

INVESTOR PRESENTATION

November, 2025



Disclaimer

This 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: A Compelling Investment Case



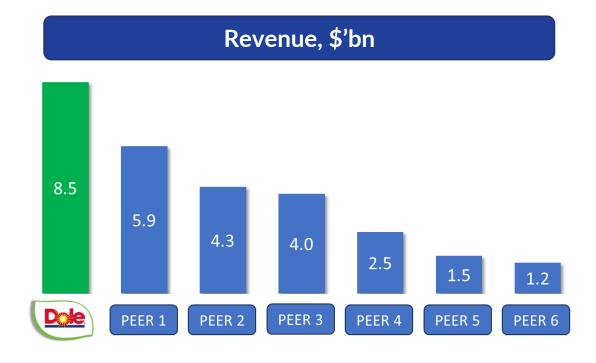
- 1) The global leader in fresh produce
- 2) Diversified revenue streams and category leadership
- 3) Valuable and strategic asset base
- 4) Extensive global sourcing network
- 5) Iconic brand with strong consumer awareness
- 6) Focus on innovation and category expansion
- 7) Strong financial profile and disciplined approach to capital allocation



The Global Leader in Fresh Produce

A sector with accelerating structural tailwinds driven by Health & Wellness mega trend

- ✓ Global fresh produce growth is expected to accelerate driven by consumer trends towards health & wellness
- ✓ Consumers are becoming more conscious of the nutritional value of what they eat and drink
- ✓ From a 2025 Nielsen study⁽¹⁾, **58%** of the participants stated that **healthy nutrition has become more important to them in the last five years**
- √ 44% plan to increase their intake of vitamins and supplements in the coming year
- √ 33% said they would pay over 10% more for items that
 offer enhanced nutritional benefits like vitamins or
 higher fiber



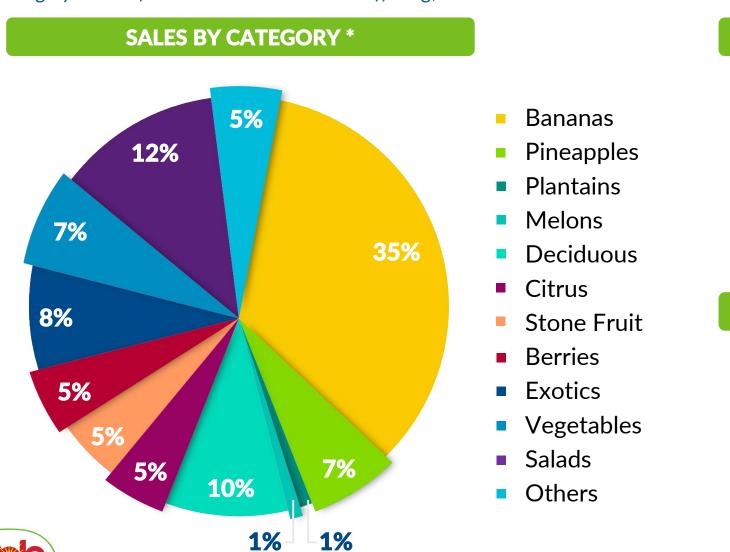
Dole is ~1.5x the size of nearest competitor; scale provides greater customer and supplier opportunities

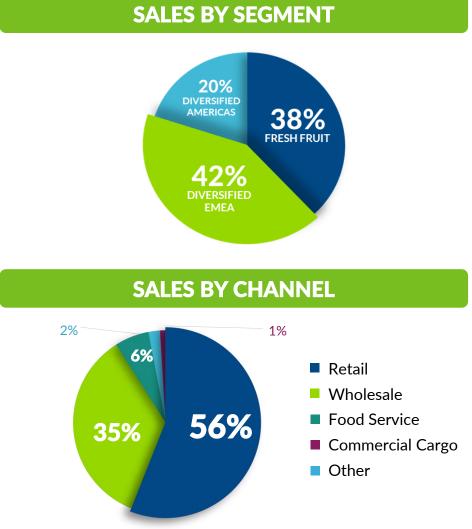


1) Source: NielsenIQ, Global State of Health & Wellness 2025

Diversified Product Portfolio and Routes to Market

Highly Diversified Product and Service Offering, and Customer Base





Leadership Positions and Focus on Key Categories

LEADERSHIP POSITIONS



























Plantains





Avocados

0.2%



LTM US Volume Growth (2)

1.3%

0.8%



24.4%



Kiwis

32.1%





Highly Valuable Strategic Asset Base

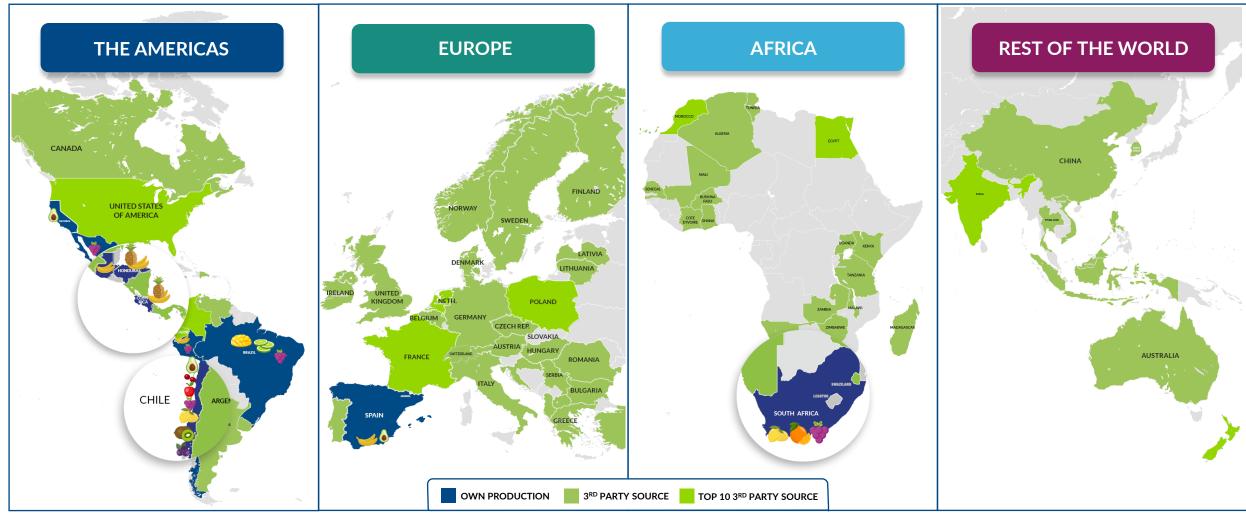


- Extensive infrastructure and strategic asset base provides superior control over the supply chain
- 250+ facilities including ~160
 marketplace and distribution operations,
 ~75 pack houses, cold storage, and
 ripening facilities
- Fleet of 13 vessels: 9 refrigerated container carriers and 4 pallet friendly conventional refrigerated ships
- Total Asset Value: \$4.4bn (including tangible assets, DOLE brand and other intangible assets, and investment in working capital)



Deep Sourcing Network: Year-Round Product Availability

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





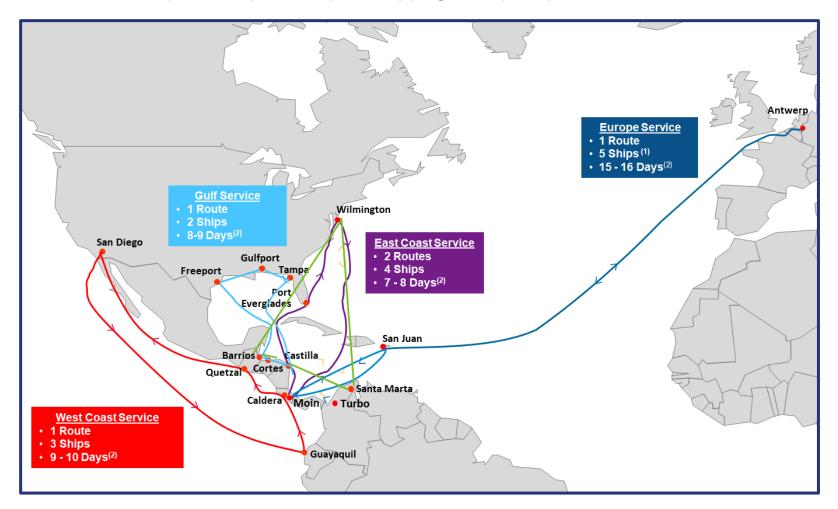
Deep Sourcing Network: Own Production

110,000 acres of own production, primarily in key sourcing countries across Central & South America, as well as Europe and Africa



Our Tropical Produce Shipping Network

Fleet of vessels operated specifically for shipping of tropical produce







13 owned vessels; 1 on charter

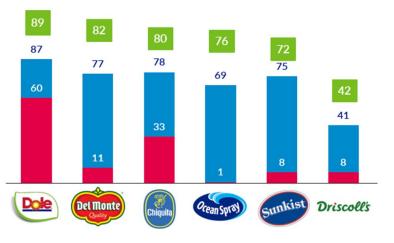


¹⁾ The Europe service comprises 4 vessels owned by Dole and 1 vessel on charter

An Iconic Brand with Industry Leading Customer Awareness

Most recognized and trusted fresh fruit and vegetable brand in the U.S. (3)







Logo aided awareness

Base: n=1.000 persons ranked acc. to logo aided awareness



Source: Ipsos, 2024 11

Focus on Innovation and Category Expansion

Utilizing consumer insights and strategic partnerships to drive new product development and innovation























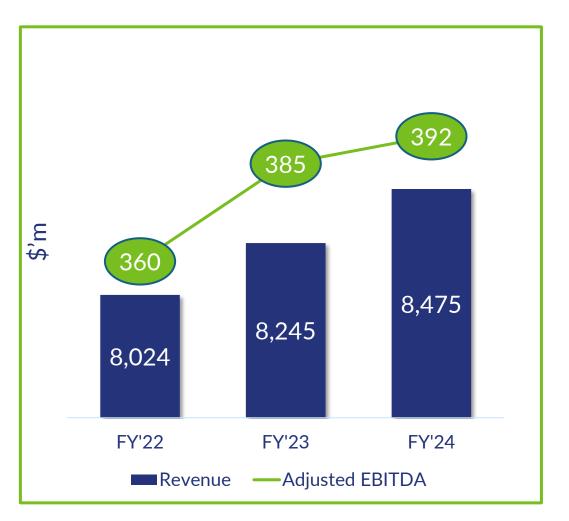


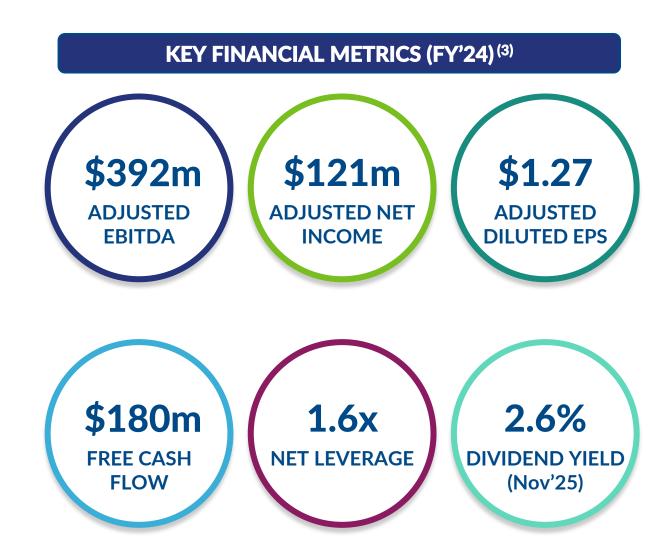




Positioned for Sustainable Growth

Strong operating financial profile and balance sheet strength

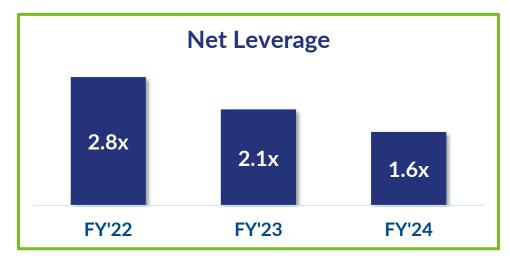






Disciplined Allocator of Capital

Investing for growth while maintaining a disciplined approach to capital allocation





ROUTINE CAPITAL EXPENDITURE

 Annual routine capital expenditure in line with annual depreciation charge

DEVELOPMENT EXPENDITURE

 Allocate capital to high return development projects which align with group strategy

SHAREHOLDER RETURNS

- Progressive dividend policy
- Board authorization for up to \$100 million of share repurchases



Development Expenditure Pipeline

Areas of investment focus

Own Production



- Increase control of own production of tropical produce
- Further partnerships with diversified producers

Packaging, Handling, Ripening



- Investments across operations, e.g.
- ➤ Cherry packing Chile
- Ripening France, Spain

Distribution / Logistics



- Increase distribution capacity and enhance facility automation
- Various projects across EMEA and Americas

Bolt-on / Value M&A



 Value opportunities across EMEA, notably Spain, Ireland, Italy and Nordics



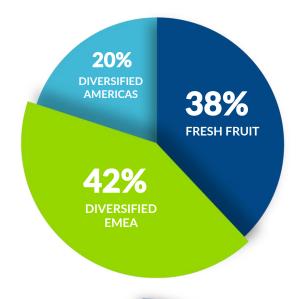




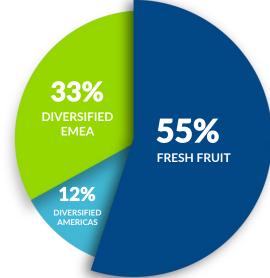
OUR SEGMENTS

Our Operating Segments

2024 SEGMENT REVENUE



2024
SEGMENT
ADJUSTED
EBITDA



Fresh Fruit

- Market-leading and vertically-integrated producer and distributor of bananas, pineapples, plantains and other tropical produce
- Products sourced from local growers and Dole-owned farms
- Key sales markets: North America and Europe

Diversified Fresh Produce EMEA

- Leading European fresh produce distributer and marketer
- Operations in Ireland, the U.K., Scandinavia, Spain, Portugal, the Netherlands, France, Italy, Czechia, Germany and South Africa
- Sell an extensive variety of imported and local fresh fruits and vegetables through retail, wholesale and food service channels

Diversified Fresh Produce Americas & ROW

- Market both globally and locally sourced fresh produce from third parties and our own production
- Includes Dole's U.S., Canadian, Mexican, Chilean, Peruvian, and Argentinian operations
- Key products: avocados, kiwis, apples, berries and cherries



Fresh Fruit

- Largest global banana and pineapple company
- √ ~150m boxes of bananas & ~30m boxes of pineapples sold annually
- Tropical produce range includes organics, plantains, mangoes and dragon fruit
- ✓ Fleet of 13 vessels operated specifically for shipping of tropical produce
- ✓ ~100,000 acres of own production across
 Central and South America
- Diversified sourcing: Costa Rica, Ecuador, Honduras, Guatemala, Colombia
- Typically, fixed price annual contracts

Vertical Integration: Control of the Supply Chain



\$3.3bn Revenue (FY'24) \$215m Adj EBITDA (FY'24) 6.5% Adj EBITDA Margin



Diversified Fresh Produce - EMEA

Our Marketplace Operations



- Leading European fresh produce distributor & marketer
- Diverse customer and produce portfolio across all channels
- Network of 100+ sales, sourcing and warehousing operations in strategic locations
- Modern warehousing solutions in all our key markets
- Dedicated in-house logistics companies in Scandinavia,
 Eastern Europe and South Africa
- Coordinated procurement: connection to local production in key sourcing regions in Europe and South Africa
- ✓ Highly experienced team of category specialists

\$3.6bn Revenue (FY'24) \$132m Adj EBITDA (FY'24) 3.6% Adj EBITDA Margin

Diversified Fresh Produce Americas & ROW

Our Marketplace Operations



- Leading grower, distributor, and marketer of fresh produce
- Marketing globally and locally sourced fresh produce from third party growers as well as Dole owned farms
- √ ~5,000 acres of own production for products such as Grapes, Berries, Avocados, Apples and Cherries
- Products sourced from key growing regions such as Chile, Peru,
 Mexico, Argentina, Brazil, New Zealand
- Specialized category teams, create seamless year-round programs
- ✓ Integrated supply chain: 25+ sales offices, 20+ packing plants, 10+ cold storage; logistics expertise in North and South America

\$1.7bn Revenue (FY'24) \$46m Adj EBITDA (FY'24) 2.7% Adj EBITDA Margin



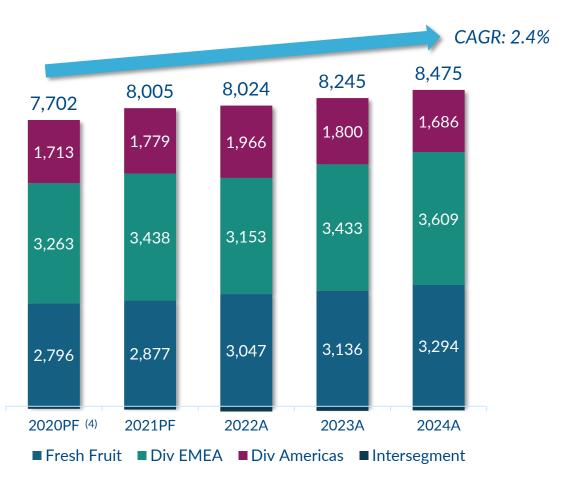


FINANCIAL REVIEW

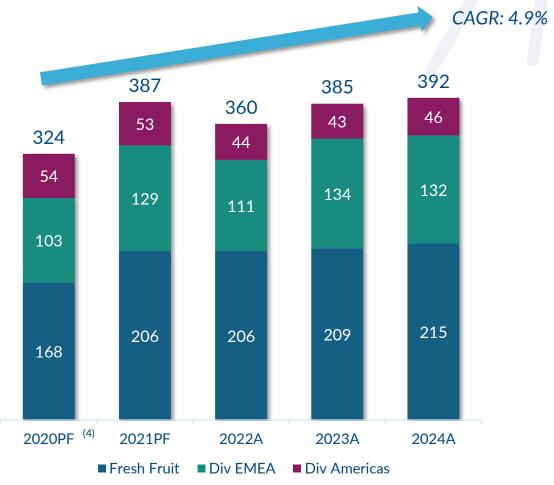


Historical Financial Performance

Revenue by Segment - \$'m









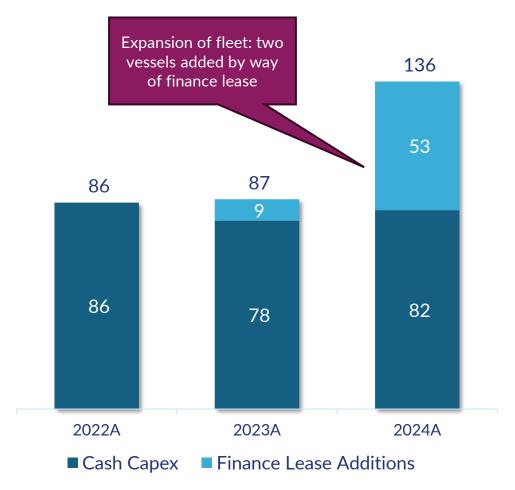
Segment Results - YTD'25

\$'m	Nine Months Ending September 30, 2025				
	Revenue Adjust		Adjusted	I EBITDA	Adjusted EBITDA Margin
Fresh Fruit	2,741	+10.8%	163.2	-10.8%	6.0%
Diversified Fresh Produce – EMEA	2,990	+10.9%	117.4	+18.5%	3.9%
Diversified Fresh Produce – Americas & ROW	1,170	-4.4%	42.1	+18.2%	3.6%
Intersegment	(94)	+7.2%	-	-	-
Total	6,807	+7.9%	322.7	+1.6%	4.7%



Capital Additions and Free Cash Flow





Free Cash Flow - \$'m





FY'25 Outlook

Outlook as of November 10, 2025

Adjusted EBITDA Continuing Operations

Targeting upper end of \$380-\$390m range

Prior guidance: ~\$380 - \$390m

Routine Capex Continuing Operations

~ \$85m*

Prior guidance: ~\$100m

Interest Expense

~\$67m

No change





Appendix

Non-GAAP Measures and Reconciliations

Non-GAAP Measures

Dole plc's results are determined in accordance with U.S. GAAP. In addition to its results under U.S. GAAP, in this presentation, we also present Dole plc's Adjusted EBIT, Adjusted EBITDA, Adjusted Net Income, Adjusted EPS, Free Cash Flow from Continuing Operations, Net Debt and Net Leverage, which are supplemental measures of financial performance that are not required by, or presented in accordance with, U.S. GAAP (collectively, the "non-GAAP financial measures"). We present these non-GAAP financial measures, 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. In addition, adjustment items that are excluded from non-GAAP results can have a material impact on equivalent GAAP earnings, financial measures and cash flows.

Adjusted EBIT is calculated from GAAP net income by: (1) subtracting the income or adding the loss from discontinued operations, net of income taxes; (2) adding the income tax expense or subtracting the income tax benefit; (3) adding interest expense; (4) adding mark to market losses or subtracting mark to market gains related to unrealized impacts from certain derivative instruments and foreign currency denominated borrowings, realized impacts on noncash settled foreign currency denominated borrowings, net foreign currency impacts on liquidated entities and fair value movements on contingent consideration; (5) other items which are separately stated based on materiality, which during the three and nine months ended September 30, 2025 and September 30, 2024, included adding impairment charges on goodwill, adding or subtracting asset write-downs from extraordinary events, net of insurance proceeds, subtracting the gain or adding the loss on the disposal of business interests, subtracting the gain or adding the loss on asset sales for assets held for sale and actively marketed property or sales-type leases, adding impairment charges on property, plant and equipment and lease assets, adding restructuring charges and costs for legal matters not in the ordinary course of business, and adding debt refinancing expenses; and (6) the Company's share of these items from equity method investments.

Adjusted EBITDA is calculated from GAAP net income by: (1) subtracting the income or adding the loss from discontinued operations, net of income taxes; (2) adding the income tax expense or subtracting the income tax benefit; (3) adding interest expense; (4) adding depreciation charges; (5) adding amortization charges on intangible assets; (6) adding mark to market losses or subtracting mark to market gains related to unrealized impacts from certain derivative instruments and foreign currency denominated borrowings, realized impacts on noncash settled foreign currency denominated borrowings, net foreign currency impacts on liquidated entities and fair value movements on contingent consideration; (7) other items which are separately stated based on materiality, which during the three and nine months ended September 30, 2025 and September 30, 2024, included adding impairment charges on goodwill, adding or subtracting asset write-downs from extraordinary events, net of insurance proceeds, subtracting the gain or adding the loss on the disposal of business interests, subtracting the gain or adding the loss on asset sales for assets held for sale and actively marketed property or sales-type leases, adding impairment charges on property, plant and equipment and lease assets, adding restructuring charges and costs for legal matters not in the ordinary course of business, and adding debt

refinancing expenses; and (8) the Company's share of these items from equity method investments.

Last Twelve Months ("LTM") Adjusted EBITDA is calculated as Adjusted EBITDA, as defined above, for the last twelve months as of the period end, which for the nine months ended September 30, 2025, is calculated as subtracting the Adjusted EBITDA for the nine months ended September 30, 2024 from the Adjusted EBITDA for the year ended December 31, 2024 and then adding Adjusted EBITDA for the nine months ended September 30, 2025. LTM Adjusted EBITDA for the year ended December 31, 2024 is the same as Adjusted EBITDA for the year ended December 31, 2024.

Adjusted Net Income is calculated from GAAP net income attributable to Dole plc by: (1) subtracting the income or adding the loss from discontinued operations, net of income taxes; (2) adding amortization charges on intangible assets; (3) adding mark to market losses or subtracting mark to market gains related to unrealized impacts from certain derivative instruments and foreign currency denominated borrowings, realized impacts on noncash settled foreign currency denominated borrowings, net foreign currency impacts on liquidated entities and fair value movements on contingent consideration; (4) other items which are separately stated based on materiality, which during the three and nine months ended September 30, 2025 and September 30, 2024, included adding impairment charges on goodwill, adding or subtracting asset write-downs from extraordinary events, net of insurance proceeds, subtracting the gain or adding the loss on the disposal of business interests, subtracting the gain or adding the loss on asset sales for assets held for sale and actively marketed property or sales-type leases, adding impairment charges on property, plant and equipment and lease assets, adding restructuring charges and costs for legal matters not in the ordinary course of business, and adding debt refinancing expenses; (5) the Company's share of these items from equity method investments; (6) excluding the tax effect of these items and discrete tax adjustments; and (7) excluding the effect of these items attributable to non-controlling interests.

Adjusted Earnings per Share is calculated from Adjusted Net Income divided by diluted weighted average number of shares in the applicable period.

Net Debt is a non-GAAP financial measure, calculated as GAAP cash and cash equivalents, less GAAP current and long-term debt. It also excludes GAAP unamortized debt discounts and debt issuance costs.

Net Leverage is a non-GAAP financial measure, calculated as Net Debt divided by LTM Adjusted EBITDA.

Free Cash Flow from Continuing Operations is calculated from GAAP net cash provided by or used in our operating activities for continuing operations less GAAP capital expenditures.

Like-for-like basis refers to the U.S. GAAP measure or non-GAAP financial measure excluding the impact of foreign currency translation movements and acquisitions and divestitures. The impact of foreign currency translation represents an estimate of the effect of translating the results of operations denominated in a foreign currency to U.S. dollar at prior year average rates, as compared to the current year average rates.

Dole is not able to provide a reconciliation for projected FY'25 results without taking unreasonable efforts.

Adjusted EBITDA Reconciliation

RECONCILIATION FROM NET INCOME TO ADJUSTED EBITDA - UNAUDITED

	Three Months Ended Nine Mor		nths Ended	
	September 30, 2025	September 30, 2024	September 30, 2025	September 30, 2024
		(U.S. Dollars i	n thousands)	
Net income (Reported GAAP)	\$13,825	\$21,515	\$75,973	\$175,016
Loss (income) from discontinued operations, net of income taxes	10,236	(6,384)	45,156	(32,351)
Income from continuing operations (Reported GAAP)	24,061	15,131	121,129	142,665
Income tax expense	6,100	15,524	49,182	75,385
Interest expense	16,641	17,473	51,339	54,209
Mark to market (gains) losses	(1,000)	6,301	22,069	1,217
Gain on asset sales	-	(66)	(11,178)	(35)
Gain on disposal of a business	(143)	-	(552)	(75,945)
Impairment of goodwill	-	-	-	36,684
Asset write-downs, net of insurance proceeds	(8,257)	(992)	(11,874)	(2,691)
Impairment of property, plant and equipment and lease assets	8,208	-	8,208	-
Other items ⁽⁶⁾	795	9	4,078	(18)
Adjustments from equity method investments	3,280	2,504	629	6,964
Adjusted EBIT (Non-GAAP)	49,685	55,884	233,030	238,435
Depreciation	27,022	22,616	78,331	66,852
Amortization of intangible assets	1,845	1,621	5,314	5,780
Depreciation and amortization adjustments from equity method investments	2,217	1,951	6,034	6,525
Adjusted EBITDA (Non-GAAP)	\$80,769	\$82,072	\$322,709	\$317,592



⁶⁾ For the three months ended September 30, 2025 and September 30, 2024, other items is primarily comprised of various immaterial items. For the nine months ended September 30, 2025, other items is primarily comprised of various immaterial items. For the nine months ended September 30, 2024, other items is primarily comprised of various immaterial items.

Adjusted EBITDA Reconciliation – FY'24 and FY'23

RECONCILIATION FROM NET INCOME TO ADJUSTED EBITDA

	I welve Mont	I welve Months Ended		
	December 31, 2024	December 31, 2023		
Net income (Reported GAAP)	\$143,419	\$155,709		
Loss from discontinued operations, net of income taxes	28,880	21,818		
Income from continuing operations (Reported GAAP)	172,299	172,527		
Income tax expense	75,649	43,591		
Interest expense	72,264	81,113		
Mark to market (gains) losses	(10,139)	2,524		
Gain on asset sales	(125)	(52,945)		
Gain on disposal of a business	(76,417)	-		
Impairment of goodwill	36,684	-		
Cyber related incident	-	5,321		
Other items ⁽²⁾	(1,686)	2,918		
Adjustments from equity method investments	16,258	10,714		
Adjusted EBIT (Non-GAAP)	284,787	271,213		
Depreciation	91,262	93,970		
Amortization of intangible assets	7,556	10,198		
Depreciation and amortization adjustments from equity method investments	8,598	9,737		
Adjusted EBITDA (Non-GAAP)	\$392,203	\$385,118		



²⁾ For the year ended December 31, 2024, other items is primarily comprised of \$2.8 million of insurance proceeds, net of asset writedowns, partially offset by \$0.8 million of impairment charges on property, plant and equipment and \$0.4 million of costs for legal matters. For the year ended December 31, 2023, other items is primarily comprised of \$3.0 million of asset write-downs, net of insurance proceeds and \$0.2 million of impairment charges on property, plant and equipment, partially offset by other immaterial items.

Twelve Months Ended

Adjusted Net Income Reconciliation

RECONCILIATION FROM NET INCOME ATTRIBUTABLE TO DOLE PLC SHAREHOLDERS TO ADJUSTED NET INCOME - UNAUDITED

	Three Months Ended		Nine Months Ended	
	September 30, 2025	September 30, 2024	September 30, 2025	September 30, 2024
	(U.S. Dollars in thousands, except per share amounts)			
Net income attributable to Dole plc (Reported GAAP)	\$5,105	\$14,402	\$53,983	\$164,662
Loss (income) from discontinued operations, net of income taxes	10,236	(6,384)	45,156	(32,351)
Income from continuing operations attributable to Dole plc	15,341	8,018	99,139	132,311
Adjustments:				
Amortization of intangible assets	1,845	1,621	5,314	5,780
Mark to market (gains) losses	(1,000)	6,301	22,069	1,217
Gain on asset sales	-	(66)	(11,178)	(35)
Gain on disposal of a business	(143)	-	(552)	(75,945)
Impairment of goodwill	-	-	-	36,684
Asset write-downs, net of insurance proceeds	(8,257)	(992)	(11,874)	(2,691)
Impairment of property, plant and equipment and lease assets	8,208	-	8,208	-
Other items ⁽⁷⁾	795	9	4,078	(18)
Adjustments from equity method investments	272	531	(7,160)	1,782
Income tax on items above and discrete tax items	(2,361)	3,393	(4,492)	18,500
NCI impact of items above	318	(781)	(2,302)	(11,968)
Adjusted Net Income for Adjusted EPS calculation (Non-GAAP)	\$15,018	\$18,034	\$101,250	\$105,617
Adjusted earnings per share - basic (Non-GAAP)	\$0.16	\$0.19	\$1.06	\$1.11
Adjusted earnings per share - diluted (Non-GAAP)	\$0.16	\$0.19	\$1.06	\$1.11
Weighted average shares outstanding - basic	95,163	94,990	95,139	94,950
Weighted average shares outstanding - diluted	95,979	95,614	95,835	95,395



⁷⁾ For the three months ended September 30, 2025 and September 30, 2024, other items is primarily comprised of various immaterial items. For the nine months ended September 30, 2025, other items is primarily comprised of various immaterial items. For the nine months ended September 30, 2024, other items is primarily comprised of various immaterial items.

Adjusted Net Income Reconciliation - FY'24 and FY'23

RECONCILIATION FROM NET INCOME ATTRIBUTABLE TO DOLE PLC SHAREHOLDERS TO ADJUSTED NET INCOME

Twelve Months Ended

December 31, 2023

December 31, 2024

	December 31, 2024	December 31, 2023	
Net income attributable to Dole plc (Reported GAAP)	\$125,513	\$124,063	
Loss from discontinued operations, net of income taxes	28,880	21,818	
Income from continuing operations attributable to Dole plc	154,393	145,881	
Adjustments:			
Amortization of intangible assets	7,556	10,198	
Mark to market (gains) losses	(10.139)	2,524	
Gain on asset sales	(125)	(52,495)	
Gain on disposal of a business	(76,417)	-	
Impairment of goodwill	36,684	-	
Cyber-related incident	-	5,321	
Other items (3)	(1,686)	2,918	
Adjustments from equity method investments	9,708	1,956	
Income tax on items above and discrete tax items	13,162	5,243	
NCI impact of items above	(12,239)	(3,494)	
Adjusted Net Income for Adjusted EPS calculation (Non-GAAP)	\$120,897	\$118,052	
Adjusted earnings per share - basic (Non-GAAP)	\$1.27	\$1.24	
Adjusted earnings per share - diluted (Non-GAAP)	\$1.27	\$1.24	
Weighted average shares outstanding - basic	94,967	94,917	
Weighted average shares outstanding - diluted	95,471	95,118	



For the year ended December 31, 2024, other items is primarily comprised of \$2.8 million of insurance proceeds, net of asset writedowns, partially offset by \$0.8 million of impairment charges on property, plant and equipment of \$3.0 million of asset write-downs, net of insurance proceeds and \$0.2 million of impairment charges on property, plant and equipment, partially offset by other immaterial items







