INVESTOR PRESENTATION



February 2026


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; a sector with accelerating tailwinds
2) Valuable and strategic asset base
3) Extensive global sourcing network
4) Diversified revenue streams and category leadership
5) Iconic brand with strong consumer awareness
6) Focus on innovation and category expansion
7) Strong financial profile and disciplined approach to capital allocation

Highly Experienced Senior Leadership Team

GROUP EXECUTIVE TEAM

Carl McCann
Executive Chairman

Years with Group: 46

Rory Byrne
Chief Executive Officer

Years with Group: 38

Johan Lindén
Chief Operations Officer

Years with Group: 26

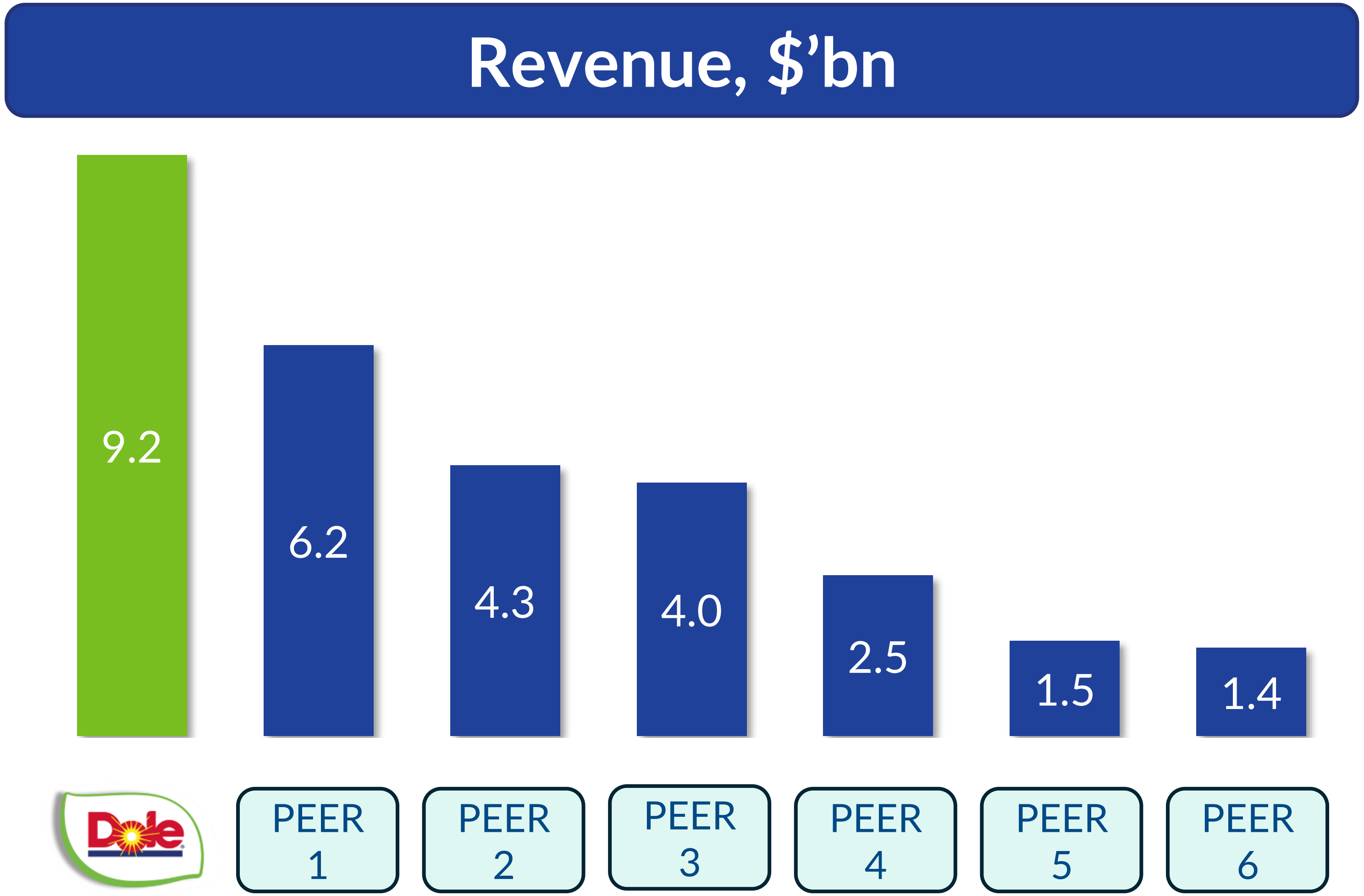
Jacinta Devine
Chief Financial Officer

Years with Group: 30

DIVISIONAL PRESIDENTS

The Global Leader in Fresh Produce

Dole is the largest global fresh produce company



Dole is ~1.5x the size of nearest competitor[1]

Scale provides greater customer and supplier opportunities

1) Source: Public company information; internal estimates

A Sector with Accelerating Structural Tailwinds

Health & Wellness mega trend driving growth

Global fresh produce **growth is expected to accelerate** driven by consumer trends towards health & wellness

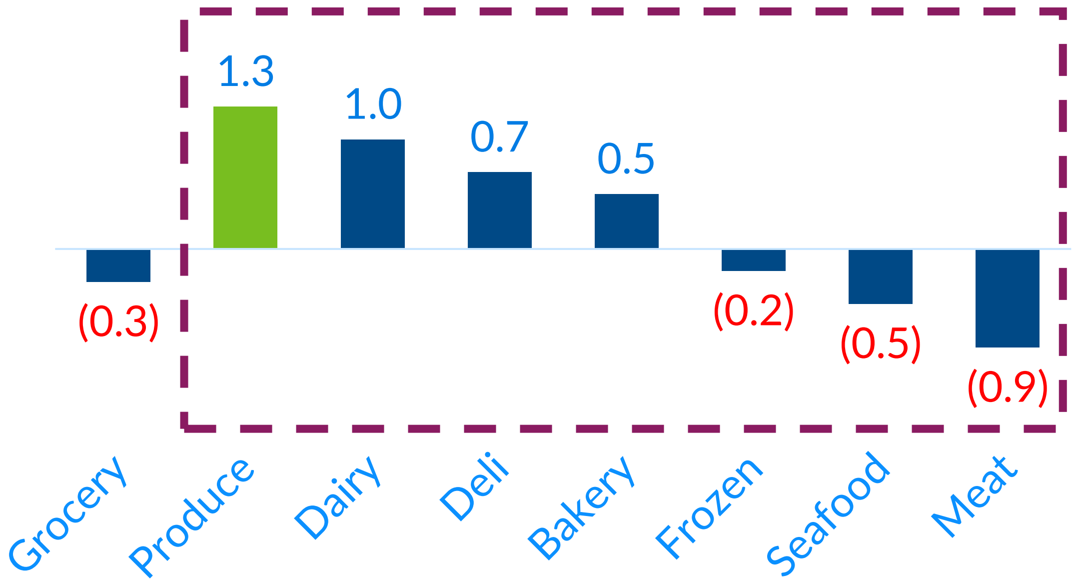
Consumers are becoming more conscious of the **nutritional value** of what they eat and drink

58% of the participants in a recent Nielsen study(2) stated that healthy nutrition has become **more important** to them in the last five years

Consumers are **prioritizing convenience** and turning to fresher, healthier options that fit busy lifestyles

GLP-1 users are reshaping grocery baskets, accelerating demand for **nutrient dense, whole food** categories such as fresh fruits and vegetables

Perimeter Departments vs Grocery Volume % Chg (2025 vs 2024) (3)



- ✓ In the U.S., Produce is outpacing center store
- ✓ Produce leads all Perimeter Departments growth vs Grocery

2) Source: NielsenIQ, Global State of Health & Wellness 2025
3) NielsenIQ – Total US (All Outlets), Departments vs. Grocery (Center Store), Volume % Chg YA, Calendar 2025 vs Calendar 2024

The Dole Difference

Integrated solutions from source to shelf

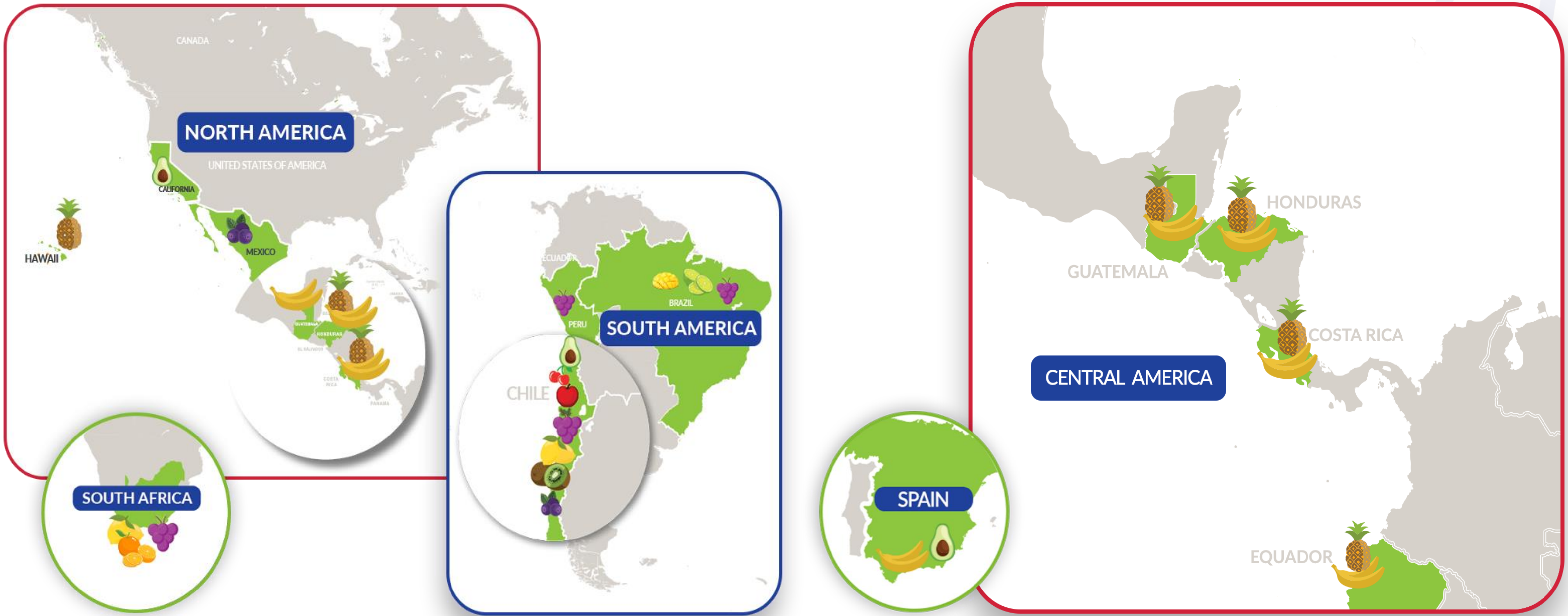
Highly Valuable Strategic Asset Base

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)

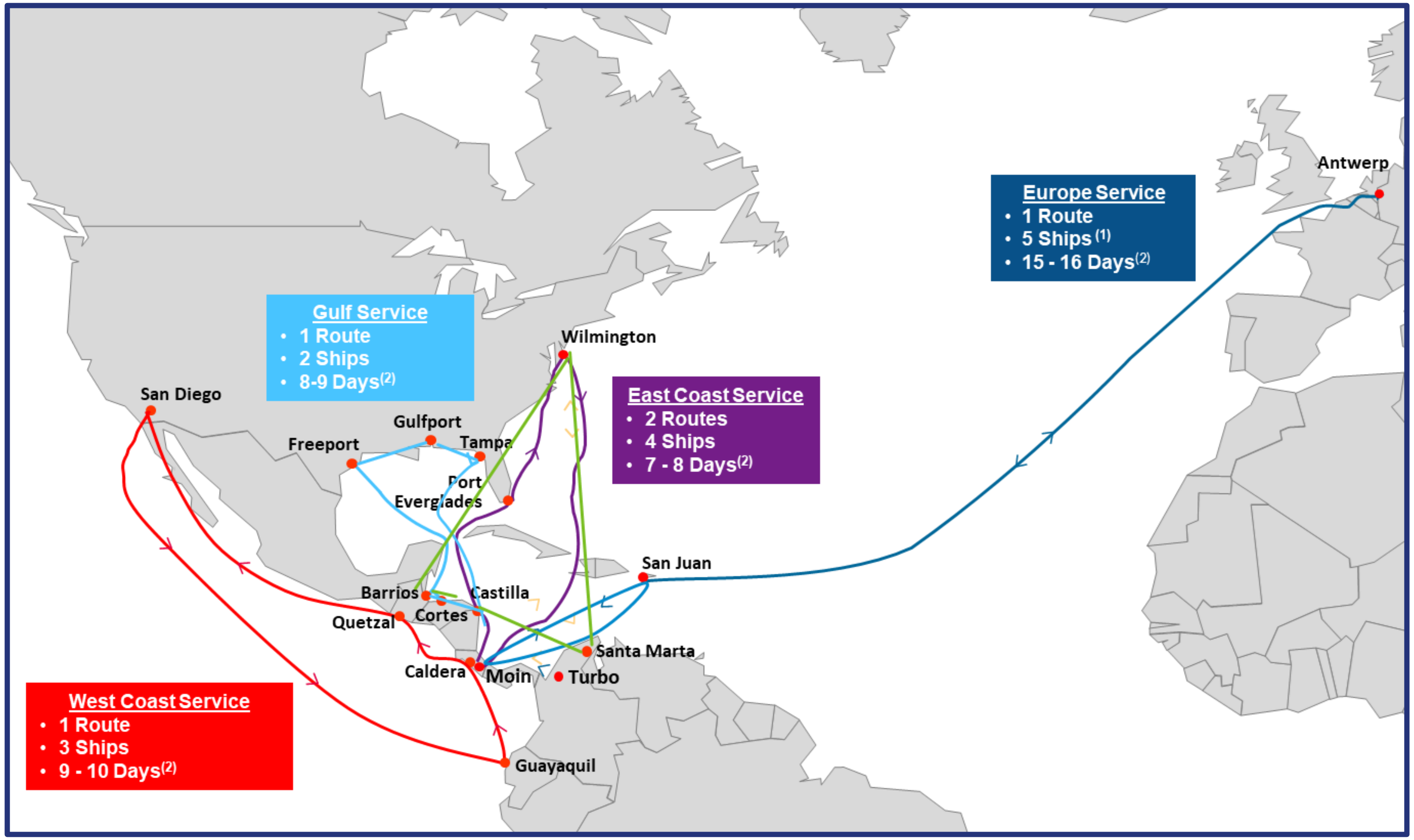
Deep Sourcing Network: Own Production

110,000 acres of own production, primarily in key tropical produce sourcing countries across Central & South America



Our Tropical Produce Shipping Network

Fleet of 14 vessels operated specifically for shipping our tropical produce

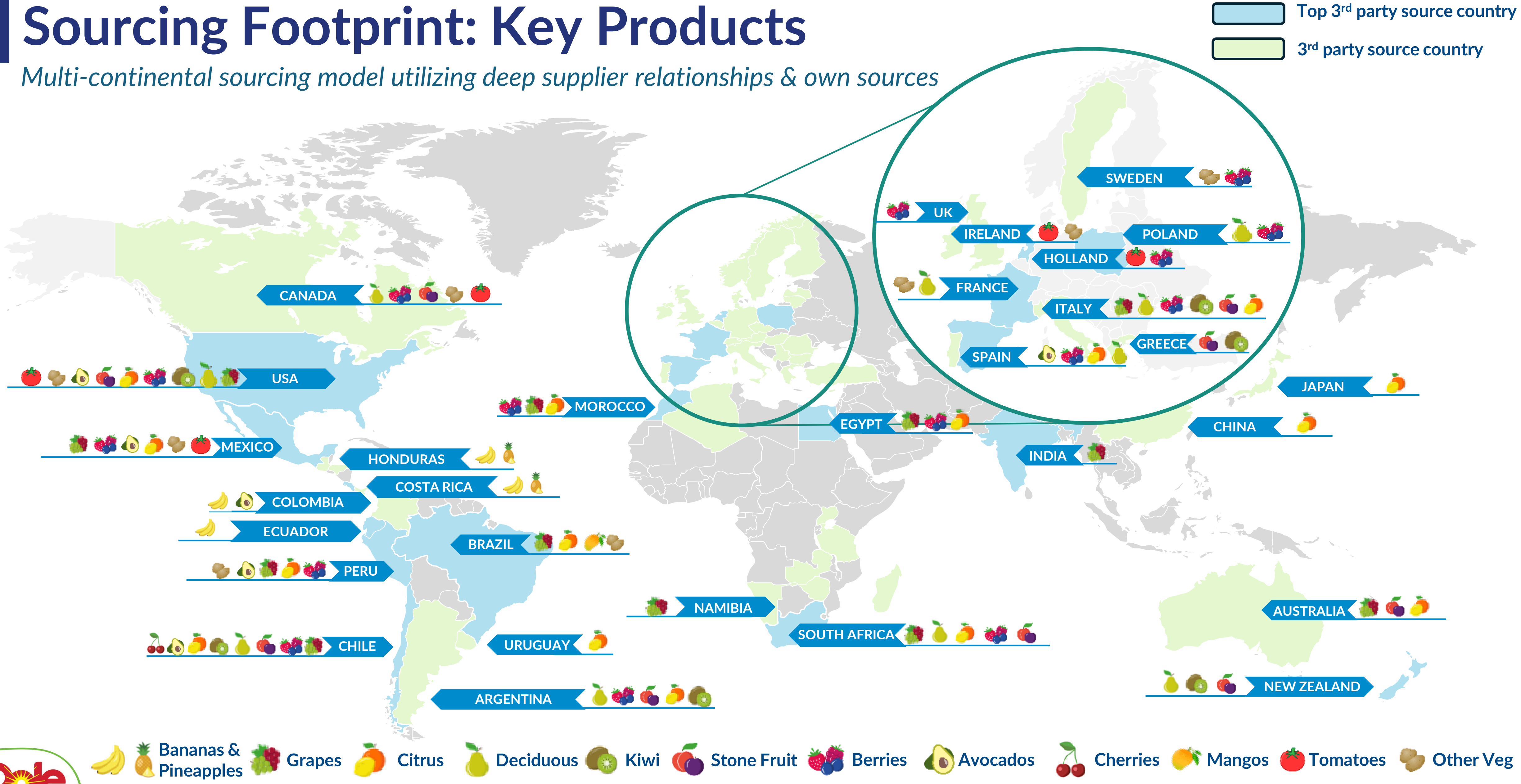


13 owned vessels; 1 on charter

1) *The Europe service comprises 4 vessels owned by Dole and 1 vessel on charter*
2) *Represents one way time duration*

Sourcing Footprint: Key Products

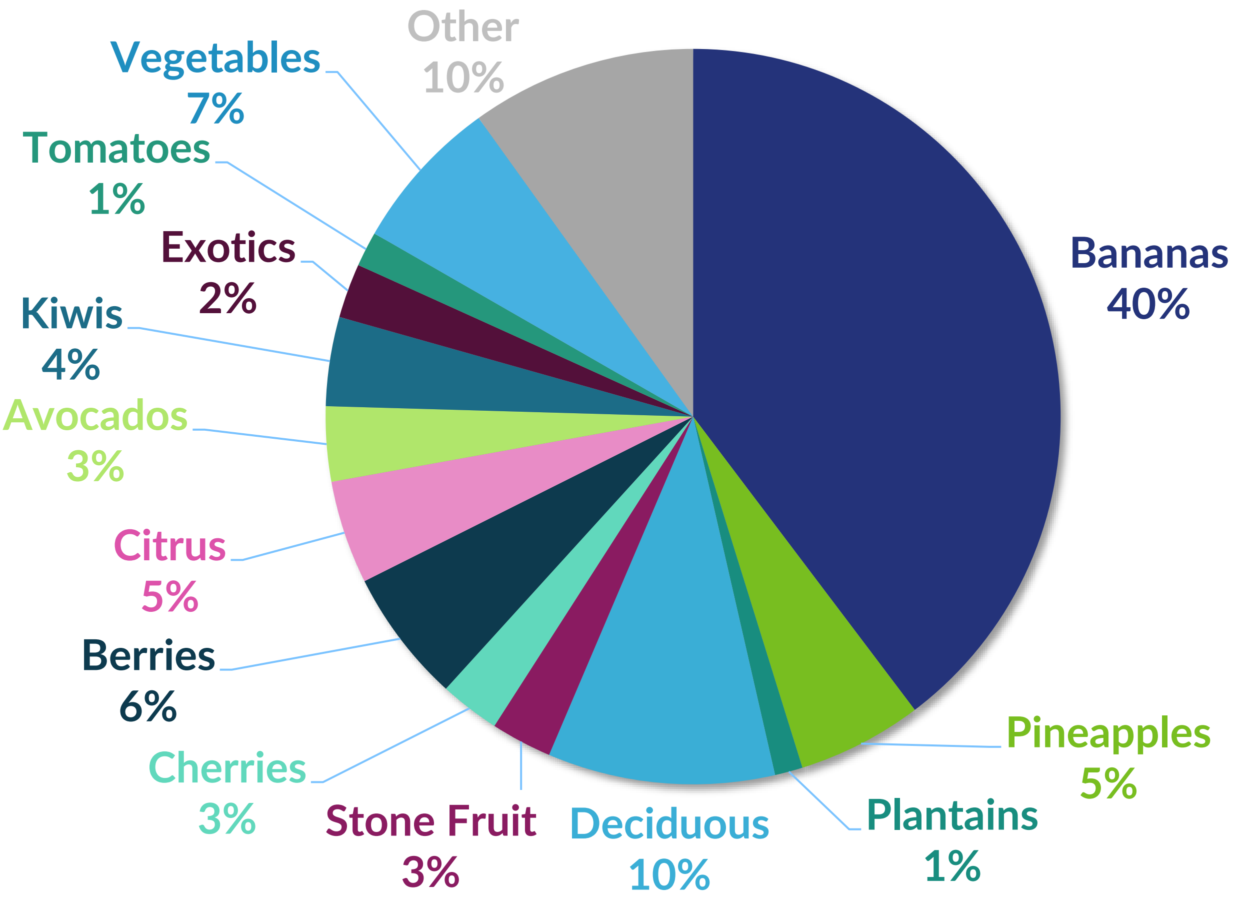
Multi-continental sourcing model utilizing deep supplier relationships & own sources



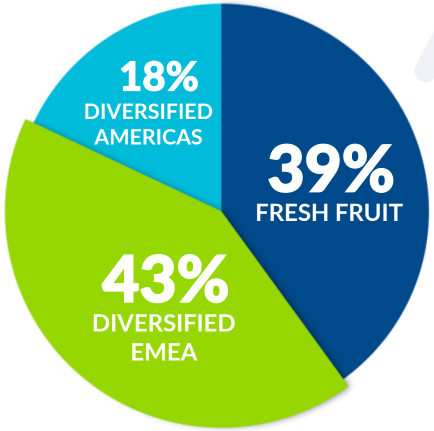
Diversified Product Portfolio and Routes to Market

Highly diversified product and service offering, reaching a broad customer base in over 85 countries

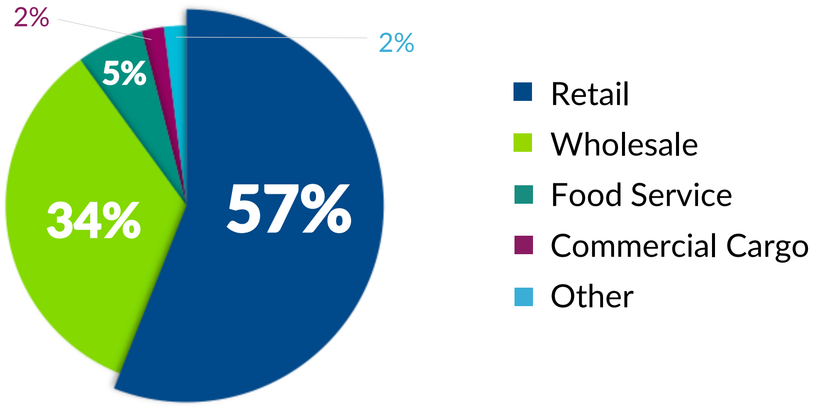
SALES BY CATEGORY *



SALES BY SEGMENT



SALES BY CHANNEL



*Based on FY'2025 Diversified Produce and Tropical Fruit sales

Leadership Positions and Focus on Key Categories

A global leader in the distribution of bananas and pineapples with an expanding presence across faster growing categories

LEADERSHIP POSITIONS

Bananas

#1 In North America

#1 In Europe

Pineapples

#2 In North America

#2 In Europe

Grapes

#1 Global Exporter

2025 US Volume Growth (4)	Bananas	Pineapples	Grapes
	1.0%	-2.2%	-2.8%

OTHER KEY CATEGORIES

Organics Bananas

9.8%

Berries

5.4%

Plantains

4.1%

Avocados

2.0%

Mangos

13.9%

Kiwis

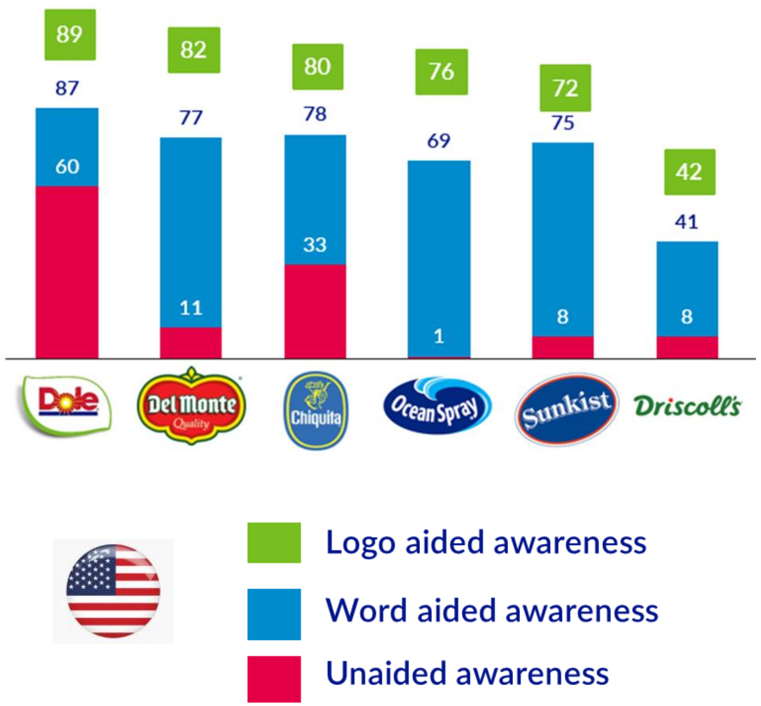
28.9%

4) *Source: NielsenIQ Latest 52 weeks, week ending 12/27/25, Volume for Key Produce Categories & Perimeter Departments in U.S. (equalized volume for produce, units for perimeter)*

An Iconic Brand with Industry Leading Customer Awareness

Most recognized and trusted fresh fruit and vegetable brand in the U.S. [(5)]

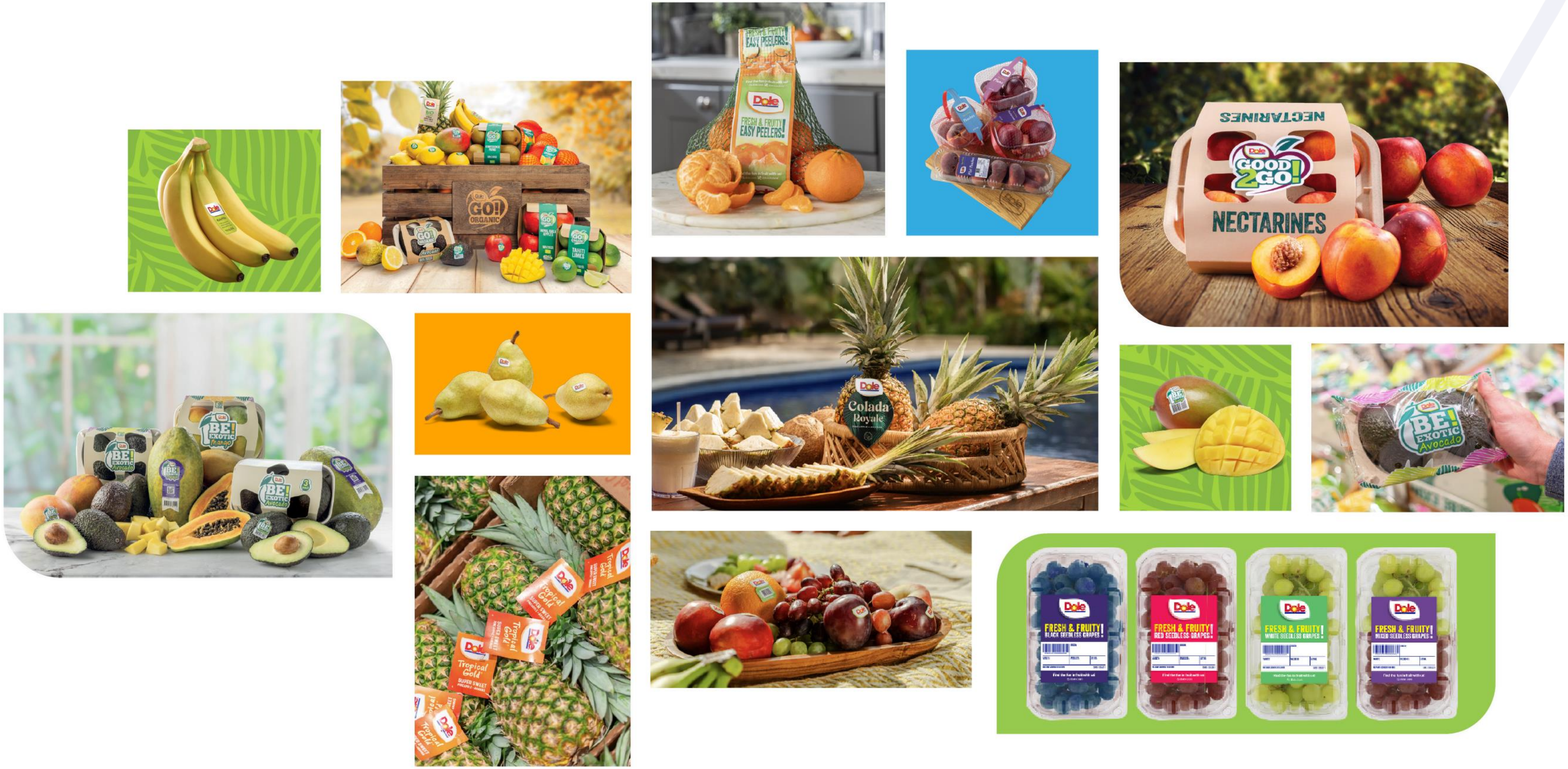
89% consumer brand awareness



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

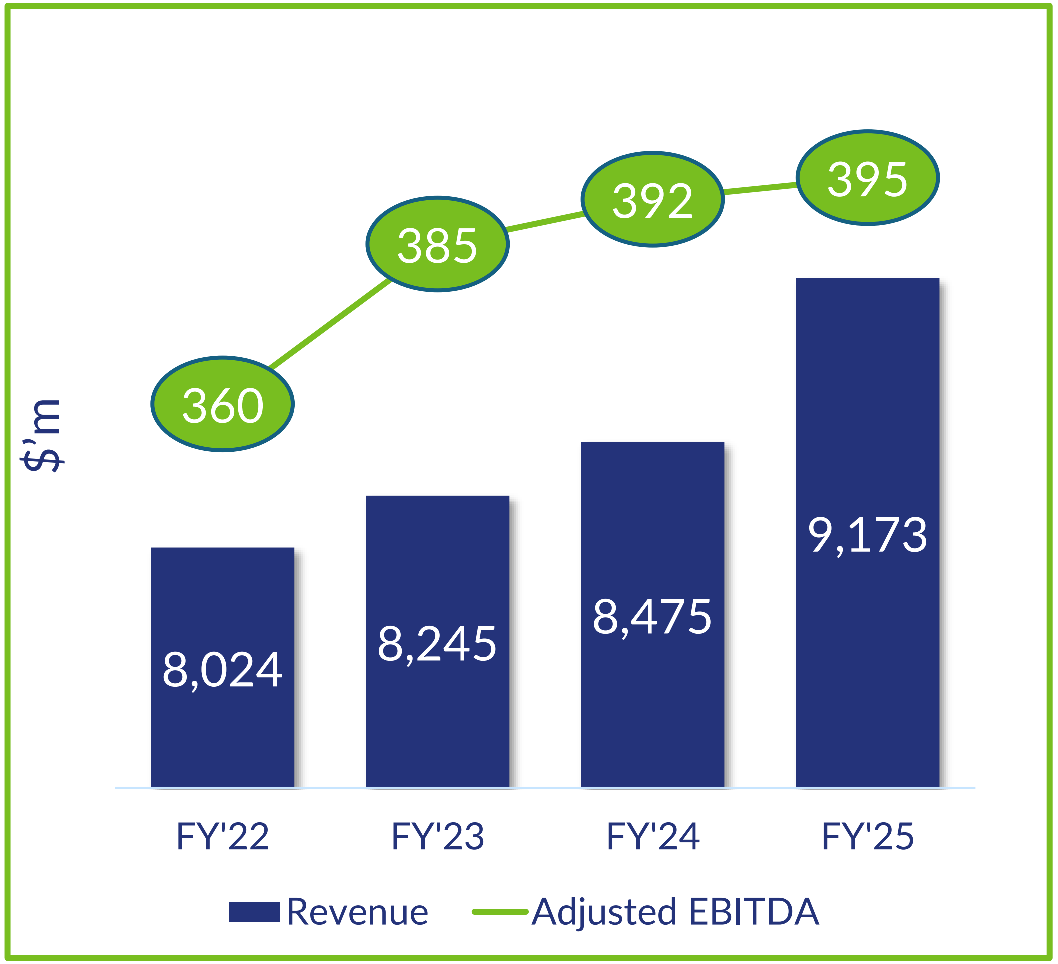
Focus on Innovation and Category Expansion

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



KEY FINANCIAL METRICS (FY'25) (6)

$395m
ADJUSTED EBITDA

4.3%
ADJUSTED EBITDA MARGIN

$115m
ADJUSTED NET INCOME

$1.20
ADJUSTED DILUTED EPS

1.5x
NET LEVERAGE

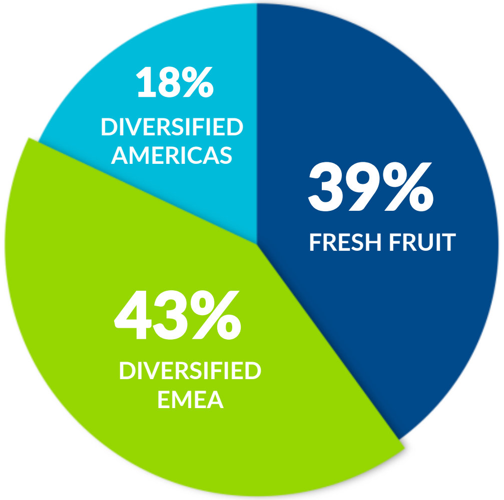
2.1%
DIVIDEND YIELD (Feb '26)

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

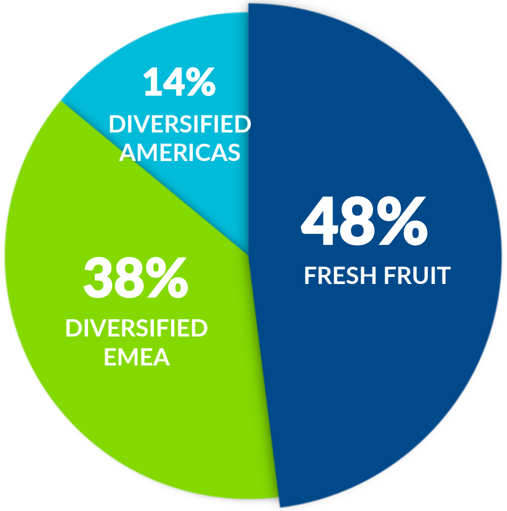
OUR OPERATIONS

Our Operating Segments

2025
SEGMENT REVENUE



2025
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

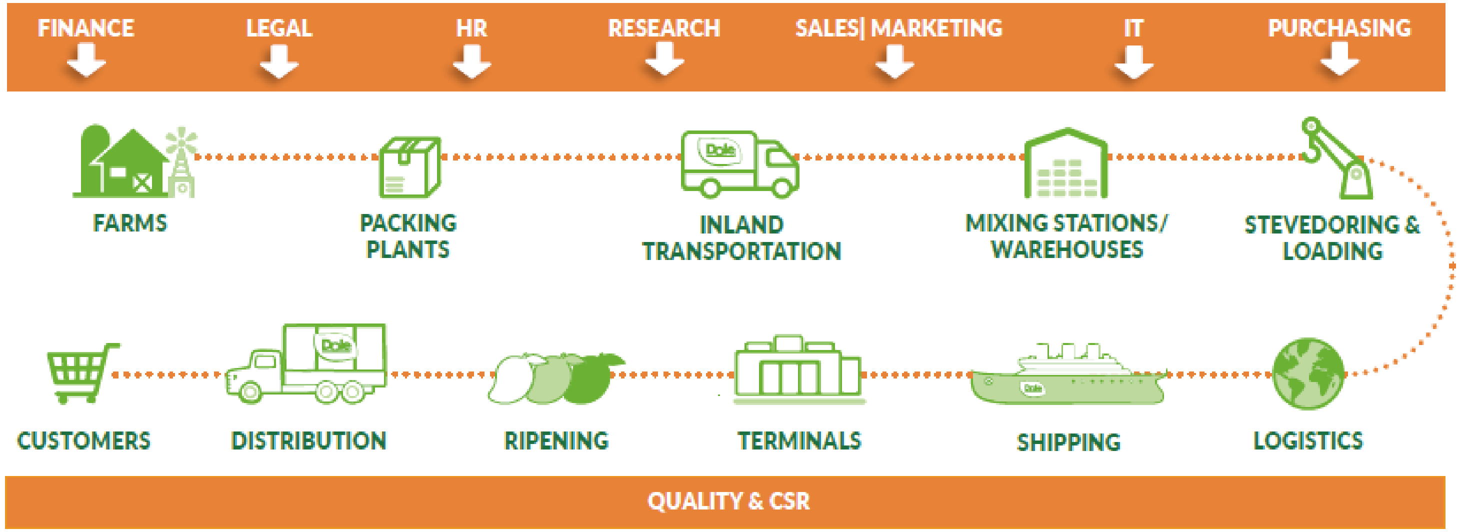
- Market both globally and locally sourced fresh produce from third parties and our own production
- Includes Dole’s U.S., Canadian, Mexican, Chilean, Peruvian, and Argentinian operations
- Key products: avocados, kiwis, apples, berries and cherries

Fresh Fruit

Vertically Integrated Leader in Tropical Produce

- ✓ 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 owned 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



$3.6bn Revenue (FY'25)	$189m Adj EBITDA (FY'25)	5.3% Adj EBITDA Margin

Diversified Fresh Produce - EMEA

Leading European fresh produce distributor & marketer

Our Marketplace Operations

- ✓ 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

$4.0bn Revenue (FY’25)	$150m Adj EBITDA (FY’25)	3.7% Adj EBITDA Margin

Diversified Fresh Produce Americas & ROW

A leading grower, distributor, and marketer of fresh produce in the Americas

Our Marketplace Operations

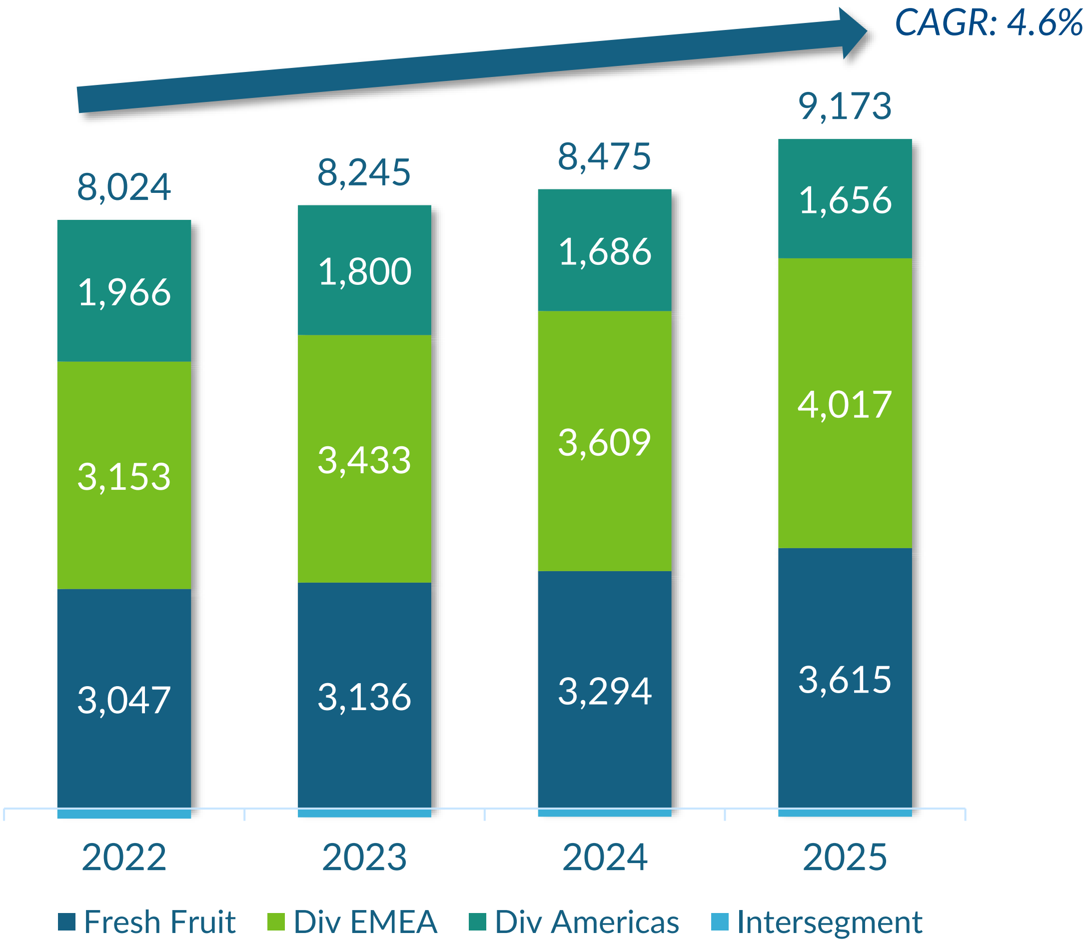
- ✓ Marketing globally and locally sourced fresh produce from third party growers as well as Dole owned farms
- ✓ ~5,000 acres of own production for products such as Grapes, Berries, Avocados, Apples and Cherries
- ✓ Products sourced from key growing regions such as Chile, Peru, Mexico, Argentina, Brazil, 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'25)	$56m Adj EBITDA (FY'25)	3.4% Adj EBITDA Margin

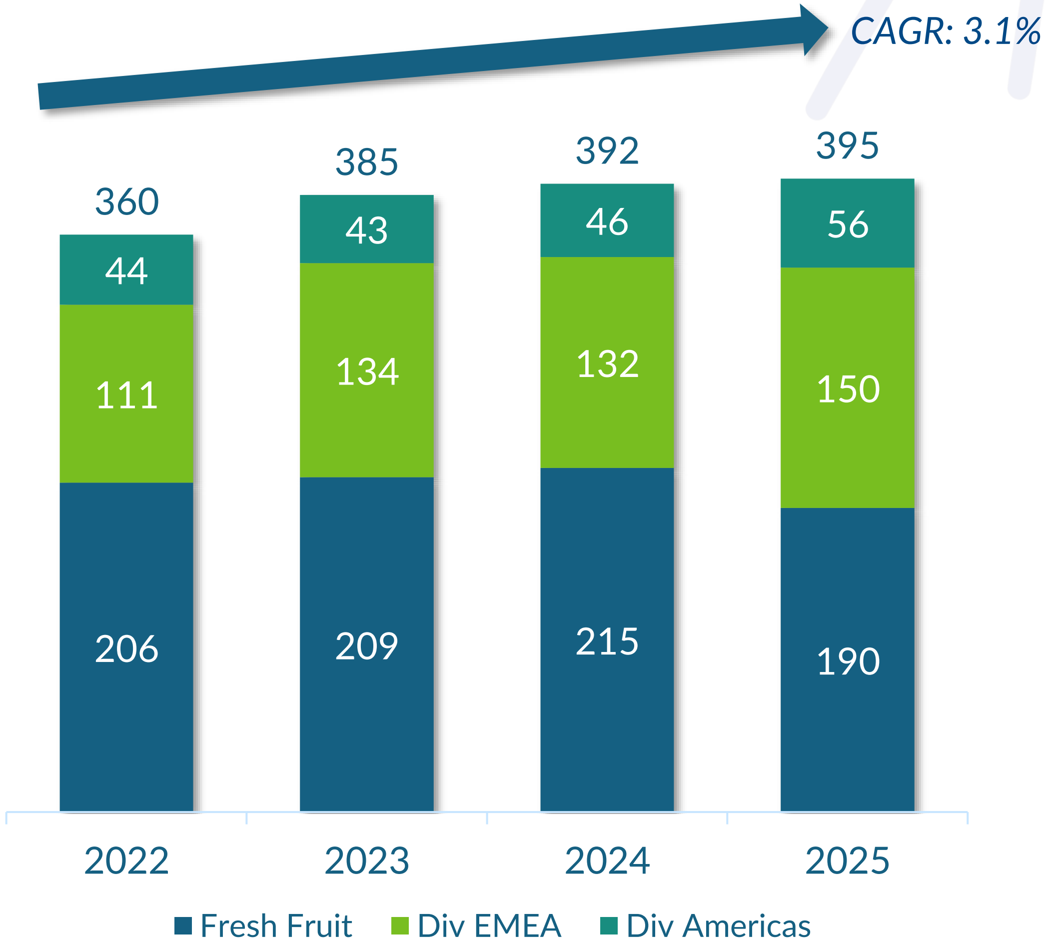
FINANCIAL REVIEW
& CAPITAL ALLOCATION

Historical Financial Performance

Revenue by Segment - $'m



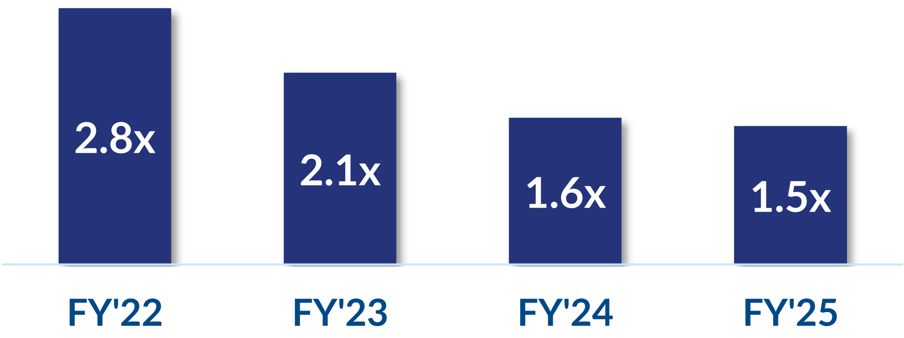
Adjusted EBITDA by Segment - $'m



Disciplined Allocator of Capital

Investing for growth while maintaining a disciplined approach to capital allocation

Net Leverage



Quarterly Dividend Per Share

8.5 cent

+6.25%

vs quarterly dividends paid in 2024

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*
- *$95 million remaining*

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

FY'26 Outlook

Outlook as of February 25, 2026

Adjusted EBITDA	Routine Capex	Interest Expense
At least $400m	~ $100m	~$60m

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.

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.

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

Adjusted EBITDA Reconciliation

	Year Ended			
	December 31, 2025	December 31, 2024	December 31, 2023	December 31, 2022
	(U.S. Dollars in thousands)			
Net income (Reported GAAP)	**$81,975**	**$143,419**	**$155,709**	**$111,783**
Loss from discontinued operations, net of income taxes	45,959	28,880	21,818	56,447
Income from continuing operations (Reported GAAP)	**127,934**	**172,299**	**177,527**	**168,230**
Income tax expense (benefit)	71,003	75,649	43,591	(25,603)
Interest expense	66,541	72,264	81,113	56,371
Mark to market losses (gains)	18,753	(10,139)	2,524	3,049
Gain on asset sales	(12,254)	(125)	(52,495)	(10,316)
Gain on disposal of a business	(606)	(76,417)	-	-
Impairment of goodwill	-	36,684	-	-
Insurance proceeds, net of asset writedowns	(16,812)	(2,878)	-	-
Impairment of property, plant and equipment and lease assets	10,611	740	-	-
Restructuring and costs for legal matters	3,786	459	-	-
Debt refinance expenses	3,182	-	-	-
Cyber related incident	-	-	5,321	-
Incremental charges on biological assets and inventory	-	-	-	41,145
Other items	1,115	(7)	2,918	(231)
Adjustments from equity method investments	867	16,258	10,714	7,540
Adjusted EBIT (Non-GAAP)	**274,120**	**284,787**	**271,213**	**240,185**
Depreciation	105,559	91,262	93,970	98,703
Amortization of intangible assets	7,102	7,556	10,198	10,893
Depreciation and amortization adjustments from equity method investments	8,595	8,598	9,737	10,615
Adjusted EBITDA (Non-GAAP)	**$395,376**	**$392,203**	**$385,118**	**$360,396**

Adjusted Net Income Reconciliation

	Year Ended			
	December 31, 2025	December 31, 2024	December 31, 2023	December 31, 2022
	(U.S. Dollars in thousands, except per share amounts)			
Net income attributable to Dole plc (Reported GAAP)	**$51,319**	**$125,513**	**$124,063**	**$86,496**
Loss from discontinued operations, net of income taxes	45,959	28,880	21,818	56,447
Income from continuing operations attributable to Dole plc	**97,278**	**154,393**	**145,881**	**142,943**
Adjustments:				
Amortization of intangible assets	7,102	7,556	10,198	10,893
Mark to market losses (gains)	18,753	(10.139)	2,524	3,049
Gain on asset sales	(12,254)	(125)	(52,495)	(10,316)
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Debt refinance expenses	3,182	-	-	-
Cyber-related incident	-	-	5,321	-
Incremental charges on biological assets and inventory	-	-	-	41,145
Other items	2,593	(7)	2,918	(231)
Adjustments from equity method investments	(10,115)	9,708	1,956	2,580
Income tax on items above and discrete tax items	12,846	13,162	5,243	(50,504)
NCI impact of items above	(1,324)	(12,239)	(3,494)	(3,187)
Adjusted Net Income for Adjusted EPS calculation (Non-GAAP)	**$115,040**	**$120,897**	**$118,052**	**$136,372**
Adjusted earnings per share - basic (Non-GAAP)	$1.21	$1.27	$1.24	$1.44
Adjusted earnings per share - diluted (Non-GAAP)	$1.20	$1.27	$1.24	$1.44
Weighted average shares outstanding - basic	95,145	94,967	94,917	94,886
Weighted average shares outstanding - diluted	95,902	95,471	95,118	94,914

Net Debt and Net Leverage Reconciliation

	Year Ended			
	December 31, 2025	December 31, 2024	December 31, 2023	December 31, 2022
	(U.S. Dollars in thousands)			
Cash and cash equivalents	267,854	330,017	275.580	228,840
Debt (Reported GAAP)				
Long-term debt, net	(799,814)	(866,075)	(845.013)	(1,127,321)
Current maturities	(57,668)	(80,097)	(222.940)	(97,435)
Bank overdrafts	(9,611)	(11,443)	(11,488)	(8,623)
Total debt, net	**(867,093)**	**(957,615)**	**(1,079,441)**	**(1,233,379)**
Less: Debt discounts and debt issuance costs (Reported GAAP)	(7,237)	(9,531)	(14,395)	(17,874)
Total gross debt	**(874,330)**	**(967,146)**	**(1,093,836)**	**(1,251,253)**
Net Debt (Non-GAAP)	$(606,430)	$(637,129)	$(818,256)	(1,022,253)
LTM Adjusted EBITDA (Non-GAAP)	395,376	392,203	385,118	360,396
Net Leverage (Non-GAAP)	1.5x	1.6x	2.1x	2.8x




THANK YOU

james.oregan@doleplc.com