



Dole Sunshine Company

Sunshine For All™

Dole Promise Progress Report
FY2022-2023



Welcome statement



Toshikazu Otani, Dole Asia Holdings President and CEO

Welcome to the Dole Promise Progress Report FY2022-2023.

Today, we mark three years since the start of our Dole promises. In that time, we have made good progress despite the continued effects post-COVID, significant slowdown in global growth, and more recently the war in Ukraine.

For businesses such as Dole, this has meant volatility in commodity prices and ongoing difficulties in navigating long and complex global supply chains. Yet, we have successfully braved and largely overcome the hurdles, thanks to our longstanding partnerships and business operations which we have built around the world.

Even in the face of global uncertainty, we have not been deterred in any way from our mission to bring good nutrition to one billion people by 2025. We have always believed that good nutrition should be more like sunshine – available for all.

For Dole, this sentiment is at the heart of our Sunshine for All™ rallying cry – and why we are deeply committed to delivering high-quality and healthy fresh and packaged fruit that has a positive impact on people, planet, and prosperity.

Similarly, the spirit of ‘Sampo Yoshi’ is intertwined with Dole. A philosophy that views the happiness of both society and business as interdependent – ensuring

seller, buyer, and community flourish, together. Something we consider in our actions and return to daily wherever we operate.

Around the world, we have been investing in cutting-edge Industry 4.0 agri-technologies to increase our farm output and simultaneously decrease our farming impact. Our regenerative agriculture practices have been explored as well as innovative repurposing of our fruit waste. We have been building greater capabilities in cultivation and production at our farms and canneries, expanding our sourcing by growing in new regions, and continuing to explore new ways to build and share value throughout our value chain.

Finally, in 2022, we have once again strengthened our passion for good nutrition. Our new leadership team in North America has been tasked with transforming Dole into a purpose-led, nutrition and wellness company – the next step to delivering on the Dole promises, which remain our guiding principles, demanding we be better each day and act responsibly as a company and as human beings.

As the sun rises each day, so do we in Dole to the challenge of creating a future which nourishes people and the planet for generations to come.



The Dole Promise

Comprised of six promises, each one interconnected and of equal importance, the Dole Promise is how we better our world today and for future generations to come.

Today, the Dole Promise is our guiding light for how we can make the sunshine brighter for all.

Our reporting years are following our Fiscal Year April 2022 to March 2023. All progress data throughout this report, unless specified, is against our 2019 baseline.



Contributing to good nutrition for 1 billion people by 2025

We aim to promote good nutrition via available, affordable, and acceptable products, while helping tackle agricultural and economic pressures (i.e., pest and disease, pricing).

640 million people consumed our products in the last 12 months*



Zero fruit loss sent to landfill by 2025

We seek to achieve zero fruit loss through optimizing fruit recoveries, repurposing edible food waste and valorizing non-food waste as renewable energy or animal feed.

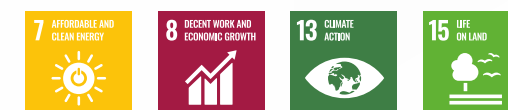
18% of our fruit loss ended up in landfill**



Net-zero carbon in our operations by 2030

We are revolutionizing farming with precision agriculture and Industry 4.0 technologies, accelerating our progress toward net zero carbon emissions despite COVID-19 challenges by reducing Scopes 1 and 2 emissions through energy optimization, and a shift towards renewable energy sources.

31% reduction in Scope 1 & 2 CO₂e emissions



Zero processed sugar in all our products by 2025

We are driving innovations that enhance the taste of our products while implementing an educational approach to help consumers make healthier food choices.

56% of our products contain zero processed sugar



Zero fossil fuel-based plastic packaging by 2025

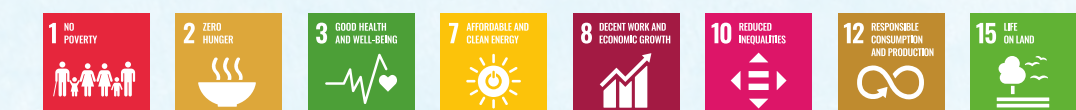
We strive to eliminate fossil fuel-based plastic packaging by integrating sustainability principles, simplifying packaging, reducing material usage, and promoting recyclability across our value chain, reflecting our commitment to a more sustainable future.

20% fossil fuel-based packaging



Shared value for all stakeholders

We are committed to positively impact the communities and countries where we operate, as we aim for holistic progress and sustainability, making our shared value ambition relevant to all stakeholders.



* Data as of July 2022, source: IPSOS
 ** Percentage of total

The Dole Promise

Governance and stakeholder engagement

We believe that our Dole Promise, and sustainability in general, is an integral part of our business strategy. Each one of the six interconnected promises drives our growth and success, in line with our business philosophy of ‘Sampo Yoshi’ (i.e., good for seller, good for buyer, and good for society). Our governance structure continues to evolve as we journey towards achieving our goals.



Executive-level leadership and ownership

For each of the individual promises, we have executive-level leadership within a related business function, which owns and manages delivery of the promise through to local level.

Board-level oversight and responsibility

Progress on the Dole Promise is reported by the executive-level leadership quarterly to a senior leadership team which comprises the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, and various other directors and senior executives of the business. Oversight and accountability on KPI performance, and other critical issues related to the Dole Promise, is a responsibility of this Board-level group.

Long-term strategic goal setting

Annually, full-year KPIs are reviewed and assessed, with any new long-term strategic goals developed and actioned for the following year. Looking ahead, in 2023, this process will include a transparent review of the Dole Promise, a holistic evaluation of all KPIs and associated goals, and a re-alignment of ambitions in line with progress to date.

Stakeholder engagement

The Dole Promise is informed by meaningful conversations and interactions with our stakeholders. The goals of each promise require us to listen, discuss and engage with our diverse stakeholder groups around the world. Our strategy directly benefits from taking onboard their views and opinions, understanding the global pressures where they operate, and identifying what we can do today for the greatest impact, tomorrow.



SAMPO YOSHI

Our commitment to the Dole Promise – based on the Sampo Yoshi philosophy of bringing interdependent prosperity to people and the planet – is not just a corporate mantra, it is a way of life. We understand that our promise to the world is intrinsically tied to the dedication and passion of our outstanding employees who are the heart and soul of our mission.

The Dole Promise

Contributing to good nutrition for 1 billion people by 2025

For reasons of availability, acceptability or affordability, nutritious food is not reaching those who are most in need. We believe nutrition is a human right and should be like sunshine: available and accessible to all.

Where we are today

In 2022, we reached 640 million people with our products. Globally, we continue to build our offerings in-store and online. By tailoring to local tastes and traditions, we aim to bring good nutrition to one billion people by 2025.

During 2022, our new leadership team in North America has been driving product innovation across our portfolio and exploring new categories like functional supplements and probiotic sodas – as we begin our new transformation into a purpose-led, nutrition and wellness company.

Our three-step approach continues to focus on delivering:

Availability: supply where it is needed; affordability: good nutrition must be well priced; and acceptability: better understanding of healthy food.



640 million people consumed our products in the last 12 months*

* Independently verified quantitative data specific to country, category and more.

Our progress

Availability: supply where it is needed

Globally, few fruits hold the same significance as the humble banana, a staple that graces breakfast tables across Asia-Pacific. In 2022, as the agriculture landscape grappled with mounting challenges, such as pest and disease pressures – particularly the Fusarium threat which continues to threaten the very core of our mission – Dole brought a staggering three billion bananas to the Asian table. Collectively, these fruits offer potential nourishment to more than 150 million people across Asia-Pacific. Another example of our resilience in our mission to make good nutrition available to all.

Our core Fruit Bowls® strengthened in popularity across Europe, the Middle East and key Asian markets; while in China, we launched a ‘clean label’ Fruit Bowls® version, plus a premium organic range of non-GMO prunes and new jelly fruit pouches for kids. Our Fruit Bowls® proved so popular in South Korea that Burger King added them into 135 stores.

With more people shopping in-store again, we expanded our product distribution to close to 100,000 new retail stores, delivering more than 90 million pineapples and 400 million kg of packaged products. As shoppers continue to search online, we were encouraged by our strong e-commerce results on Amazon in Japan which doubled in sales volume; and exceptional sales results driven by online and influencer content in China.

Affordability: good nutrition must be well priced

Due to the economic outlook in 2022, we have been challenged in the B2B sector by inflationary costs and customer price pressures. Balancing supply chain cost increases as consumer consumption of non-essential food items declined required a holistic approach. One area of savings we identified early on was packaging: minimize materials spend, protect high-quality ingredients. We expect some element of price levelling in 2023 will be unavoidable which may impact our B2B business.

Acceptability: better understanding of healthy food

Traditional foods and local tastes are one way we have approached getting the healthy and nutritious message to consumers around the world. In Vietnam, the local practice is to top iced teas and iced coffees with fruit. Working with local coffee chains, we trialled limited drink topping options. From a single store, this quickly expanded in 2022 across multiple stores and chains, with plans for further expansion in 2023 – a unique consumer insight which has grown into a significant part of our customer business in the region.

Another way we made healthy choices more acceptable in 2022 was from noting that fruit popsicles are deemed unhealthy due to their high sugar content. In Singapore, we decided to challenge this perception and create a new alternative, driven by our highly engaging ‘Momsters’ marketing campaign (see case study on following page).

Contributing to good nutrition for 1 billion people by 2025

Case Studies

Singapore

Sending moms 'crazy' with healthy fruit ice pops

Why would any parent want to give their kids a traditionally high-sugar snack? Summed up as, "My Mom's Gone Crazy!"; this unique insight became the creative direction for Dole Singapore's marketing campaign launch of our new Dole Fruit Pops.

Made from real fruit juice and pre-biotics with no added sugar, Dole Fruit Pops are a guilt-free snack. Only with kids not knowing this, it made them wonder why their moms were offering the snack for breakfast, lunch or dinner? Were their moms turning into crazy 'Momsters'?

Seeing life from a kid's perspective

This funny look at life through a kid's perspective drove the local advertising agencies including KiSaigon, Peppercom, Spark Foundry and Lancer Media to produce a campaign filled with a catchy jingle-led song and dance video. How could the Momsters video ever fail to become an instant hit with kids and their parents?

Mobile-first omnichannel campaign

We recognized an increasing number of consumers have now switched to online shopping, and with everyone glued to their phones, we decided to go with a mobile-first approach to bring the Momsters to life.



In total, the omnichannel campaign ran for eight-weeks on platforms including Facebook, Instagram, YouTube, TikTok, OOH; with a seamless sales channel online via platforms including Shopee and RedMart, and offline through retailers such as FairPrice, Sheng Siong and Caltex.

We didn't forget in-store merchandising. Sampling events and community engagement activities were led by real life Momsters, with all three characters ready to interact with the kids to keep the fun going.

Increase of 300% in consumer preference

As one of the first campaigns in Singapore aimed at driving healthier eating habits among children, and one of Dole's larger campaigns in Singapore focusing on roughly 30% of annual marketing spend, the increase of 300% in consumer preference and nearly 200k in views proved the power of Momsters.

Japan

Bringing down blood pressure, one banana at a time

What have bananas got to do with blood pressure, you might be thinking? Well, we expertly cultivate our bananas at high altitude to elevate their GABA content – a naturally occurring amino acid shown to lower blood pressure and promote relaxation*

GABA-rich bananas for a healthier snack

Dole Bananas have always been cherished for their delightful taste and nutritional value. In the vibrant landscape of Japan's fruit market, Dole has brought the GABA banana. Renowned for its commitment to quality and consumer well-being, Dole deep dived into the inherent health value of banana on top of being a naturally nutritious fruit.



Bananas contain GABA (*gamma-aminobutyric acid*), an amino acid that serves as a neurotransmitter in the human brain. This vital nutrient helps suppress neural activity and promotes relaxation. GABA is formed when an enzyme called glutamic acid decarboxylase (GAD) catalyzes a reaction, decarboxylating glutamic acid. This process often occurs as a response to environmental stresses, such as extreme temperatures or oxidative stress. At Dole, we are committed to not just offering delicious bananas but also educating our customers about their nutritional benefits, encouraging the consumption of bananas.

*https://jglobal.jst.go.jp/detail?JGLOBAL_ID=200902256057183671

The Dole Promise

Zero processed sugar in all our products by 2025

Obesity, heart failure, high blood pressure, high cholesterol, diabetes, and other noncommunicable diseases are all being linked to unhealthy diets. Today, more and more people are starting to realize health means better food choices. Limiting the amount of sugars, especially processed sugars, is one way to make a difference.

Where we are today

In 2022, across our portfolio (SKU) 56% of products were made with zero processed sugar (2021: 44%). We achieved this by a rationalization of existing products and new development in line with our zero processed sugar promise. Regionally, our progress was even higher at 81% for Europe and 78% for the Americas.

An ongoing challenge is how we convince our customers that the taste and flavor profile of our products (*i.e.*, *canned fruit in juice and syrup*) can be as good – or better – with the new formulations that eliminate processed sugar. We remain committed to creating these new products and delivering on our promise.

Our two-step approach focuses on: innovation: removing processed sugars whilst improving taste and flavor; and education: for consumers to learn to adopt a healthier diet including more fresh fruit and vegetables.



56% of our product portfolio contains zero processed sugar

Our progress



Innovation: removing processed sugar while improving taste and flavor

While removing processed sugar may appear a simple task given today's artificial sweeteners, our testing confirms it compromises the high-quality flavor and taste of our products. To find a better alternative, one that our customers will find as appealing for their restaurants and in the home, we continue to innovate the formulations of existing products.

Any new product research and development already has zero processed sugar as a start point, for example, our development in 2022 of Dole® Wiggles™ Fruit Juice Gels for the United States (*see case study on following page*).



Education: helping consumers to learn about good nutrition and make healthy food choices

Helping consumers to improve their health and nutrition choices is why we go beyond mandatory on-pack communication. Consumers deserve to know what good nutrition means and by providing easy-to-understand information, we enable them to buy food that is good for them.

Within Dole, we raise employee awareness via our Dole Nutrition Handbook. This is the go-to-guide for all things health and nutrition in Dole. We explain new product innovations, food reformulations and how we can all work together to achieve our promise of zero processed sugar by 2025.



Zero processed sugar in all our products by 2025

Case Studies

United States

Crafting the fun into zero processed sugar for kids

Getting kids to eat healthy isn't always easy, or fun! Dole in the United States decided to help parents on both counts with an innovative new product line: Dole® Wiggles™ Fruit Juice Gels.

Making sure the release would be a success, Dole partnered with CAMP stores to offer a first taste of Wiggles™ via a 'Giggle for Wiggles' interactive launch experience, in support of No Kid Hungry.

Kids like food to be fun, not a chore. So, we set our R&D team the challenge in 2022 to invent a giggle-some fruit snack to be enjoyed at any time of the day – snack time, mealtime, or dessert – packed full of goodness and none of the sugar content.



From zero to hero product

Unlike many processed and sugary gelatin snacks kids love to grab off the shelves, we tasked our R&D team to rethink kids snacks and zero out the processed sugar while maxing out a healthy dose of Vitamin C.

Their answer was the all-new Dole® Wiggles™: three cups full of bright, fruit-forward flavors, strawberry, orange, and cherry. Each one specifically formulated to have no added sugar*, no artificial flavors, no high fructose corn syrup, no artificial preservatives, plus non-GMO and gluten-free.

Partnering with CAMP stores

Of course, making a new kids' snack with zero processed sugar is only the start. Getting kids excited to try them is the real challenge. To give parents a hand we partnered with CAMP stores because of their totally unique shop/play hybrid experience which fit perfectly with our fun-themed launch communication plan.

A new fruit treat packed full of fun

In early 2023, families were invited to visit CAMP stores in California, Connecticut, Massachusetts, New York, New Jersey, and Texas to join in the fun of a 'Giggle for Wiggles' first taste of our innovation. The goal is to make kids and parents giggle, chuckle, and get involved by sharing their best jokes with a CAMP Counselor in return for a free sampling of Dole® Wiggles™.

Doing good for kids across the US

Making sure the fun-themed launch has a serious benefit, we are pledging with each joke told a \$1 donation to No Kid Hungry** – a national campaign run by the Share Our Strength nonprofit which is working to solve problems of hunger and poverty in the United States and around the world.

Dole® Wiggles™: one more step towards our zero processed sugar promise and our promise to contribute to good nutrition for 1 billion people by 2025.

"With many snacking options being high in processed sugars and artificial additives, parents today are looking for healthy, convenient snacks they can feel good about giving their kids. Dole® Wiggles™ delivers a delicious, convenient option for parents and kids."

Orzse Hodi

Senior Vice President and
Managing Director, Americas

* Not a low-calorie food. See nutrition facts for sugar and calorie content.

** Total donation up to USD 10,000



The Dole Promise

Zero fruit loss sent to landfill by 2025

In a world where approximately 10% of the global population is affected by hunger, the widely reported loss and waste of one-third of all edible food produced is an unsettling paradox. We need to take collective and urgent attention. At Dole, we recognize that food security is a fundamental human right.

Where we are today

In 2022, our march towards zero fruit loss faced hurdles – crop challenges and program delays. Yet, this adversity brought clarity, spotlighting where we could tackle fruit waste. Today, armed with this vision, we are propelled toward our 2025 ambition, and more resolute than ever in achieving our promise.



18% fruit loss ended up in landfill

Our progress

Upcycling: creating new fruit-based products

Last year proved a remarkable milestone as our resourcefulness transformed 5.37 million kg of banana fruit waste into Dole Dippers – a popular Dole snack of frozen bananas dipped in chocolate, offering a delight of flavors and nutrition. Another 628,000 kg of bananas, deemed imperfect, yet safe for consumption, found their purpose as puree. We know these are only small wins in the grand scale of world hunger, but they demonstrate our dedication and operational capabilities to deliver a positive environmental and economic impact.

In 2022, we also piloted our first commercialized projects with Dole Specialty Ingredients (DSI). DSI is an innovative B2B upcycling venture which aims to divert over one million metric tons of organic waste* by 2030.

Repurposing: getting value from organic waste

The understanding of the role of Black Soldier fly is an emerging breakthrough in banana cultivation. Its efficient consumption of waste bananas not only prevents landfill accumulation but also demonstrates its significance in its agricultural synergy. The larvae of the flies yield chitin, a versatile biopolymer beneficial for soil enrichment, disease resistance, and nutrient uptake – transforming traditional banana farming into a sustainable agri-system. As well as chitin, the larvae are a source for producing biodiesel, which we can harness to power

our farm generators and reduce our carbon footprint in the near future. The Black Soldier fly epitomizes nature-inspired circularity, showcasing the harmonization of advanced science and responsible practices, unlocking agriculture’s full sustainable potential.

We expanded beyond the Black Soldier fly in our pioneering waste repurposing initiatives - venturing into biochar production from 51,500 kg of banana waste. Biochar has the potential to play an important role in agriculture to enhance soil quality, aid water retention and nutrient absorption – helping mitigate the effects of climate change. Our exploration into banana-derived biochar goes beyond innovation, it is a technical leap forward offering extensive environmental advantages. Preliminary studies at our pineapple farm show biochar’s positive influence on soil and carbon, and we plan subsequent research into its carbon sequestration potential – hoping biochar may offer the opportunity to reduce our carbon footprint and help address climate change. Ongoing, our research will focus on fine-tuning biochar optimization to bolster soil structure, improve water retention, optimize nutrient availability, and elevate our overall crop productivity.

* ‘Waste’ includes waste streams (fruits waste) and side streams (agriculture waste) from available resources.



Reducing rejections: data speaks

In 2022, ‘Project Muda’ was launched in the Philippines, focused on fundamental waste prevention principles. This initiative meticulously analyzes the seven types of waste contributing to rejected fruits, emphasizing proactive measures to minimize waste ending up in landfills. Employing a scientific approach and data-driven methods, we identify waste origins at each production stage. Through ongoing monitoring, we aim to track waste reduction trends, taking targeted actions for sustainable outcomes. Project Muda encourages waste reduction ownership at the site level, fostering a culture of proactive waste responsibility.



Mottainai: embracing imperfections, redefining sustainability

In Japan, Mottainai epitomizes the celebration of imperfections that could lead to fruit waste. We’ve ingeniously transformed these ‘imperfect’ bananas into a nutritious banana puree, powering the creation of frozen snacks, muffins, and smoothies. Our resourceful approach converts overlooked bananas into a sustainable resource, effectively reducing food waste while finding inspiration in imperfection. To date, Mottainai has repurposed an impressive 628 tons of bananas, showcasing how sustainability can be both gratifying and motivational.

In 2022, we initiated a new Mottainai project in Japan, exploring consumer receptiveness to substituting potatoes with ‘green banana’ – unripe bananas that often go to waste. Green bananas are a gluten-free nutritional powerhouse, offer myriad health benefits, particularly for those seeking low-carb alternatives.



Energy generation: creating biogas for green energy

In our pineapple farms in the Philippines, we have continued to achieve zero fruit loss to landfill, with most of our fruit waste volume converted to renewable energy, now that both our biogas plants are fully operational. In 2022, around 100,000 MT of fruit wastes

were disposed of at the biogas facilities and reduced our emissions by approximately 10,800 MT CO₂e. Similarly, in our banana farms the opportunity exists to repurpose waste into green energy, however, the locale of the farms means the emissions generated via transportation make it unviable to redirect banana waste to biogas.



Zero fruit loss sent to landfill by 2025

Case Studies

Philippines

Beyond donation: the 'Bundle of Joy' revolution

In a world where donations are common, we have embarked on a transformative journey that transcends the ordinary. We call it the 'Bundle of Joy': a revolution of compassion, care, and shared happiness that is redefining how we make a difference.

A heartfelt difference

In the Philippines, over two million kilos of bananas bundled with joy were shared to various stakeholders. We've observed a truth – bananas are not just fruit, they are bundles of joy, symbols of love, and a source of shared happiness – and we realized there was the potential to do more than merely donate.

In our Bundle of Joy program, we believe the most valuable gift is time. By dedicating moments to share with the elderly, cherishing their stories over bananas, not only creates lasting memories but reaffirms the timeless essence of joy, love, and the unity that binds us all.

A symphony of love and care

When we share those sweet bright yellow bananas to our local communities, it is far more than a simple act of generosity. It is a symphony of love and care, where every single banana is a message of compassion. Each one carrying within it the essence of nurturing, a silent promise to nourish not just bodies but hearts and souls. An ode to collective well-being and a brighter, more compassionate world we are creating together through a simple Bundle of Joy.



The Dole Promise

Zero fossil fuel-based plastic packaging by 2025

From farm to shelf, packaging is essential to protect safety, quality and shelf life. We are determined to innovate new packaging solutions that provide a holistic approach to how we can reduce our need for fossil fuel-based plastic packaging.

Where we are today

We are constantly striving to find viable and scalable alternatives to fossil-based plastics across our value chain and in consumer-facing products. Our sustainability goals remain rooted in the quest for materials that are not just ecologically responsible but also technologically suitable for our diverse needs.

The Dole Future Council (DFC) – a business unit of Dole’s Fresh Produce Group (FPG) under the governance of FPG’s Danshari board – have introduced Project Midori which is a visionary initiative that takes a holistic approach to address plastics and packaging across our entire value chain (see case study).

In 2022, we focused our efforts on upcycling, recycling and finding alternatives to plastic.



20% fossil fuel-based packaging

Our progress



Upcycling: bringing new value to plastic waste

Together with our partners, we have been exploring innovative upcycling techniques that seek to transform used plastic materials into higher-value end products. Whereas recycling is a process that downgrades plastic quality with each ‘cycle’ of the loop, through upcycling we can utilize our waste plastics in superior, value-added products, extending their lifespan and reducing waste. In 2022, We have made a breastfeeding station out of Aerocrete, elevating the use of plastic materials beyond their original purpose.



Alternatives to plastic: seeking tomorrow’s packaging

We have embarked on using washable and re-usable cloth bags to replace the plastic fruit bags currently used in our farms. While the project is still in its early stages, we see it has the potential to be an opportunity to reduce our plastic footprint in the future. In 2022, we had 79 hectares already using our cloth banana bags.



Recycling: an evolving responsibility

Our dedication to recycling has evolved, ensuring that a substantial portion of our plastic waste is recycled responsibly. In 2022, we have sold 1,022 tons of plastic waste for use in initiatives such as polybags, soksok, consumer pack bag cuttings and trimmings, rejected twine and waste foam.



Zero fossil fuel-based plastic packaging by 2025

Case Studies

Global

A groundbreaking approach to plastic reduction

The elusive solution of non-fossil-based plastics is still on the horizon. However, we remain steadfast in our resolve to find an answer.

Within Dole's Fresh Produce Group (FPG), we are leveraging the 'Danshari Board' which is our innovative framework that encapsulates the essence of Danshari: a term deeply ingrained in Japanese culture that translates as 'decluttering' and embodies the philosophy of simplification, decluttering, and reduction.

Project Midori: re-imagining plastics and packaging

In the ever-evolving landscape of sustainability, Project Midori is one such step toward our plastic-free promise at Dole. Our Dole Future Council (DFC) is a business unit of Dole's Fresh Produce Group (FPG), governed by the FPG's Danshari board, and responsible for this visionary and transformational journey toward a more sustainable future.

Project Midori leverages Danshari principles to help Dole reimagine plastics and packaging in our value chain via:



- *Material reduction* that minimizes material usage without compromising functionality or quality
- *Simplification* because complexity often leads to waste, so by simplifying our packaging designs and processes we can streamline operations and reduce environmental impact
- *Integration* of sustainability into every aspect of our value chain, from product design to manufacturing to distribution and disposal, that ensures that our commitment to sustainability is embedded in everything we do
- *Recyclability* designed into our products and packaging to promote a circular economy and minimize the end-of-life impact

Toward a world of simple sustainability

Project Midori isn't just an initiative: it is a transformational journey toward a more sustainable future. A project that reflects our commitment to responsible consumption, environmental stewardship, and the creation of a world where less is more, and simplicity reigns supreme.



The Dole Promise

Net zero carbon in our operations by 2030

Environmental impacts from carbon emissions threaten not only our business but the lives of farmers and communities around the world. We are determined to act on our goal to reach net zero carbon in our operations by 2030.

Where we are today

Despite COVID and the subsequent global economic volatility, our net zero progress has actually accelerated, faster than ever, positioning us closer to our long-term ambitions. Overall, since our baseline year in 2019, we have reduced our Scope 1 and 2 emissions by 31% or a total of 152,500 MT of CO₂e.

The success in the use of biogas and solar power, along with our self-efforts on energy optimization and reduction, have contributed to an 18% reduction in Scope 1 and Scope 2 emissions compared to the previous year.

Our three-stage approach to achieving net zero includes: improve data management systems for clear root cause and counter measures, refuse and reduce unnecessary base-GHGE through daily efficiency efforts, and switch to renewable utility resources through global partnerships.



31% reduction in Scope 1 & 2 CO₂e emissions from 2019 baseline

Our progress



Aiming for 100% renewable energy in our processing facilities

Renewable energy is one of the key pillars in our net zero reduction efforts. In 2022, we reached an overall total of 56% renewable energy use across Dole processing facilities. Our agriculture and industrial facilities in southern Mindanao in the Philippines have maintained their electricity consumption to be 100% renewable-energy sourced – with 1,130 MWh of electricity used in these facilities supplied by biogas plants, around 3,108 MWh from solar power, and the rest covered by renewable energy certificates from power companies.

In terms of fuel usage, our industrial facilities in Polomolok and Surallah are powered by 85% renewable energy; and with our biogas facilities being fully operational in both sites this year, we have saved on close to four million litres of diesel fuel from clean energy supplies.

In Thailand, our solar rooftop facility has been fully operational since 2021 and is now one of the five biggest installations in the country. Already in 2022, it has delivered 5,900 MWh of electricity, which increased solar energy supply to our operations by 5 percentage points: (2021: 13% vs. 2022: 18%), for a total 18% solar energy supply increase since the baseline year in 2019.

As we are exploring alternative boiler fuels that offer CO₂ emissions reductions, and we remain committed to implementing a range of energy conservation programs, such as flash steam and blowdown heat recovery, insulation, and other automation programs. These efforts are aimed at maximizing efficiency and minimizing our reliance on non-renewable fossil fuels.



Reducing by 50% GHG emissions in our own operations

In the Philippines, both of our biogas plants are now online and proving a success at repurposing our waste fruit into carbon-free energy for our operations. The electricity generated by the two plants reduced our Scope 2 emissions by 800 MT CO₂e, while the boiler fuel displacement avoided around 10,000 MT CO₂e of Scope 1 emissions.

Our solar power facilities in the Philippines and Thailand have also contributed to a net reduction in GHG emissions of 2,200 MT CO₂e and 2,600 MT CO₂e, respectively.

Due to their existing infrastructure, our long-established operations in the Philippines and Thailand present more of a challenge in reductions terms.

Considering these challenges, we conducted a thorough study to understand costs and efficiencies during the planning of our Sierra Tropical Limited (STL) pineapple production facility. This study allowed STL to improve how we use heat and energy, making processes more efficient. While we recognize there's still much work to be done on our sustainability journey, the new STL facility is a positive step for Dole operations. As we progress, we are also exploring additional measures like using solar energy biomass, and biogas to further reduce our environmental impact in the future.

Net zero carbon in our operations by 2030

Case Studies

Global

Gaining visibility into the carbon footprint of our products

We have long been seeking a reliable way to calculate the carbon footprint of our products. The obvious solution is life cycle assessments (LCAs) but to meet our sustainability goals LCAs are not feasible due to their limited comparability and lengthy timeline. Fortunately, the groundbreaking Swedish start-up, CarbonCloud, has provided an automated world-leading answer to our needs.

Knowing our climate footprint is a central performance indicator for our operations. By partnering with CarbonCloud, we can now automate the mapping of our supply chain and get full transparency over the carbon footprint of our products.

Reliable and comparable data

As a climate intelligence platform, CarbonCloud continuously monitors scientific evolution to ensure that every product calculation is made within the same system boundaries – meaning that we are sure each product's carbon footprint is reliable and comparable. An important factor which LCAs are not able to guarantee.

CarbonCloud does this by translating systematic climate knowledge into an easy-to-use platform which allows us to access the data we need for visibility on emissions from transportation, packaging, agriculture and more.

This insight means we can take actions to improve our emissions impact, and compare product-by-product, with the benefit of robust data to communicate on our climate performance. Data is simple and can be shared across our business to set targets, to stakeholders for results, and with consumers to better inform sustainable purchases. All in a trusted and transparent manner.

Guiding new product development

To date, we are using CarbonCloud on sixteen of our product labels in the US – with our R&D teams now able to leverage the power of the platform in new product development.



Global

A scientific revolution for a sustainable future

In the intricate world of banana farming, combining precision agriculture and Industry 4.0 technologies has emerged as a transformative force – with profound implications for achieving net zero carbon emissions. At Dole, we are an agricultural leader with a rich heritage in banana cultivation. With the Dole Future Council (DFC), we are embarking on a scientific journey that utilizes cutting-edge tools, from weather data analytics and satellite imagery to the Internet of Things (IoT), to redefine sustainable farming.

The science of precision agriculture

The DFC launched the agri-satellite system over more than 10,000 hectares of banana plantations in the Philippines, Sri Lanka, and Vietnam. Precision agriculture is a meticulously orchestrated symphony of data and insights. For banana farming, this translates into data-driven decisions for crop management, resource allocation, and waste reduction. We harness precise weather data to anticipate weather-related challenges, enabling us to optimize irrigation and water use, and protect the health of our banana plants.

Satellite imagery: aerial intelligence for banana farms:

Satellite imagery is our eye in the sky, providing a comprehensive overview of our banana plantations. We monitor crop conditions, identify stress points, and deploy targeted interventions. As an example, when satellite imagery reveals signs of nutrient stress in a specific area, we can adjust the agri-input precisely, optimizing nutrients and fertilizer and reducing or avoiding wastage of agri-input leaching to the ground and impacting carbon emissions.

IoT: the digital nervous system of banana farms

IoT sensors act as a digital nervous system. They continuously collect data on macro and microdata such as temperature, humidity, precipitation, evapotranspiration, and global radiation. This real-time information empowers us to fine-tune our farming practices. We are also able to detect weather anomalies and have the opportunity to forecast impacts of climate change. These real-time information and insights are instrumental in how we will manage fruit waste (*a key driver of carbon emissions*), the input of fertilizer, and activities such as logistics and transportation, that all directly impact carbon emissions.

Insights into soil health and nutrients

In this new journey of transformation, we also employ a cutting-edge technology known as 'Near-Infrared (NIR) Soil Sensor' that is transforming how we understand and optimize our banana plantations. By employing the NIR Soil Sensor, we gain precise insights into soil health and nutrient levels. This data enables us to tailor our fertilization strategies, minimizing excess fertilizer application that can release harmful greenhouse gases into the atmosphere. As a result, we not only enhance soil productivity but also reduce carbon emissions. The NIR Soil Sensor is not just a data collector, it is a catalyst for data-driven decision making. It provides us with real-time, actionable insights into soil moisture, nutrient levels, and pH balance. With this precise information, we can adjust irrigation, fertilization, and pH correction with unparalleled accuracy, reducing resource wastage and enhancing sustainability.

The Dole Promise

Shared value for all stakeholders

Dole depends on the belief and ongoing commitment of farmers, suppliers, governments and stakeholders to keep our business successful. In turn, we aim to reinvest profit into making the communities, countries, economies, and opportunities better for all.

Where we are today

In 2022, we revisited what Sampo Yoshi – the core philosophy of Dole that guides our shared value promise: ‘good for sellers, good for customers and good for society’ – really means for the farmers, communities, suppliers, and employees which all contribute to our success.

Our executive leadership engaged with Forum for the Future – a leading international sustainability non-profit – to better understand how the synergies within Dole can maximize our positive impact in the communities and countries where we operate.

We realized that our shared value approach needs to better reflect the many positive impacts we already make into caring for employees, supporting farmers and communities, protecting resources, and delivering value for shareholders.

As we look towards 2023, we aim to further develop a more holistic way of communicating and making our shared value ambition relevant to all stakeholders.



Our progress



Human rights

In 2022, we formalized a new three-year roadmap and global governance structure for human rights. We established an executive team (*reporting directly to the Board of Directors*) to lead and implement human rights consistently from a global to local level. One action has been to translate our policy into 18 languages and create a series of trainings which rolled out in 2023 including a mandatory e-learning available in 9 languages, and localized face-to-face trainings. Maintaining an effective grievance mechanism remains a priority for which we undertook a gap analysis focusing on higher risk entities in 2022.



Scholarship program for workers

Dole Philippines, Inc. initiated the Trade School Scholarship Program, a two-year diploma course for qualified mechanics that aims to enhance the pool of skilled workers and offer continuing education for their career advancement. In 2022, 27 employees earned their diploma in ‘Associate in Industrial Technology, Major in Automotive Technology’ – bringing the total to 85 graduates since the program began in 2019. Our employees are truly grateful for the opportunity to pursue higher education while working at Dole.



Workplace recognition

Dole Philippines, Inc. (*Dolefil*), Dole NAMETCAR, and Dole Lanka obtained the ‘Great Place to Work’ certification, which is recognition that the company prioritizes employee well-being and demonstrates good leadership and management practices.

Dolefil has been awarded as one of ‘Asia’s Most Influential Companies’ by Asia Corporate Excellence and Sustainability (ACES). ACES has acknowledged the company’s efforts in sustainable business operations and in ensuring the well-being of not just our employees but also the surrounding communities.

Dole Lanka also secured a spot on the list of the ‘50 Best Workplaces to Work in Sri Lanka 2022’ garnering the title ‘Best Workplace in the Manufacturing and Production Industry in Sri Lanka’ for 2022 and 2023 – showcasing our commitment to foster a positive workplace culture. Dole Lanka’s achievements even extended to the international stage, with a feature on ‘Asia’s Best Places to Work 2022’ list, further highlighting our dedication to employee satisfaction and well-being. Dole Lanka’s efforts in promoting gender equality and inclusivity were also recognized with the title of ‘Best Workplace to Work for Women 2022’, reinforcing our progressive approach to diversity within Dole.



Nurturing cultural connections

Our Myanmar people are a significant part of our team at Dole Thailand Ltd (DTL). We deeply value their hard work and ensure they receive equitable compensation, access to medical services, housing, and other essential benefits. Beyond the workplace, we support their well-being by engaging with their rich culture and traditions, recognizing that they left their country in search of a better life.

The workers find solace during worship days and special occasions at the Wat Nong Yai Ahum Buddhist temple. To honor their heritage, DTL initiated a plastic waste recycling program that unites all workers in collecting waste plastics and selling these to a recycling facility. The proceeds go towards temple maintenance

and construction projects. In January 2023, we reaffirmed our commitment by formally turning over our donations in a momentous event attended by DTL's leaders, Thai and Myanmar workers, and various community members.

We plan to expand the reach of this program to the local primary school where our workers' children receive their education. We have been providing them with Dole healthy products since the pandemic, and our future initiatives include improving school facilities for a better learning environment.

As we continue to evolve and magnify our efforts, we look forward to helping build an even brighter future for our Myanmar workers and their families in the community they now call home. Together, we take steps toward a more inclusive and sustainable tomorrow.



Supporting farmers and communities

We actively support farmers and communities by seeking ways to improve livelihoods, local infrastructure and the local economy.

A new approach to supporting the pineapple growership program has been initiated by Dolefil, in partnership with a dependable insurance company through Mahintana Foundation Inc., to ease any burden related to emergency expenses from accidents or calamities. The insurance offered was crafted to better fit the needs and budget of the program – ensuring low tariffs, broader coverage, extended age allowance, and quick turn-around time for claims. About 150 growers and cooperative members have already taken up the insurance offered through the program, and we plan to expand and introduce it to additional cooperatives within the industrial section and banana growers.

Further afield, in Sierra Leone, we have seen the positive impacts of pineapple farming on the local communities in the Lugbo Chiefdom (*see case study on the following page*).



Protecting mountain-to-coast ecosystems

Dolefil and Mahintana Foundation, Inc. received a merit award at the 19th Philippine Quill Awards for their Ridge to Reef Program. Started in 2003, this initiative aims to reverse environmental degradation and improve the economic well-being of communities in the Silway-Klinan River Watershed to Sarangani Bay Protected Seascape.

To fortify the program, Dolefil launched Treebute in 2011, a tree-planting project supported by a green clause in the employees' union agreements.

This involves planting trees near pineapple plantations to combat soil erosion, aid in flood control, and preserve biodiversity, with volunteers ensuring the growth of the trees. The 2022 goal was surpassed with 70,000 seedlings planted, achieving a remarkable 108% accomplishment rate.

The efforts of our major business units, namely Dolefil and Stanfilco in the Philippines, Dole Sri Lanka, and Dole Thailand, have contributed to planting around 250,000 bamboos, fruit or forest trees, and mangroves for FY2022, bringing the total number of trees planted to more than 8,200,000 since 2003.



Value for shareholders

In 2022, we continued to improve supply chain visibility to address sustainability risks. Automation and digitalization are now integral to our supply chain strategy and business performance improvement. We partnered with 'Blue Yonder' to establish an agile cross-functional supply chain in our food and beverages group. This empowers data-driven decision-making, aided by an integrated technology platform. The implementation of Blue Yonder Demand, Global Supply Planning, and S&OP has boosted our forecasting, capacity optimization, and end-to-end visualization capabilities. Our integrated planning system reduced inventories by 25% while improving service levels by over 10% in the past year.



Shared value for all stakeholders

Case Studies

Sierra Leone

Pineapple farming is changing lives in the Lugbu Chiefdom

In 2022, Sierra Tropical Limited (STL) commissioned a new pineapple processing plant in the Lugbu Chiefdom, bringing employment to over 1,400 local people. STL believes pineapple exports have the potential to offer not only economic prosperity but also social well-being to the community.

Our commitment to the Lugbu Chiefdom goes beyond pineapple farming. In recent years, we have delivered various community, social, and health initiatives aimed at making a tangible difference - read on to discover more:

Supporting staple foods

Rice is a staple food in the chiefdom. In 2020, we intensified our commitment to the welfare of the local community by funding swamp rice cultivation. We also enhanced the infrastructure of an agricultural business center in Sumbuya which plays an important role in the post-harvest processing of rice, ensuring that it can be stored and safely consumed.

Increasing educational opportunities

In 2019, the government of Sierra Leone declared the Free Quality School Education (FQSE) initiative. Aligning with this, we furnished three empty classrooms in the sole senior high school of the chiefdom. This assistance was more than just providing basic facilities, it was an investment in the future of the young minds who would now have greater access to quality education.

Improving maternal and neonatal health

Sierra Leone faces one of the world's highest maternal mortality rates. To help address this crucial issue, STL established the Sierra Tropical Medical Center (STMC), a company-owned clinic in Moforay, Lugbu Chiefdom, providing healthcare to employees, their families, and the wider community, particularly high-risk pregnant women and low-birth-weight babies. In 2022, we partnered with the Initiative for Global Perinatal Care (IGPC) to launch a comprehensive community outreach program, involving STL nurses, IGPC doctors, midwives, and health workers from local health facilities, reaching all 47 villages in the chiefdom. The program aims to reduce Maternal Mortality Rate and Neonatal Mortality Rate thru facility-based medical services accessible 24/7 and conducting outreach programs to identify high-risk pregnancies and provide essential care. The STMC's efforts have already

made a significant impact, with numerous pregnant women receiving care, deliveries, and referrals for critical cases, ultimately enhancing maternal and neonatal health in the region.

Securing access to clean water

Sustainable water access continues to be a significant challenge in Sierra Leone. In response to this pressing need, STL has provided a total of 14 water wells, including three that were recently rehabilitated in the township of Sumbuya and Tongiea village. Each of these wells offers a source of clean and safe water, thus improving the entire community's access to this valuable resource.

Enhancing Transportation

In response to villagers' requests, STL constructed vital feeder roads connecting communities and the chiefdom's larger areas. In 2021, we built a new road from Kpatema to Heima via Kpumbu village, facilitating farmers' access to the weekly trade fair in Bontiwo village. We also supported the temporary reconstruction of the wooden bridge linking Moforay village to the rest of the chiefdom. Beyond transportation enhancement, these initiatives will boost the local economy and drive progress in the chiefdom.

"We have helped change the standard of living for the people in Lugbu Chiefdom. Pineapple has unprecedented scope in Sierra Leone. We aim to create even more positive impact in the community and the country with our new processing factory."

Alex Rivera
STL Managing Director



Our next steps

In these ever-changing times, we sincerely appreciate the opportunity to share our continued progress on the Dole Promise. During the last year, we have delivered value to over 70 countries worldwide through our distinctive brand. This has been achieved by leveraging our end-to-end service capabilities from fruit plantations to product manufacturing facilities. Central to all our efforts is the commitment to sustainability.

The global landscape of 2022 has been marked by numerous challenges, including geopolitical tensions like the Ukraine invasion, economic disruptions stemming from global conflicts, climate change, loss of biodiversity, and the continuing impact of the COVID-19 pandemic. Particularly pressing are extreme weather events due to climate change, resource depletion, threats to food and water security, widening economic disparities, and shifts in employment due to digital transformation. Given the strong global focus on these issues, as evidenced by declarations like the UN General Assembly's chairman statement, we believe it is our responsibility to offer tangible and actionable solutions.

Focusing on actionable solutions

As outlined in this report, we pressed on in 2022 to get closer to our organizational objectives. One key progress in 2022 was the launch of our global human rights policy, a highlight in a year dedicated to generating shared value with our employees, trading partners (*at the source*), and local communities.

Another area of progress in 2022 was led by our investments in renewable energy such as biogas and solar power coming into full commercial fruition, which provided significant benefit in reducing our greenhouse gas emissions.

Looking to the future, we will continue to champion our other initiatives, such as reducing fossil-based plastic packaging, developing health-conscious consumer products, conserving vital ecosystems, and upholding stringent human rights protection – actioned in line with our philosophy of Sampo Yoshi, for the positive benefit of all stakeholders.



Our vision for 2023 and beyond

For next year and beyond, we have three key areas of focus:

- 1 Integration of decision-making and action:** We are committed to proactive, sustainable choices and actions. Global shifts have challenged our traditional values and market needs, prompting a re-evaluation of our goals; and engaging with stakeholders is crucial, especially with the pressing climate crisis. Collaboration is key in strategy execution, requiring full supply chain responsibility and strengthened ties with partners and communities.
- 2 Enhancing transparency and accountability:** To further enhance the credibility of our sustainability metrics and goals, we aspire to bolster our initiatives with impartial, internationally recognized third-party institutions. By reinforcing the transparency and accountability of our organization and activities, we aim to deepen the trust with our stakeholders, advancing a management style that embodies the principle of mutual benefit under fair and transparent evaluations.
- 3 Supply chain responsibility:** We are not limiting our accountability to merely Scope 1 and 2, instead we are extending our efforts to Scope 3 and our entire supply chain. We are determined to act responsibly, enhancing our collaboration and synergy with business partners and local communities. We strive to push forward with sustainability initiatives in conjunction with various markets. We remain steadfastly committed to delivering on the Dole Promise and we will work earnestly to create a better future for all.

Keisuke Oba

Vice President, Global Head of Sustainability

