Supplemental Earnings Slides

Q3 2026

DISCLAIMER

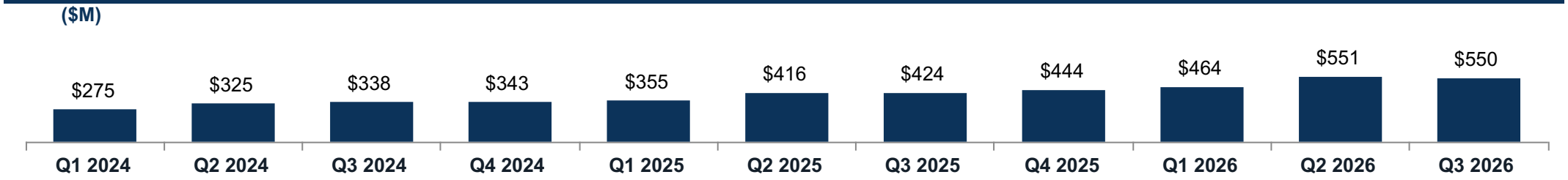
Forward-Looking Statements. Statements in this presentation and the accompanying oral presentation that are not statements of historical fact are forward-looking statements. Such forward-looking statements include, without limitation, statements regarding the Company's future results of operations or financial condition, including guidance for 2026, new shop openings, business strategy and plans, objectives of management for future operations, and potential growth opportunities. 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. Our 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 inflation, increased minimum wages, general macroeconomic conditions, changes in taxes and tax rates, new and evolving legislative and regulatory requirements, and other risks, including those described under the heading "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2025 filed with the SEC on February 13, 2026, our Quarterly Report on Form 10-Q for the quarter ended June 30, 2026, filed with the SEC on August 6, 2026, and in our future reports to be filed with the SEC, including our Quarterly Report on Form 10-Q for the quarter ended September 30, 2026.

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 net income, and company-operated shop contribution, provide 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, in some cases, 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 slides and Appendix to this presentation, and not to rely on any single financial measure to evaluate our business.

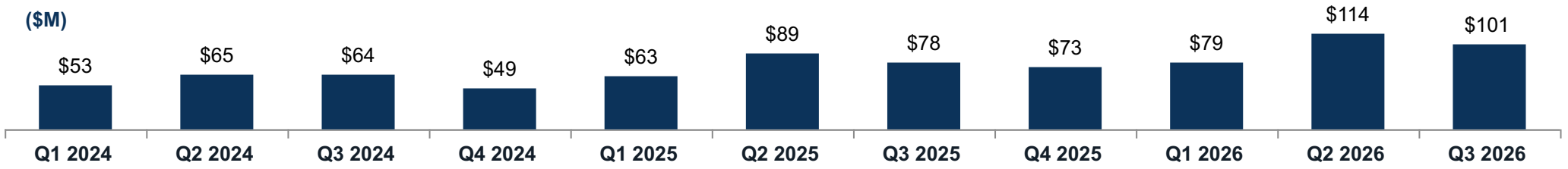
Dutch Bros, our Windmill logo ( ), Dutch Bros Rebel and our other registered and common law trade names, trademarks and service marks are the property of Dutch Bros Inc. All other trademarks, trade names and service marks appearing in this presentation are the property of their respective owners. Solely for convenience, the trademarks and trade names in this presentation may be referred to without the ® and ™ symbols, but such references should not be construed as any indicator that their respective owners will not assert their rights thereto.

QUARTERLY FINANCIALS

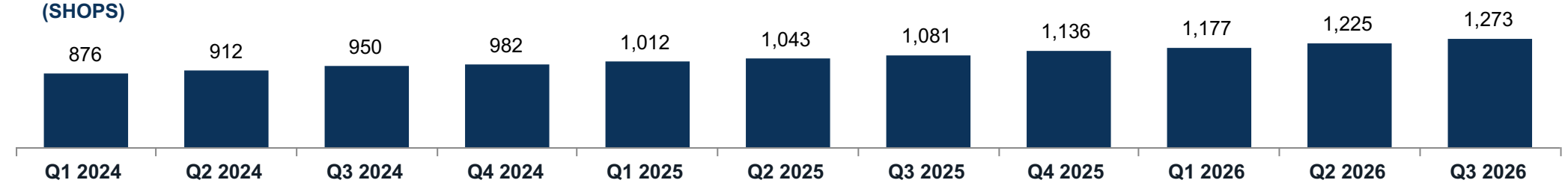
TOTAL REVENUES



ADJUSTED EBITDA[1]



SYSTEM SHOPS



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

SAME SHOP SALES

SAME SHOP SALES VS PRIOR PERIODS

	2024					2025					2026		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Systemwide Same Shop Sales	**10.0%**	**4.1%**	**2.7%**	**6.9%**	**5.3%**	**4.7%**	**6.1%**	**5.7%**	**7.7%**	**5.6%**	**8.3%**	**5.8%**	**4.4%**
Customer visits	1.2%	(2.0)%	0.8%	2.3%	(0.1)%	1.3%	3.7%	4.7%	5.4%	3.2%	5.1%	1.7%	0.4%
Ticket	8.8%	6.1%	1.9%	4.6%	5.4%	3.4%	2.4%	1.0%	2.3%	2.4%	3.2%	4.1%	4.0%
Company-Operated Same Shop Sales	**10.9%**	**5.2%**	**4.0%**	**9.5%**	**6.8%**	**6.9%**	**7.8%**	**7.4%**	**9.7%**	**7.4%**	**10.6%**	**8.3%**	**5.4%**
Customer visits	2.7%	(0.8)%	2.4%	5.2%	1.5%	3.7%	5.9%	6.8%	7.6%	5.4%	6.9%	3.4%	1.0%
Ticket	8.2%	6.0%	1.6%	4.3%	5.3%	3.2%	1.9%	0.6%	2.1%	2.0%	3.7%	4.9%	4.4%

GUIDANCE

FY 2026 Guidance	
Total System New Shop Openings	at least 185
Revenue	at least $2.1 billion
Same Shop Sales Growth	at least 5%
Adjusted EBITDA [1]	approximately $380 million
Capital Expenditures	between $370 million and $390 million

2026 Guidance is Derived From Recent Trends and Does Not Assume Material Changes to the Current Operating Environment

[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.



APPENDIX



COMMON UNITS OUTSTANDING

The following table summarizes the ownership interest in Dutch Bros OpCo[1]:

(Units in thousands)	September 30, 2026	
	OpCo Units	Ownership %
Dutch Bros OpCo Class A common units held by Dutch Bros Inc.	137,951	77.6%
Dutch Bros OpCo Class A common units held by non-controlling interest holders	39,818	22.4%
Total Dutch Bros OpCo Class A common units outstanding	**177,769**	**100.0%**

[1] Dutch Mafia, LLC, a Delaware limited liability company and direct subsidiary of Dutch Bros Inc.

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, including restricted stock awards and restricted stock units, in Dutch Bros Inc. to certain eligible employees.

Expenses associated with equity offerings — Costs incurred as a result of our equity offerings, including secondary offerings by our Sponsor. These costs include, but are not limited to, legal fees, consulting fees, tax fees, and accounting fees.

Expenses associated with 2022 credit facility refinancing — Costs incurred as a result of amending our credit facility in May 2025, including write-off of unamortized loan costs related to the termination of our 2022 Credit Facility, and intermediary fees and other costs related to our 2025 Credit Facility.

Executive transitions — Employee severance and related benefit costs, as well as sign-on bonus(es) for several executive-level transitions occurring in 2022 and 2023, and amortized through the first quarter of 2024.

TRA remeasurement — (Gain) loss impacts related to adjustments of our TRAs liabilities.

Acquisitions-related costs — Costs incurred as a result of our acquisitions activity, including professional fees and integration costs.

Sale of Aircraft — Gain impact related to the sale of our airplane, hangar and related equipment to our Co-Founder.

Organization realignment and restructuring — Fees and costs, including consulting, employee-related and other costs, in connection with our comprehensive initiatives to develop and implement a long-term strategy involving changes to our organizational structure to support our growth. Our 2024 initiative resulted in realignment activities that occurred in 2023, and restructuring activities to expand our support center operations in Phoenix, Arizona including the build out and move into our new office, that commenced in 2024, and were substantially completed in March 2025. The activities related to our 2025 initiative, which commenced in May 2025 and are expected to continue through at least the first half of 2026, primarily relate to relocation and streamlining of our remaining back-office operations to our new Phoenix, Arizona corporate headquarters. Given the magnitude and scope of these strategic initiatives, we do not expect such costs will recur in the foreseeable future, and do not consider such costs reflective of the ongoing costs necessary to operate our business.

[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.

SG&A LEVERAGE

($ in thousands)	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2024 FY	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2025 FY	2026 Q1	2026 Q2	2026 Q3
Total revenues	**$275,099**	**$324,918**	**$338,212**	**$342,786**	**$1,281,015**	**$355,152**	**$415,813**	**$423,584**	**$443,610**	**$1,638,159**	**$464,412**	**$550,851**	**$549,839**
Selling, general, and administrative [1]	**$46,194**	**$58,097**	**$57,536**	**$72,170**	**$234,036**	**$58,921**	**$65,385**	**$65,289**	**$73,171**	**$262,766**	**$73,176**	**$80,651**	**$78,954**
As a percentage of total revenue	*16.8%*	*17.9%*	*17.0%*	*21.1%*	*18.3%*	*16.6%*	*15.7%*	*15.4%*	*16.5%*	*16.0%*	*15.8%*	*14.6%*	*14.4%*
Adjustments [2]													
Depreciation and amortization	(264)	(235)	(389)	(393)	(1,281)	(402)	(817)	(924)	(1,237)	(3,380)	(1,430)	(1,656)	(2,109)
Equity-based compensation	(1,839)	(3,056)	(2,688)	(3,012)	(10,595)	(3,794)	(4,096)	(4,076)	(3,920)	(15,886)	(4,619)	(5,979)	(6,063)
Expenses associated with equity offerings	(961)	(528)	—	—	(1,489)	—	—	—	—	—	—	—	—
Executive transitions	(75)	—	—	—	(75)	—	—	—	—	—	—	—	—
Acquisitions-related costs	—	—	—	—	—	—	—	—	—	—	—	(309)	(1,209)
Organization realignment and restructuring:													
Employee-related costs	(2,625)	(6,664)	(3,998)	(2,262)	(15,549)	(1,009)	(1,734)	(2,484)	(2,380)	(7,607)	(1,615)	(216)	—
Other	—	(30)	(193)	(2,104)	(2,327)	(219)	(29)	(166)	(217)	(631)	—	—	—
Total adjustments	**$(5,764)**	**$(10,513)**	**$(7,268)**	**$(7,771)**	**$(31,316)**	**$(5,424)**	**$(6,676)**	**$(7,650)**	**$(7,754)**	**$(27,504)**	**$(7,664)**	**$(8,160)**	**$(9,381)**
Adjusted selling, general, and administrative	**$40,430**	**$47,584**	**$50,268**	**$64,399**	**$202,720**	**$53,497**	**$58,709**	**$57,639**	**$65,417**	**$235,262**	**$65,512**	**$72,491**	**$69,573**
As a percentage of total revenue	*14.7%*	*14.6%*	*14.9%*	*18.8%*	*15.8%*	*15.1%*	*14.1%*	*13.6%*	*14.7%*	*14.4%*	*14.1%*	*13.2%*	*12.7%*

[1] Selling, general, and administrative includes depreciation and amortization.
[2] See appendix for explanations of each non-GAAP adjustment.

ADJUSTED EBITDA RECONCILIATION

($ in thousands)	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2024 FY	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2025 FY	2026 Q1	2026 Q2	2026 Q3
Net income (loss)	**$16,215**	**$22,156**	**$21,712**	**$6,367**	**$66,450**	**$22,480**	**$38,357**	**$27,283**	**$29,155**	**$117,275**	**$23,664**	**$51,605**	**$37,228**
Depreciation and amortization	21,253	22,350	23,881	25,521	93,005	26,430	27,893	29,066	31,744	115,133	38,255	35,481	39,340
Interest expense, net	6,393	6,997	6,869	6,761	27,020	7,115	7,076	6,695	7,419	28,305	7,220	7,038	7,079
Income tax expense	8,772	3,860	4,698	1,105	18,435	1,459	7,243	7,661	1,985	18,348	3,341	12,623	8,807
EBITDA	**$52,633**	**$55,363**	**$57,160**	**$39,754**	**$204,910**	**$57,484**	**$80,569**	**$70,705**	**$70,303**	**$279,061**	**$72,480**	**$106,747**	**$92,454**
Equity-based compensation	1,933	3,326	2,961	3,262	11,482	4,194	4,671	4,648	4,509	18,022	5,278	6,879	6,955
Expenses associated with equity offerings	961	528	—	—	1,489	—	—	—	—	—	—	—	—
Expenses associated with 2022 credit facility refinancing	—	—	—	—	—	—	2,000	—	—	2,000	—	—	—
Executive transitions	75	—	—	—	75	—	—	—	—	—	—	—	—
TRA remeasurement	(5,687)	—	—	1,440	(4,247)	—	—	—	(4,767)	(4,767)	—	(437)	437
Acquisitions-related costs	—	—	—	—	—	—	—	—	—	—	—	309	1,209
Sale of Aircraft	—	(752)	(550)	—	(1,302)	—	—	—	—	—	—	—	—
Organization realignment and restructuring:													
Employee-related costs	2,625	6,664	3,998	2,262	15,549	1,009	1,734	2,484	2,380	7,607	1,615	216	—
Other	—	30	193	2,104	2,327	219	29	166	217	631	—	—	—
Adjusted EBITDA [1]	**$52,540**	**$65,159**	**$63,762**	**$48,822**	**$230,283**	**$62,906**	**$89,003**	**$78,003**	**$72,642**	**$302,554**	**$79,373**	**$113,714**	**$101,055**
Adjusted EBITDA margin	19.1%	20.1%	18.9%	14.2%	18.0%	17.7%	21.4%	18.4%	16.4%	18.5%	17.1%	20.6%	18.4%

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