AGM PRESENTATION

May 21, 2025

Disclaimer

Today's presentation includes forward-looking statements that reflect Dole plc's current views with respect to future events, financial performance, expected synergies and industry conditions. These statements are not statements of historical fact. The words "believe," "may," "could," "will," "should," "would," "anticipate," "estimate," "expect," "intend," "objective," "seek," "strive," "target" or similar words, or the negative of these words, identify forward-looking statements. The inclusion of this forward-looking information should not be regarded as a representation by us or any other person that the future plans, estimates or expectations contemplated by us will be achieved.

These forward-looking statements are subject to various risks and uncertainties that may cause actual results to differ materially from those expressed or implied statements. Dole plc has provided additional information in its reports on file with the Securities and Exchange Commission concerning certain factors, risks and uncertainties that could cause actual results to differ materially from those contained in this presentation. These factors include but are not limited to weather conditions, natural disasters, crop disease, pests, other natural conditions, uncertainty regarding tariffs, escalated trade wars and geopolitical risks, which may affect market prices and the demand for our products, and our ability to mitigate such risks, our ability to compete and innovate against our competitors, and increases in commodity or raw product costs that could adversely affect our operating results.

Although we believe that the expectations reflected in this presentation are reasonable, we cannot guarantee future results, levels of activity, performance or achievements. Except as otherwise noted, these forward-looking statements speak only as of the date on which such statements are made, and we do not undertake any obligation to update any forward-looking statement to reflect events or circumstances after the date on which such statement is made except as required by the federal securities laws. If one or more risks or uncertainties materialize, or if our underlying assumptions prove to be incorrect, our actual results may vary materially from what we may have expressed or implied by these forward-looking statements. We caution that you should not place undue reliance on any of our forward-looking statements.

In this presentation, we use certain non-GAAP performance measures to evaluate current and past performance and prospects for the future to supplement our GAAP financial information presented in accordance with GAAP. These non-GAAP financial measures are important factors in assessing our operating results and profitability because we believe they assist investors and analysts in comparing our operating performance across reporting periods on a consistent basis by excluding items that we do not believe are indicative of our core operating performance. These non-GAAP financial measures have limitations as analytical tools, and you should not consider them in isolation or as a substitute for analysis of our operating results, cash flows or any other measure prescribed by U.S. GAAP. Our presentation of non-GAAP financial measures should not be construed as an inference that our future results will be unaffected by any of the adjusted items, or that any projections and estimates will be realized in their entirety or at all. A reconciliation of non-GAAP measures to the most directly comparable GAAP measures is contained in the appendix to our financial results press releases which can be found at www.doleplc.com/investor-relations

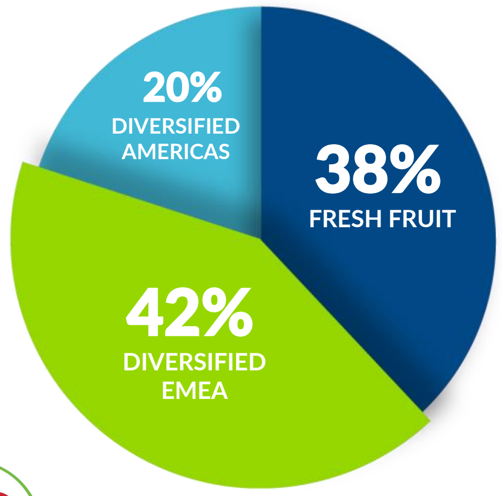
DOLE PLC OVERVIEW

A Global Leader in Fresh Produce

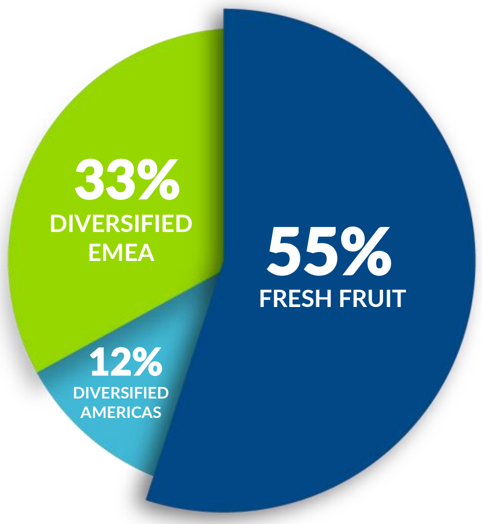
$8.5bn
2024 REVENUE

$392m
2024 ADJUSTED EBITDA (1)

2024
SEGMENT REVENUE



2024
SEGMENT ADJUSTED EBITDA



- Produce, market and distribute an extensive variety of fresh produce
- Products sourced both locally and from around the world from our deep sourcing network
- Sales in over 85 countries, with North America and Europe being our largest markets
- Highly valuable strategic asset base, including over 110,000 acres of owned land, over 250 facilities and 13 vessels
- Leadership positions in categories such as bananas, pineapples and grapes
- Focus on faster growing categories such as avocados, berries and organic produce
- Fresh produce is a key and growing category, with accelerating structural tailwinds driven by health and wellness

1) *Dole plc reports its financial results in accordance with U.S. GAAP. Refer to the Appendix of our financial results press releases for an explanation and reconciliation of non-GAAP financial measures used in this presentation to comparable GAAP financial measures.*

Highly Valuable Strategic Asset Base

- Total Asset Value: $4.4 billion
- Extensive infrastructure and strategic asset base provides superior control over the supply chain
- 250+ facilities including ~160 marketplace and distribution operations, ~75 pack houses, cold storage and ripening facilities
- Fleet of 13 vessels: 9 refrigerated container carriers and 4 pallet friendly conventional refrigerated ships

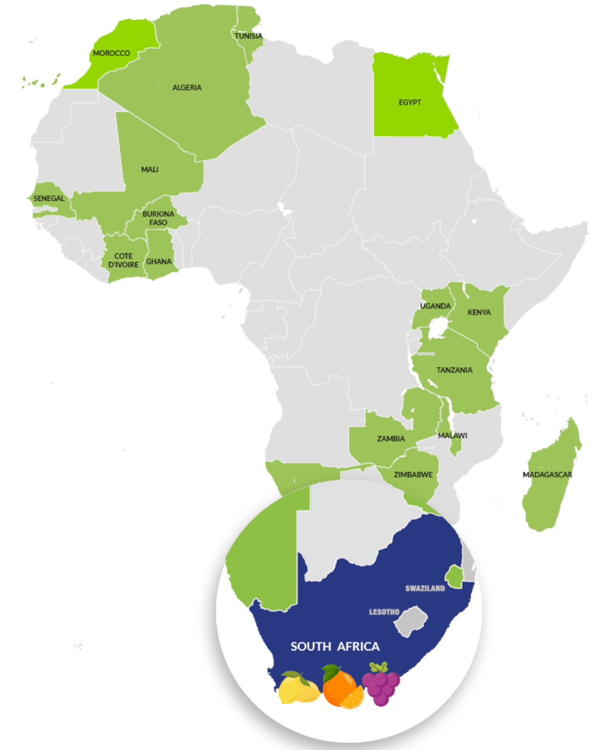
Deep Sourcing Network: Year-Round Product Availability

Multi-continental sourcing model utilizing own production capabilities and strong supplier relationships

THE AMERICAS

EUROPE

AFRICA



REST OF THE WORLD

OWN PRODUCTION | 3RD PARTY SOURCE | TOP 10 3RD PARTY SOURCE

Fresh Fruit

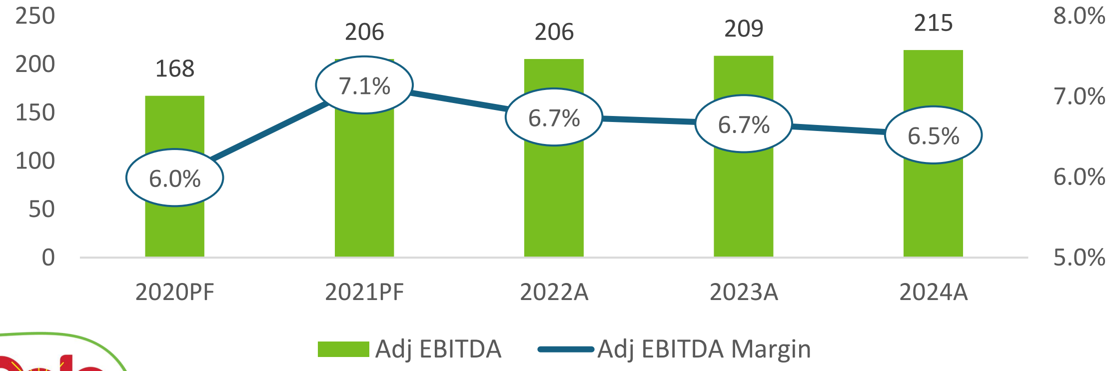
SEGMENT OVERVIEW

- ✓ Largest global banana and pineapple company
- ✓ ~140m boxes of bananas and ~30m boxes of pineapples sold annually
- ✓ #1 in North America and Europe for conventional and organic bananas
- ✓ #2 in North America and Europe for conventional and organic pineapples
- ✓ Fleet of 13 vessels operated specifically for banana and pineapple shipping
- ✓ ~100,000 acres dedicated to own production of bananas and pineapples

BUSINESS MODEL

- Vertically integrated model
- Growing > Harvesting > Packing > Loading > Shipping > Ripening > Distribution > Marketing
- Diversified sourcing: bananas from 7 countries, pineapples from 3
- Typically, fixed price annual contracts with retailers
- Customer split: ~65% retail; ~25-30% wholesale; balance foodservice
- "Backhauling" services, transporting Dole and third-party cargo

ADJUSTED EBITDA 2020-2024 - $'m [(2)]



KEY PRODUCTS & SERVICES



2) *Financial information for 2020 and 2021 is presented on a pro-forma unaudited basis, illustrating the effects of the acquisition of Dole Food Company Inc. by Total Produce plc as if it had occurred on January 1, 2020 and, furthermore, assuming that the Fresh Vegetables division is treated as a discontinued operation in those years.*

Diversified Fresh Produce EMEA

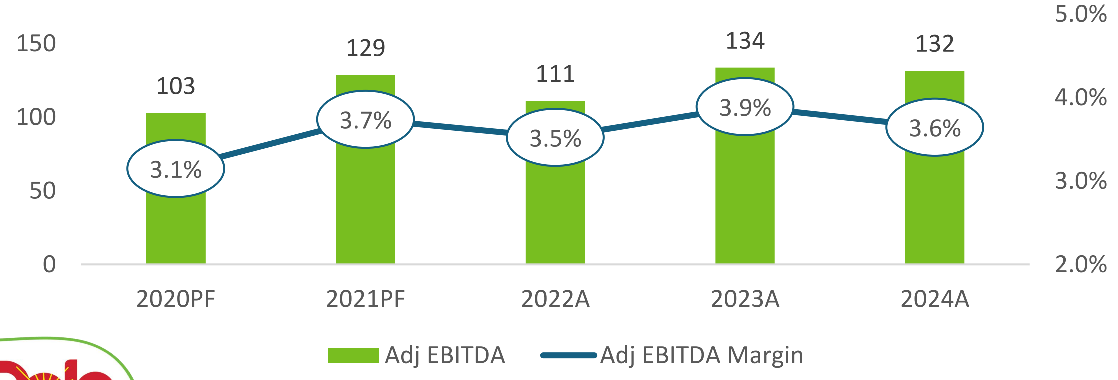
SEGMENT OVERVIEW

- ✓ Industry leader in Europe
- ✓ Diverse customer and fresh produce portfolio across all sales channels
- ✓ Coordinated procurement - connection to local production in key sourcing regions Europe and South Africa
- ✓ Integrated supply chain with centralized logistics, state-of-the-art warehouses, packing plants, and distribution networks
- ✓ Highly experienced teams of product specialists

BUSINESS MODEL

- Primarily an asset light model
- Sourcing > Handling > Packing > Distribution > Marketing
- Wide variety of services including category management, new product development, packaging and repacking, ripening
- Network of 100+ sales, sourcing and warehousing operations
- Operate with dynamic pricing
- Customer split: ~60% retail; ~35% wholesale; ~5% foodservice

ADJUSTED EBITDA 2020-2024 - $’m (2)



KEY PRODUCTS & SERVICES







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Diversified Fresh Produce Americas & ROW

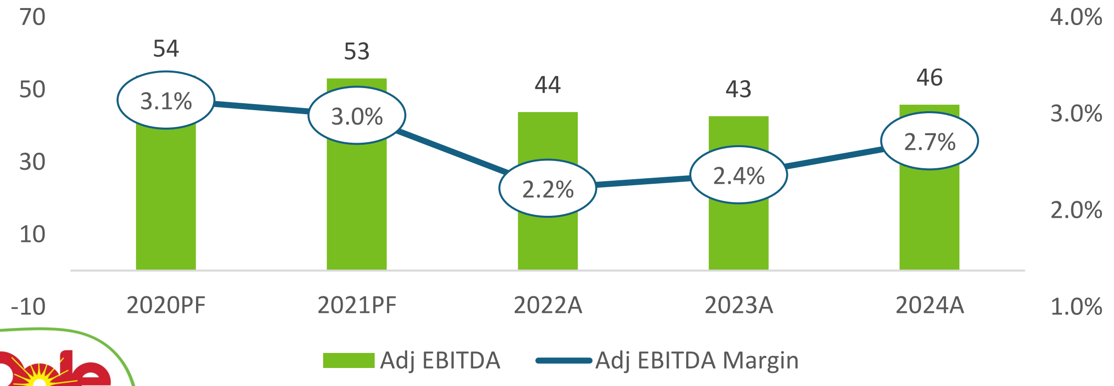
SEGMENT OVERVIEW

- ✓ Leading grower, distributor, and marketer of fresh produce
- ✓ Marketing globally and locally sourced fresh produce from third party growers or Dole owned farms
- ✓ Integrated supply chain: 25+ sales offices, 20+ packhouses, 10+ cold storage
- ✓ Products sourced from key growing regions such as Chile, Peru, Mexico, Argentina, Brazil, New Zealand
- ✓ Specialized category teams, create seamless year-round programs

BUSINESS MODEL

- Primarily an asset light model
- Growing > Sourcing > Handling > Packing > Distribution > Marketing
- ~5,000 acres of own production for products such as Grapes, Berries, Avocados, Apples and Cherries
- Operate with dynamic pricing
- Well-balanced and diverse customer portfolio spread across the Americas, Europe, Middle East and Asia
- Customer split: ~65% retail; ~30% wholesale; ~5% foodservice

ADJUSTED EBITDA 2020-2024 - $'m [(2)]



KEY PRODUCTS & SERVICES







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Discontinued Operations: Fresh Vegetables

SEGMENT OVERVIEW

- ✓ A leader in Fresh Packed Vegetables and Value-Added Salads in the U.S.
- ✓ 4 salad manufacturing plants and other strategic assets in the U.S.
- ✓ 52 weeks processing, production and shipping
- ✓ Strong national sourcing and processing network – sourcing from over 35,000 acres of farms including ~7,000 owned acres
- ✓ Broad portfolio serving more than 100 customers
- ✓ Significant focus on product innovation, including meal kits

EXIT PROCESS

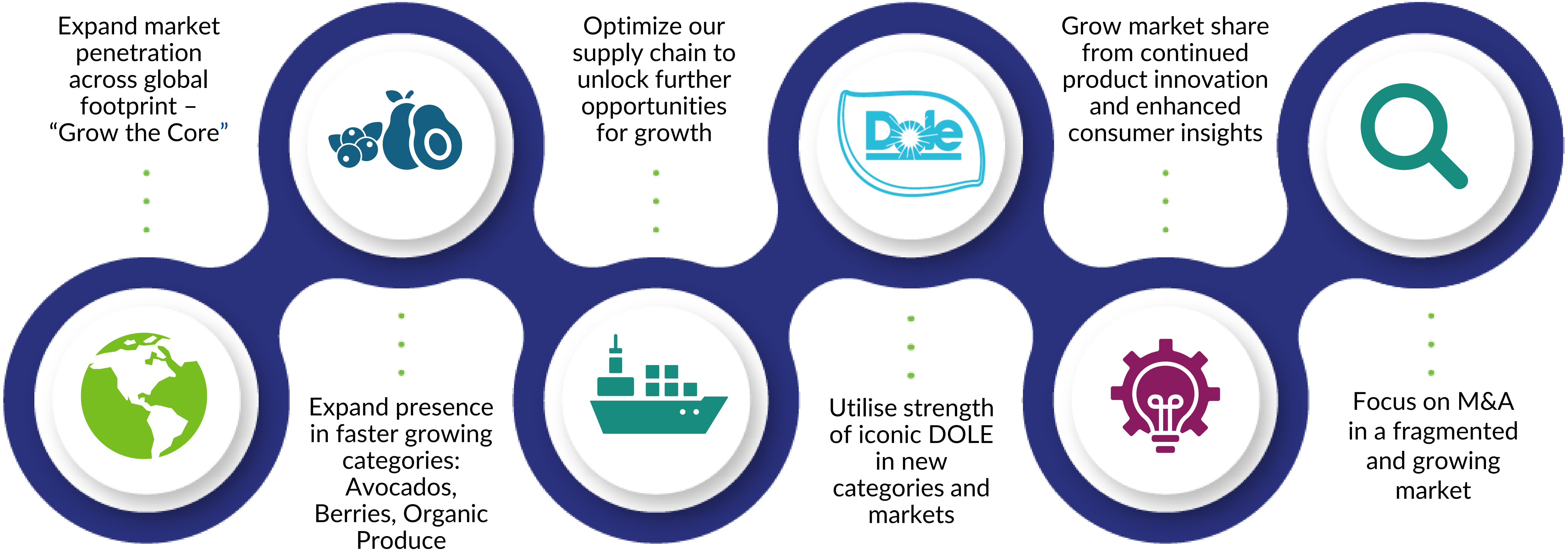
- On March 28, 2024, we announced the termination of the agreement to sell the Fresh Vegetable division to Fresh Express due to the U.S. Department of Justice's decision to pursue litigation to prevent the transaction
- We are actively exploring alternatives that are in the best interests of the Fresh Vegetables Division's employees, customers, partners, and the Dole plc shareholders

KEY PRODUCTS & SERVICES

FINANCIAL PERFORMANCE

- Fresh Vegetables is accounted for as a discontinued operation
- In 2024, Fresh Vegetables reported:
  - ➢ Revenue: $1.1bn (FY'23: $1.1bn)
  - ➢ Operating income (loss) : $57.8m (FY'23: $(16.8m))
  - ➢ Cash provided (used) by discontinued operations: $9.3m (FY'23: $(31.1m))

Multi-Faceted Strategy For Sustainable Long-Term Growth



FINANCIAL REVIEW

FY'24 Highlights and Key Developments

$8.5bn
REVENUE

$392m
ADJUSTED EBITDA [3]

$1.27
ADJUSTED DILUTED EPS [3]

Revenue	Adjusted EBITDA [3]	Adjusted Diluted EPS [3]
+3%	+2%	+2%
+7% LFL[3]	+7% LFL[3]	

- Continued good momentum across the Group in 2024
- Delivered organic growth in our core business areas and categories
- Full year financial result exceeded guidance
- Sale of equity interest in Progressive Produce generated $100 million in net proceeds; used for debt repayment
- Expansion of our shipping network with acquisition of two vessels
- Strong free cash flow generation and debt repayment contributed to reduction in Net Leverage [3] to 1.6x at year end

3) *Dole plc reports its financial results in accordance with U.S. GAAP. Refer to the Appendix of our financial results press releases for an explanation and reconciliation of non-GAAP financial measures used in this presentation to comparable GAAP financial measures.*

Q1'25 Highlights

$2.1bn
REVENUE

$105m
ADJUSTED EBITDA

$0.35
ADJUSTED DILUTED EPS

	Revenue	Adjusted EBITDA	Adjusted Diluted EPS
	-1%	-5%	-18%
	+4% LFL	-2% LFL	

- Good result delivered in Q1'25, ahead of expectations
- 4% increase in Revenue on a LFL basis
- Adjusted EBITDA lower due to decrease in Fresh Fruit
- Adjusted Diluted EPS lower due to decrease in Adjusted EBITDA and higher depreciation
- Dividend of 8.5 cent declared for the quarter; 6.25% increase
- Post quarter end, successfully completed $1.2bn refinance of credit facilities

Segment Results

$'m	Q1'25		Q1'24		FY'24		FY'23	
	Revenue	Adjusted EBITDA	Revenue	Adjusted EBITDA	Revenue	Adjusted EBITDA	Revenue	Adjusted EBITDA
Fresh Fruit	878	63.3	824	69.4	3,293	214.8	3,136	208.9
Diversified Fresh Produce – EMEA	892	27.7	854	26.0	3,609	131.5	3,433	133.6
Diversified Fresh Produce – Americas & ROW	363	13.8	477	14.7	1,686	45.9	1,800	42.6
Intersegment	(34)	-	(33)	-	(113)	-	(124)	-
Total	**2,099**	**104.8**	**2,121**	**110.1**	**8,475**	**392.2**	**8,245**	**385.1**

Capital Allocation and Net Leverage

CASH CAPEX [4]
Continuing Operations

Q1'25: $(53m) | FY'24: $(82m)

FREE CASH FLOW [5]
Continuing Operations

Q1'25: $(132m) | FY'24: $180m

ASSET & BUSINESS SALES

Q1'25: $5m | FY'24: $123m

QUARTERLY DIVIDEND PER SHARE

Q1'25: $0.085 | FY'24: $0.32
+6.25%

NET DEBT & NET LEVERAGE [5]

$'m	Mar 31, 2025	Dec 31, 2024	Mar 31, 2024
Total Gross Debt	**(996.9)**	**(967.1)**	**(1,015.2)**
Cash and Cash Equivalents	254.9	330.0	239.4
Net Debt	**(742.0)**	**(637.1)**	**(775.8)**
LTM Adjusted EBITDA [6]	386.9	392.2	394.8
Net Leverage	**1.9x**	**1.6x**	**2.0x**

4) *Included within cash capital expenditure for the quarter ended March 31, 2025, is the buyout of two vessel finance leases of $36.0 million that were already reflected within Net Debt as of December 31, 2024 In addition to cash capital expenditure, $0.2 million of assets were acquired under finance lease during the quarter ended March 31, 2025. Total capital additions for the quarter were $53.0 million. Total capital additions for the year ended December 31, 2024 were $135.7 million*
5) *Dole plc reports its financial results in accordance with U.S. GAAP. Refer to the Appendix of our financial results press releases for an explanation and reconciliation of non-GAAP financial measures used in this presentation to comparable GAAP financial measures*

FY ’25 OUTLOOK & STRATEGIC PRIORITIES

FY'25 Outlook

Outlook as of May 12, 2025

Adjusted EBITDA *Continuing Operations*	Maintenance Capex *Continuing Operations*	Interest Expense
At least $380m *Prior guidance: ~$370m - $380m*	**~ $100m** *No change*	**~$70m** *No change*

THANK YOU