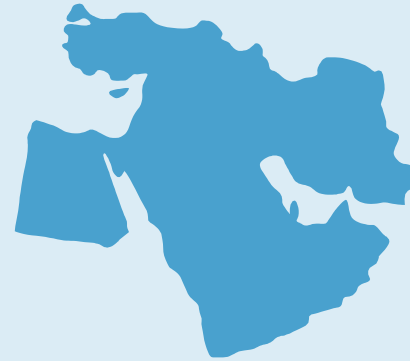


# Potential Opportunities for Future Growth

## Mexico



## Middle East



## Brazil



## Indonesia



# Committed to In-Market Knowledge





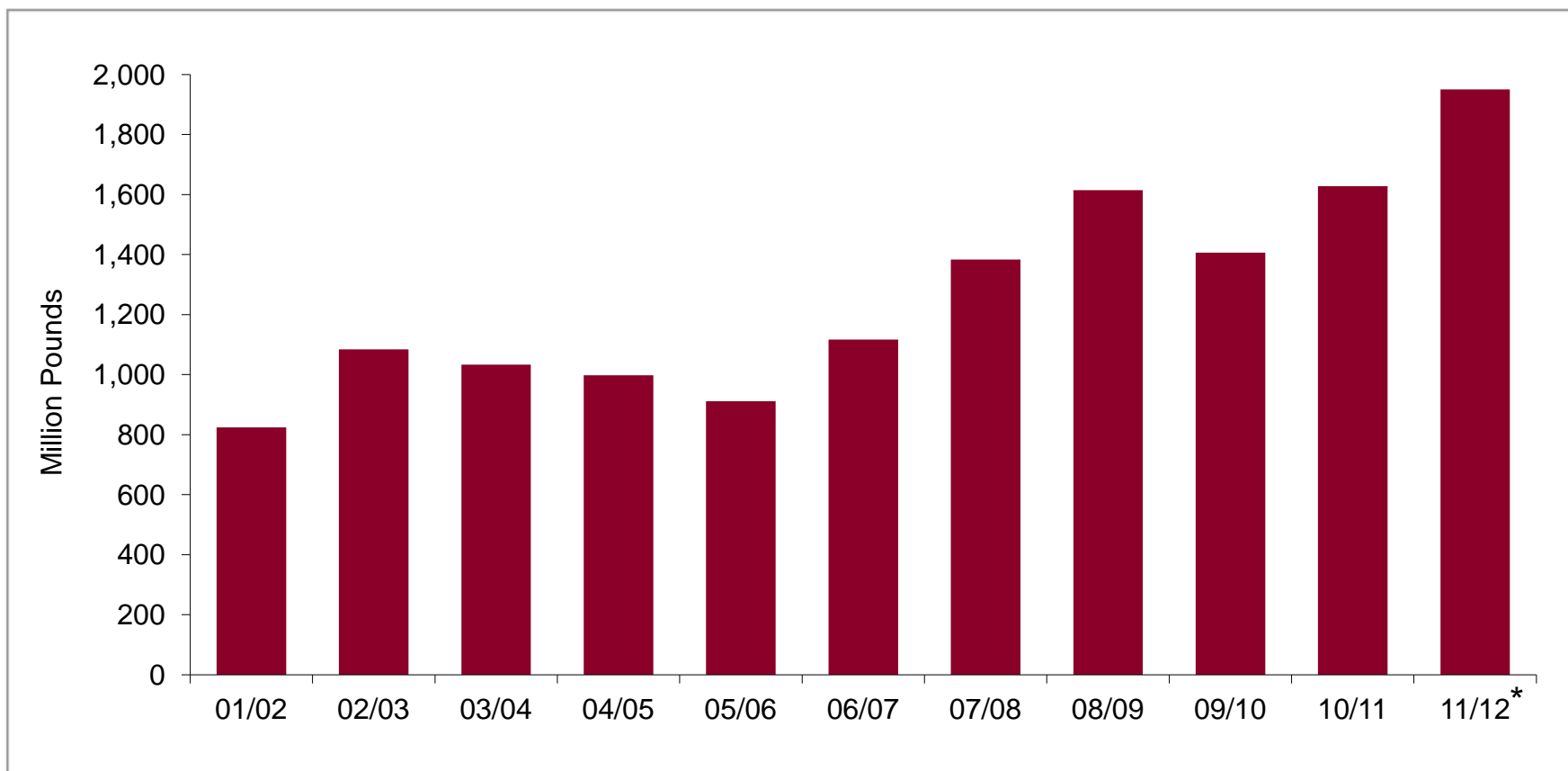
# Growers are the Center of Our Industry



# Two Billion and Beyond



## HISTORICAL CROP SIZE CROP YEAR 2001/02–2011/12



Sources: Almond Board of California, USDA, NASS/CFO.  
\* Estimated

# ABC Partnership in Action

