

2019

Living our VALUES

DUDA[®]
A Diversified Land Company

- ▶ Integrity in our business conduct
- ▶ Stewardship of the land and its resources
- ▶ Faith in the Lord who richly blesses us all
- ▶ Faith in the goodness of people
- ▶ Responsibility to our shareholders
- ▶ Responsibility to our employees
- ▶ Responsibility to our customers
- ▶ Strength from diversity
- ▶ The need to grow



Belle Glade employees partnered with employees from Oviedo and Wellington to collect Christmas gifts for children who live in the Belle Glade labor housing complex. Gifts were collected and delivered to more than 100 children at the onsite daycare facility as well as homes within the labor housing community.



"Fiscal year 2017–18 presented several challenges for DUDA, including the loss of two thirds of our citrus crop as a result of Hurricane Irma and low vegetable prices throughout the year. While these obstacles were certainly unexpected and difficult to weather, we never lost faith in the resiliency of both our business model and people.

This faith is evident in the many ways that we lived our values in fiscal year 2018 – 19.

In spite of the challenges we faced in the previous year, DUDA continued giving back to our local communities, investing in our people, and improving upon our existing systems and processes to grow for future generations. This year's report provides a thorough overview of how we lived our values and never lost sight of who we are, regardless of what difficulties we faced."

David J. Duda

David J. Duda, President and CEO



◀Duda Farm Fresh Foods hosted a booth at the Produce Marketing Association's Fresh Summit Convention and Expo in October. The annual event, held in different cities across the country, provided an opportunity for the company to introduce new Dandy® Super Sweet Corn Tray Packs as well as the new Duda Generations logo, which is placed on all Dandy® fresh cut celery packages that contain Duda Farm Fresh Foods proprietary celery varieties.



▲ Construction of the Addison Village Club in Viera was completed over the summer. This new amenity fulfills a promise to residents of several Addison Village neighborhoods, providing them with two large swimming pools, six tennis courts, an indoor gymnasium, meeting/banquet rooms, and more.



▲▲▲ Belle Glade employees conducted several significant tours this year, hosting assistants to representatives and senators serving on agriculture committees, visitors from Glades Central High School, and members of Class 8 of the Emerging Leader Development Program, presented by the Florida Fruit and Vegetable Association (FFVA). The location also played host to a regulatory tour, which brought together members of the scientific, environmental, and agriculture communities to build relationships, network, and discuss crop protection, worker protection standards, and best management practices.



• In the spring, DUDA's Human Resources department launched Waggl, a real-time transparent engagement platform focused on giving a voice to employees. Employee responses helped identify areas where DUDA performed well, along with opportunity areas for improvement. DUDA, at an enterprise level as well as local level through its business units and corporate functions, is utilizing Waggl feedback to make improvements that will support company growth.



▲ The Viera Community Institute hosted the 6th annual Light Up Viera Holiday Parade in November 2018. The event brings the Viera community together with a parade, fireworks, and activities like a Santa letter writing station and Christmas elf meet and greet. The Duda Family Council also sponsors a nativity-themed float.



▲ Viera Builders won several awards at the Brevard County 2019 Parade of Homes, including Diamond for a home in its Reeling Park neighborhood. Other awards won included Platinum, Gold, Silver, and Bronze.



◀New organic fresh cut Dandy® celery sticks were introduced this year, available as washed, packaged, and ready-to-eat product in four- and seven- to eight-inch stick varieties. This new product line will help meet a rising demand for organic ready-to-eat produce in the marketplace.



▲ Account Manager Bert Barnes and his family presented a donation check to the Treasure Coast Down Syndrome Awareness group on behalf of Duda Farm Fresh Foods. The group's mission is to continue enhancing the lives of persons with Down syndrome and creating a public awareness of their enlightening ability.



▲ Duda Farm Fresh Foods Executive Chef Todd Fisher participated in the 2019 Produce Marketing Association Foodservice Conference and Expo in Monterey, California, taking home both the People's Choice Award and Produce Plate Award for his creations featuring Dandy® produce.



▲ Duda Farm Fresh Foods' fresh cut celery processing plant in Oxnard participated in an audit with Coriolis Consulting to challenge and improve its business model. The Coriolis team validated the redesign of the plant's raw room, found ways to reduce product waste, and helped improve the work environment for roughly 80% of the plant's workforce through increased ambient air temperatures.

▼A new FireFly ProSlab 155 automated sod harvester made its way to the Lake Placid operation over the summer, bringing the total number of FireFlies Duda Ranches operates to four: two in Cocoa and two in Lake Placid. FireFlies help address labor shortages, save money, improve harvesting precision, and are a safer alternative to hand stacking.



The Mission of DUDA,
a diversified Land Company, is to grow...

- Christian Faith and Business Integrity
 - Land Values and Vibrant Communities
 - Families, People & Relationships
 - Healthy Food Products
 - Sustainable Wealth and Balanced Financial Returns
- ...for Future Generations



The company's priorities for charitable donations reflect those of its founders: organizations and institutions that provide meaningful services for our employees and our industries. These include faith-based organizations, educational institutions and programs, youth worker outreach programs, and other non-profits that serve a critical need for our employees, their families, and communities. In addition to the donations mentioned in this report, this list highlights some other organizations we contributed to in our fiscal year 2019.

- Agriculture Communicators of Florida Foundation, Inc. • American Cancer Society Inc. • American Red Cross of Florida's Space Coast • Bluewater Foundation, Inc. • Boys & Girls Clubs of Central Florida, Inc. • Boys & Girls Clubs of Greater Oxnard & Port Hueneme • Brevard Cultural Alliance, Inc. • Brevard Schools Foundation • Brevard Symphony Orchestra, Inc. • Brevard Zoo • Cancer Patients Alliance • Central Florida Council Boy Scouts of America • Devereux Florida • East Coast Migrant Head Start Project • Family Promise of Brevard, Inc. • Florida FFA Foundation, Inc. • Florida Specialty Crop Foundation • Florida State 4-H • Food Share, Inc. • Franciscan Workers • Future Citizens Foundation • Girl Scouts of Citrus Council Inc. • Glades Day School • Gove Elementary School • Gulf Citrus Growers Association Scholarship Foundation, Inc. • Harmony Farms, Inc. • Harry Chapin Food Bank of Southwest Florida, Inc. • Health First Foundation • Highlands County AG-Venture Inc. • Highway Park Neighborhood Council • Hope Helps, Inc. • Junior Achievement of the Space Coast • Lake Placid FFA Alumni • Lake Placid Youth Baseball • Lead Brevard, Inc. • LeaderCheer Scholarship and Training Program, Inc. • Moore Haven High School Scholarship Organization, Inc. • Natividad Medical Foundation • Northside Youth Baseball • Palm Beach State College Foundation, Inc. • Produce for Better Health Foundation • Redlands Christian Migrant Association • Running Zone Foundation, Inc. • Scott Tanner Memorial Scholarship Fund • Second Harvest Food Bank of Central Florida • Secure Oviedo Schools, Inc. • SEEAG • South Florida Agricultural Foundation, Inc. • Space Coast Symphony Orchestra • St. John the Evangelist Catholic Church • St. Luke's Lutheran Church & School • The Children's Hunger Project, Inc. • The Ferdinand and Anna Duda Foundation, Inc. • The John and Katherine Duda Foundation, Inc. • The Joshua Foundation, Inc. • United Fresh Start Foundation • United Negro College Fund, Inc. • United Way of Florida, Inc. • University of Arizona Foundation (YCEDA) • Viera Charter School PTSO, Inc. • Warner University, Inc. • Winter Springs High School

The Duda family held its biennial family field trip in January, touring Duda Ranches' LaBelle farm to learn about the location's cattle, sugarcane, sod, and citrus operations, as well as to see firsthand how it continues achieving its aspirational goals of stewarding land through profitable use and value enhancements..



• RCLCO and John Burns Real Estate Consulting both released their 2018 lists of top-selling master-planned communities in the country. Out of 50 rankings, Viera landed at 24th in RCLCO's list and 25th in John Burns Real Estate Consulting's list, with 463 total home sales in 2018, up 4% from the previous year.

►DUDA continued to contribute funds last year to help establish a Boys & Girls Club in Oviedo. Every day after school and all summer long, this organization will provide a safe and caring experience, at no cost, for children between the ages of 6 and 18 from the area's most underserved neighborhoods. Construction on a permanent home for the new club has begun, with plans for a grand opening in 2020.



◀LaBelle's Northeast Corner Project, embarked upon in 2017 to expand sugarcane acreage in the area, had its first harvest in early 2019. This new acreage will increase financial results and provide better efficiencies for Duda Ranches' sugarcane operation.



▲ The Viera Company was recognized by the Brevard County Board of County Commissioners for its 30 years of outstanding work in developing the community of Viera.



• DUDA's Information Technology department rolled out several tech updates for employees this year, including a new and improved online portal and email address for requesting assistance from the IT ServiceDesk, a Dropbox Business account for a secure way to access and share files both internally and externally, and the new CenturyLink/Cisco Webex conferencing platform to allow the company to conduct on-demand audio conferencing meetings with colleagues, vendors, and partners.



►New radish bagging equipment and a new corn de-busker arrived in Belle Glade to help reduce labor costs and waste, improve operational equipment runtime efficiency, and increase product yields. This new equipment will contribute to the growth, consistency, and success of value-added Dandy® produce.



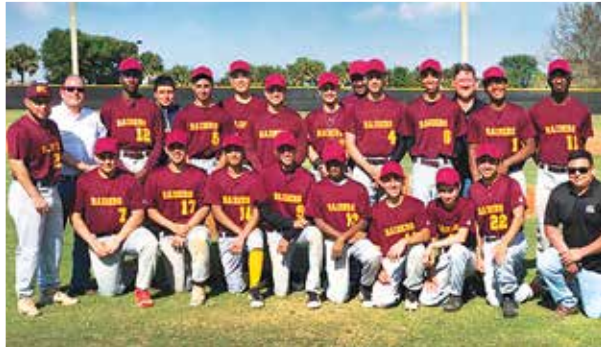
▲ In honor of National Celery Month in March, Duda Farm Fresh Foods launched a special DUDA employee-focused "Celerybrate Challenge" alongside their consumer promotion. Employees were invited to share photos of themselves enjoying Dandy® celery on Instagram, like and tag @dandyfreshproduce, and use special hashtags to be entered for a chance to win a pair of Apple AirPods.



• Duran Golf Club earned the designation of “Best Golf Course” in the 2018 Best of Brevard contest, presented by Florida Today and voted on by the community. It was also named “Best Golf Course” and “Best Wedding Venue” in the 2018 Hometown News Readers’ Choice poll.



▲ The planting of more than 17,000 new lemon trees across 150 acres of land in LaBelle was completed in March. The trees, planted through a contract with Coca-Cola® for its Simply Lemonade® juice brand, are scheduled for their first harvest in the fall of 2020.



▲► DUDA continued its longstanding relationship with Glades Day School in Belle Glade by making two monetary donations to them this year. Employees Sam Jones, Kelly Teets, Perry Yance, and Eric Sandoval spent time with students at the school, speaking about local agriculture and the history of DUDA, before donating funds to the school and its baseball team.



▼ Twenty-five employees graduated from the DUDA Degree Program this year. The program, launched by DUDA's Human Resources department in 2018, helps educate employees on key business, technical, leadership, and collaboration skills through the interactive Thinkzoom learning platform.



▲ A new diverging diamond interchange (DDI) opened in Viera this summer at Interstate 95 and Viera Boulevard, bringing with it the promise of improved traveler safety and less congestion. The DDI, with its close proximity to USSSA Stadium, is also expected to help attract several new businesses to Viera.



▲ Students of Class 8 of the Emerging Leader Development Program, presented by the Florida Fruit and Vegetable Association (FFVA), toured the celery seed research facility in Salinas to learn more about the science behind Duda Farm Fresh Foods' celery varieties. Cathleen Conley, communications specialist, was a student in Class 8.



• The 10th annual Viera Wetlands Nature Festival, sponsored by the Viera Community Institute, was held in April 2019 at the Ritch Grissom Memorial Wetlands. The event played host to roughly 2,000 attendees who were able to receive wetlands tours and visit with vendors and exhibitors to learn more about the flora and fauna in the area.



◀ The Viera Company sponsored the 2019 Blues & Brews Backyard BBQ Cook-Off & Family Fest in Melbourne, Florida, and participated in the 2019 Corporate Challenge barbecue cook-off, taking home first place. The event raised funds for the Eastern Florida State College Foundation, who provides scholarships to college students.

• DUDA launched its Cyber Smart campaign in October to help improve awareness and education of cybersecurity threats company-wide. The campaign was presented in two phases, focusing on malware, phishing, strong passwords, and mobile device security, and will continue to provide ongoing cybersecurity awareness opportunities moving forward.



▲ DUDA's Human Resources department conducted six employee focus group discussions throughout Florida and California locations in the spring. These discussions will help contribute to the company's ongoing efforts to develop DUDA's brand as an employer.

► DUDA continued to support the Redlands Christian Migrant Association (RCMA) by purchasing cards from their annual Christmas card fundraiser. Cards are used to send Christmas greetings to business partners and associates, customers, shareholders, and friends of DUDA and its business units. Each card purchase is eligible for \$16 in matching state funds.



◀ Duda Farm Fresh Foods donated time and labor for, as well as organized, the repaving of the East Coast Migrant Head Start organization's daycare facility in Belle Glade. The new repaved parking lot provides safer, easier, and greatly improved curb appeal for children and their families.



▲ The Duda Family Council's June meeting set a record for attendance – 130 people – and continued the curriculum of Duda University, with business and ownership development sessions presented by DUDA leaders on key metrics and business strategy. The family also exceeded its fundraising goal for the Gary Sinise Foundation at the meeting.

• Annual Communications Meetings were held at locations across the country to offer salaried employees an opportunity to hear a state of the company address from executive leadership. At the 2019 meetings, employees received updates on the financial state of the company, the company's future plans and initiatives, and strategic visions for each business unit. They were then taken on a video journey across the company to learn about several new initiatives throughout DUDA.



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◀ The McAllen sod operation donated sod for an Operation FINALLY HOME project for a Purple Heart recipient. The nonprofit organization is dedicated to building homes for wounded, ill, or injured veterans and their families.