Dutch Bros Coffee

Supplemental Earnings Slides

Q4 2022

DISCLAIMER

Forward-Looking Statements. Statements in this presentation and the accompanying oral presentation that are not statements of historical fact are forward-looking statements. Such forward-looking statements include, without limitation, statements regarding the Company's future results of operations or financial condition, business strategy and plans, and objectives of management for future operations. Words such as "anticipate," "believe," "contemplate," "continue," "could," "estimate," "expect," "intend," "may," "plan," "potential," "predict," "project," "should," "target," "toward," "will," or "would," or the negative of these words or other similar terms or expressions are intended to identify forward-looking statements, though not all forward-looking statements necessarily contain these identifying words. You should not rely on forward-looking statements as predictions of future events. We have based the forward-looking statements primarily on our current expectations and projections about future events and trends that we believe may affect our business, financial condition, and results of operations. The outcome of the events described in these forward-looking statements is subject to risks, uncertainties, and other factors. Moreover, we operate in a very competitive and rapidly changing environment. New risks and uncertainties emerge from time to time, and it is not possible for us to predict all risks and uncertainties that could have an impact on the forward-looking statements. The results, events, and circumstances reflected in the forward-looking statements may not be achieved or occur, and actual results, events or circumstances could differ materially from those described in the forward-looking statements. We undertake no obligation to update any forward-looking statements made in this presentation to reflect events or circumstances after the date of this presentation or to reflect new information, actual results, revised expectations or the occurrence of unanticipated events, except as required by law. We may not actually achieve the plans, intentions or expectations disclosed in our forward-looking statements, and you should not place undue reliance on our forward-looking statements. Our forward-looking statements do not reflect the potential impact of any future acquisitions, mergers, dispositions, joint ventures or investments. Such forward-looking statements are subject to known and unknown risks, uncertainties, assumptions and other important factors, many of which are outside Dutch Bros' control that could cause actual results to differ materially from the results discussed in the forward-looking statements, including those related to general economic conditions, commodity inflation, increased labor costs, disruptions in our supply chain, ability to hire and retain employees, the ongoing COVID-19 pandemic, and other risks, including those described under the heading "Risk Factors" in our Quarterly Report on Form 10-Q for the quarter ended September 30, 2022 filed with the SEC on November 10, 2022 and in our future reports to be filed with the SEC, including our Annual Report on Form 10-K for the year ended December 31, 2022. Forward-looking statements contained in this press release are made as of this date, and Dutch Bros undertakes no duty to update such information except as required under applicable law.

Non-GAAP Measures. The Company prepares and presents its consolidated financial statements in accordance with generally accepted accounting principles in the United States ("GAAP"). However, management believes that certain non-GAAP financial measures, such as Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Selling, General, and Administrative, and Company-operated Shop Contribution provides investors with additional useful information in evaluating the Company's core operating performance. These non-GAAP financial measures, which may be different than similarly titled measures used by other companies, are presented to enhance investors' overall understanding of our financial performance and should not be considered a substitute for, or superior to, the financial information prepared and presented in accordance with GAAP. We believe that these non-GAAP financial measures provide useful information about our financial performance, enhance the overall understanding of our past performance and future prospects and allow for greater transparency with respect to important measures used by our management for financial and operational decision making. We are presenting these non-GAAP financial measures to assist investors in seeing our financial performance using a management view and because we believe that these measures provide an additional tool for investors to use in comparing our core financial performance over multiple periods with other companies in our industry. We urge you to review the reconciliation of our non-GAAP financial measures to the most directly comparable GAAP financial measures set forth in the Appendix to this presentation, and not to rely on any single financial measure to evaluate our business.

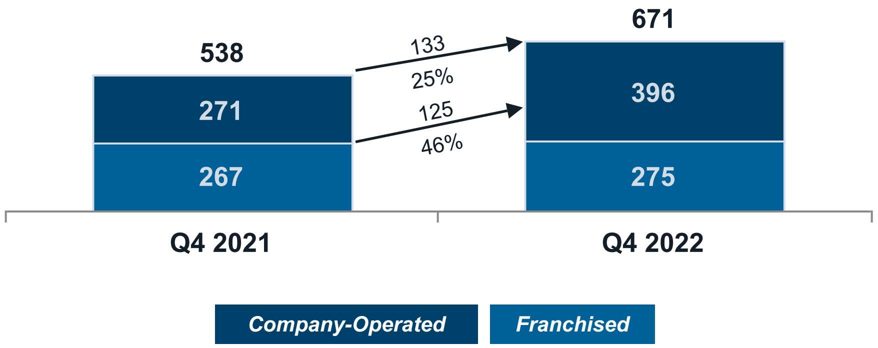
Market and Industry Data. This presentation contains estimates and information concerning our industry, including market position and the size and growth rates of the markets in which we participate, that are based on industry publications and reports and other information from our internal sources. This information involves a number of assumptions and limitations, and you are cautioned not to give undue weight to these estimates. We have not independently verified the accuracy or completeness of the data contained in these industry publications and reports. The industry in which we operate is subject to a high degree of uncertainty and risk.

"DUTCH BROS IS A FUN LOVING, MIND-BLOWING COMPANY MAKING A MASSIVE DIFFERENCE, ONE CUP AT A TIME."

QUARTERLY FINANCIALS

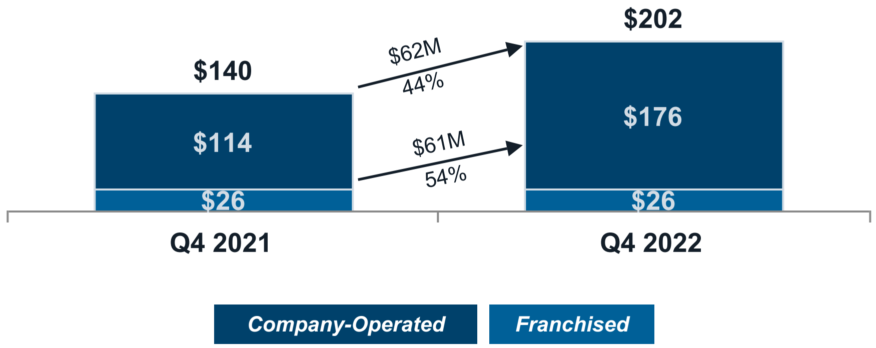
SHOPS

(UNITS)



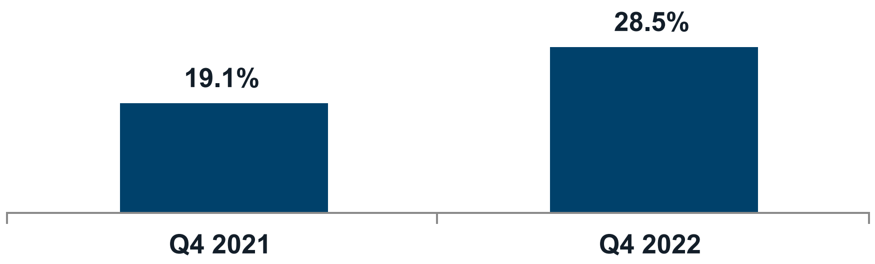
REVENUE

($M)



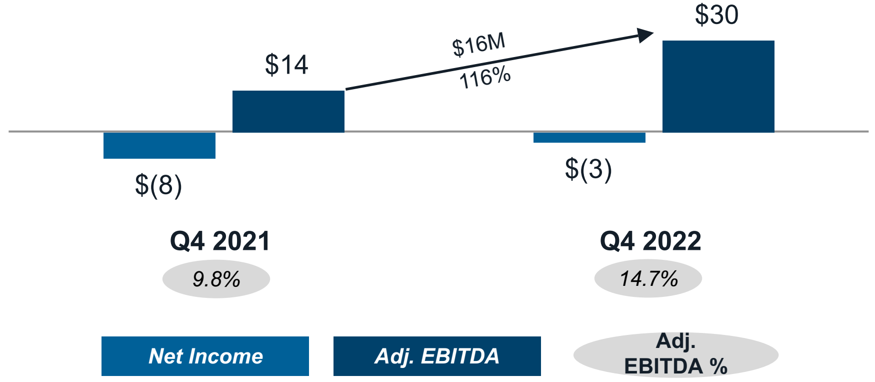
COMPANY-OPERATED SHOP CONTRIBUTION MARGIN [1 2 3]

(% OF COMPANY-OPERATED SHOP SALES)



NET INCOME AND ADJUSTED EBITDA [1 3]

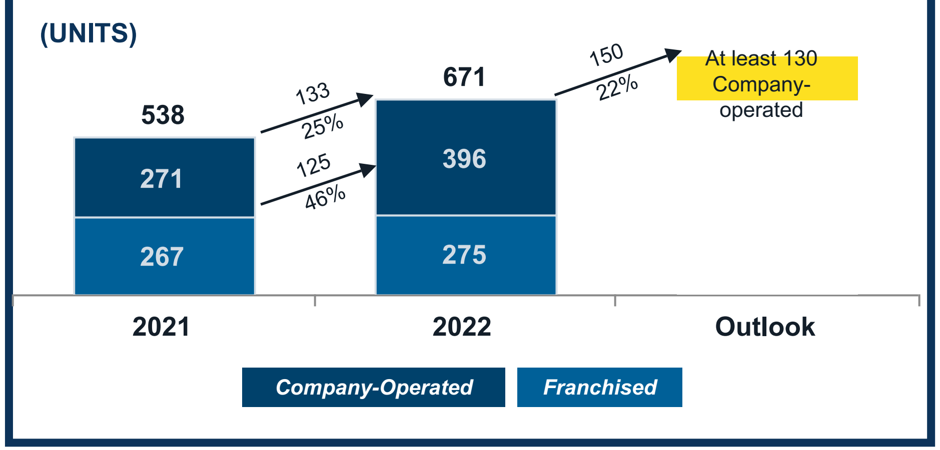
($M)



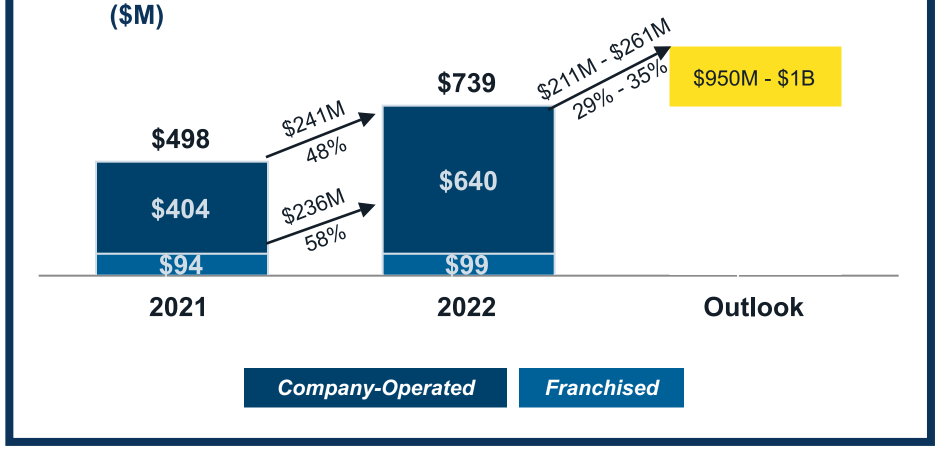
1 See appendix for a reconciliation to the most directly comparable financial measure stated in accordance with GAAP
2 See appendix for breakdown of Company-operated Shop Contribution
3 Refer to "Company-Operated Shop Results" and "Consolidated Statements of Operations" sections on our Earnings Release filed on Form 8-K, dated February 22, 2023 for the three months ended December 31, 2022 regarding our revised historical results related to an immaterial error correction for employee sick leave.

ANNUAL FINANCIALS

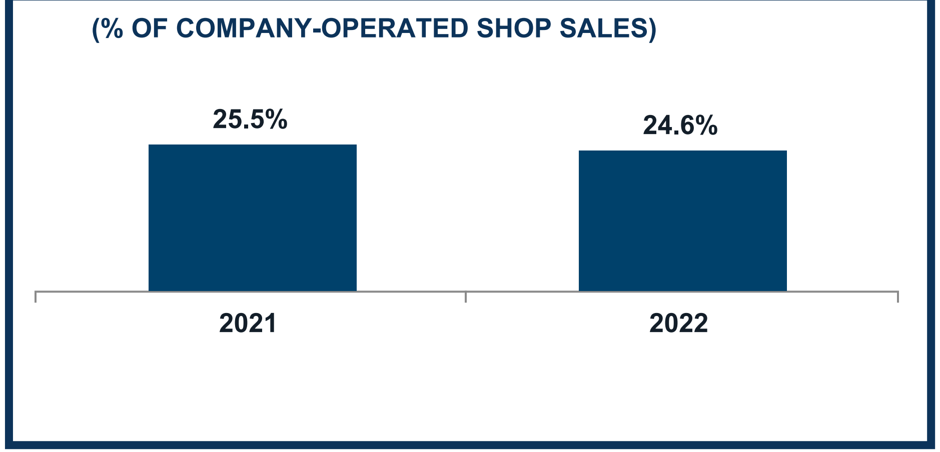
SHOPS



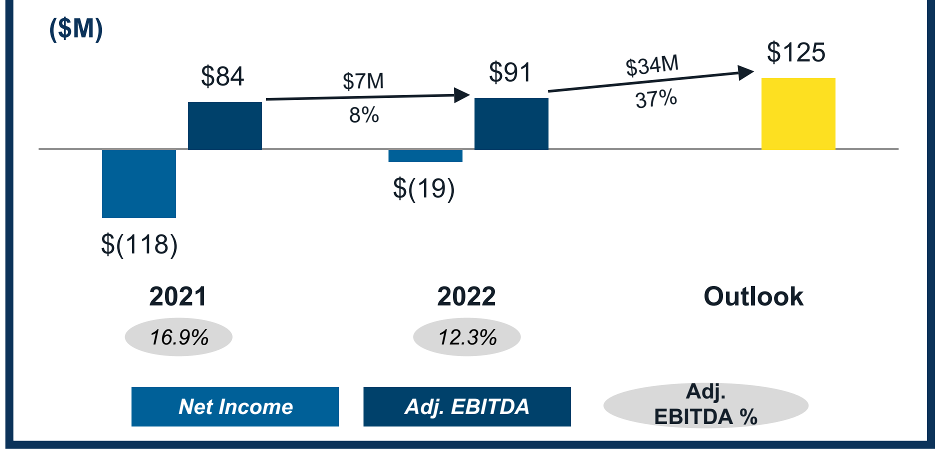
REVENUE



COMPANY-OPERATED SHOP CONTRIBUTION MARGIN [1 2 3]



NET INCOME AND ADJUSTED EBITDA [1 3 4]



[1] See appendix for a reconciliation to the most directly comparable financial measure stated in accordance with GAAP

[2] See appendix for breakdown of Company-operated Shop Contribution

[3] Refer to "Company-Operated Shop Results" section on our Earnings Release filed on Form 8-K, dated February 22, 2023 for the year ended December 31, 2022 regarding our revised historical results related to an immaterial error correction for employee sick leave.

[4] We have not reconciled guidance for Adjusted EBITDA to the corresponding GAAP financial measure because the various reconciling items are not available on a forward-looking basis. We are unable to determine the probable significance of reconciling items because certain items are outside of our control and vary significantly from period to period. Accordingly, reconciliation to the corresponding GAAP financial measure is not available without unreasonable effort.

SAME SHOP SALES

SAME SHOP SALES VS PRIOR YEAR AND MULTI-YEAR STACK

	2020					2021					2022				
Fiscal year ending December,	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Company-Operated Same Shop Sales	**(3.3)%**	**0.1 %**	**2.5 %**	**6.8 %**	**0.8 %**	**9.5 %**	**9.9 %**	**4.7 %**	**11.5 %**	**9.0 %**	**5.1 %**	**(4.3)%**	**1.0 %**	**(2.1)%**	**0.6 %**
% 2 Year Stack [1]						*6.2 %*	*10.0 %*	*7.2 %*	*18.3 %*	*9.8 %*	*14.6 %*	*5.6 %*	*5.7 %*	*9.4 %*	*9.6 %*
% 3 Year Stack [1]											*11.3 %*	*5.7 %*	*8.2 %*	*16.2 %*	*10.4 %*
Systemwide Same Shop Sales	**(1.0)%**	**2.0 %**	**2.4 %**	**5.7 %**	**2.0 %**	**6.7 %**	**9.4 %**	**7.3 %**	**10.1 %**	**8.4 %**	**6.0 %**	**(3.3)%**	**1.7 %**	**(0.6)%**	**1.0 %**
% 2 Year Stack [1]						*5.7 %*	*11.4 %*	*9.7 %*	*15.8 %*	*10.4 %*	*12.7 %*	*6.1 %*	*9.0 %*	*9.5 %*	*9.4 %*
% 3 Year Stack [1]											*11.7 %*	*8.1 %*	*11.4 %*	*15.2 %*	*11.4 %*

[1] 2-Year Stack is calculated as current quarter same shop sales growth plus prior year quarter same shop sales growth. 3-Year Stack is calculated as current quarter same shop sales growth plus the prior year quarter 2-Year Stack. Same shop sales data based on a different shop base for each time period. This metric is different from our 2-year and 3-year comps, which maintains the same comparable shop base within the measured period.

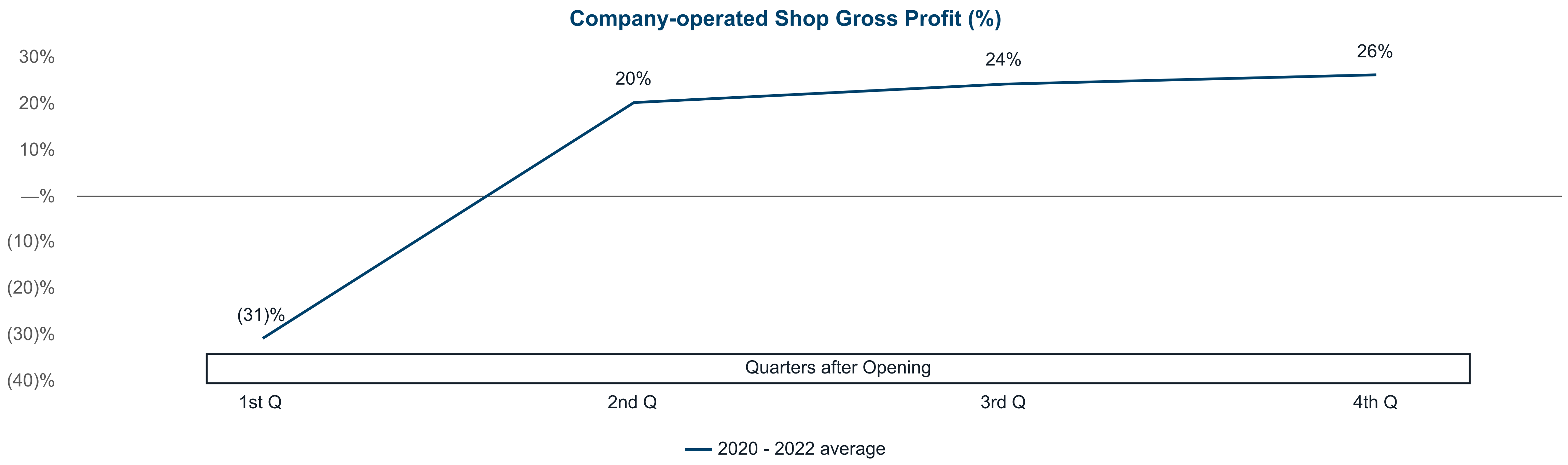
2022 COMPANY-OPERATED SHOP MARGIN

(in milliions, except shop count and percentages)	For the Year Ended December 31, 2022			For the Three Months Ended December 31, 2022		
		Company-Operated Shop Opening Periods			Company-Operated Shop Opening Periods	
	Total Company-Operated Shops	2018 and Prior	2019 and After [2]	Total Company-Operated Shops	2018 and Prior	2019 and After [2]
Net company-operated shop AUV [1]	$1.90	$1.61	$2.05	N/A	N/A	N/A
Company-operated shop gross profit	19.0%	19.8%	23.9%	22.1%	24.0%	26.2%
Company-operated shop depreciation & amortization	5.6%	3.9%	5.5%	6.4%	3.5%	5.7%
Company-operated shop contribution	24.6%	23.7%	29.4%	28.5%	27.5%	31.9%
Company-operated shops	396	104	172	396	104	172

[1] AUVs are determined based on the net sales for any trailing twelve-month period for company-operated shops that have been open a minimum of 15 months. AUVs are calculated by dividing the net sales by the total number of systemwide and company-operated shops, respectively.

[2] Includes all company-operated shops opened through December 31, 2021.

COMPANY-OPERATED SHOP MARGIN PROGRESSION



COMPANY-OPERATED SHOP RESULTS

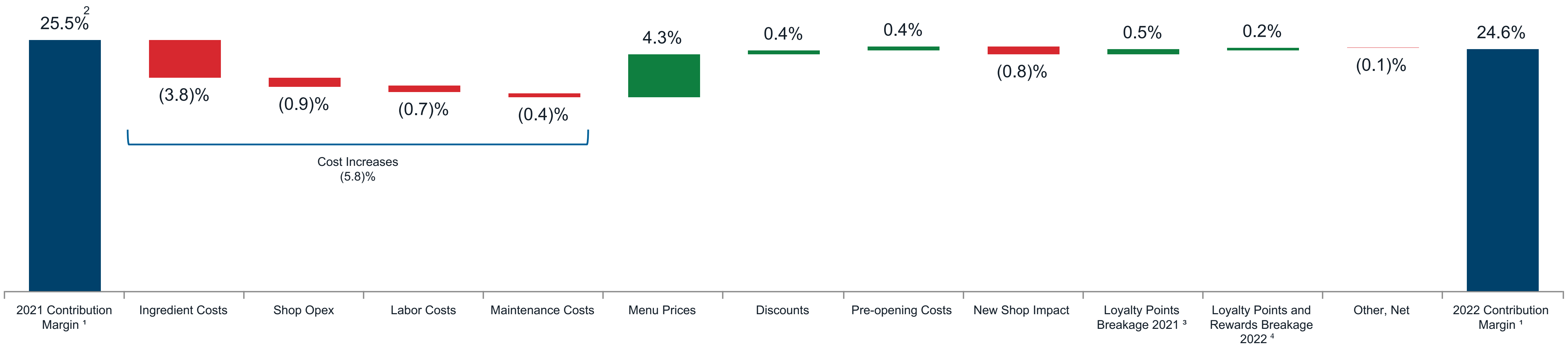
($ in millions)	Three Months Ended December 31, 2022 $	%	2021 [1] $	%	Year Ended December 31, 2022 $	%	2021 $	%
Company-operated shop revenue	**$ 175.5**	**100.0**	**$ 114.2**	**100.0**	**$ 639.7**	**100.0**	**$ 403.7**	**100.0**
Beverage, food and packaging	45.6	26.0	30.7	26.8	171.9	26.9	102.2	25.3
Labor costs	44.9	25.5	34.5	30.2	182.9	28.6	122.2	30.3
Occupancy and other costs	31.2	17.8	21.1	18.5	109.4	17.1	63.6	15.7
Pre-opening costs	3.8	2.2	6.2	5.4	18.0	2.8	12.8	3.2
Depreciation and amortization	11.2	6.4	5.3	4.6	36.3	5.6	16.3	4.0
Company-operated shop gross profit	**38.8**	**22.1**	**16.6**	**14.5**	**121.3**	**19.0**	**86.7**	**21.5**
Depreciation and amortization	11.2	6.4	5.3	4.6	36.3	5.6	16.3	4.0
Company-operated shop contribution [2]	**$ 50.0**	**28.5**	**$ 21.8**	**19.1**	**$ 157.6**	**24.6**	**$ 103.0**	**25.5**

1 Refer to NOTE 2 — Basis of Presentation and Summary of Significant Accounting Policies and NOTE 20 — Segment Reporting on our Annual Report on Form 10-K and company-operated shop results section on our fourth quarter 2022 earnings press release for the three months and year ended December 31, 2022 regarding our revised historical results related to an immaterial error correction for employee sick leave accrual.

2 Represents a non-GAAP measure, defined as company-operated shop gross profit plus depreciation, which the supplemental GAAP to non-GAAP reconciliation is provided in the table above.

COMPANY-OPERATED SHOPS CONTRIBUTION

2021 to 2022
Company-Operated Shops Contribution Bridge



[1] Contribution Margin is a non-GAAP measure, the definition and the GAAP to non-GAAP reconciliation are provided on slide 9. The company-operated gross margin was 21.5% for 2021 and 19.0% for 2022.

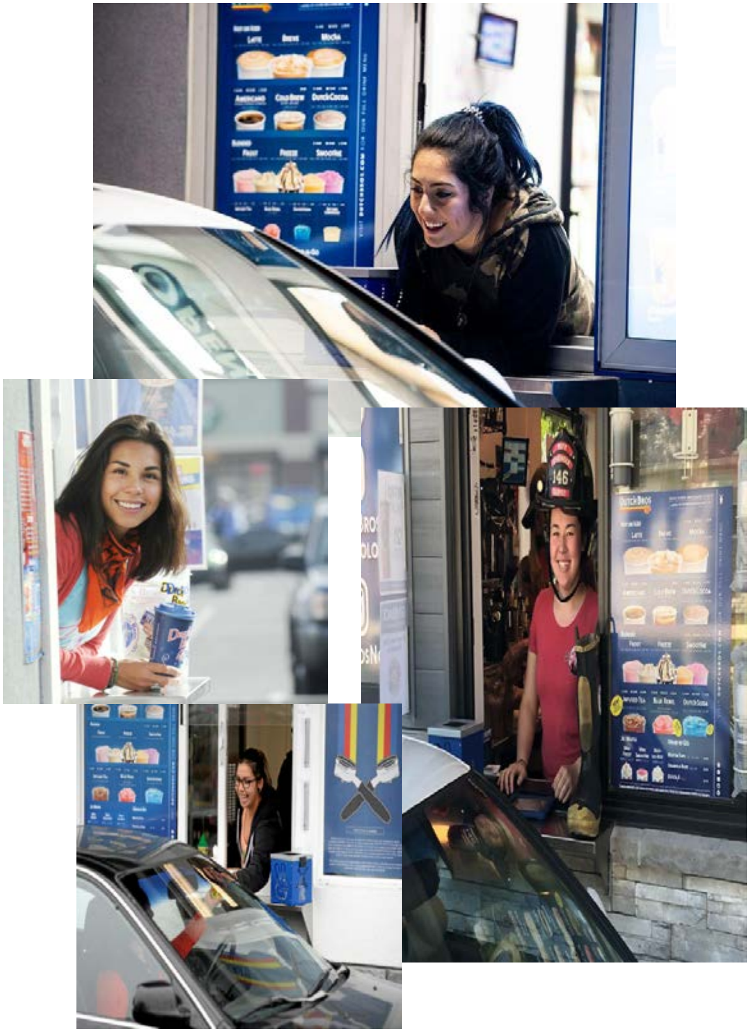
[2] Refer to NOTE 20 — Segment Reporting on our Annual Report on Form 10-K for the year ended December 31, 2022 regarding our revised historical results related to an immaterial error correction for employee sick leave.

[3] Recognition of $4.9 million of revenue from the loyalty points collected prior to January 1, 2022 that expired on December 31, 2022, which is included in company-operated shop gross margin and contribution.

[4] Recognition of $2.5 million of revenue from the estimated unredeemed loyalty points and rewards from purchases made in 2022.

OUTLOOK

FY 2023 Outlook	
Total System New Shop Openings	at least 150
Company-operated Shop Openings	at least 130
Revenue	$950 million to $1 billion
Same Shop Sales Growth	approximately low single digits
Adjusted EBITDA [1]	at least $125 million
Capital Expenditures	$225 million to $250 million



Full Year 2023 Outlook is Derived From Recent Trends and Does Not Assume Material Changes to the Current Operating Environment, Inclusive of Any Potential Further COVID-19 Impacts

[1] We have not reconciled guidance for Adjusted EBITDA to the corresponding GAAP financial measure because the various reconciling items are not available on a forward-looking basis. We are unable to determine the probable significance of reconciling items because certain items are outside of our control and vary significantly from period to period. Accordingly, reconciliation to the corresponding GAAP financial measure is not available without unreasonable effort.

SG&A LEVERAGE

($ in thousands)	2021 [1]				2022				Year Ended December 31,	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2021 [1]	2022
Total revenues	$ 98,785	$ 129,208	$ 129,803	$ 140,080	$ 152,156	$ 186,381	$ 198,648	$ 201,827	$ 497,876	$ 739,012
Selling, general, and administrative [2]	$ 35,986	$ 33,488	$ 153,700	$ 41,355	$ 45,214	$ 42,342	$ 45,378	$ 50,594	$ 264,529	$ 183,528
As a percentage of total revenue	*36.4 %*	*25.9 %*	*118.4 %*	*29.5 %*	*29.7 %*	*22.7 %*	*22.8 %*	*25.1 %*	*53.1 %*	*24.8 %*
Adjustments [3]										
Equity-based compensation	(14,650)	(8,332)	(124,779)	(9,955)	(9,900)	(10,446)	(10,649)	(10,662)	(157,716)	(41,657)
Expenses associated with equity offering	(76)	(2,253)	(3,332)	(862)	—	—	—		(6,523)	—
Donations associated with equity offering	—	—	(1,392)	(2,400)	—	—	—		(3,792)	—
COVID-19: prepaid costs not utilized	—	—	—	—	(1,200)	—	—	(1,105)	—	(2,305)
Milestone events	—	—	—	—	(2,434)	—	—		—	(2,434)
Executive transitions costs	—	—	—	—	—	—		(691)	—	(691)
Total adjustments	$ (14,726)	$ (10,585)	$ (129,503)	$ (13,217)	$ (13,534)	$ (10,446)	$ (10,649)	$ (12,458)	$ (168,031)	$ (47,087)
Adjusted selling, general, and administrative	$ 21,260	$ 22,903	$ 24,197	$ 28,138	$ 31,680	$ 31,896	$ 34,729	$ 38,136	$ 96,498	$ 136,441
As a percentage of total revenue	*21.5 %*	*17.7 %*	*18.6 %*	*20.1 %*	*20.8 %*	*17.1 %*	*17.5 %*	*18.9 %*	19.4 %	18.5 %
Compared to the prior year					**(0.7)%**	**(0.6)%**	**(1.1)%**	**(1.2)%**		**(0.9)%**

[1] Refer to on our Quarterly Report on Form 10-Q for the quarter ended December 31, 2022 regarding our revised historical results related to an immaterial error correction for employee sick leave accrual.

[2] Selling, general, and administrative includes depreciation and amortization.

[3] See appendix for explanations of each non-GAAP adjustment.

APPENDIX

INCOME STATEMENT

($ in thousands; except per share data)	Three Months Ended December 31, 2022	Three Months Ended December 31, 2021 [1]	Year Ended December 31, 2022	Year Ended December 31, 2021 [1]
Revenues:				
Company-operated stores	$ 175,510	$ 114,198	$ 639,710	$ 403,746
Franchising and other	26,317	25,882	99,302	94,130
Total revenues	**$ 201,827**	**$ 140,080**	**$ 739,012**	**$ 497,876**
Costs and expenses:				
Cost of sales	147,467	105,819	558,096	344,573
Selling, general and administrative	50,594	41,355	183,528	264,529
Total costs and expenses	198,061	147,174	741,624	609,102
INCOME (LOSS) FROM OPERATIONS	**$ 3,766**	**$ (7,094)**	**$ (2,612)**	**$ (111,226)**
OTHER EXPENSE				
Interest expense, net	(6,922)	(1,845)	(18,018)	(7,093)
Other income (expense)	5,638	(141)	3,976	(1,240)
Total other expense	(1,284)	(1,986)	(14,042)	(8,333)
INCOME (LOSS) BEFORE INCOME TAXES	**$ 2,482**	**$ (9,080)**	**$ (16,654)**	**$ (119,559)**
Income tax expense (benefit)	5,299	(912)	2,599	(1,628)
NET LOSS	**$ (2,817)**	**$ (8,168)**	**$ (19,253)**	**$ (117,931)**
Less: Net loss attributable to Dutch Bros OpCo prior to the Reorganization Transactions	—	—	—	(67,374)
Less: Net loss attributable to non-controlling interests	(2,154)	(6,566)	(14,500)	(37,878)
NET LOSS ATTRIBUTABLE TO DUTCH BROS INC.	**$ (663)**	**$ (1,602)**	**$ (4,753)**	**$ (12,679)**
Net loss per share of Class A and Class D common stock				
Basic	$ (0.01)	$ (0.03)	$ (0.09)	$ (0.28)
Diluted	$ (0.01)	$ (0.03)	$ (0.09)	$ (0.28)
Weighted-average shares of class A and class D common stock outstanding:				
Basic	55,286	45,874	51,871	45,864
Diluted	55,286	45,874	51,871	45,864

[1] Refer to NOTE 2 — Basis of Presentation and Summary of Significant Accounting Policies on our Annual Report on Form 10-K and the consolidated statements of operations on our fourth quarter 2022 earnings press release for the three months and year ended December 31, 2022 regarding our revised historical results related to an immaterial error correction for employee sick leave accrual.

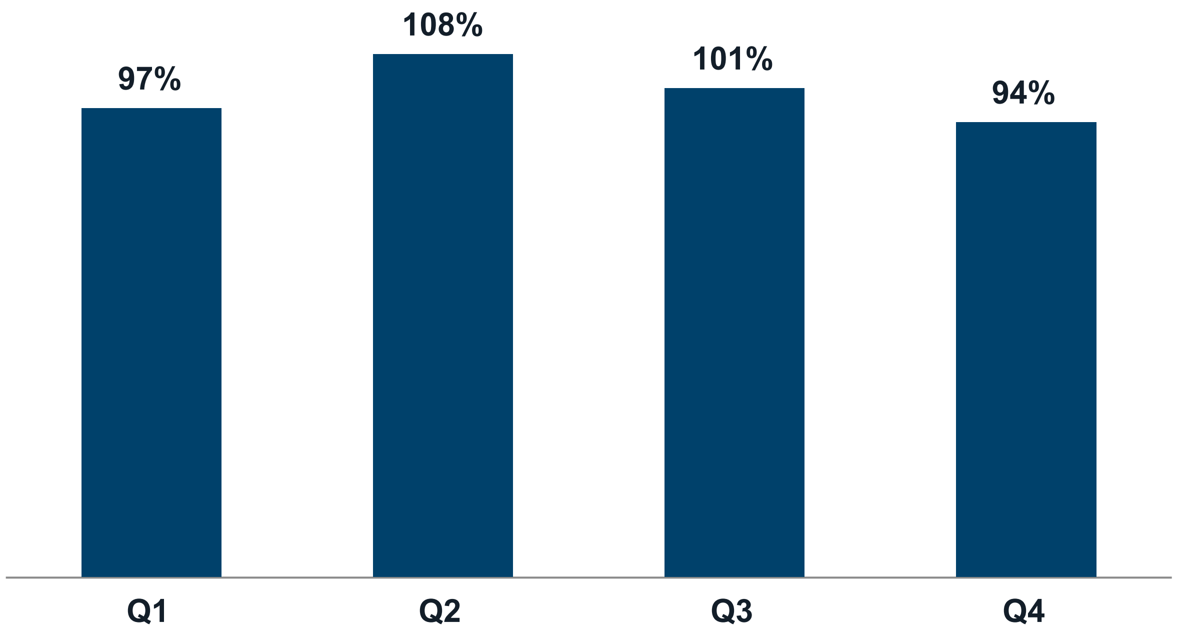
INCOME STATEMENT – SEGMENTS

($ in thousands)	Three Months Ended December 31, 2022		Three Months Ended December 31, 2021 [1]		Year Ended December 31, 2022		Year Ended December 31, 2021 [1]
Revenues:							
Company-operated shops		175,510		114,198		639,710	403,746
Franchising and other		26,317		25,882		99,302	94,130
Total revenues	$	**201,827**	$	**140,080**	$	**739,012**	$ **497,876**
Cost of Sales:							
Company-operated shops		136,760		97,638		518,383	317,045
Franchising and other		10,707		8,181		39,713	27,528
Total cost of sales		147,467		105,819		558,096	344,573
Segment gross profit:							
Company-operated shops		38,750		16,560		121,327	86,701
Franchising and other		15,610		17,701		59,589	66,602
Total gross profit	$	**54,360**	$	**34,261**	$	**180,916**	$ **153,303**
Depreciation and amortization:							
Company-operated shops		11,235		5,253		36,306	16,291
Franchising and other		1,366		1,535		5,706	6,263
All other		596		702		2,716	2,663
Total depreciation and amortization		13,197		7,490		44,728	25,217
Segment contribution:							
Company-operated shops		49,985		21,813		157,633	102,992
Franchising and other		16,976		19,236		65,295	72,865
Total segment contribution	$	**66,961**	$	**41,049**	$	**222,928**	$ **175,857**
Selling, general and administrative		(50,594)		(41,355)		(183,528)	(264,529)
Interest expense, net		(6,922)		(1,845)		(18,018)	(7,093)
Other expense, net		5,638		(141)		3,976	(1,240)
INCOME (LOSS) BEFORE INCOME TAXES	$	**2,482**	$	**(9,080)**	$	**(16,654)**	$ **(119,559)**

[1] Refer to NOTE 2 — Basis of Presentation and Summary of Significant Accounting Policies and NOTE 20 — Segment Reporting on our Annual Report on Form 10-K and segment financials section on our fourth quarter 2022 earnings press release for the three months and year ended December 31, 2022 regarding our revised historical results related to an immaterial error correction for employee sick leave accrual.

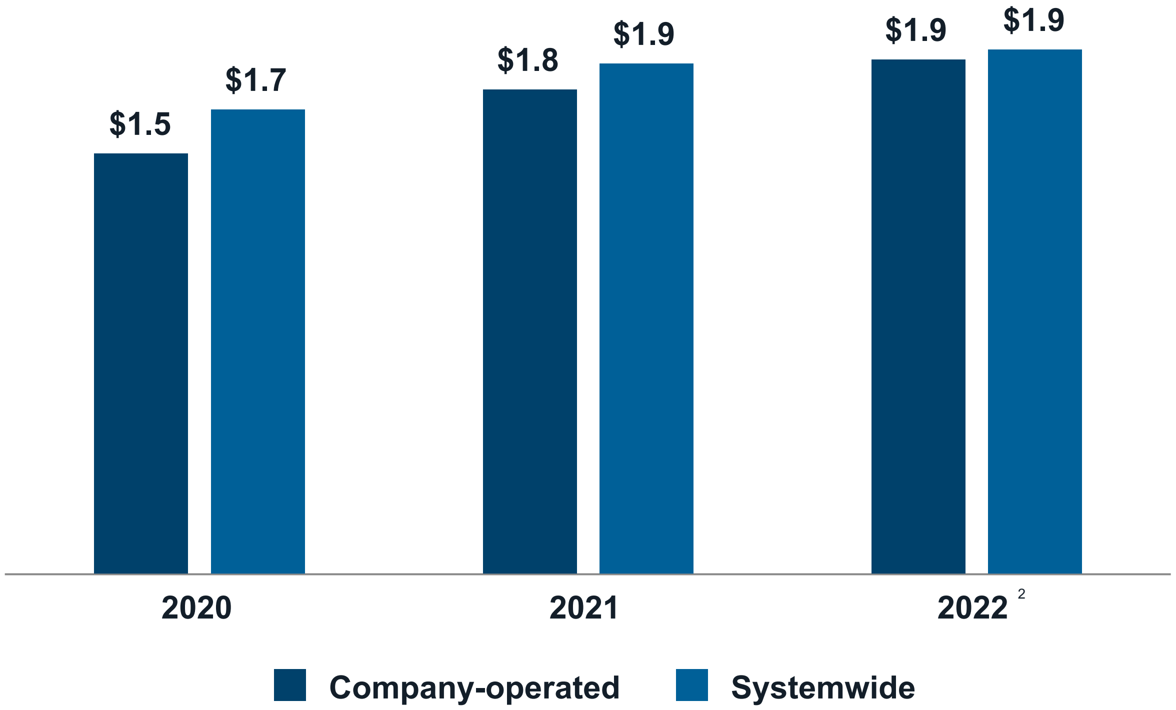
SEASONALITY AND AUV

TYPICAL SHOP SALES SEASONALITY



TRAILING 12-MONTH AUV[1]

($M)



[1] AUVs are determined based on the net sales for any trailing twelve-month period for systemwide and company-operated shops that have been open a minimum of 15 months. AUVs are calculated by dividing the net sales by the total number of systemwide and company-operated shops, respectively.

[2] Trailing twelve months from December 31, 2022.

SUMMARY QUARTERLY DATA

($ in millions; except Shop Count)	2021 [1] Q1	Q2	Q3	Q4	2022 Q1	Q2	Q3	Q4
Company-Operated Shop Count	191	207	241	271	310	336	370	396
Total Shop Count	**453**	**471**	**503**	**538**	**572**	**603**	**641**	**671**
Company-Operated Shop Revenue	$ 77.9	$ 103.0	$ 108.7	$ 114.2	$ 130.2	$ 160.5	$ 173.5	$ 175.5
Total Revenue	**$ 98.8**	**$ 129.2**	**$ 129.8**	**$ 140.1**	**$ 152.2**	**$ 186.4**	**$ 198.6**	**$ 201.8**
Company-operated Shop Gross Margin	**$ 17.6**	**$ 29.5**	**$ 23.1**	**$ 16.6**	**$ 16.6**	**$ 31.2**	**$ 34.7**	**$ 38.8**
Company-operated Shop Depreciation & Amortization	**$ 3.3**	**$ 3.5**	**$ 4.3**	**$ 5.3**	**$ 7.1**	**$ 8.3**	**$ 9.6**	**$ 11.2**
Company-Operated Shop Contribution [2]	**$ 20.8**	**$ 32.9**	**$ 27.4**	**$ 21.8**	**$ 23.8**	**$ 39.5**	**$ 44.3**	**$ 50.0**
Adjusted EBITDA	**$ 18.7**	**$ 30.7**	**$ 21.0**	**$ 13.8**	**$ 9.7**	**$ 23.9**	**$ 27.8**	**$ 29.8**
Net Income (Loss)	**$ (4.8)**	**$ 11.9**	**$ (116.8)**	**$ (8.2)**	**$ (16.3)**	**$ (1.8)**	**$ 1.6**	**$ (2.8)**

[1] The Company identified an immaterial error related to the accrual of employee sick leave and the application of ASC 710, Compensation - General, which resulted in corrections to prior period reported amounts within the summary quarterly data for the three months ended March 31, June 30, September 30, and December 31, 2021 with adjustments to impacted line items presented below. For additional details, refer to NOTE 2 — Basis of Presentation and Summary of Significant Accounting Policies and NOTE 20 — Segment Reporting on our Annual Report on Form 10-K and consolidated statements of operations and segment financials sections on our fourth quarter 2022 earnings press release for the three months and year ended December 31, 2022.

($ in millions)	2021 [1] Q1	Q2	Q3	Q4
Company-operated Shop Gross Margin	$ 0.4	$ 0.4	$ 0.3	$ 0.4
Company-Operated Shop Contribution [2]	$ 0.4	$ 0.4	$ 0.3	$ 0.4
Adjusted EBITDA	$ 0.8	$ 0.4	$ 0.3	$ 0.5
Net Income	$ 0.8	$ 0.4	$ 0.3	$ 0.5

[2] Represents company-operated shop gross profit plus depreciation, see Company-operated Shop Results on slide 17 for reconciliation to the most directly comparable financial measure stated in accordance with GAAP

NON-GAAP ADJUSTMENTS

Below are the definitions of the non-GAAP adjustments that are used in the calculation of our non-GAAP measures, which are included in the GAAP to non-GAAP reconciliations on the following slides.

Equity-based compensation — Non-cash expenses related to the grant and vesting of stock awards, restricted stock awards and restricted stock units in Dutch Bros Pubco[1] and/or Profit Interest Units in Dutch Bros Opco[2] to certain eligible employees. These awards are accounted for in accordance with guidance prescribed for in accounting for share-based compensation.

Expenses associated with equity offering — Costs incurred as a result of our stock offerings. These costs include legal fees, consulting fees, tax and accounting fees, and payroll taxes related to the grant and vesting of stock awards for certain employees.

Donations associated with equity offerings — In connection with our IPO, we made a donation to the Dutch Bros Foundation. This donation is separate from other donations to the Dutch Bros Foundation that we may periodically make.

COVID-19: "thank you" pay and catastrophic leave — Costs related to two separate programs established to support employees during the COVID-19 pandemic. We implemented an hourly wage supplement program for shop employees who continued to work while their state or county was under a stay at home order or similar lockdown requirement. This program lasted in various markets until April 2021. We also established a catastrophic leave policy that provided paid leave to employees who were required to quarantine due to in-shop exposures and could not work their regular hours. All COVID-19-related protocols, including catastrophic leave, will remain in effect until the end of the COVID-19 pandemic as determined by the appropriate government agency.

COVID-19: Prepaid costs not utilized — Costs related to the write-off of previously prepaid expenses for the cancellation of our 2023 annual kick-off meeting as a result of COVID-19 concerns and the development of a virtual corporate engagement platform built in response to the health restrictions of the COVID-19 pandemic. The platform was developed as a substitute for in person engagement practices used pre-pandemic. The platform has been determined ineffective, particularly as we shift back to in-person events with the easing of restrictions related to the COVID-19 pandemic.

Milestone events — Costs incurred for company-wide events to celebrate 30 years of serving high QUALITY, hand-crafted beverages with unparalleled SPEED and superior SERVICE to our customers.

Executives transition costs — Employee severance and related benefit costs, as well as sign-on bonus(es) for several executive level transitions occurring in 2022 and 2023.

TRA remeasurement — Loss impact on condensed consolidated statements of operations of adjustments to liabilities under our TRAs. .

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[1] Dutch Bros PubCo refers to Dutch Bros Inc., a Delaware Corporation, in which its Class A common stock are publicly traded on the New York Stock Exchange under the symbol "BROS".

[2] Dutch Bros OpCo refers to Dutch Mafia, LLC, a Delaware limited liability company, and a direct subsidiary of Dutch Bros Inc.

ADJUSTED EBITDA RECONCILIATION

($ in thousands)	2021 [1] Q1	2021 [1] Q2	2021 [1] Q3	2021 [1] Q4	2022 Q1	2022 Q2	2022 Q3	2022 Q4	Year Ended December 31, 2021	Year Ended December 31, 2022
Net income (loss)	**$ (4,822)**	**$ 11,889**	**$(116,830)**	**$ (8,168)**	**$(16,279)**	**$ (1,751)**	**$ 1,594**	**$(2,817)**	**$ (117,931)**	**$ (19,253)**
Depreciation and amortization	5,350	5,681	6,696	7,490	9,182	10,539	11,810	13,197	25,217	44,728
Interest expense, net	1,017	1,838	2,393	1,845	2,489	3,596	5,011	6,922	7,093	18,018
Income tax expense (benefit)	43	521	(1,280)	(912)	(214)	885	(3,371)	5,299	(1,628)	2,599
EBITDA	**$ 1,588**	**$ 19,929**	**$(109,021)**	**$ 255**	**$ (4,822)**	**$ 13,269**	**$ 15,044**	**$22,601**	**$ (87,249)**	**$ 46,092**
Equity-based compensation	14,650	8,332	124,779	9,955	9,900	10,446	10,649	10,662	157,716	41,657
Expenses associated w/IPO	76	2,253	3,332	862	—	—	—	—	6,523	—
Donations associated w/IPO	—	—	1,392	2,400	—	—	—	—	3,792	—
COVID-19: "thank you pay" and catastrophic leave	2,371	185	473	321	950	224	227	67	3,350	1,468
COVID-19: prepaid costs not utilized	—	—	—	—	1,200	—	—	1,105	—	2,305
Milestone events	—	—	—	—	2,434	—	—	—	—	2,434
Executive transition costs	—	—	—	—	—	—	—	691	—	691
TRA remeasurement	—	—	—	—	—	—	1,910	(5,376)	—	(3,466)
Adjusted EBITDA	**$ 18,685**	**$ 30,699**	**$ 20,955**	**$ 13,793**	**$ 9,662**	**$ 23,939**	**$ 27,830**	**$29,750**	**$ 84,132**	**$ 91,181**
Adjusted EBITDA margin	18.9 %	23.8 %	16.1 %	9.8 %	6.4 %	12.8 %	14.0 %	14.7 %	16.9 %	12.3 %

[1] Refer to NOTE 2 — Basis of Presentation and Summary of Significant Accounting Policies on our Annual Report on Form 10-K and statements of operations on our fourth quarter 2022 earnings press release for the three months and year ended December 31, 2022 regarding our revised historical results related to an immaterial error correction for employee sick leave accrual.

CONTACT INFORMATION

INVESTOR CONTACT

Raphael Gross
ICR
investors@dutchbros.com
(203) 682-8253

MEDIA CONTACT

Jessica Liddell
ICR
Jessica.Liddell@icrinc.com
(203) 682-8208

"IT'S ABOUT

FUN,

IT'S ABOUT

PEOPLE

AND IT'S ABOUT

GREAT COFFEE."

- TRAV BOERSMA