



Results Presentation

Q4'25 and FY'25

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 this presentation.

February 25, 2026



FY'25 Key Developments

FY'25 Key Developments

- ✓ Strong operating result for the year: Adjusted EBITDA of \$395 million, ahead of latest guidance
- ✓ Successfully completed sale of Fresh Vegetables division
- ✓ Agreement to sell port assets in Ecuador for expected net proceeds of ~\$75 million
- ✓ Completed \$1.2 billion renewal of credit facilities
- ✓ Authorization granted for up to \$100 million of share repurchases
- ✓ Voluntary transition to Domestic Issuer filings: targeting additional index inclusion
- ✓ Launch of Dole Colada Royale[®] – game changing new variety of pineapple





Operational Review

Q4'25

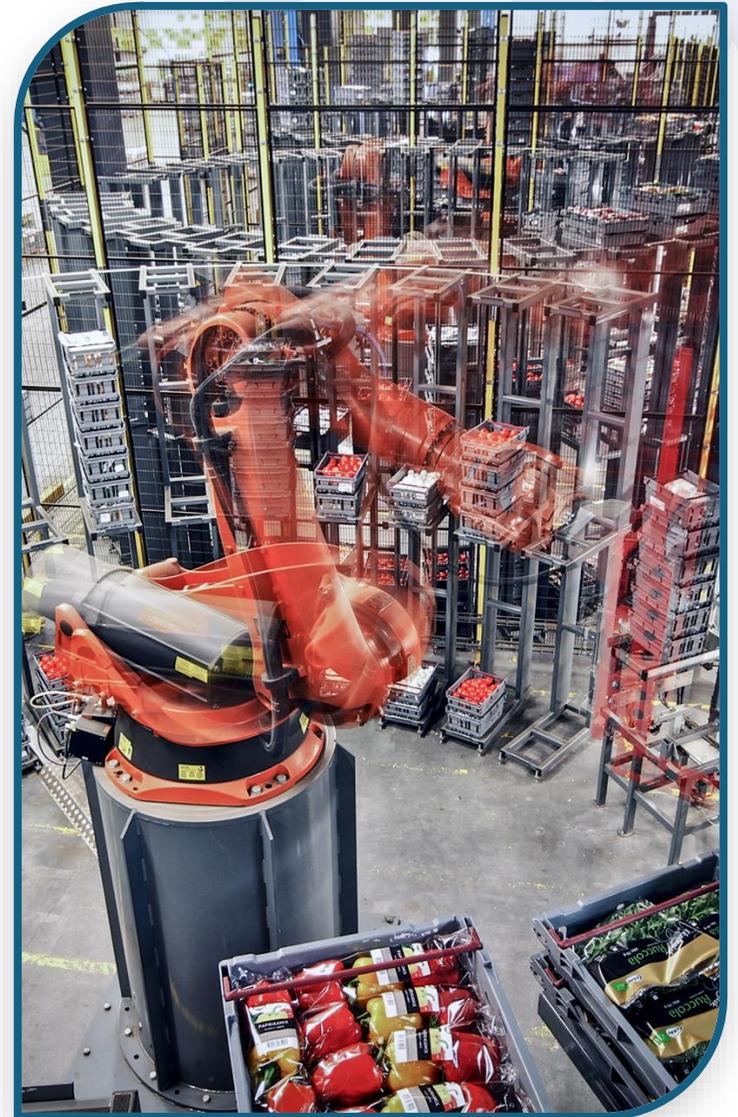
Fresh Fruit

- Demand for bananas remains strong in both North America and Europe
- Industry experienced elevated sourcing costs of bananas, pineapples and plantains in Q4
- Continuing to make good progress with rehabilitation of Storm Sara impacted farms in Honduras
- Pineapple innovation, including launch of our award-winning Dole Colada Royale® pineapple, is supporting category growth



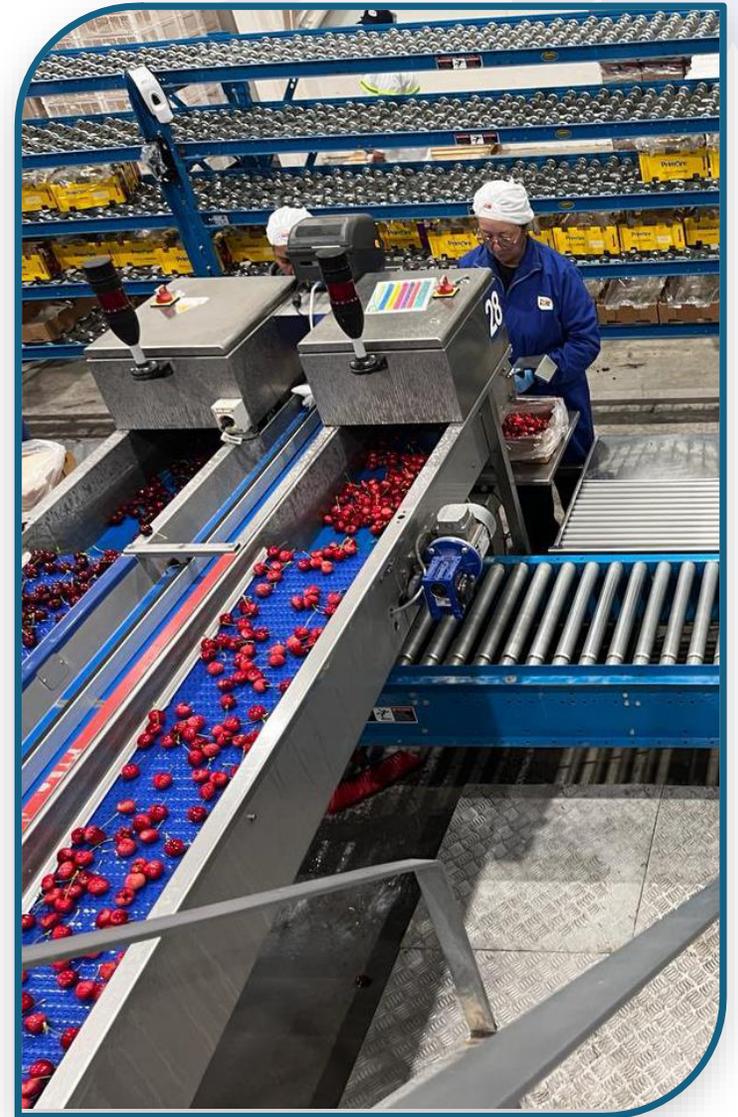
Diversified Fresh Produce EMEA

- Good performance in final quarter, adding to the strong growth delivered over 2025
- Continued strong underlying growth in markets that have performed well all year
- Investments in our distribution and logistics capabilities in the Nordics driving growth
- Continued benefit of stronger Euro, SEK and GBP relative to USD for translation of results
- Committed to ongoing integration as well as the identification and execution of investment opportunities



Diversified Fresh Produce Americas & ROW

- Positive fourth quarter performance, consolidating a year of strong growth
- Strong growth in key products in North America
- South American export business demonstrated robust operational performance
- Expect to deliver a solid result for Chilean Cherry season, with growth in volumes currently expected to offset lower market pricing
- Integration of Dole Diversified North America (“DDNA”) into Oppy progressing well





Financial Review

Q4'25

Group Results



	Q4'25	Q4'24	FY'25	FY'24
Revenue - \$'m	2,366	2,167	9,173	8,475
Income from Continuing Operations ⁽¹⁾ - \$'m	6.8	29.6	127.9	172.3
Net Income (Loss) - \$'m	6.0	(31.6)	82.0	143.4
Net (Loss) Income attributable to Dole plc - \$'m	(2.7)	(39.1)	51.3	125.5
Diluted EPS from Continuing Operations - \$	(0.02)	0.23	1.01	1.62
Diluted EPS - \$	(0.03)	(0.41)	0.53	1.32
Non-GAAP performance measures ⁽²⁾				
Adjusted EBITDA - \$'m	72.7	74.6	395.4	392.2
Adjusted Net Income - \$'m	13.8	15.3	115.0	120.9
Adjusted Diluted EPS - \$	0.14	0.16	1.20	1.27

1) Fresh Vegetables results are reported separately as discontinued operations, net of income taxes, in our condensed consolidated statements of operations, its assets and liabilities are separately presented in our condensed consolidated balance sheets, and its cash flows are presented separately in our condensed consolidated statements of cash flows for all periods presented. Unless otherwise noted, our discussion of our results included herein, outlook and all supplementary tables, including non-GAAP financial measures, are presented on a continuing operations basis.

2) See Appendix for definitions and reconciliations of Non-GAAP financial measures.



Segment Results

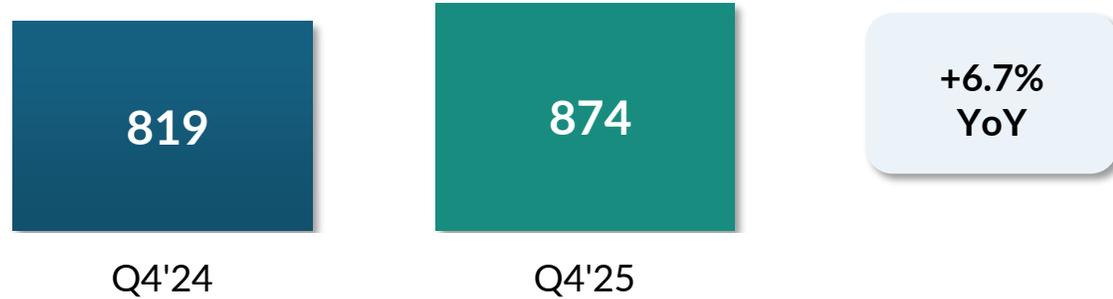
\$'m	Q4'25		Q4'24		FY'25		FY'24	
	Revenue	Adjusted EBITDA ⁽³⁾						
Fresh Fruit	874	26.6	819	31.9	3,615	189.8	3,293	214.8
Diversified Fresh Produce – EMEA	1,026	32.6	911	32.5	4,017	150.0	3,609	131.5
Diversified Fresh Produce – Americas & ROW	486	13.5	463	10.2	1,656	55.6	1,686	45.9
Intersegment	(20)	-	(26)	-	(115)	-	(113)	-
Total	2,366	72.7	2,167	74.6	9,173	395.4	8,475	392.2



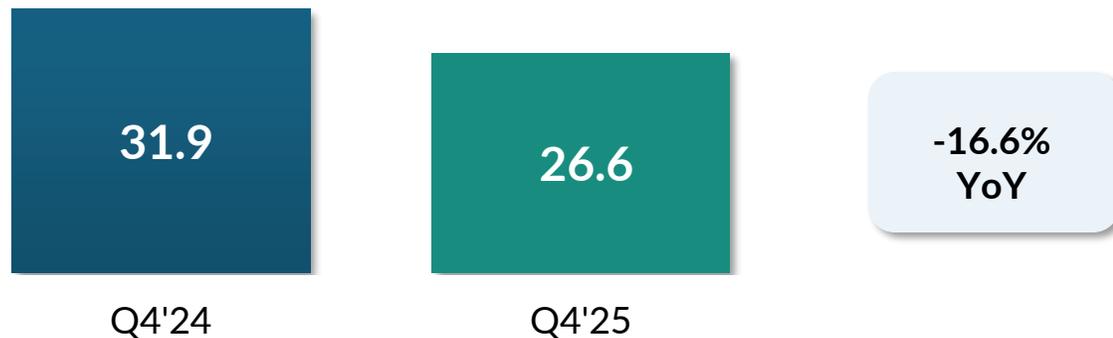
³⁾ See Appendix for definitions and reconciliations of Non-GAAP financial measures.

Fresh Fruit

REVENUE \$'M



ADJUSTED EBITDA \$'M



- Revenue increased due to higher volumes of bananas as well as higher pricing of bananas, pineapples and plantains, partially offset by lower volumes of pineapples and plantains
- Decrease in Adjusted EBITDA due to higher sourcing costs of bananas, pineapples and plantains, partially offset by higher commercial cargo profits



Diversified Fresh Produce EMEA

REVENUE \$'M



ADJUSTED EBITDA \$'M

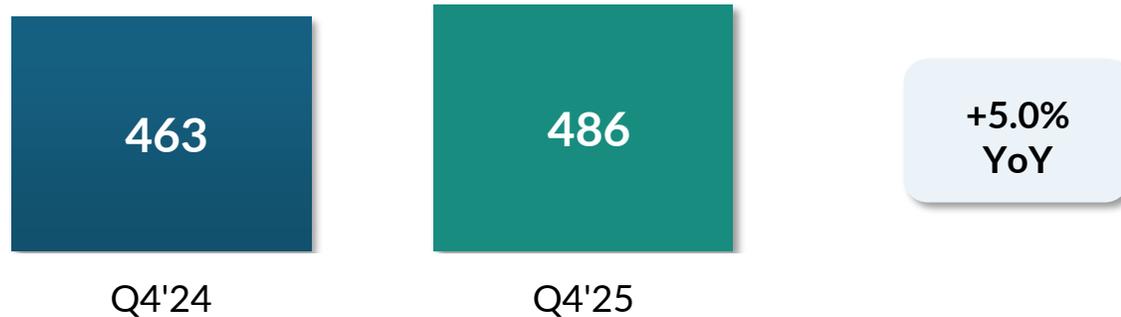


- Revenue increase primarily due to strong underlying performance in Spain, France and South Africa, as well as a favorable impact from FX translation
- Adjusted EBITDA increased due to higher earnings in Scandinavia, Ireland and Spain as well as a favorable impact from FX translation, partially offset by lower underlying earnings in the U.K. and the Netherlands



Diversified Fresh Produce AMERICAS & ROW

REVENUE \$'M



ADJUSTED EBITDA \$'M



- Revenue increase driven by growth in most commodities sold in the North American market, along with growth in southern hemisphere export products such as cherries and blueberries
- Adjusted EBITDA increase driven by improved profitability in our joint venture businesses, as well as earnings growth in our southern hemisphere export business, driven particularly by higher cherry volumes



Capital Allocation and Net Leverage

CASH CAPEX ⁽⁴⁾ Continuing Operations

Q4'25: \$(28.4m) | FY'25: \$(121.5m)

FREE CASH FLOW ⁽⁵⁾ Continuing Operations

Q4'25: \$67.9m | FY'25 \$1.7m

BUSINESS & ASSET SALES ⁽⁶⁾

Q4'25: \$1.7m | FY'25: \$82.3m

QUARTERLY DIVIDEND

Q4'25: \$0.085 per share

NET DEBT & NET LEVERAGE ⁽⁵⁾

\$'m	Dec 31, 2025	Dec 31, 2024
Total Gross Debt	(874.3)	(967.1)
Cash and Cash Equivalents	267.8	330.0
Net Debt	(606.5)	(637.1)
LTM Adjusted EBITDA ⁽⁵⁾	395.4	392.2
Net Leverage	1.5x	1.6x

4) In addition to cash capital expenditure, \$0.7 million of assets were acquired under finance lease during the three months ended December 31, 2025. Total capital additions for the quarter were \$29.1 million. Included within cash capital expenditure for the twelve months ended December 31, 2025, is the buyout of two vessel finance leases of \$36.1 million that were already reflected within Net Debt as of December 31, 2024. In addition to cash capital expenditure, \$15.6 million of assets were acquired under finance lease during the twelve months ended December 31, 2025. Total capital additions for the twelve months ended December 31, 2025 were \$101.0 million.

5) See Appendix for definitions of Non-GAAP financial measures. Full reconciliations are contained in the Appendix to the Fourth Quarter and Full Year 2025 Financial Results Press Release.

6) This includes consideration received following the sale of Fresh Vegetables in August 2025 of \$68.0 million





FY'26 Outlook & Strategic Priorities

FY'26 Outlook

Adjusted EBITDA

At least \$400m

Routine Capex

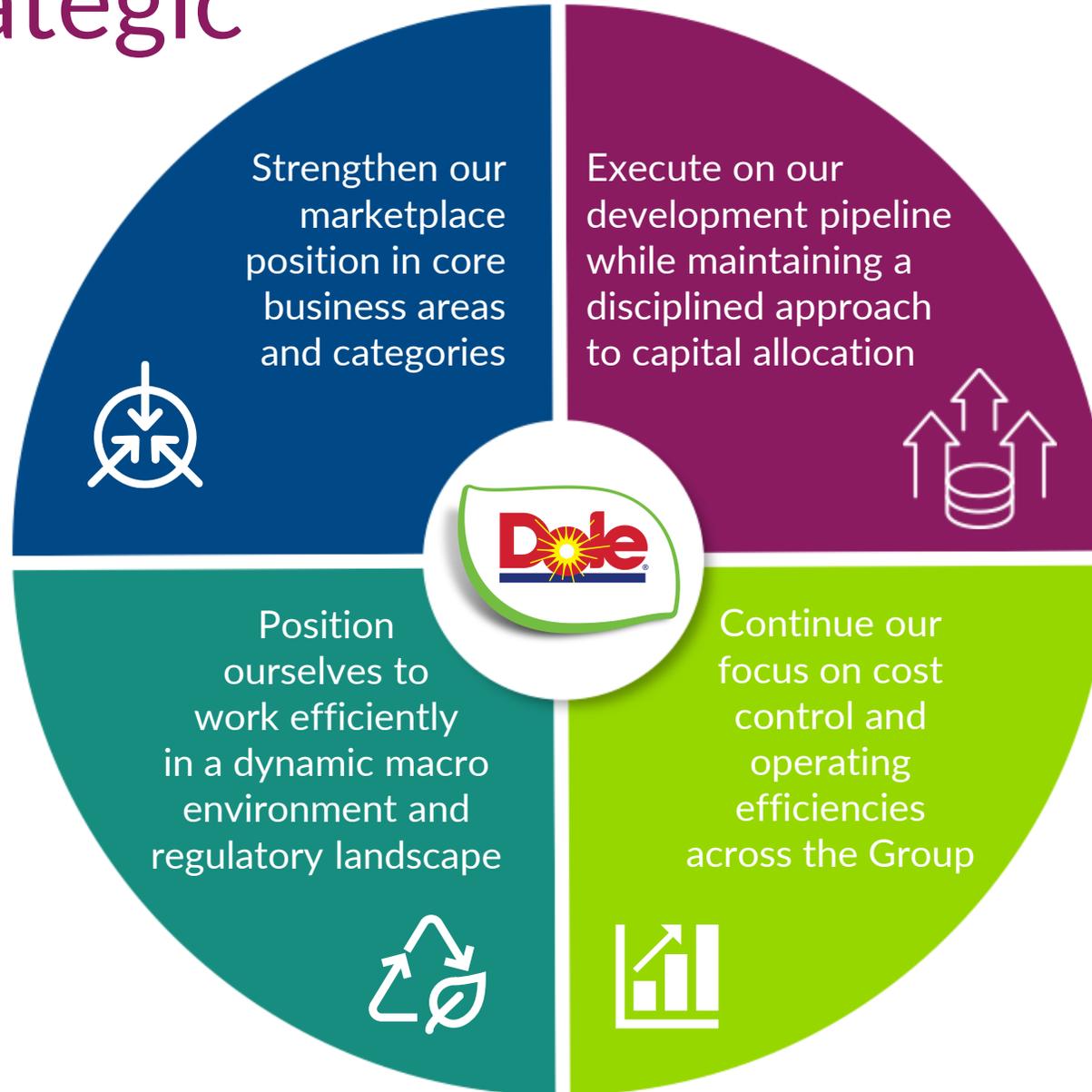
~ \$100m

Interest Expense

~\$60m



FY'26 Strategic Priorities





Q&A



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 years ended December 31, 2025 and December 31, 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 or held for sale classification losses on property, plant and equipment and lease assets, subtracting noncash interest income on deferred transaction consideration, adding acquisition and transaction costs not in the ordinary course of business, 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 years ended December 31, 2025 and December 31, 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, adding impairment charges or held for sale classification losses on property, plant and equipment and lease assets, subtracting noncash interest income on deferred transaction consideration, adding acquisition and transaction costs not in the ordinary course of business, 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 year ended December 31, 2025, and December 31, 2024, is the same as Adjusted EBITDA.

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 years ended December 31, 2025 and December 31, 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, adding impairment charges or held for sale classification losses on property, plant and equipment and lease assets, adding acquisition and transaction costs not in the ordinary course of business, 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.

Dole is not able to provide a reconciliation for projected FY'26 results without taking unreasonable efforts.

Adjusted EBITDA Reconciliation

RECONCILIATION FROM NET INCOME TO ADJUSTED EBITDA - UNAUDITED

	Three Months Ended		Year Ended	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
	<i>(U.S. Dollars in thousands)</i>			
Net income (Reported GAAP)	\$6,002	\$(31,597)	\$81,975	\$143,419
Loss from discontinued operations, net of income taxes	803	61,231	45,959	28,880
Income from continuing operations (Reported GAAP)	6,805	29,634	127,934	172,299
Income tax expense	21,821	264	71,003	75,649
Interest expense	15,202	18,055	66,541	72,264
Mark to market (gains) losses	(3,316)	(11,356)	18,753	(10,139)
Gain on asset sales	(1,076)	(90)	(12,254)	(125)
Gain on disposal of a business	(54)	(472)	(606)	(76,417)
Insurance proceeds, net of asset writedowns	(4,938)	(187)	(16,812)	(2,878)
Impairment of property, plant and equipment and lease assets	2,403	740	10,611	740
Impairment of goodwill	-	-	-	36,684
Restructuring and costs for legal matters	3,203	459	3,786	459
Debt refinance expenses	-	-	3,182	-
Other items ⁽⁷⁾	801	11	1,115	(7)
Adjustments from equity method investments	239	9,294	867	16,258
Adjusted EBIT (Non-GAAP)	41,090	46,352	274,120	284,787
Depreciation	27,228	24,410	105,559	91,262
Amortization of intangible assets	1,788	1,776	7,102	7,556
Depreciation and amortization adjustments from equity method investments	2,561	2,073	8,595	8,598
Adjusted EBITDA (Non-GAAP)	\$72,667	\$74,611	\$395,376	\$392,203

7) For the three months ended December 31, 2025, other items is primarily comprised of \$2.2 million of acquisition and transaction costs, partially offset by \$1.5 million of interest income on deferred transaction consideration. For the three months ended December 31, 2024, other items is primarily comprised of various immaterial items. For the year ended December 31, 2025, other items is primarily comprised of \$2.2 million of acquisition and transaction costs, partially offset by \$1.5 million of interest income on deferred transaction consideration. For the year ended December 31, 2024, other items is primarily comprised of various immaterial items.



Adjusted Net Income Reconciliation

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

	Three Months Ended		Year Ended	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
	<i>(U.S. Dollars in thousands, except per share amounts)</i>			
Net (loss) income attributable to Dole plc (Reported GAAP)	\$(2,664)	\$(39,149)	\$51,319	\$125,513
Loss from discontinued operations, net of income taxes	803	61,231	45,959	28,880
Income from continuing operations attributable to Dole plc	(1,861)	22,082	97,278	154,393
Adjustments:				
Amortization of intangible assets	1,788	1,776	7,102	7,556
Mark to market (gains) losses	(3,316)	(11,356)	18,753	(10,139)
Gain on asset sales	(1,076)	(90)	(12,254)	(125)
Gain on disposal of a business	(54)	(472)	(606)	(76,417)
Insurance proceeds, net of asset writedowns	(4,938)	(187)	(16,812)	(2,878)
Impairment of property, plant and equipment and lease assets	2,403	740	10,611	740
Impairment of goodwill	-	-	-	36,684
Restructuring and costs for legal matters	3,203	459	3,786	459
Debt refinance expenses	-	-	3,182	-
Other items ⁽⁸⁾	2,279	11	2,593	(7)
Adjustments from equity method investments	(2,955)	7,926	(10,115)	9,708
Income tax on items above and discrete tax items	17,338	(5,338)	12,846	13,162
NCI impact of items above	978	(271)	(1,324)	(12,239)
Adjusted Net Income for Adjusted EPS calculation (Non-GAAP)	\$13,789	\$15,280	\$115,040	\$120,897
Adjusted earnings per share - basic (Non-GAAP)	\$0.14	\$0.16	\$1.21	\$1.27
Adjusted earnings per share - diluted (Non-GAAP)	\$0.14	\$0.16	\$1.20	\$1.27
Weighted average shares outstanding - basic	95,163	95,019	95,145	94,967
Weighted average shares outstanding - diluted	96,104	95,702	95,902	95,471

8) For the three months ended December 31, 2025, other items is primarily comprised of \$2.2 million of acquisition and transaction costs. For the three months ended December 31, 2024, other items is primarily comprised of various immaterial items. For the year ended December 31, 2025, other items is primarily comprised of \$2.2 million of acquisition and transaction costs. For the year ended December 31, 2024, other items is primarily comprised of various immaterial items.



Free Cash Flow from Continuing Operations

RECONCILIATION

	Nine Months Ended	Three Months Ended	Year Ended
	September 30, 2025	December 31, 2025	December 31, 2025
	<i>(U.S. Dollars in thousands,)</i>		
Net cash provided by operating activities – continuing operations (Reported GAAP)	26,941	96,265	123,206
Less: Capital expenditures (Reported GAAP)	(93,101)	(28,396)	(121,497)
Free Cash Flow from Continuing Operations (Non-GAAP)	\$(66,160)	\$67,869	\$1,709





Thank you

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