

Westrock Coffee

Investor Presentation



Disclaimer

GENERAL

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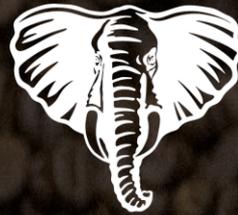
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These forward-looking statements are subject to a number of contingencies, risks and uncertainties, including, but not limited to, changes in domestic and foreign business, market, financial, political, and legal conditions; risks relating to the uncertainty of the projected financial information with respect to Westrock Coffee; risks related to the rollout of Westrock Coffee’s business and the timing of expected business milestones; the effects of competition on Westrock Coffee’s business; the ability of Westrock Coffee to issue equity or equity-linked securities or obtain debt financing in the future; the risk that Westrock Coffee fails to fully realize the potential benefits of acquisitions or joint ventures or has difficulty successfully integrating acquired companies; the availability of equipment and the timely performance by suppliers involved with the build-out of the Conway, Arkansas extract and ready-to-drink facility; the loss of significant customers or delays in bringing their products to market; and those factors discussed in Westrock Coffee’s Annual Report on Form 10-K, which was filed with the United States Securities and Exchange Commission (the “SEC”) on March 15, 2024, in Part I, Item 1A “Risk Factors” and other documents Westrock Coffee has filed, or will file, with the SEC. If any of these risks materialize or our assumptions prove incorrect, actual results could differ materially from the results implied by these forward-looking statements. There may be additional risks that Westrock Coffee does not presently know, or that Westrock Coffee currently believes are immaterial, that could also cause actual results to differ from those contained in the forward-looking statements. In addition, the forward-looking statements reflect Westrock Coffee’s expectations, plans, or forecasts of future events and views as of the date of this communication. Westrock Coffee anticipates that subsequent events and developments will cause Westrock Coffee’s assessments to change. However, while Westrock Coffee may elect to update these forward-looking statements at some point in the future, Westrock Coffee specifically disclaims any obligation to do so. These forward-looking statements should not be relied upon as a representation of Westrock Coffee’s assessments as of any date subsequent to the date of this communication. Accordingly, undue reliance should not be placed upon the forward-looking statements.

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The non-GAAP measures provided herein may not be directly comparable to similar measures used by other companies in Westrock Coffee’s industry, as other companies may define such measures differently. The non-GAAP measures presented herein are not measurements of financial performance under GAAP, and should not be considered as alternatives to, and should only be considered with, Westrock Coffee’s financial results in accordance with GAAP. Westrock Coffee does not consider these non-GAAP financial measures to be a substitute for, or superior to, the information provided by GAAP financial results. To the extent forward-looking non-GAAP financial measures are provided, they are presented on a non-GAAP basis without reconciliation because Company is not readily able to provide a reconciliation without unreasonable effort because certain items that impact such figure are uncertain or outside the Company’s control and cannot be reasonably predicted. Such items include the impacts of non-cash gains or losses resulting from mark-to-market adjustments, among others.

A MISSION TO DO WELL BY DOING GOOD



WESTROCK
COFFEE

*We aim to be the world's
most competitive and innovative provider of
beverage solutions to the most distinguished brands
in order to provide smallholder farmers and their
families in developing countries the ability to advance
their quality of life and economic status*

Westrock Coffee Company

Westrock Coffee supplies the world's most iconic brands with the world's most transformative coffee, tea, and extract products.

3 of the Top 5 Retailers in the US ⁽¹⁾

15 of the of Top 20 QSRs in the US ⁽²⁾

13 of the Top 25 C-Stores in the US ⁽³⁾

6 of the Top 10 Food Distributors in the US ⁽⁴⁾

5 of the Top 10 Coffee CPG Brands ⁽⁵⁾

80K+ QSR Locations Served ⁽²⁾

8K+ Retail Locations Served ⁽¹⁾

20K+ C-Store Locations Served ⁽³⁾

100K+ Customer Locations Served ^{(2) (3)}

(1) National Retail Federation, 2024. // (2) QSR Magazine 2024. // (3) CSN, 2023. // (4) GourmetPro 2024 // (5) Zippia, 2023

Westrock Coffee provides coffee sourcing and financing, digitally traceable supply chain management, product innovation, roasting, packaging, and distribution services.



While Westrock Coffee helps customers manage their commodity price risk, customers alone bear their own exposure.



Westrock Coffee's History

2009

Westrock Coffee opens operations in Rwanda

2014

Westrock Coffee acquires Falcon Coffees to expand sustainability into 20+ origins

2018

First digitally traceable coffee container ships

2019

First digital transaction on IBM Food Trust®

2020

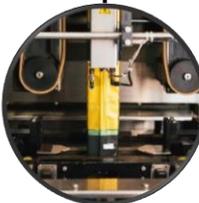
Westrock Coffee acquires S&D Coffee & Tea, founded in 1927, to expand blue-chip customer base and social impact

2022

Westrock Coffee launches the nation's largest roasting to Ready-To-Drink packaging facility and goes public

2024

Multi-Serve Bottle line begins production in Conway facility



2010

Westrock Coffee Roasting opens in Little Rock, AR

2016

Westrock Coffee establishes transparent supply chain from Latin America

2019

Westrock Coffee expands packaging facilities in Little Rock, AR

2020

Westrock Coffee publicly launches traceable technology platform – Farmer Direct Verified®

2021

Westrock Coffee expands operations in Malaysia to include roast and ground coffee capabilities

2022

Westrock Coffee acquires Kohana, a Multi-Serve Bottle and RTD can line facility

2024

High-Speed Can line begins production in Conway facility

Compelling Highlights



Large & Growing Global Market Presents Significant Addressable Opportunity



Unparalleled Customer Value Proposition



Tenured, Flagship Customers with Global Operations



WESTROCK
COFFEE



New extract and RTD Facility completes business transformation and drives future growth



Proven Management Team Is The Largest Equity Owner



Purpose Driven Mission Delivers Measurable Impact



Proprietary, Digitally Traceable Technology



Strong Financial Profile & Growth Trajectory

Proven Management Team

Leadership



Joe Ford

Chairman & Co-founder



Scott Ford

Chief Executive Officer & Co-founder



Chris Pledger

Chief Financial Officer



Will Ford

Chief Operating Officer



Kyle Newkirk

Chief Commercial Officer



Elizabeth McLaughlin

EVP: Adaptive Retail & Emerging Brands



Sam Ford

Chief Trade & Risk Officer



CJ Duvall

Chief Human Resource Officer



Justin Majcher

Chief Information Officer



Scott Searls

EVP: Supply Chain & Sales Delivery



Blake Schuhmacher

Chief Accounting Officer



Bob McKinney

Chief Legal Officer



Shay Zohar

EVP: Special Projects



Mike Mastio

SVP: R&D & FSQA



Stacy Greene

SVP: Manufacturing



Clearly Defined Strategic Plan

1. Capitalize on Consumer Shift to Cold Coffee Beverages

- Today, younger generations are drinking more coffee than their parents, but they are consuming it through an extract-based drink – such as Cold Brew, Iced Coffee, or Frappuccino.⁽¹⁾ This shift is happening faster than anyone expected.
- While we currently provide many of these products to our customers, our customers and many prospective customers want a scaled, full-service solutions provider who can produce their products from extracts through the finished good (in a can or bottle).
- In order to meet this demand, we are building one of the largest roast-to-ready-to-drink facilities in North America.



2. Expand Beverage Solutions business to Europe & APAC

- We have deep and tenured relationships with a broad and diversified blue-chip customer base.
- Our customers have just as many doors internationally as they do domestically, and we currently serve less than 1%⁽²⁾ of our customers' international locations.
- Our customers have asked us to expand with them globally as we have done in Malaysia.



(1) Nestle Capital Markets Day 2024 presentation. Mintel Group, Coffee and RTD Coffee US 2021; Lightspeed Consumer Data May 2021.
(2) WCC Management.

Unparalleled Customer Value Proposition

Leading brands choose Westrock Coffee because it is uniquely positioned to meet their needs, while simultaneously driving a new standard for sustainably sourced products



Innovation

- ✓ 25+ person world class innovation team with branded consumer packaged goods and FE&I experience in Consumer Insights, R&D and Engineering
- ✓ Customer-centric approach that begins with specific consumer insights and product design that delivers enhanced profitability across the value chain



Traceable Technologies

- ✓ Proprietary digital traceable technology
- ✓ Capacity to collect and analyze data points from farmer partners
- ✓ Enables fair payment, location, and community risk identification for farmers



Global Scale

- ✓ We operate 6 key facilities that support our Coffee & Tea and Flavors, Extracts and Ingredients business, with a combined 1.5M+ square feet of production capacity
- ✓ We have on the ground operations in 10 countries to support our international growth



Comprehensive Product Portfolio

- ✓ Consumer insights, Omni-channel product marketing, and product development resources integrated into the strategic planning process
- ✓ Enables continuous product introductions that build our product portfolio

Westrock Coffee's Products by Sales Channel

Westrock Coffee offers a diverse range of coffee products, available through various sales channels

Restaurants	Retail	C-Store & Travel Centers	CPG	Hospitality / Other
 <p>Bag-in-Box (BIB)</p>	 <p>Retail Bags</p>	 <p>Bag-in-Box (BIB)</p>	 <p>Retail Bags</p>	 <p>Bag-in-Box (BIB)</p>
 <p>Fractional Packs</p>	 <p>Single Serve</p>	 <p>Fractional Packs</p>	 <p>Single Serve</p>	 <p>Fractional Packs</p>
 <p>Extract</p>	 <p>RTD Cans</p>	 <p>RTD Cans</p>	 <p>RTD Cans</p>	 <p>Filter Pack (Tea)</p>
 <p>Filter Pack (Tea)</p>	 <p>RTD Bottles</p>	 <p>RTD Bottles</p>	 <p>RTD Bottles</p>	 <p>Single Serve</p>
 <p>Drum & Tote (Bulk Extract)</p>	 <p>Tea Bags</p>		 <p>Multi-Serve Bottles</p>	
	 <p>Multi-Serve Bottles</p>		 <p>Drum & Tote (Bulk Extract)</p>	

Westrock Infrastructure

Conway, AR

Conway Main Facility



Square Feet: 570,000

-  Glass Bottles
-  Cans
-  Multi-serve Bottles
-  Coffee Roasting
-  Extract

Concord, NC

Concord Main Facility



Square Feet: 256,000

-  Coffee Roasting
-  Fractional Packs
-  Retail Bags

Conway Distribution Facility



Square Feet: 530,000

-  Distribution
-  Single Serve Cups

Commercial Park Facility



Square Feet: 110,000

-  Extract
-  Tote
-  Drum
-  Tea
-  Tea Bags
-  Filter Packs

North Little Rock, AR

Collins Facility



Square Feet: 85,000

-  Single Serve Cups
-  Coffee Roasting

Malaysia

Johor Bahru Facility



Square feet: 92,000

-  Coffee Roasting
-  Fractional Packs

Growing Global Market Presents Significant Addressable Opportunity

1

\$438 billion wholesale global coffee and tea market forecasted to grow at 4% CAGR

\$438B ⁽¹⁾ Global Coffee & Tea Market Size

2

Generational shift to Millennials and Generation Z which are prioritizing cold coffee and sustainability

Millennial and Generation Z Demographic⁽²⁾

142M

Gen Z entering coffee consumer base⁽³⁾

4 years earlier

3

Consumers preferences have migrated from Regular Brewed Coffee to Non-Traditional Coffee

Part of Youth Routine

2 out of 3

drinking cold coffee regularly⁽³⁾

Out-of-Home

33%

of coffee occasions are cold⁽³⁾

4

Westrock Coffee's Extract & Ready-to-Drink facility built to address large and growing RTD Coffee demand

\$22B ⁽¹⁾

Ready-to-Drink Coffee Addressable Market

(1) WCC Management, Global Data, Coherent Market Insights, Grand View Research, Statista
(2) Statista, Resident population in the United States in 2023, by generation
(3) Nestle Capital Markets Day 2024 presentation

Next Phase of Growth: Conway Extract & RTD Facility

Manufacturing

~570k
Square Feet

Q2 2024
Launched

Distribution

~530k
Square Feet

Q1 2024
Launched

~\$335M
Total Expected Capital Expenditures

Conway Provides A Meaningful Competitive Advantage

- ✓ **Largest Facility of Its Kind:** Significant capacity for blue-chip customer order needs, with the largest coffee-based beverage bottling/canning lines in the industry, offering economies of scale unmatched by competitors
- ✓ **Simplifies Supply Chain:** Conway can roast/grind green coffee, convert to extract, blend with dairy/sugar/other ingredients, package, palletize, and serve as a distribution hub, significantly reducing customer freight costs
- ✓ **Advantageous Geographic Location:** Conway is the western-most bottling/canning facility prior to the 100th meridian west, and will serve as a key supplier for customers located in the Western United States given water availability and permitting
- ✓ **Product Development:** Conway will have dairy and alternative dairy capabilities and the expertise to formulate new products for key customers

Manufacturing



Distribution



Experience Taste with Purpose

Westrock Coffee was created to provide smallholder coffee farmers and their families the ability to advance their quality of life and economic well-being. As the brand behind to brands, our sustainability strategy connects our customers' products to positive impact in three key areas.

Responsible Sourcing As A Business Standard



100%

Responsibly sourced coffee and tea by 2025



64%

Of waste diverted from landfill at Westrock facilities in 2023

3

Scalable supply chain programs that meet customer demand and farmer need

Farm Profitability & Sustainability



23%

Higher farm yields in Westrock's Latin American programs than regional averages



3.8M

Coffee trees distributed from 2021 to 2023



106K

Farmers have received program services since 2009

Transparency & Digital Traceability

\$26M

Paid and digitally traced to 48,858 farmers in 2023 alone

98,928

Data points gathered from farms to ensure farm needs and customer compliance are met

19

Digitally traceable finished products

Note: All numbers reflect 2023 performance unless otherwise specified and are sourced from internal Westrock databases.



WEST 2025 Guidance

The year over year growth and variability within the 2025 Guidance is driven by:

1. Volume growth in the Company's core coffee business from new retail coffee customers, many of whom were onboarded in the back half of 2024
2. New volume commitments from existing single serve customers and our expectation for new single serve customer wins
3. The full year benefit of expense savings from our cost reduction and facility consolidation efforts
4. The rapid scale up of our RTD can volumes beginning in the first quarter of 2025 and continuing throughout 2025, and the launch of our RTD glass bottle products in the third quarter of 2025

Adjusted EBITDA Guidance Range

\$80M
Adjusted EBITDA

to

\$100M
Adjusted EBITDA

Board of Directors



JOE FORD



SCOTT FORD



BRAD MARTIN



JOSIE NATORI



MARK EDMUNDS



HUGH MCCOLL III



PATRICK KRUCZEK



LESLIE STARR



JEFF FOX



TOYIN UMESIRI



KEN PARENT



THE OPPORTUNITY TO ACCELERATE THE COMPANY'S GROWTH IS NOW

Today, Westrock Coffee is uniquely positioned to sustainably meet global blue-chip company coffee, tea, and extract demand, while improving the lives of farmers around the world.

Now is the company's opportunity to scale its business and amplify its economic, social, and environmental impact.



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