



28 February 2025



Dear colleagues,

With the close of our financial year approaching, I want to take a moment to recognize the progress we've made. While this year has presented its challenges, your hard work and dedication have been key in keeping us moving forward. Thank you for your continued commitment.

As I look back on my first year with Dole, one area where I see significant opportunity for improvement is in working as **One Dole**. It is crucial that we align around a single, unified purpose and a set of core values, adopt a unified identity that embodies our brand and pursue a set of sustainability commitments in order to reflect who we are as a company and drive our collective success.

That is why I am excited to announce a strategic framework that will support all of us working together as One Dole and guide the way we will operate. This is a result of the collaboration and valuable insights from colleagues across the company, and I want to thank everyone who has contributed to this important process.

To help you better understand our vision for One Dole and how we can bring it to life, I invite you to watch this short video: [[Link here](#)].

For this strategic framework to take shape, strong communication and collaboration will be essential. I encourage each of you to actively engage with one another by sharing ideas, conducting regular check-ins, and maintaining open communication within and across teams.

If you have any suggestions or questions about how we can work better together, please send them to: <https://forms.office.com/r/93gf7L7Y4m>

As we enter the final stretch of this financial year, let's build on our progress by trusting each other, staying focused, and giving our best every day. **Together, as One Dole**, we can achieve greater success and create a better, brighter and more sustainable future.

A handwritten signature in black ink, appearing to read "Hiroyuki Kaizuka".

Hiroyuki Kaizuka
President & CEO

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