Results Presentation

Q2'26

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.

August 10, 2026

Q2’26 Review & Capital Allocation Update

Q2'26 Review

- Healthy consumer demand across the Group
- Q2 result lower, as anticipated, due to Fresh Fruit cost pressures
- Diversified model resilient, supported by strong Diversified Americas performance
- Development pipeline advanced with disciplined capital allocation
- Post quarter-end:
  - Completed Ecuador port sale for expected net proceeds of ~$95M
  - Completed acquisition of Greenfood Fresh Produce division in Scandinavia

Greenfood Fresh Produce facility, Helsingborg, Sweden

Capital Allocation Update

ROUTINE CAPITAL EXPENDITURE

- Q2 routine capex: $25 million
- Focused on future growth, capacity and efficiencies

DEVELOPMENT INVESTMENTS

- Ireland: Glass house bolt-on, strengthening sourcing and supply base
- Sweden: Post quarter-end, acquired Greenfood Fresh Produce business, adding strategic distribution platform and enhancing position in Nordics

SHAREHOLDER RETURNS

- Quarterly dividend: 8.5 cents per share; implied yield 2.5%(1)
- Share repurchases: $10.0 million in Q2'26 at disciplined valuation levels; YTD $14.6 million; $85.4 million remaining under authorization

(1) Based on closing share price of $13.83 on August 7, 2026, and annualized dividend per share of $0.34

Operational Review

Q2'26

Fresh Fruit

- Profitability impacted by higher fuel, shipping and sourcing costs
- European banana volumes strong; North America banana pricing higher, volumes lower
- Adverse weather conditions impacted pineapple availability, resulting in lower volumes across all markets
- Continued strength of the Costa Rican Colon impacted costs
- Pricing mechanisms and cost actions expected to support H2'26

Diversified Fresh Produce EMEA

- Revenue broadly stable; Adjusted EBITDA lower versus a strong comparative result
- Scandinavia again a strong contributor
- Portfolio diversity helped balance mixed market conditions
- South Africa exports impacted by Middle East disruption

Diversified Fresh Produce Americas & ROW

- Another strong quarter: key contributor to Group performance
- Strong performance in our North American business
- Higher North American volumes and improved Southern Hemisphere export pricing
- Continued benefits from recent investments and berry restructuring

Financial Review

Q2'26

Group Results

	Q2'26	Q2'25	H1'26	H1'25
Revenue - $'M	2,499	2,428	4,842	4,528
Net Income - $'M	35.1	18.0	72.9	62.1
Net Income attributable to Dole plc - $'M	26.0	10.0	57.3	48.9
Diluted EPS - $	0.27	0.10	0.60	0.51
Non-GAAP performance measures (2)				
Adjusted EBITDA - $'M	116.8	137.1	217.1	241.9
Adjusted Net Income - $'M	43.7	53.2	74.9	86.2
Adjusted Diluted EPS - $	0.46	0.55	0.78	0.90

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

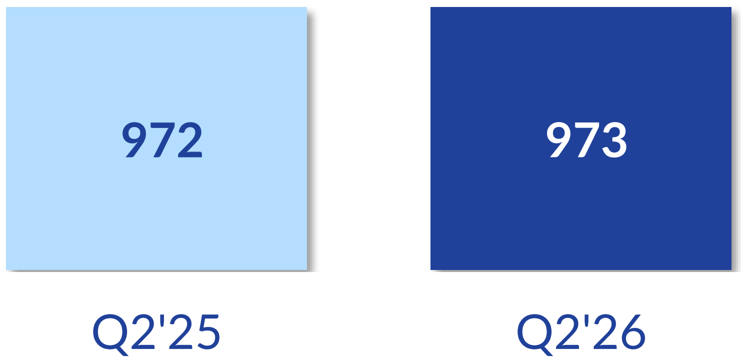
Segment Results

$'M	Q2'26		Q2'25		H1'26		H1'25	
	Revenue	Adjusted EBITDA(2)	Revenue	Adjusted EBITDA(2)	Revenue	Adjusted EBITDA(2)	Revenue	Adjusted EBITDA(2)
Fresh Fruit	973	50.3	972	72.7	1,911	102.8	1,851	136.1
Diversified Fresh Produce - EMEA	1,111	45.9	1,101	49.0	2,134	75.9	1,993	76.6
Diversified Fresh Produce - Americas & ROW	440	20.6	386	15.4	860	38.4	750	29.2
Intersegment	(25)	-	(31)	-	(63)	-	(66)	-
Total	**2,499**	**116.8**	**2,428**	**137.1**	**4,842**	**217.1**	**4,528**	**241.9**

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

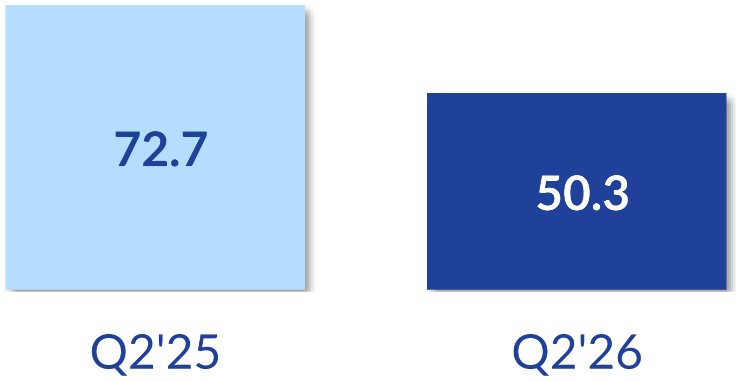
Fresh Fruit

REVENUE $’M



0% YoY

ADJUSTED EBITDA $’M



-31% YoY

- **Revenue drivers:**
  - Strong European banana volumes and higher North America banana pricing offset by lower North America banana volumes
  - Lower pineapple volumes due to adverse weather affecting fruit availability
- **Adjusted EBITDA drivers:**
  - Increased fuel and shipping costs
  - Higher fruit sourcing costs
  - Higher pineapple growing costs and continued strength of the Costa Rican Colon

Diversified Fresh Produce - EMEA

REVENUE $'M

Q2'25	Q2'26	
1,101	1,111	+1% YoY

ADJUSTED EBITDA $'M

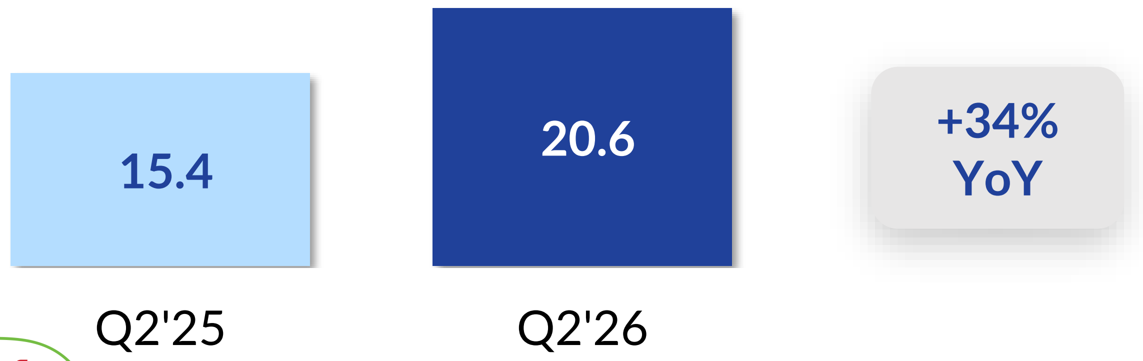
Q2'25	Q2'26	
49.0	45.9	-6% YoY

- **Revenue drivers:**
  - Growth in Scandinavia and favorable FX
  - Lower revenue in Spain against a strong prior-year comparative
- **Adjusted EBITDA drivers:**
  - Lower overall result versus strong prior-year comparative
  - Strong Scandinavia performance
  - Weaker results in South Africa, the Netherlands and Spain

Diversified Fresh Produce - Americas & ROW

REVENUE $'M

ADJUSTED EBITDA $'M



- **Revenue drivers:**
  - Higher kiwi, avocado and North American cherry volumes in North American business
  - Improved Southern Hemisphere export pricing
- **Adjusted EBITDA drivers:**
  - Improved profitability in North American business
  - Strong execution across key categories
  - Continued benefits from berry restructuring

Cash Flow and Financial Position

FREE CASH FLOW [2]

$'M	Q2'26	Q2'25	H1'26	H1'25
Net cash provided by / (used in) operating activities	14.0	18.3	(8.5)	(60.4)
Cash Capex	(24.8)	(19.3)	(42.5)	(72.2)
Free Cash Flow	**(10.8)**	**(1.0)**	**(51.0)**	**(132.6)**

NET DEBT & NET LEVERAGE [2]

$'M	Q2'26	FY'25	Q2'25
Net Debt	(746.1)	(606.5)	(788.8)
Net Leverage	**2.0x**	**1.5x**	**2.0x**

- H1 free cash flow improved materially versus prior year, despite normal first-half working capital seasonality
- Q2 Net Debt impacted by first step of Ecuador port transaction; final sale completed on July 1 for cumulative expected net proceeds of ~$95 million
- Conservative leverage position supports continued capital allocation flexibility

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

FY’26 Outlook & Strategic Priorities

FY'26 Outlook

Adjusted EBITDA	Routine Capex	Interest Expense
~$400M	~$100M	~$58M

FY'26 Strategic Priorities

Strengthen our marketplace position in core business areas and categories

Execute on our development pipeline while maintaining a disciplined approach to capital allocation

Position ourselves to work efficiently in a dynamic macro environment and regulatory landscape

Continue our focus on cost control and operating efficiencies across the Group

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 three and six months ended June 30, 2026 and June 30, 2025, included 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, adding or subtracting asset write-downs from extraordinary events, net of insurance proceeds, subtracting interest income on deferred transaction consideration, adding acquisition and transaction costs and 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 six months ended June 30, 2026 and June 30, 2025, included 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 losses on property, plant and equipment and lease assets, adding or subtracting asset write-downs from extraordinary events, net of insurance proceeds, subtracting interest income on deferred transaction consideration, adding acquisition and transaction costs, adding restructuring charges and costs for legal matters not in the normal 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 six months ended June 30, 2026, is calculated as subtracting the Adjusted EBITDA for the six months ended June 30, 2025 from the Adjusted EBITDA for the year ended December 31, 2025 and then adding Adjusted EBITDA for the six months ended June 30, 2026. LTM Adjusted EBITDA for the year ended December 31, 2025 is the same as Adjusted EBITDA for the year ended December 31, 2025.

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 six months ended June 30, 2026 and June 30, 2025, included 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, adding or subtracting asset write-downs from extraordinary events, net of insurance proceeds, adding acquisition and transaction costs and 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, both of which are defined above.

Free Cash Flow from Continuing Operations is calculated from GAAP net cash used in or provided by 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		Six Months Ended	
	Jun 30, 2026	Jun 30, 2025	Jun 30, 2026	Jun 30, 2025
	(U.S. Dollars in thousands)			
Net income (Reported GAAP)	**$35,127**	**$17,989**	**$72,862**	**$62,148**
Loss from discontinued operations, net of income taxes	-	34,950	-	34,920
Income from continuing operations (Reported GAAP)	**35,127**	**52,939**	**72,862**	**97,068**
Income tax expense	14,802	25,504	36,784	43,082
Interest expense	14,857	17,516	27,443	34,698
Mark to market (gains) losses	(3,148)	17,153	(7,273)	23,069
Gain on asset sales	-	(8,737)	(47)	(11,178)
Loss (gain) on disposal of businesses	28	(48)	(1,164)	(409)
Legal and restructuring costs	23,054	-	23,054	-
Asset write-downs, net of insurance proceeds	184	(3,617)	184	(3,617)
Impairment of property, plant and equipment and lease assets	73	-	984	-
Other items[(3)]	(89)	3,190	(100)	3,284
Adjustments from equity method investments	1,826	3,061	3,581	(2,651)
Adjusted EBIT (Non-GAAP)	**86,714**	**106,961**	**156,308**	**183,346**
Depreciation	26,320	26,496	52,847	51,309
Amortization of intangible assets	1,381	1,737	2,922	3,468
Depreciation and amortization adjustments from equity method investments	2,347	1,924	4,997	3,817
Adjusted EBITDA (Non-GAAP)	**$116,762**	**$137,118**	**$217,074**	**$241,940**

(3) For the three months ended June 30, 2026, other items is primarily comprised of $0.9 million of interest income on deferred transaction consideration, offset by $0.8 million of acquisition and transaction costs. For the three months ended June 30, 2025, other items is primarily comprised of $3.2 million of net debt refinancing expenses. For the six months ended June 30, 2026, other items is primarily comprised of $1.8 million of interest income on deferred transaction consideration, offset by $1.7 million of acquisition and transaction costs. For the six months ended June 30, 2025, other items is primarily comprised of $3.2 million of net debt refinancing expenses

Adjusted Net Income Reconciliation

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

	Three Months Ended		Six Months Ended	
	Jun 30, 2026	Jun 30, 2025	Jun 30, 2026	Jun 30, 2025
	(U.S. Dollars in thousands, except per share amounts)			
Net income attributable to Dole plc (Reported GAAP)	**$25,984**	**$9,966**	**$57,281**	**$48,878**
Loss from discontinued operations, net of income taxes	-	34,950	-	34,920
Income from continuing operations attributable to Dole plc	**25,984**	**44,916**	**57,281**	**83,798**
Adjustments:				
Amortization of intangible assets	1,381	1,737	2,922	3,468
Mark to market (gains) losses	(3,148)	17,153	(7,273)	23,069
Gain on asset sales	-	(8,737)	(47)	(11,178)
Loss (gain) on disposal of businesses	28	(48)	(1,164)	(409)
Legal and restructuring costs	23,054	-	23,054	-
Asset write-downs, net of insurance proceeds	184	(3,617)	184	(3,617)
Impairment of property, plant and equipment and lease assets	73	-	984	-
Other items(4)	844	3,190	1,745	3,284
Adjustments from equity method investments	(1,832)	12	(1,768)	(7,432)
Income tax on items above and discrete tax items	(2,494)	(190)	(316)	(2,131)
NCI impact of items above	(330)	(1,260)	(684)	(2,620)
Adjusted Net Income for Adjusted EPS calculation (Non-GAAP)	**$43,744**	**$53,156**	**$74,918**	**$86,232**
Adjusted earnings per share - basic (Non-GAAP)	$0.46	$0.56	$0.79	$0.91
Adjusted earnings per share - diluted (Non-GAAP)	$0.46	$0.55	$0.78	$0.90
Weighted average shares outstanding - basic	95,046	95,145	95,110	95,127
Weighted average shares outstanding - diluted	95,703	95,850	95,733	95,763

(4) For the three months ended June 30, 2026, other items is primarily comprised of $0.8 million of acquisition and transaction costs. For the three months ended June 30, 2025, other items is primarily comprised of $3.2 million of net debt refinancing expenses. For the six months ended June 30, 2026, other items is primarily comprised of $1.7 million of acquisition and transaction costs. For the six months ended June 30, 2025, other items is primarily comprised of $3.2 million of net debt refinancing expenses.

Net Debt and Net Leverage

	Jun 30, 2026	Dec 31, 2025		Jun 30, 2025
		(U.S. Dollars in thousands)		
Debt (Reported GAAP)				
Long-term debt, net	(969,121)	(799,814)		(998,876)
Current maturities	(39,480)	(57,668)		(73,639)
Bank overdrafts	(22,886)	(9,611)		(25,404)
Total debt, net	**(1,031,487)**	**(867,093)**		**(1,097,919)**
Add: Debt discounts and debt issuance costs	(6,354)	(7,237)		(7,815)
Total gross debt	**(1,037,841)**	**(874,330)**		**(1,105,734)**
Cash and cash equivalents	291,705	267,854		316,911
Net Debt (Non-GAAP)	**$(746,136)**	**$(606,476)**		**$(788,823)**
Net Leverage				
FY’25 Adj. EBITDA	$395,376	$395,376	FY’24 Adj. EBITDA	$392,204
Less: H1’25 Adj. EBITDA	(241,940)	n/a	Less: H1’24 Adj. EBITDA	(235,520)
Add: H1’26 Adj. EBITDA	217,074	n/a	Add: H1’25 Adj. EBITDA	241,940
LTM Adjusted EBITDA	**$370,510**	**$395,376**		**$398,624**
Net Debt / LTM Adjusted EBITDA	**2.0x**	**1.5x**		**2.0x**

Free Cash Flow from Continuing Operations

	Three Months Ended		Six Months Ended	
	Jun 30, 2026	Jun 30, 2025	Jun 30, 2026	Jun 30, 2025
	(U.S. Dollars in thousands)			
Net cash provided by / (used in) operating activities - continuing operations (Reported GAAP)	$13,964	$18,344	$(8,503)	$(60,446)
Less: Capital expenditures (Reported GAAP)	(24,787)	(19,360)	(42,545)	(72,196)
Free Cash Flow from Continuing Operations (Non-GAAP)	**$(10,823)**	**$(1,016)**	**$(51,048)**	**$(132,642)**

Thank you

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