



**BLACK RIFLE  
COFFEE COMPANY**

**WILLIAM BLAIR  
GROWTH  
CONFERENCE  
PRESENTATION**

**June 8, 2022**



**COFFEE**

**CONTENT**

**COMMUNITY**

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Some factors that could cause actual results to differ include: failure to recognize the anticipated benefits of the outcome of any legal proceedings that business combination, which may be, competition and our ability to grow and manage growth profitably and retain our key employees; negative publicity impacting our brand and reputation, which may adversely impact our operating results; failure by us to maintain our message as a supportive member of the veteran and military communities and any other factors which may negatively impact the perception of our brand; our limited operating history, which may make it difficult to successfully execute our strategic initiatives and accurately evaluate future risks and challenges; failed marketing campaigns, which may cause us to incur costs without attracting new customers or realizing higher revenue; failure to attract new customers or retain existing customers; risks related to the use of social media platforms, including dependence on third-party platforms; failure to provide high-quality customer experience, which may impact our brand; decrease in success of the direct to consumer revenue channel; loss of one or more of co-manufacturers; failure to effectively manage or distribute our products through our wholesale business partners; failure by third parties involved in the supply chain of coffee, store supplies or merchandise to produce or deliver products; changes in the market for high-quality Arabica coffee beans and other commodities; fluctuations in costs and availability of real estate, labor, raw materials, equipment, transportation or shipping; loss of confidential data from customers and employees, which may subject us to litigation, liability or reputational damage; failure to successfully compete with other producers and retailers of coffee; failure to successfully open new retail coffee shops; failure to properly manage our rapid growth and relationships with various business partners; failure to protect against software or hardware vulnerabilities; failure to build brand recognition using our intellectual properties; shifts in consumer spending, lack of interest in new products or changes in brand perception upon evolving consumer preferences and tastes; failure to adequately maintain food safety or quality and comply with food safety regulations; failure to successfully integrate into new domestic and international markets; risks related to leasing space subject to long-term non-cancelable leases and with respect to real property; failure of our franchise partners to successfully manage their franchise; failure to raise additional capital to develop the business; risks related to the COVID-19 pandemic, including supply chain disruptions; the loss of one or more of our executive officers and other key employees; failure to hire and retain qualified employees; failure to meet our goal of hiring 10,000 veterans; risks related to unionization of employees; failure to comply with federal state and local laws and regulations; and inability to maintain the listing of our Class A Common Stock on the New York Stock Exchange. 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**WE ARE AMERICA'S COFFEE™**

## **Our Mission**

**Black Rifle Coffee  
Serves Premium  
Coffee and  
Content to Active  
Military, Veterans,  
First Responders,  
and Those Who Love  
America**

# OUR COMMITMENT TO VETERANS



**\$3M+**

of coffee was  
donated to military  
and first responder  
units in 2021

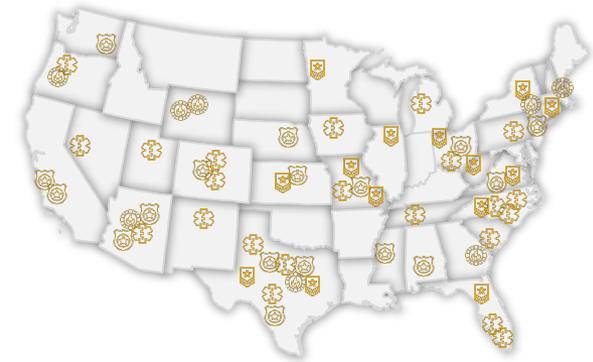
**\$1.2M+**

given to  
charitable  
organizations in 2021

**10,000  
Veterans**

long-term hiring goal

**Black Rifle Coffee & SilverBox Engaged Donated  
530,000+ Shares to the Black Rifle Coffee Company  
Foundation at Closing of our SPAC Transaction**



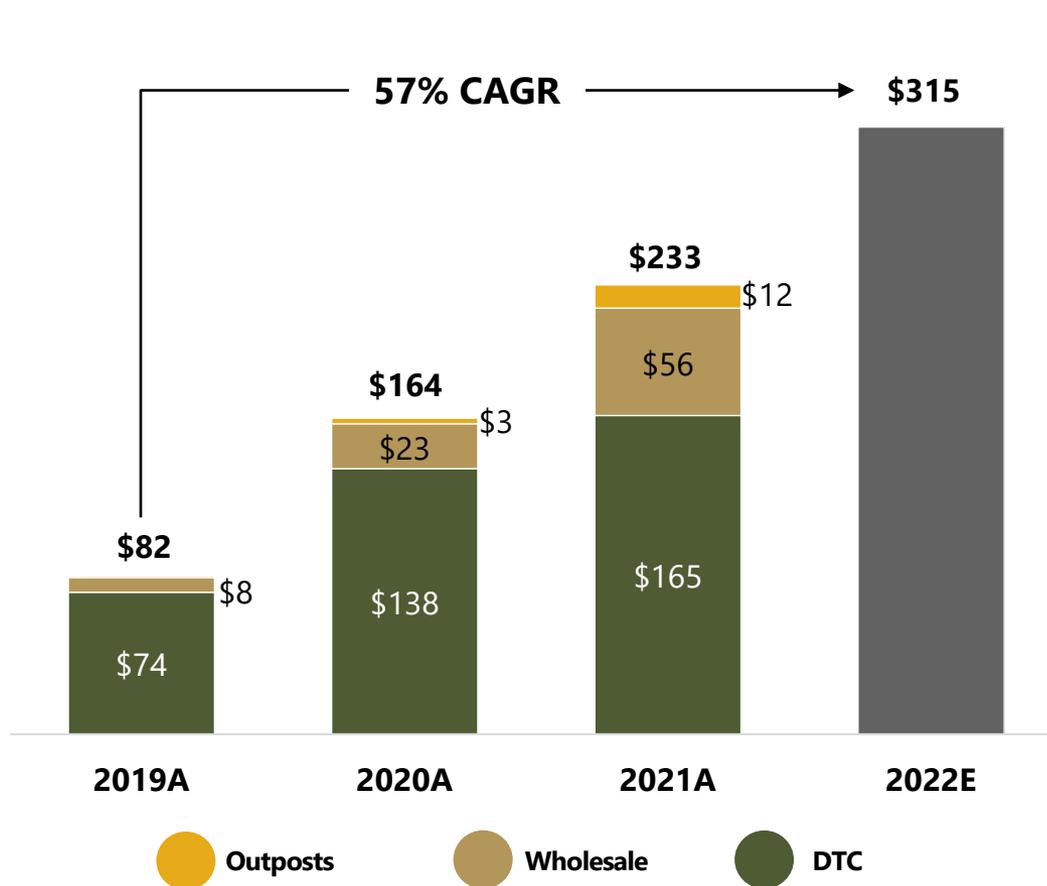
**Black Rifle Coffee  
selects local heroes  
annually and donates  
\$5K to a charity of  
their choice**



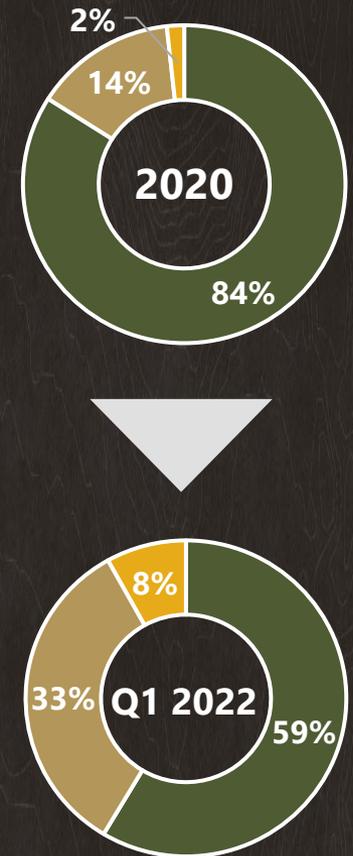
1. U.S. Bureau of Labor and Statistics. ([Link](#))
2. ZipRecruiter Veteran Survey. ([Link](#))
3. "US Veterans and their unique issues: enhancing health care professional awareness". ([Link](#))

# EFFICIENT AND SCALABLE OMNI-CHANNEL MODEL

## Revenue (\$ in millions)



## Revenue Mix



Source: BRCC Management.  
Wholesale includes RTD and wholesale coffee and merchandise.

# WHAT WE DO



**MISSION-DRIVEN  
LIFESTYLE BRAND**



**HIGH QUALITY  
COFFEE & PRODUCTS**



**DIGITALLY NATIVE  
OMNI-CHANNEL**

Devoted to cause-related content that **INFORMS, INSPIRES, ENTERTAINS, and builds our community**

**Great coffee** that consumers love, and **high-quality merchandise** that enables our community to showcase the brand

**Omni-channel business** model with branded experiences that deliver community, quality, convenience, and value

# WHO WE ARE



**Evan Hafer**

Chief Executive  
Officer and Founder



**Tom Davin**

Co-Chief  
Executive Officer



**Greg Iverson**

Chief Financial  
Officer



**Toby Johnson**

Chief Operating  
Officer



**Heath Nielsen**

Chief Retail  
Officer



**Chris Clark**

Chief Technology  
Officer



# WHY INVEST IN BRCC

- **Mission-Driven Lifestyle Brand with Loyal Customer Base**
- **Massive Market Opportunity in Coffee and Beyond**
- **Attractive Omnichannel Model with Multiple Venues for Growth**
- **Highly Scalable Platform Primed to Deliver Profitable Growth**

## BRCC Key Metrics

**78**

Net Promoter Score<sup>1</sup>

**3.7B+**

Social Media Impressions in 2021<sup>2</sup>

**~45%**

Veteran Employees  
or Veteran Spouses  
as of May 2022

## Selected Retail Partners



*Cabela's*



♥ **CVS** pharmacy



**Publix**



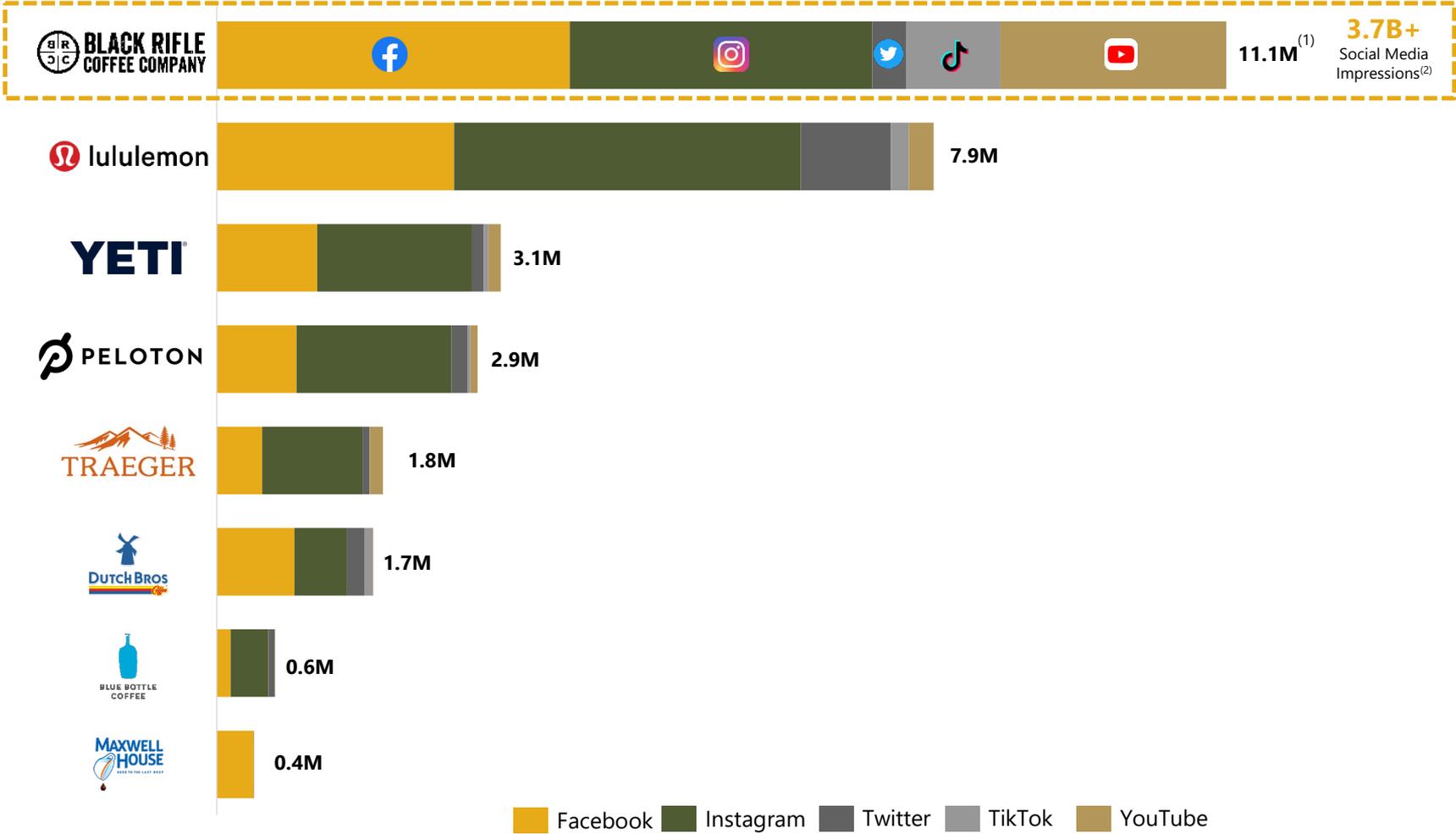
**7-ELEVEN**



**Walmart** ✨

1. Based on third-party survey as of June 2021.  
2. For FY2021

# LARGE AND LOYAL SOCIAL MEDIA FOLLOWING



Note: Social Media Followers by Brand as of 2021.

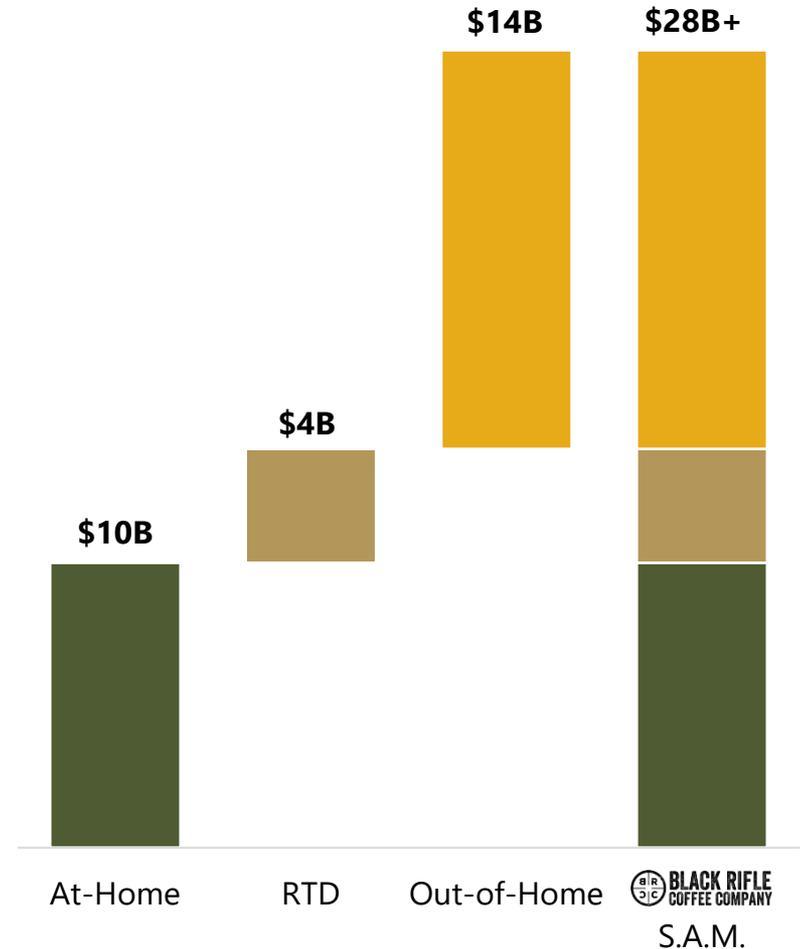
1. Includes Mat Best, Evan Hafer and Heather Lynn followers.

2. As of 2021. Includes over 2.0 billion impressions organically driven by BRCC consumers themselves on various social media platforms.

# MASSIVE MARKET OPPORTUNITY



## BRCC Serviceable Addressable Market<sup>1</sup>

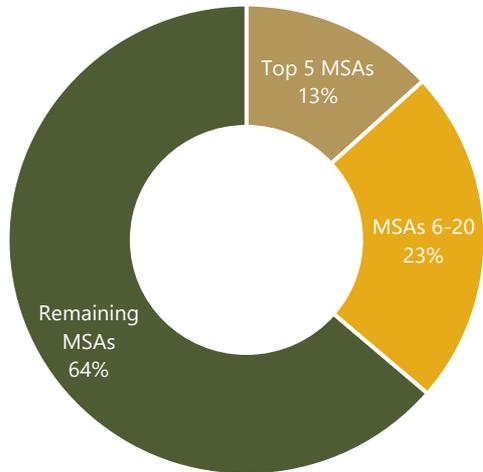


Source: BRCC Management, Stax Market Study.  
1. Based on third-party models as of June 2021.

# PROVEN ABILITY TO REACH A BROAD, DIVERSE AUDIENCE

Black Rifle Coffee Company's Customer Base Reaches All Geographies...<sup>1</sup>

...And Reflects Highly Attractive Demographics



Age<sup>2</sup>

Income Level<sup>2</sup>



BRCC's customer base skews **younger** and is **more affluent** than the general population

## ...FROM COAST TO COAST

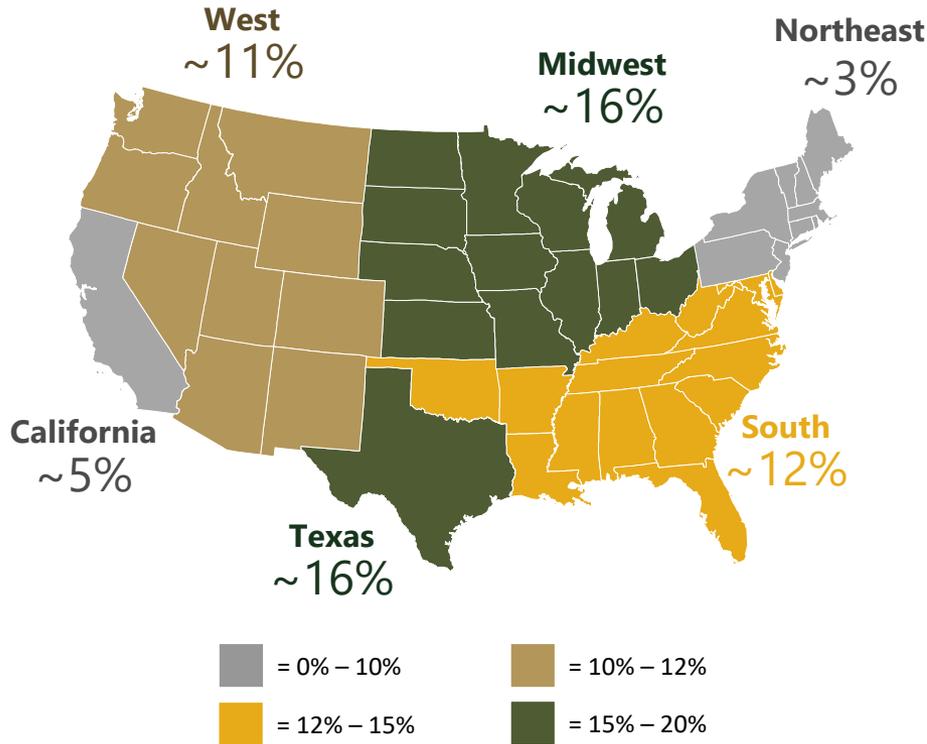
Rank (2020 DTC Sales) <sup>1</sup>	Market (MSA)
1	New York – Newark – Jersey City
2	Dallas – Ft. Worth – Arlington
3	Los Angeles – Long Beach – Anaheim
4	Washington – Arlington – Alexandria
5	Phoenix – Mesa – Scottsdale
6	Houston – The Woodlands – Sugar Land
7	Chicago – Naperville – Elgin
8	Philadelphia – Camden – Wilmington
9	Seattle – Tacoma – Bellevue
10	Atlanta – Sandy Springs – Roswell

44

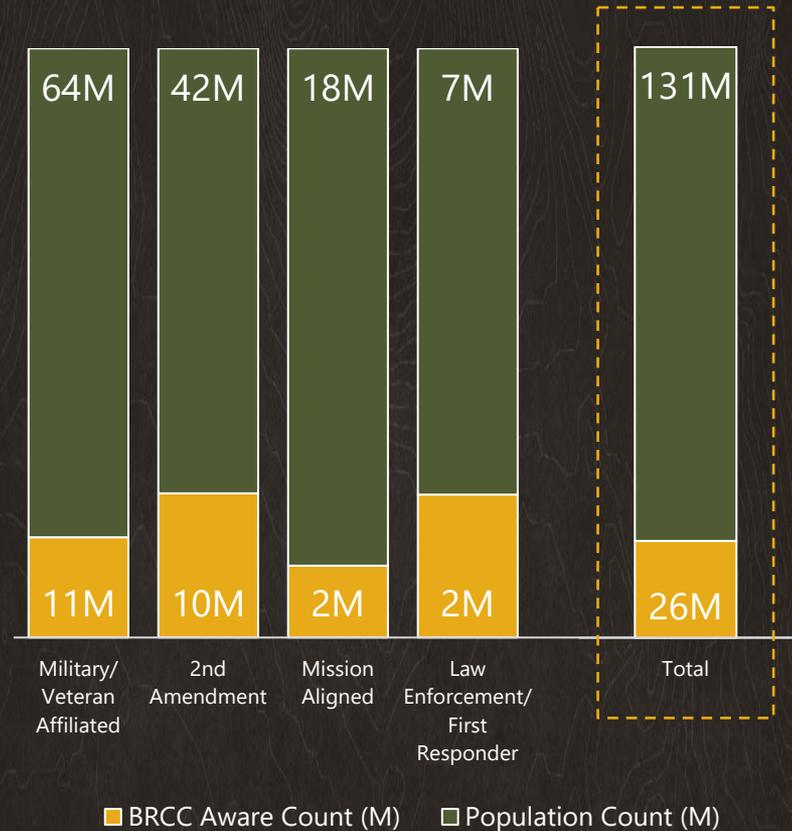
MSA's with sales over \$500K<sup>1</sup>

1. Represents 2020 BRCC DTC dollar sales in 388 Metropolitan Statistical Areas (MSAs). MSAs do not include outlying rural areas, and therefore do not capture the entirety of the U.S. population.  
 2. BRCC Management. Represents existing BRCC customers.  
 3. Stax Market Study as of June 2021.  
 4. Stax Market Study as of June 2021. Represents existing BRCC customers across all channels.

# BRAND AWARENESS PRESENTS SIGNIFICANT GROWTH OPPORTUNITY



## Awareness Building Targeted By Audience



**Significant whitespace remains for increasing awareness among Veterans**

Source: BRCC Management as of September 2020, Stax Market Study as of June 2021.  
Note: Represents aided brand awareness.

# POWERFUL OMNI-CHANNEL STRATEGY DRIVES GROWTH

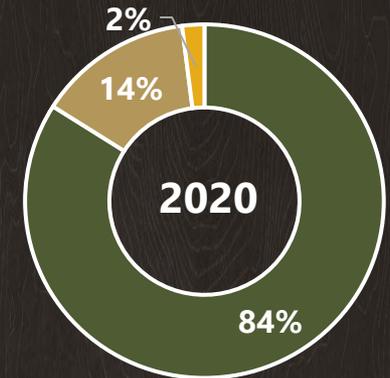
## DTC



## Outposts



## Revenue Mix

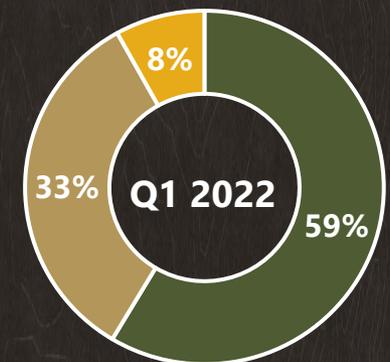


## Wholesale

### Wholesale Coffee/Merchandise



### RTD



■ DTC ■ Wholesale ■ Outposts

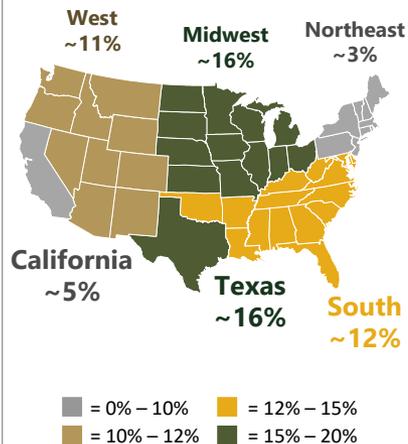


# GROWTH STRATEGY

# MULTIPLE GROWTH VECTORS WITH DETAILED TACTICAL PLANS

1

## Continue Growing Our DTC Business



Significant Opportunity to Drive Aided Brand Awareness

**\$4B**

Online Coffee Market Size<sup>2</sup>

2

## Experiential Retail (“Outposts”)

**45%+**

Cash-on-Cash Returns from Outpost Locations<sup>1</sup>

**1,300+**

Outpost Whitespace Opportunity<sup>2</sup>

3

## RTD and New Product Innovation

**100K+**

Points of Distribution by 2023E

**\$4B**

RTD Coffee Category<sup>2</sup>

4

## Expansion of Wholesale Distribution

**~5K**

Potential Wholesale Target Locations Excluding Current Customer Locations

**\$10B**

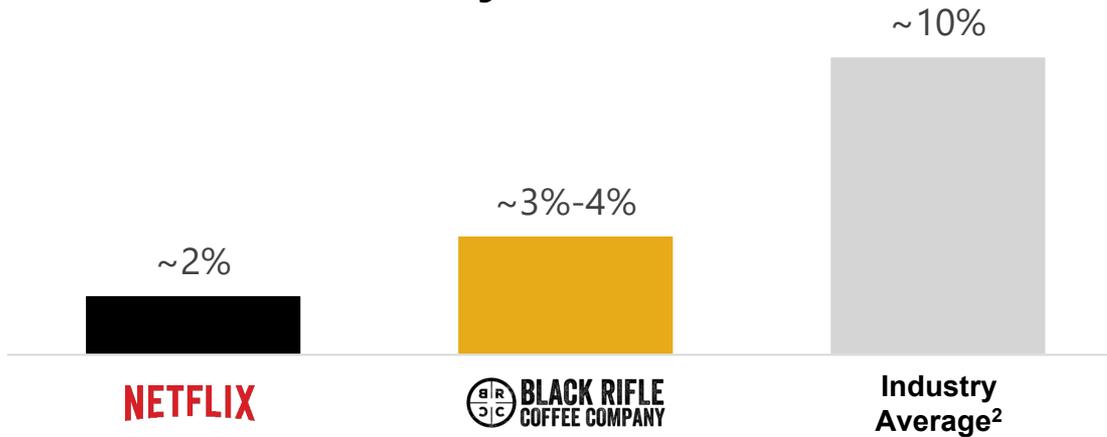
At-Home Coffee Market and Growing<sup>2</sup>

1. Cash-on-Cash return is calculated as estimated AUV times estimated 4-wall margin divided by the estimated cost to build each outpost.  
 2. Based on third-party models as of June 2021.

# LEADING COFFEE SUBSCRIPTION MODEL WITH HIGH RETENTION

1

## Monthly Churn Rates<sup>1</sup>



BRCC's subscription service provides a recurring revenue stream with strong customer retention relative to other subscription businesses



### Light Coffee Drinker

1 Cup / Day for 1 Person  
(2) 12oz Bags / Month



### Medium Coffee Drinker

2-3 Cups / Day for 1 Person  
(3) 12oz Bags / Month



### Heavy Coffee Drinker

4+ Cups / Day for 1 Person  
(4) 12oz Bags / Month



**290k+**  
active coffee club subscribers

**>4x**  
attractive LTV / CAC results in profitable growth and flexibility to increase spend<sup>4</sup>

**\$22**  
average at-home coffee spend per purchase

1. Source: BRCC Management, SBEA Estimates, SEC filings and publicly available market data.  
2. Source: Recurly Research. Represents average for Consumer Goods companies, as defined by Recurly Research.  
3. CAC is digital ad spend / total new customers (sub and non-sub) as of December 2020.

# OUTPOSTS ARE REDEFINING THE BRAND EXPERIENCE 2

## Outpost Highlights

**\$12 to \$13**

Average check

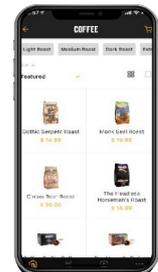
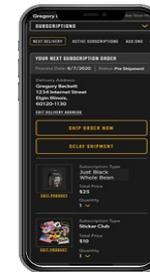
**~48% / ~52%**

Merchandise (including bagged coffee) / Beverage & Food Sales Mix



## Creating a Fulsome Digital Experience

- **Integrated Loyalty and gift card programs across retail and digital channels**
- **Fully integrated Retail Experience**
  - Order-ahead capabilities
  - In-store DTC subscription management
  - Order online, pickup in store
- **Proprietary data and AI technology to mitigate churn risk and provide a personalized product offering**



**Outposts offer high margin beverages for instant consumption, with add-on bagged coffee and merchandise sales driving AUVs among the highest in quick service**

# SIGNIFICANT OPPORTUNITY IN READY-TO-DRINK PRODUCT

## Current RTD Product Portfolio

11 oz.  
offerings



15 oz.  
offerings



Significant opportunity to expand the product portfolio and introduce new SKUs

3

**\$4B+**

Addressable market<sup>1</sup>

**0 to 47,000+**

Doors in BRCC distribution  
in less than 2 years

**All 4 SKUs**

In the top 25 RTD SKUs  
(\$/%ACV)

**<25% Penetration**

in C-stores<sup>2</sup>

**Top 4 Brand**

in coffee / energy coffee  
category in C-stores<sup>2</sup>

**298%**

YoY revenue growth through  
Q1 2022

**#1**

Contributor to RTD coffee  
growth in convenience

**90%**

Distribution coverage  
across the U.S.



Awarded 2021 CSP Retailer  
Choice Best New Product  
Award

1. Stax Market Study.

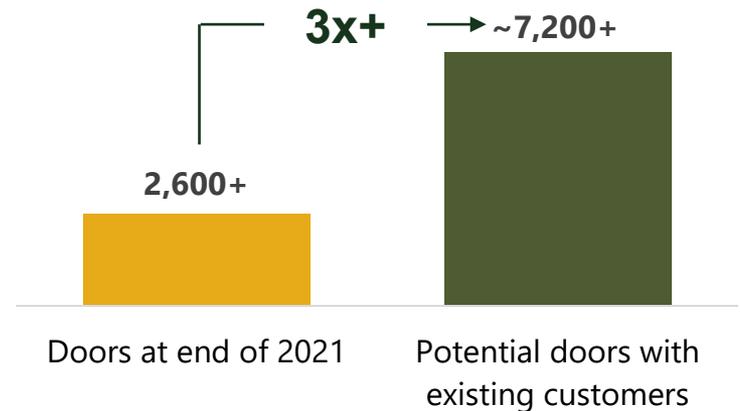
2. BRCC Management research data as of March 2022.

# WHOLESALE COFFEE AND MERCH PRODUCTS EXPANDING NATIONWIDE



Rapidly expanding reach in retail through unique coffee products and merchandise<sup>1</sup>

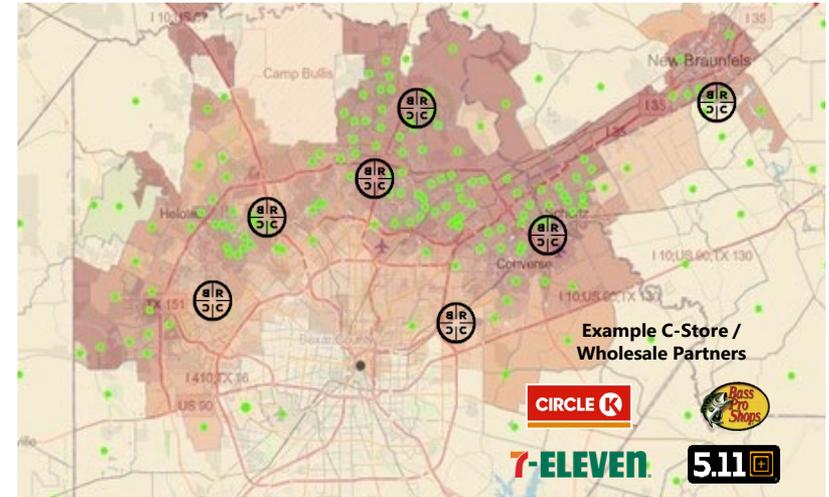
## Existing Outdoor, DIY & Lifestyle Chains Partnership Examples



# BRCC'S OMNI-CHANNEL FLYWHEEL IN ACTION: SAN ANTONIO

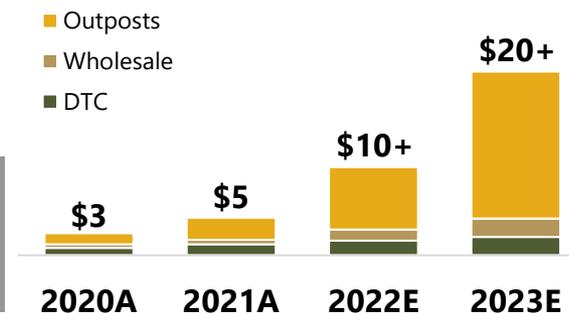


## San Antonio Market: 2023E



● Highest Likelihood BRCC Customers      ○ BRCC Outpost target location

## San Antonio Market Revenue Outlook (\$M)



Significant overlap of Outpost and DTC consumers<sup>1</sup>

Opening new Outposts often leads to increase in DTC sales<sup>2</sup>

Source: Black Rifle Coffee Company Management, JLL Market Study; Stax Market Study.

Note: These projections are for illustrative purposes only and estimate the San Antonio market in 2023 at run-rate. They should not be relied upon as being necessarily indicative of future results. The assumptions and estimates underlying the prospective financial information are inherently uncertain and are subject to a wide variety of risk factors. Actual results may differ materially from those presented.

1. Based on a survey conducted by management of 145 customers in San Antonio, approximately 90% of Outpost consumers also purchased DTC

2. After the opening of the San Antonio Outpost, significant incremental DTC revenue growth was observed in the 5-minute drive time area from the Outpost location, compared to the rest of Texas, excluding San Antonio.

# BLACK RIFLE COFFEE COMPANY: AMERICA'S COFFEE™

## LOYAL AND GROWING COMMUNITY

- Mission-driven, lifestyle brand
- In-house content driving massive social following
- Broad geographic and demographic appeal
- Battle-tested leadership living the lifestyle

## PROVEN OMNI-CHANNEL FLYWHEEL

- Digitally native
- Leading coffee subscription program
- Premier specialty retail partners
- RTD rapidly scaling in c-store & mass
- Outposts delivering exceptional experience and economics



## LARGE MARKET OPPORTUNITY

- Premium coffee
- Ready-to-drink
- High-quality merchandise