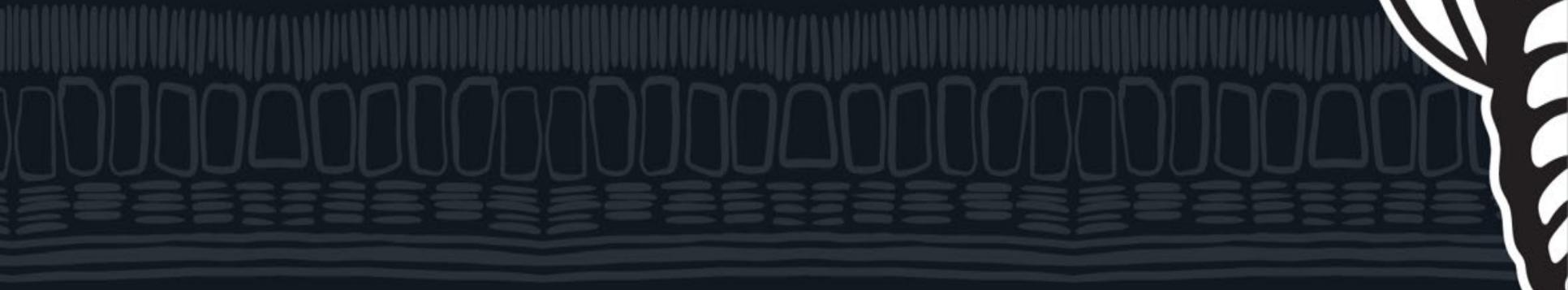


Westrock Coffee

Investor Presentation

May 2026



Disclaimer

GENERAL

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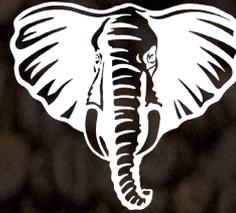
Certain statements in this presentation that are not historical facts are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, as amended from time to time. Forward-looking statements generally are accompanied by words such as “believe,” “may,” “will,” “estimate,” “continue,” “anticipate,” “intend,” “expect,” “should,” “would,” “plan,” “predict,” “potential,” “seem,” “seek,” “future,” “outlook,” and similar expressions that predict or indicate future events or trends or that are not statements of historical matters, but the absence of these words does not mean that a statement is not forward-looking. These forward-looking statements include, but are not limited to, our 2026 financial outlook, the plans, objectives, expectations, and intentions of Westrock Coffee, and other statements that are not historical facts. These statements are based on information available to Westrock Coffee as of the date hereof and Westrock Coffee is not under any duty to update any of the forward-looking statements after the date of this presentation to conform these statements to actual results. These statements are based on various assumptions, whether or not identified in this presentation, and on the current expectations of the management of Westrock Coffee as of the date hereof and are not predictions of actual performance. These forward-looking statements are provided for illustrative purposes only and are not intended to serve as and should not be relied on by an investor, or others, as a guarantee, an assurance, a prediction, or a definitive statement of fact or probability. Actual events and circumstances are difficult or impossible to predict and will differ from assumptions. Many actual events and circumstances are beyond the control of Westrock Coffee.

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 loss of significant customers or delays in bringing their products to market; our inability to successfully commercialize customers at our Conway, Arkansas facility, and generate positive operating cash flows within the anticipated time frame; 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 10, 2026, 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 presentation. 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 presentation. Accordingly, undue reliance should not be placed upon the forward-looking statements.

NON-GAAP FINANCIAL MEASURES

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

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.



Westrock Coffee's History

2009
Westrock Coffee opens operations in Rwanda



2010
Westrock Coffee Roasting opens in Little Rock, AR

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®



2019
Westrock Coffee expands packaging facilities in Little Rock, AR

2020
Westrock Coffee publicly launches traceable technology platform – Farmer Direct Verified®



2020
Westrock Coffee acquires S&D Coffee & Tea, founded in 1927, to expand blue-chip customer base and social impact

2021
Westrock Coffee expands operations in Malaysia to include roast and ground coffee capabilities



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



2025
High-Speed Can line and High-Speed Glass Line begins production in Conway facility

2026
Medium-Speed Can line begins production in Conway Facility



2026
Westrock Coffee announces launch into Energy Drinks, Carbonated Sodas, and Sparkling Water

Compelling Highlights



Large & Growing Global Market Presents Significant Addressable Opportunity



Unparalleled Customer Value Proposition



Tenured, Flagship Customers with Global Operations



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



WESTROCK
COFFEE



Proven Management Team Is The Largest Equity Owner



Purpose Driven Mission Delivers Measurable Impact



Proprietary, Digitally Traceable Technology



Strong Financial Profile & Growth Trajectory

Coffee Category Overview

Coffee remains a large and growing global category as consumers prioritize premium yet convenient formats



~\$200B+
Global Coffee & RTD
 Gen Z & Millennial shift toward premium, on-the-go cold brew and functional variants

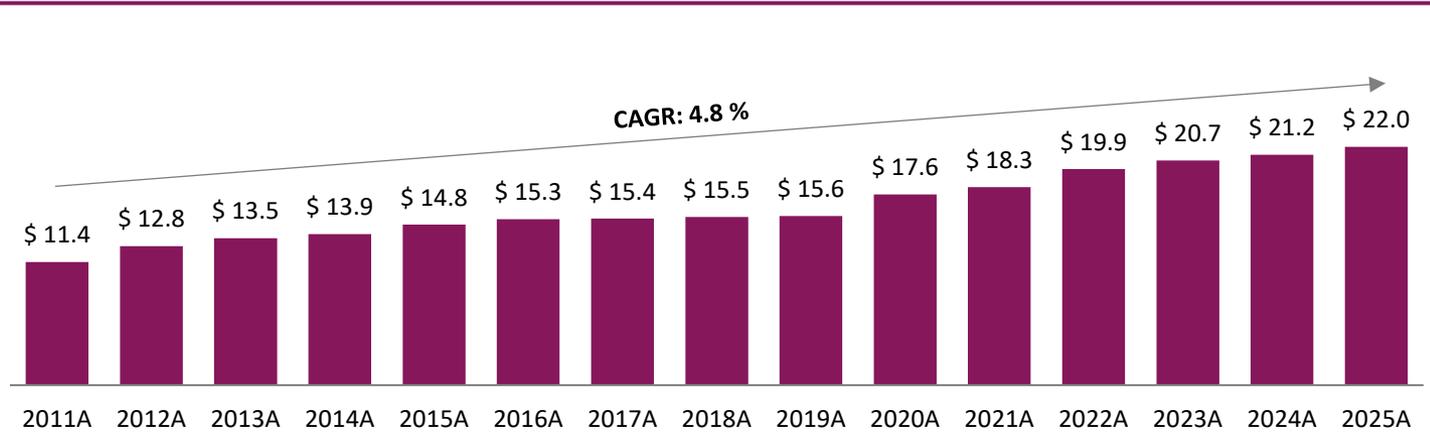


~\$80B+
High-Performance Energy
 Ripe for platform-led consolidation and extraction-led efficiency

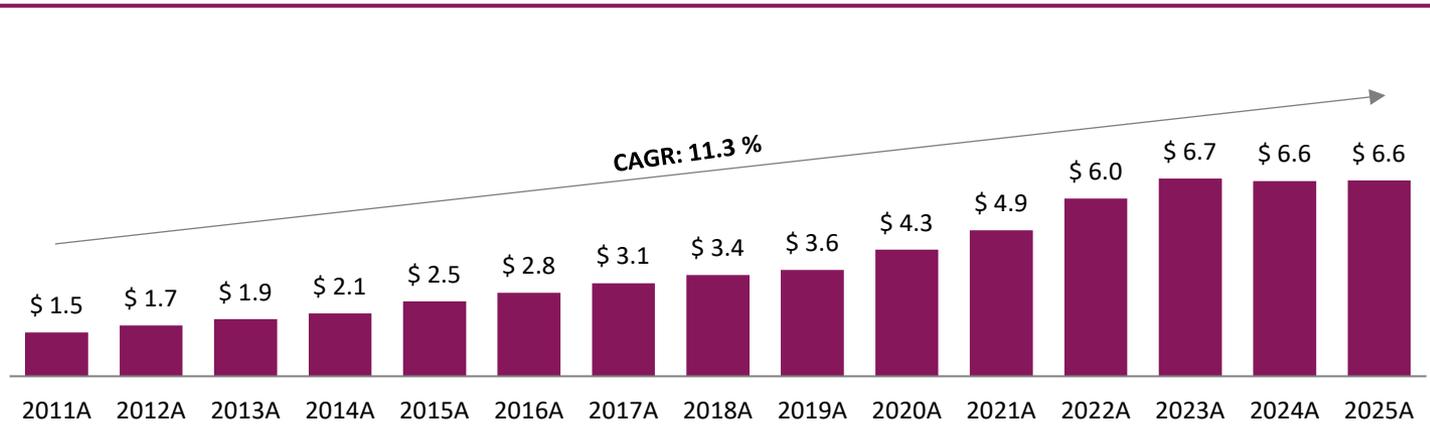


\$30B+
Ultra Filtered Milk & Protein Beverages
 Advanced manufacturing to meet rising demand for functional nutrition

North American Coffee Market RSV (\$bn USD)¹



North American RTD Coffee Market RSV (\$bn USD)¹



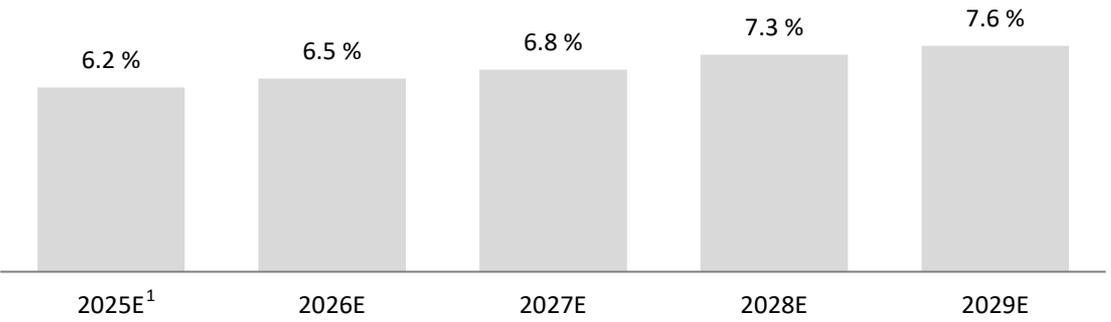
Source: Euromonitor
 (1) Represents North America retail value.



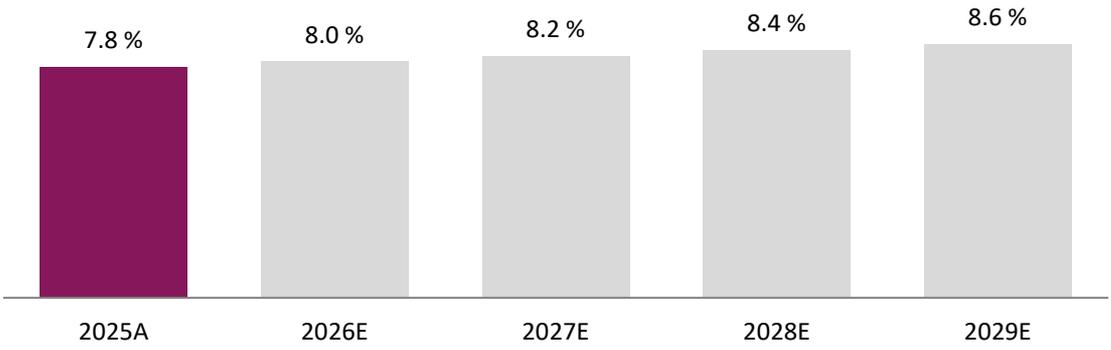
Growth Outlook for Coffee and RTD

Ready-to-drink formats are increasingly driving growth within coffee, supporting durable, volume-led category expansion

Global Coffee Forecast | YoY Growth %



Global RTD Coffee Forecast | YoY Growth %



Commentary

- **Global coffee demand remains structurally resilient**, supported by steady consumption volumes and ongoing product mix expansion
- **Coffee is increasingly viewed as a functional beverage**, with public health research linking moderate consumption to lower all-cause mortality and reduced risk of cardiovascular disease and type 2 diabetes
- **RTD coffee is the fastest-growing segment within the global coffee category**, with ~8% average annual revenue growth projected through 2030
- **Growth is driven by convenience and portability**, as consumers increasingly favor ready-to-drink, no-prep formats for everyday and on-the-go occasions
- **Category growth is supported by consistent, multi-year volume expansion**, providing visibility and durability across both mature and emerging markets through economic cycles
- **Broad retail and foodservice distribution supports global scale**, reinforcing RTD as a core coffee format rather than a niche extension

Source: Technavio. Note: Growth based on revenue estimates.
(1) Reflects Technavio's latest global coffee market outlook as of Mar-2025.



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's End-to-End Capabilities

Beginning with unwavering dedication to a mission of lasting positive impact, Westrock offers an unprecedented end-to-end value chain that sources ethically, produces a suite of high-quality products, and sells to global customers



Mission Driven

- Dedication to a transparent, ethical supply chain
- Focus on high quality coffee
- Carefully planned international footprint for sourcing, manufacturing, and distribution



Ethical & Transparent Local Sourcing

- Work directly with farmers to ensure fair practices
- Provide sustainability education, technical assistant and responsible market access
- Support community growth for lasting impact



High Quality Roast and Blend

- Expertise in roasting and grinding with state-of-the-art technology
- Comprehensive product suite across numerous coffee types and blends
- Capabilities to grind a variety of sizes for different products



Holistic Packaging Capabilities

- Capability to package and produce numerous beverage formats: coffee, single-serve, tea, and bulk extracts
- Variety of formats including retort cans and bottles as well as multi-serve bottles
- Capacity and infrastructure in place to scale further



Sale to Broad Blue Chip Customer Base

- One-stop-shop model that matches how customers look to buy products
- Broad, diversified base of blue-chip customers with global operations
- “Brand behind the brand” for many well-known companies and stores
- Ability to provide valuable consumer insights

Westrock Coffee Infrastructure

	Facility	Size (Sqft)	Products	
Conway, AR	Conway Exchange Facility	524,000	 Coffee Roasting  Glass Bottles  Multi-serve Bottles  Extracts  Cans	
	Conway Distribution Facility / Clark Facility	530,000	 Distribution  Single Serve Cups	
Concord, NC	Concord Main Facility	256,000	 Fractional Packs  Extracts	
	Commercial Park Facility	110,000	 Tote  Drum  Filter Packs  Tea  Tea Bags	
North Little Rock, AR	Collins Facility	85,000	 Single Serve Cups	
Malaysia	Johor Bahru Facility	92,000	 Coffee Roasting  Fractional Packs	

Next Phase of Growth: Conway Extract & RTD Facility

Manufacturing

~524k

Square Feet

Distribution

~530k

Square Feet

~\$360M

Total Invested Capital Expenditures

Conway Provides a Meaningful Competitive Advantage

- ✓ **Largest Facility of Its Kind:** Industry-leading coffee beverage bottling and canning capacity, providing unmatched scale for blue-chip customers
- ✓ **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 major bottling/canning site east of the 100th meridian, well positioned to serve Western U.S. customers amid favorable water access and permitting
- ✓ **Product Development:** On-site dairy and alternative-dairy capabilities enabling rapid formulation and innovation for key customers
- ✓ **New Contracts:** Recent success in winning new 5-year contracts with Starbucks and Monster Energy as Conway continues to ramp into full production

Exchange Facility



100%

Production Levels of Original
Planned Capacity

5 Lines Today

High and Medium Speed Can,
Glass, Multi-Serve, Extracts

2

Facilities That Cover Full
Manufacturing to Distribution

CapEx Complete

Facility Fully Ready for
Significant Volume in 2026



Proven Founder-Led Management Team with Strong Track Record

Leadership



Scott Ford
CEO & Co-Founder



Chris Pledger
Chief Financial Officer



Will Ford
Chief Operating Officer



Sam Ford
Chief Trade & Risk Officer



Kyle Newkirk
Chief Commercial Officer



Blake Schuhmacher
Chief Accounting Officer



Bob McKinney
Chief Legal Officer



Mike Lincoln
SVP of Logistics



Mike Mastio
SVP Technical Services



Stacy Greene
SVP Operations



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 have built 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) Westrock Coffee Management.



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>	

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

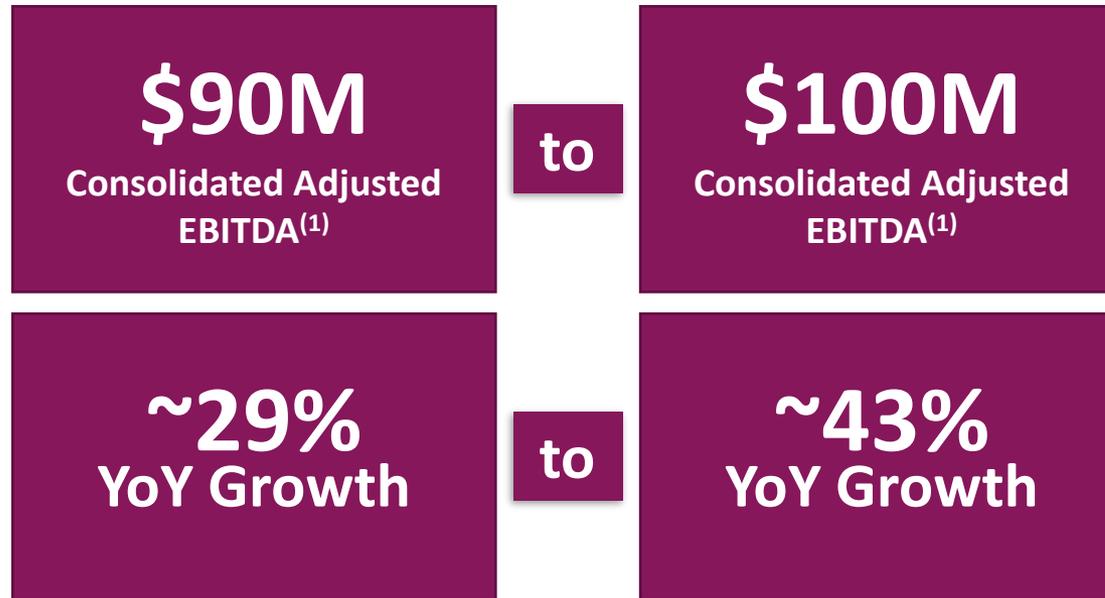
Data points gathered from farms to ensure farm needs and customer compliance are met

19

Digitally traceable finished products

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

WEST 2026 Consolidated Adjusted EBITDA Guidance Range



- (1) We define “Consolidated Adjusted EBITDA” as EBITDA before equity-based compensation expense and the impact, which may be recurring in nature, of transaction, restructuring and integration related costs, impairment charges, non-cash mark-to-market adjustments, certain non-capitalizable costs necessary to place the Conway facility into commercial production, the write off of unamortized deferred financing costs, costs incurred as a result of the early repayment of debt, gains or losses on dispositions, and other similar or infrequent items (although we may not have had such charges in the periods presented). We define “EBITDA” as net (loss) income, as defined by GAAP, before interest expense, provision for income taxes and depreciation and amortization. We believe EBITDA and Consolidated Adjusted EBITDA are important supplemental measures to net (loss) income because they provide additional information to evaluate our operating performance on an unleveraged basis. Since EBITDA and Consolidated Adjusted EBITDA are not measures calculated in accordance with GAAP, they should be viewed in addition to, and not be considered as alternatives for, net (loss) income determined in accordance with GAAP. Further, our computations of EBITDA and Consolidated Adjusted EBITDA may not be comparable to that reported by other companies that define EBITDA and Consolidated Adjusted EBITDA differently than we do.

Strong Board of Directors

Governance



Joe Ford



Scott Ford



Ken Parent



Toyin Umesiri



Mark Edmunds



Leslie Starr



Hugh McColl III



Patrick Kruzcek



Jeff Fox



Wellford Tabor



THE OPPORTUNITY TO ACCELERATE IS HERE

With the Conway Extract & RTD facility complete, Westrock Coffee is uniquely positioned to meet the packaged coffee, tea, ready-to-drink coffee, energy, and functional beverage categories demand of the world's leading brands – and to scale the business while improving the lives of farmers around the world.

The capacity is built. The customers are signed. Now is the time to scale.



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