

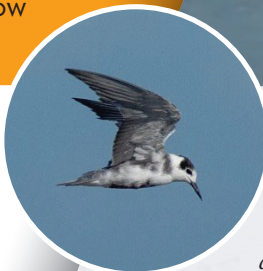
2022

A glimpse at how DUDA's values guided the business during fiscal year 2022

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



In August, members of Audubon Everglades visited DUDA's Belle Glade location to watch and document the wide variety of bird species present at the farm. Every summer, thousands of birds from all over the United States migrate south to Florida with many landing in Belle Glade. DUDA's relationship with Audubon Everglades stretches back more than a decade, with the company offering members and professional photographers the opportunity to view and photograph over 80 bird species in Belle Glade for one day per year. This year, the group was buzzing over sightings of a Common Redshank/Greater Yellow Legs hybrid – the first of its kind ever reported – and a Marbled Godwit.

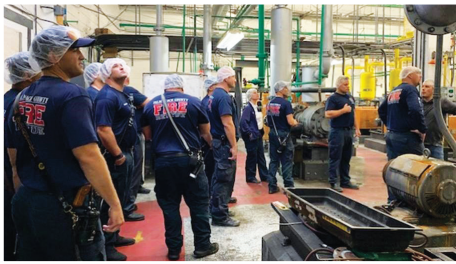
"Fiscal year 2022, marks my final full year as DUDA's CEO. I'm proud of what we achieved as a company this year, and our success is reflected in the many ways we gave back to our communities while remaining committed to our employees, customers, and shareholders. Fiscal year 2022 was not without its challenges. Conducting a search for the company's next CEO, along with obstacles in our citrus operation and the difficulty of navigating a cybersecurity ransomware attack, were just a handful of the items we faced this year. But as with any challenge, we navigated them together, learned a great deal, and entered fiscal year 2023 stronger for them. Reflecting on my final fiscal year as CEO, I am humbled and honored to say we have stood steadfast by our mission to multiply and share God's blessings for 96 years and counting. I look forward to passing the torch and watching DUDA flourish for many years to come."

David J. Duda

David J. Duda
President and CEO



▲ The Lake Placid sod operation earned Duda Ranches' Cost Cutter award in the fall. The award honors the sod location with the lowest cost per square foot during the fiscal year.



▲ Employees in Belle Glade hosted the Palm Beach County Fire & Rescue Deputy Chief and teams from several different fire departments from around the county in the spring of 2022. This annual face-to-face meeting includes updated response awareness, a review of the Belle Glade location's standard operating procedures and signage, updates from Palm Beach County on the latest equipment and training/staffing, and a Belle Glade facility tour.

DUDA launched its official alternative work arrangements policy in the spring, a direct response to feedback received during a 2020 employee pulse survey conducted through Waggl, a real-time engagement tool. The policy provides three different options for eligible employees: flextime, compressed workweek for parts of the year, and remote telework.



▲ DUDA celebrated one full year on its upgraded intranet platform, The ACRE (Access to Company Resources for Employees). During fiscal year 2022, 93% of users logged in at least once, 186 pieces of content were published, and the average content views per user was 105.5.



Employees in Belle Glade hosted the annual congressional staff tour where they showcased the Belle Glade operation and discussed various agricultural issues like domestic and H-2A labor, water supply, food and worker safety, grower challenges, technology in farming, worker housing, and research and development.

► Duda Ranches' LaBelle citrus operation was awarded silver in the Farm Sustainability Assessment, granted by the Sustainable Agriculture Initiative, in March. The FSA examines several topics, including nutrient, waste, and water management, chemical control, biodiversity, labor conditions, and more.



DUDA's Human Resources department completed a company-wide hourly, non-exempt market analysis for all active jobs within the company's business units during fiscal year 2022, adjusting compensation for 49 roles in July. Moving forward, the company will evaluate and update compensation ranges annually and conduct this deeper analysis every two to three years.



◀ The Viera Community Institute hosted Viera's Harvest Festival in October at Viera Regional Park. The community event was filled with traditional fall vendors, children's activities, and food trucks.



▲ In November, representatives from The Viera Company met with Florida state representatives on the passage of Senate Bill 434 related to Florida tourism marketing. The meeting was held on behalf of the American Advertising Federation and The Viera Company in connection with Viera's three largest local amenities: the Brevard Zoo, Duran Golf Club, and USSSA Stadium.





▲ The first class of DUDA's Emerging Leadership Program kicked off in October 2021. The program's goal is to provide a focused curriculum to accelerate the preparation of potential leaders to assume greater leadership responsibilities within DUDA. It brings together employees of different business units to learn about each other and build relationships, ultimately creating a more cohesive leadership team for the future.



◀ Duda Farm Fresh Foods was featured on an episode of the Food Network's How Healthy Happens television show in February. The show, hosted by a registered dietitian, helps viewers discover healthy tips and tricks and highlights the best products for all things food, fitness, and nutrition.

Viera ranked within the top 15 master-planned communities across the United States in two lists during fiscal year 2022. The community came in at number 13 in RCLCO's list and number 15 in John Burns Real Estate Consulting, LLC's list.



◀ 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. Every dollar raised qualifies RCMA for matching state funds.



▲ After meeting virtually for two years due to the COVID-19 pandemic, the Duda family met in person again for the annual Duda Family Meeting in June. A record 143 attendees traveled to Orlando, Florida, for the two-day event that included opening devotions, a business and board update, two keynote speakers, and other family business learning as well as family fellowship activities.



▲ The Board of Directors for DUDA named Samuel "Sammy" Duda as CEO-elect in June. He will succeed current CEO David Duda in January 2023. Sammy, a fourth generation Duda family member, will continue a legacy of family leadership at the company since its inception in 1926.

In July, DUDA was subject to a data security incident that temporarily took several of its systems offline. The company took swift action to restore the functionality and security of its data systems following the attack, ensuring no files were lost and business could continue. Employees remained resilient and adaptable during this situation and kept the business functioning despite the challenges posed.



◀ Viera's first Costco Wholesale opened in December, serving as the anchor for the new Pineda Interchange District, a commercial hub that will bring residents more shopping and dining options.

Viera Builders ranked #110 out of 239 for ProBuilder Magazine's list of 2022 Housing Giants, an annual list ranking homebuilders across the nation based on 2021 revenue.



◀ Viera Builders rolled out a new interactive Kitchen Designer Tool on their website and at their Design Studio. The new tool allows prospective buyers to choose from five different kitchen layouts and a wide variety of cabinet, countertop, backsplash, flooring, and wall paint color options to design the kitchen of their dreams.



◀ The 9th Annual Light Up Viera holiday parade, produced by the Viera Community Institute, was held in November to help spread holiday cheer throughout the community. Spectators enjoyed fireworks, marching bands, floats, and entertainment groups as they kicked off the holiday season.



▲ In April, representatives from Duda Farm Fresh Foods attended a fundraising event for Florida Senate President Wilton Simpson, a candidate for Florida's Commissioner of Agriculture. The team participated with a booth featuring fresh Dandy® produce.



◀ The Belle Glade location once again held its annual Christmas gift drive for children attending the East Coast Migrant Head Start daycare center and those living in the local labor housing community. This year, the gift drive also included daycare center teachers and staff. Gifts were generously collected by DUDA locations across Florida to help make the holiday bright for more than 100 people.



▼ The Viera Company sponsored and competed in the 6th Annual Eastern Florida Backyard Cook-off & Family Fest in April. Their team, Blazing BBQ of Viera, took home the golden pig trophy for the People's Choice Award. The event raised over \$100,000 for student scholarships to Eastern Florida State College.



► The Belle Glade team hosted two tours in April, including representatives from grocery stores such as Southeastern Grocers, Food Lion, and the Fresh Market, and five social media influencers from across the state of Florida who toured thanks to a partnership between the Florida Fruit & Vegetable Association (FFVA) and the Agriculture Communicators of Florida (ACF).



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

DUDA

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 2022.

• American Cancer Society • Agriculture Communicators of Florida Foundation, Inc. • Boys & Girls Clubs of Central Florida • Boys Town Central Florida • Brevard County Sheriff's Office Charity • Brevard Schools Foundation • Brevard Zoo • California Farmworker Foundation • Cancer Patients Alliance • Central Brevard Humane Society • Central Brevard Sharing Center • Central Coast Young Farmers and Ranchers • Central Florida Council Boy Scouts of America • Devereux Advanced Behavioral Health Florida • East Coast Migrant Head Start Project • Faith Viera Lutheran Church • Family Promise of Brevard and Greater Orlando • Florida FFA Foundation • Florida Gulf Coast University Foundation • Florida Specialty Crop Foundation • Florida State Fair Authority • Foundations for Seminole County Public Schools • Future Citizens Foundation • Genesis House • Girl Scouts of Citrus Council • Glades County Youth Livestock Show • Glades Day School • GROW Central Florida • Gulf Citrus Growers Association • Habitat for Humanity of Seminole County and Greater Apopka • Hagerty High School • Hendry County 4-H Club • Hendry County Sheriff's Office • Hendry-LaBelle Recreation Board • Highlands County Ag-Venture • Highway Park Neighborhood Council • HOPE Helps • Junior Achievement of the Space Coast • Kiwanis Club of Oviedo-Winter Springs Foundation • LaBelle High School • LaBelle Youth Livestock and Ag Show • Lake Howell High School • Lake Placid FFA Alumni • Lake Placid Historical Society Depot Museum • Lake Placid Youth Baseball • Lutheran Haven • Natividad Medical Foundation • Orlando Community and Youth Trust • Orlando Union Rescue Mission • Oviedo High School • Produce for Better Health Foundation • Redlands Christian Migrant Association (RCMA) • Salinas Valley Fair • Santa Paula Unified School District • Second Harvest Food Bank of Central Florida • South Florida Agricultural Foundation • Special Olympics Foundation • St. Luke's Lutheran Church and School • The 4R Foundation • The Children's Hunger Project • The Christian Sharing Center • The Ferdinand & Anna Duda Foundation • The Foundation for Farmworkers • The John & Katherine Duda Foundation • The Joshua Foundation • United Negro College Fund • University of Arizona Foundation • University of Central Florida Foundation • University of Florida Foundation • Warner University • Winter Springs High School • YMCA of Central Florida • Yuma County Fair

► Employees of faith across the company were encouraged to pray for our country, company, and communities during the National Day of Prayer on May 5.



► The Viera Community Institute hosted The Viera Nature Festival in April, welcoming eco-friendly and educational vendors and exhibitors who shared their knowledge of the wildlife and sea life local to Viera and the state of Florida.



In March, DUDA's Information Technology department began rolling out a six-part project management series for employees on the company's intranet portal. Taking readers from starting their projects to kicking them off, the series helped set the stage for the launch of a future virtual project management training program.



▲ A new era of innovation began for Duda Farm Fresh Foods through its new CREATE process, a unique product creation program based on consumer research that utilizes a stage gating method. CREATE stands for Concept, Refine, Estimate, Action, Test, and Execute.



◀ Employees in Salinas hosted a tour that included buyers from Produce Alliance during the International Fresh Produce Association's (IFPA) Foodservice Conference in late July. The conference allows attendees from across the supply chain to gather insights, spark dialogue, and experience innovations in an environment dedicated specifically to fresh produce in foodservice.



◀ Duda Ranches expanded sugarcane acreage in LaBelle to exceed 3,000 acres of production.



The Viera Company took home a bronze ▶ Charlie Award for Best Photo Illustration for Viera Vision Magazine's spring issue. The Charlie Awards are presented each year by Florida Magazine Association, Inc. (FMA), the largest state magazine association in the nation.



For the ninth year in a row, Duran Golf Club was recognized by the Golf Range Association of America (GRAA) as one of the top 50 Practice Ranges in the country.

In June, DUDA's Human Resources department announced a new job classification for a number of employees. The new salaried, non-exempt classification includes work objectives/goals and makes these employees eligible for the DUDA annual work objectives bonus program in the spring.

DUDA's Human Resources department launched a new tool through the company's HRIS (Human Resources Information System) platform, Dayforce, where employees can view personalized total compensation statements including items such as earnings, 401k match, tuition reimbursement, benefits, and company paid taxes.



▲ The DUDA Summer Employment Program returned in fiscal year 2022 after a two-year pause due to the COVID-19 pandemic. The program integrates younger generations of the Duda family into the business, allowing them to learn how the company operates firsthand and gain a better understanding of company values, practices, and traditions. As part of the program, participants volunteered at Tools 4 Seminole Schools, a nonprofit organization that offers teachers and students access to items they need during the school year such as school supplies, backpacks, and socks.



◀ DUDA's Information Technology department continued spreading awareness of digital threats by sharing important information during Cybersecurity Awareness Month in October. Through the company's intranet platform, The ACRE, they shared helpful

tips and tricks about phishing and malware and held contests for cybersecurity prizes.

DUDA's Learning and Development department continued offering its Emotional Intelligence Learning Plan during fiscal year 2022, with 34 employees completing the curriculum. The program, available through the company's Dayforce Learning platform, teaches participants what emotional intelligence is and how it can be improved through training and practice.



▲ Viera Builders launched a new community, and the first in Village 2 of Viera, in fiscal year 2022 called Pangea Park. Featuring several never-before-built floorplans and elevations, the community includes a neighborhood park, tennis courts, and pool, with home options including game rooms, in-law suites, Florida mud rooms, and more. A new collection in Reeling Park South – The Rutherford Collection – also opened in fiscal year 2022, featuring a mixture of new floorplans and old favorites.



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