# UNITED STATES SECURITIES AND EXCHANGE COMMISSION Washington, D.C. 20549

#### **SCHEDULE 13D**

(Rule 13d-101)

INFORMATION TO BE INCLUDED IN STATEMENTS FILED PURSUANT TO § 240.13d-1(a) AND AMENDMENTS THERETO FILED PURSUANT TO § 240.13d-2(a)

(Amendment No.)1

Farmer Bros. Co. (Name of Issuer)

Common Stock, par value \$1.00 per share (Title of Class of Securities)

307675108 (CUSIP Number)

JAMES C. PAPPAS JCP INVESTMENT MANAGEMENT, LLC 1177 West Loop South, Suite 1320 Houston, TX 77027 (713) 333-5540

RYAN NEBEL
OLSHAN FROME WOLOSKY LLP
1325 Avenue of the Americas
New York, New York 10019
(212) 451-2300
(Name, Address and Telephone Number of Person

September 9, 2022
(Date of Event Which Requires Filing of This Statement)

Authorized to Receive Notices and Communications)

If the filing person has previously filed a statement on Schedule 13G to report the acquisition that is the subject of this Schedule 13D, and is filing this schedule because of  $\S\S$  240.13d-1(e), 240.13d-1(f) or 240.13d-1(g), check the following box  $\Box$ .

*Note:* Schedules filed in paper format shall include a signed original and five copies of the schedule, including all exhibits. *See* § 240.13d-7 for other parties to whom copies are to be sent.

The remainder of this cover page shall be filled out for a reporting person's initial filing on this form with respect to the subject class of securities, and for any subsequent amendment containing information which would alter disclosures provided in a prior cover page.

The information required on the remainder of this cover page shall not be deemed to be "filed" for the purpose of Section 18 of the Securities Exchange Act of 1934 ("Act") or otherwise subject to the liabilities of that section of the Act but shall be subject to all other provisions of the Act (however, *see* the *Notes*).

1	NAME OF REPORTING PERSON			
	JCP Investment	t Partnership, LP		
2	CHECK THE APPROPRIATE BOX IF A MEMBER OF A GROUP  (a) ⊠			
			(b) 🗆	
_				
3	SEC USE ONLY			
4	SOURCE OF FUNDS	S		
•	BOOKEE OF FORE			
	WC			
5		SCLOSURE OF LEGAL PROCEEDINGS IS REQUIRED PURSUANT TO ITEM 2(d) OR		
	2(e)			
6	CITIZENSHIP OR P	LACE OF ORGANIZATION		
· ·	CITIZENSIM OICI	ENDE OF OROTHUE MICH		
	TEXAS			
NUMBER OF	7	SOLE VOTING POWER		
SHARES		(71.055		
BENEFICIALLY OWNED BY	8	671,955 SHARED VOTING POWER		
EACH	0	SHAKED VOTING POWEK		
REPORTING		- 0 -		
PERSON WITH	9	SOLE DISPOSITIVE POWER		
		671,955		
	10	SHARED DISPOSITIVE POWER		
		- 0 -		
11	AGGREGATE AMO	UNT BENEFICIALLY OWNED BY EACH REPORTING PERSON		
	671,955			
12	CHECK BOX IF TH	E AGGREGATE AMOUNT IN ROW (11) EXCLUDES CERTAIN SHARES		
13	PERCENT OF CLAS	SS REPRESENTED BY AMOUNT IN ROW (11)		
15	- I - I OLI I	~ · · · · · · · · · · · · · · ·		
	3.6%			
14	TYPE OF REPORTI	NG PERSON		
	PN			

1	NAME OF REPORT	TING PERSON		
	JCP Investmen	nt Partners, LP		
2	CHECK THE APPROPRIATE BOX IF A MEMBER OF A GROUP  (a) ⊠			
			(b) □	
3	SEC USE ONLY			
4	SOURCE OF FUND	OS .		
	AF			
5		SCLOSURE OF LEGAL PROCEEDINGS IS REQUIRED PURSUANT TO ITEM 2(d) OR		
	2(e)			
6	CITIZENSHIP OR I	PLACE OF ORGANIZATION		
O	CITIZENSIIII OKT	ENCE OF OROMNEMION		
	TEXAS			
NUMBER OF	7	SOLE VOTING POWER		
SHARES BENEFICIALLY		671,955		
OWNED BY	8	SHARED VOTING POWER		
EACH				
REPORTING	0	-0-		
PERSON WITH	9	SOLE DISPOSITIVE POWER		
		671,955		
	10	SHARED DISPOSITIVE POWER		
		-0-		
11	AGGREGATE AMO	DUNT BENEFICIALLY OWNED BY EACH REPORTING PERSON		
	671,955			
12	CHECK BOX IF TE	HE AGGREGATE AMOUNT IN ROW (11) EXCLUDES CERTAIN SHARES		
13	PERCENT OF CLA	SS REPRESENTED BY AMOUNT IN ROW (11)		
	2.60/			
14	3.6% TYPE OF REPORT	ING PERSON		
. !	THE OF REFORM			
	PN			

1	NAME OF REPORT	TING PERSON		
	ICP Investme	nt Holdings II C		
2	JCP Investment Holdings, LLC  CHECK THE APPROPRIATE BOX IF A MEMBER OF A GROUP  (a) ☑			
	(b) □			
3	SEC USE ONLY			
4	SOURCE OF FUNDS			
	AF			
5	CHECK BOX IF DISCLOSURE OF LEGAL PROCEEDINGS IS REQUIRED PURSUANT TO ITEM 2(d) OR 2(e) □			
6	CITIZENSHIP OR	PLACE OF ORGANIZATION		
, and the second				
NIIIMDED OF	TEXAS	COLE VOTING POWER		
NUMBER OF SHARES	7	SOLE VOTING POWER		
BENEFICIALLY		671,955		
OWNED BY	8	SHARED VOTING POWER		
EACH				
REPORTING PERSON WITH	9	- 0 - SOLE DISPOSITIVE POWER		
TERSON WITH	9	SOLE DISPOSITIVE FOWER		
		671,955		
	10	SHARED DISPOSITIVE POWER		
		- 0 -		
11	AGGREGATE AM	OUNT BENEFICIALLY OWNED BY EACH REPORTING PERSON		
12	671,955  CHECK BOX IF THE AGGREGATE AMOUNT IN ROW (11) EXCLUDES CERTAIN SHARES □			
12	CHECK BOX IF II	TE AGGREGATE AMOUNT IN ROW (II) EXCLUDES CERTAIN STIARES	Ш	
13	PERCENT OF CLA	SS REPRESENTED BY AMOUNT IN ROW (11)		
	3.6%			
14	TYPE OF REPORT	ING PERSON		
	00			

1	NAME OF REPOR	TING PERSON		
	ICD Investment Management I I C			
2	JCP Investment Management, LLC  CHECK THE APPROPRIATE BOX IF A MEMBER OF A GROUP  (a) ⊠			
2	(a) $\square$			
3	SEC USE ONLY			
4	SOURCE OF FUNDS			
	AF, OO			
5	CHECK BOX IF D	ISCLOSURE OF LEGAL PROCEEDINGS IS REQUIRED PURSUANT TO ITEM 2(d) OR		
	2(e)			
6	CITIZENSHIP OR	PLACE OF ORGANIZATION		
	TEXAS			
NUMBER OF	7	SOLE VOTING POWER		
SHARES		002.026		
BENEFICIALLY OWNED BY	8	992,826 SHARED VOTING POWER		
EACH				
REPORTING PERSON WITH	9	- 0 - SOLE DISPOSITIVE POWER		
PERSON WITH	9	SOLE DISPOSITIVE POWER		
		992,826		
	10	SHARED DISPOSITIVE POWER		
		- 0 -		
11	AGGREGATE AM	OUNT BENEFICIALLY OWNED BY EACH REPORTING PERSON		
	992,826			
12		HE AGGREGATE AMOUNT IN ROW (11) EXCLUDES CERTAIN SHARES		
13	PERCENT OF CLA	ASS REPRESENTED BY AMOUNT IN ROW (11)		
14	5.3% TYPE OF REPORT	TING PERSON		
14	TILE OF KEI OKI	INO I ERBOTT		
	00			

1	NAME OF REPOR	TTING PERSON		
	James C. Pap	pas		
2	CHECK THE APPROPRIATE BOX IF A MEMBER OF A GROUP (a) $\boxtimes$ (b) $\square$			
3	SEC USE ONLY	SEC USE ONLY		
4	SOURCE OF FUNDS			
5	AF CHECK BOX IF DISCLOSURE OF LEGAL PROCEEDINGS IS REQUIRED PURSUANT TO ITEM 2(d) OR 2(e)			
6	CITIZENSHIP OR PLACE OF ORGANIZATION  USA			
NUMBER OF SHARES	7	SOLE VOTING POWER		
BENEFICIALLY OWNED BY EACH REPORTING	8	992,826 SHARED VOTING POWER - 0 -		
PERSON WITH	9	SOLE DISPOSITIVE POWER  992,826		
	10	SHARED DISPOSITIVE POWER		
11	AGGREGATE AMOUNT BENEFICIALLY OWNED BY EACH REPORTING PERSON  992,826			
12	CHECK BOX IF THE AGGREGATE AMOUNT IN ROW (11) EXCLUDES CERTAIN SHARES			
13	PERCENT OF CLASS REPRESENTED BY AMOUNT IN ROW (11)			
14	5.3% TYPE OF REPORT	TING PERSON		
	IN			

1	NAME OF REPOR	TING PERSON		
	Todd E. Diener			
2	CHECK THE APPROPRIATE BOX IF A MEMBER OF A GROUP (a) $\boxtimes$ (b) $\square$			
3	SEC USE ONLY			
4	SOURCE OF FUNDS			
5	CHECK BOX IF DISCLOSURE OF LEGAL PROCEEDINGS IS REQUIRED PURSUANT TO ITEM 2(d) OR 2(e)			
6	CITIZENSHIP OR PLACE OF ORGANIZATION  USA			
NUMBER OF	7	SOLE VOTING POWER		
SHARES BENEFICIALLY	·	- 0 -		
OWNED BY EACH REPORTING	8	SHARED VOTING POWER - 0 -		
PERSON WITH	9	SOLE DISPOSITIVE POWER		
		- 0 -		
	10	SHARED DISPOSITIVE POWER		
11	- 0 - AGGREGATE AMOUNT BENEFICIALLY OWNED BY EACH REPORTING PERSON			
	- 0 -			
12	CHECK BOX IF THE AGGREGATE AMOUNT IN ROW (11) EXCLUDES CERTAIN SHARES □			
13	PERCENT OF CLASS REPRESENTED BY AMOUNT IN ROW (11)			
	0%			
14	TYPE OF REPORT	TING PERSON		
	IN			

1	NAME OF REPORTING PERSON			
	David A. Pace			
2	CHECK THE APPROPRIATE BOX IF A MEMBER OF A GROUP (a) $\boxtimes$ (b) $\square$			
3	SEC USE ONLY			
4	SOURCE OF FUNDS			
5	CHECK BOX IF DISCLOSURE OF LEGAL PROCEEDINGS IS REQUIRED PURSUANT TO ITEM 2(d) OR 2(e) □			
6	CITIZENSHIP OR P	LACE OF ORGANIZATION		
	USA			
NUMBER OF	7	SOLE VOTING POWER		
SHARES BENEFICIALLY		- 0 -		
OWNED BY	8	SHARED VOTING POWER		
EACH REPORTING		- 0 -		
PERSON WITH	9	SOLE DISPOSITIVE POWER		
		- 0 -		
	10	SHARED DISPOSITIVE POWER		
		- 0 -		
11	AGGREGATE AMC	UNT BENEFICIALLY OWNED BY EACH REPORTING PERSON		
	- 0 -			
12		E AGGREGATE AMOUNT IN ROW (11) EXCLUDES CERTAIN SHARES		
13	PERCENT OF CLAS	SS REPRESENTED BY AMOUNT IN ROW (11)		
	0%			
14	TYPE OF REPORTI	NG PERSON	-	
	IN			

1	NAME OF REPORT	TING PERSON			
	Bradley L. Ra	doff			
2	CHECK THE APPROPRIATE BOX IF A MEMBER OF A GROUP  (a) ☑				
	(b) □				
3	SEC USE ONLY				
4	SOURCE OF FUNDS				
	PF, OO				
5		CHECK BOX IF DISCLOSURE OF LEGAL PROCEEDINGS IS REQUIRED PURSUANT TO ITEM 2(d) OR □			
6	CITIZENSHID OD	PLACE OF ORGANIZATION			
O	CITIZENSIIII OK	TLACE OF ORGANIZATION			
	USA				
NUMBER OF SHARES	7	SOLE VOTING POWER			
BENEFICIALLY		275,000			
OWNED BY	8	SHARED VOTING POWER			
EACH REPORTING		- 0 -			
PERSON WITH	9	SOLE DISPOSITIVE POWER			
	10	275,000 SHARED DISPOSITIVE POWER			
	10	SHARED DISPOSITIVE POWER			
		- 0 -			
11	AGGREGATE AM	OUNT BENEFICIALLY OWNED BY EACH REPORTING PERSON			
	275,000				
12		HE AGGREGATE AMOUNT IN ROW (11) EXCLUDES CERTAIN SHARES			
13	PERCENT OF CLA	ASS REPRESENTED BY AMOUNT IN ROW (11)			
	1.50/				
14	1.5% TYPE OF REPORT	ING PERSON			
	IN				

1	NAME OF REPORT	TING PERSON		
	The Radoff Family Foundation			
2	CHECK THE APPROPRIATE BOX IF A MEMBER OF A GROUP (a) $\boxtimes$ (b) $\square$			
3	SEC USE ONLY			
4	SOURCE OF FUNDS			
5	WC CHECK BOX IF DISCLOSURE OF LEGAL PROCEEDINGS IS REQUIRED PURSUANT TO ITEM 2(d) OR 2(e)  □			
6	CITIZENSHIP OR PLACE OF ORGANIZATION TEXAS			
NUMBER OF	7	SOLE VOTING POWER		
SHARES BENEFICIALLY		75,000		
OWNED BY EACH REPORTING	8	SHARED VOTING POWER - 0 -		
PERSON WITH	9	SOLE DISPOSITIVE POWER		
		75,000		
	10	SHARED DISPOSITIVE POWER		
11	- 0 - AGGREGATE AMOUNT BENEFICIALLY OWNED BY EACH REPORTING PERSON			
	75,000			
12	CHECK BOX IF THE AGGREGATE AMOUNT IN ROW (11) EXCLUDES CERTAIN SHARES □			
13	PERCENT OF CLA	PERCENT OF CLASS REPRESENTED BY AMOUNT IN ROW (11)		
	Less than 1%		_	
14	TYPE OF REPORT	ING PERSON		
	CO			

The following constitutes the Schedule 13D filed by the undersigned (the "Schedule 13D").

#### Item 1. <u>Security and Issuer.</u>

This statement relates to the common stock, \$1.00 par value per share (the "Shares"), of Farmer Bros. Co., a Delaware corporation (the "Issuer"). The address of the principal executive offices of the Issuer is 1912 Farmer Brothers Drive, Northlake, Texas 76262.

#### Item 2. <u>Identity and Background.</u>

- (a) This statement is filed by:
  - (i) JCP Investment Partnership, LP, a Texas limited partnership ("JCP Partnership");
  - (ii) JCP Investment Partners, LP, a Texas limited partnership ("JCP Partners"), which serves as the general partner of JCP Partnership;
  - (iii) JCP Investment Holdings, LLC, a Texas limited liability company ("JCP Holdings"), which serves as the general partner of JCP Partners;
  - (iv) JCP Investment Management, LLC, a Texas limited liability company ("JCP Management"), which serves as the investment manager of JCP Partnership and certain managed accounts (the "JCP Accounts");
  - (v) James C. Pappas (together with JCP Partnership, JCP Partners, JCP Holdings and JCP Management, "JCP"), as the managing member of JCP Management and sole member of JCP Holdings;
  - (vi) Todd E. Diener;
  - (vii) David A. Pace;
  - (viii) Bradley L. Radoff; and
  - (ix) The Radoff Family Foundation, a Texas non-profit corporation (the "Radoff Foundation").

Each of the foregoing is referred to as a "Reporting Person" and collectively as the "Reporting Persons." Each of the Reporting Persons is party to that certain Joint Filing and Solicitation Agreement, as further described in Item 6. Accordingly, the Reporting Persons are hereby filing a joint Schedule 13D.

(b) The principal business address of JCP is 1177 West Loop South, Suite 1320, Houston, Texas 77027. The principal business address of Mr. Diener is 4901 Lorraine Drive, Frisco, Texas 75034. The principal business address of Mr. Pace is 6118 Beverly Drive, Frisco, Texas 75034. The principal business address of Mr. Radoff and the Radoff Foundation is 2727 Kirby Drive, Unit 29L, Houston, Texas 77098. Set forth on Schedule A annexed hereto ("Schedule A") is the name and present principal occupation or employment, principal business address and citizenship of the executive officers and directors of the Radoff Foundation. To the best of the Reporting Persons' knowledge, except as otherwise set forth herein, none of the persons listed on Schedule A beneficially owns any securities of the Issuer or is a party to any contract, agreement or understanding required to be disclosed herein.

- (c) The principal business of JCP Partnership is investing in securities. The principal business of JCP Partners is serving as the general partner of JCP Partnership. The principal business of JCP Holdings is serving as the general partner of JCP Partners. The principal business of JCP Management is serving as the investment manager of JCP Partnership and the JCP Accounts. The principal occupation of Mr. Pappas is serving as the managing member of JCP Management and sole member of JCP Holdings. The principal occupation of Mr. Diener is serving as a senior advisor at General Atlantic, a leading global growth equity investor. The principal occupation of Mr. Pace is serving as the Co-CEO of Tastemaker Acquisition Corp, a special purpose acquisition company. The principal occupation of Mr. Radoff is serving as a private investor. The principal business of the Radoff Foundation, of which Mr. Radoff serves as a director, is serving charitable purposes.
- (d) No Reporting Person, nor any person listed on Schedule A, has, during the last five years, been convicted in a criminal proceeding (excluding traffic violations or similar misdemeanors).
- (e) No Reporting Person, nor any person listed on Schedule A, has, during the last five years, been party to a civil proceeding of a judicial or administrative body of competent jurisdiction and as a result of such proceeding was or is subject to a judgment, decree or final order enjoining future violations of, or prohibiting or mandating activities subject to, federal or state securities laws or finding any violation with respect to such laws.
- (f) JCP Partnership, JCP Partners, JCP Holdings, JCP Management and the Radoff Foundation are organized under the laws of the State of Texas. Messrs. Pappas, Diener, Pace and Radoff are citizens of the United States of America. The citizenship of the persons listed on Schedule A is set forth therein.

#### Item 3. Source and Amount of Funds or Other Consideration.

The Shares purchased by JCP Partnership and held in the JCP Accounts were purchased with working capital (which may, at any given time, include margin loans made by brokerage firms in the ordinary course of business). The aggregate purchase price of the 671,995 Shares owned directly by JCP Partnership is approximately \$7,591,639, including brokerage commissions. The aggregate purchase price of the 320,871 Shares held in the JCP Accounts is approximately \$2,214,845, including brokerage commissions.

The Shares directly owned by Mr. Radoff were purchased with personal funds (which may, at any given time, include margin loans made by brokerage firms in the ordinary course of business). The aggregate purchase price of the 200,000 Shares directly owned by Mr. Radoff is approximately \$1,051,823, including brokerage commissions.

The Shares purchased by the Radoff Foundation were purchased with working capital (which may, at any given time, include margin loans made by brokerage firms in the ordinary course of business). The aggregate purchase price of the 75,000 Shares directly owned by the Radoff Foundation is approximately \$408,478, including brokerage commissions.

#### Item 4. <u>Purpose of Transaction.</u>

The Reporting Persons purchased the Shares based on the Reporting Persons' belief that the Shares, when purchased, were undervalued and represented an attractive investment opportunity. Depending upon overall market conditions, other investment opportunities available to the Reporting Persons, and the availability of Shares at prices that would make the purchase or sale of Shares desirable, the Reporting Persons may endeavor to increase or decrease their position in the Issuer through, among other things, the purchase or sale of Shares on the open market or in private transactions or otherwise, on such terms and at such times as the Reporting Persons may deem advisable.

On September 14, 2022, JCP Partnership delivered a letter to the Issuer nominating Todd E. Diener, David A. Pace and Bradley L. Radoff (collectively, the "Nominees) for election to the Issuer's Board of Directors (the "Board") at the 2022 annual meeting of stockholders (the "Annual Meeting").

No Reporting Person has any present plan or proposal which would relate to or result in any of the matters set forth in subparagraphs (a) - (j) of Item 4 of Schedule 13D except as set forth herein or such as would occur upon or in connection with completion of, or following, any of the actions discussed herein. The Reporting Persons intend to review their investment in the Issuer on a continuing basis. Depending on various factors including, without limitation, the Issuer's financial position and investment strategy, the price levels of the Shares, conditions in the securities markets and general economic and industry conditions, the Reporting Persons may in the future take such actions with respect to their investment in the Issuer as they deem appropriate including, without limitation, engaging in additional communications with management and the Board of the Issuer, engaging in discussions with stockholders of the Issuer and others about the Issuer and the Reporting Persons' investment, making proposals to the Issuer concerning changes to the capital allocation strategy, capitalization, ownership structure, Board structure (including Board composition) or operations of the Issuer, purchasing additional Shares, selling some or all of their Shares, engaging in short selling of or any hedging or similar transaction with respect to the Shares, or changing their intention with respect to any and all matters referred to in Item 4.

#### Item 5. Interest in Securities of the Issuer.

The aggregate percentage of Shares reported owned by each person named herein is based upon 18,825,412 Shares outstanding as of August 22, 2022, which is the total number of Shares outstanding as reported in the Issuer's Annual Report on Form 10-K filed with the Securities and Exchange Commission on September 2, 2022.

# A. JCP Partnership

(a) As of the date hereof, JCP Partnership beneficially owned 671,955 Shares.

Percentage: Approximately 3.6%

- (b) 1. Sole power to vote or direct vote: 671,955
  - 2. Shared power to vote or direct vote: 0
  - 3. Sole power to dispose or direct the disposition: 671,955
  - 4. Shared power to dispose or direct the disposition: 0

#### B. JCP Partners

(a) JCP Partners, as the general partner of JCP Partnership, may be deemed the beneficial owner of the 671,955 Shares owned by JCP Partnership.

Percentage: Approximately 3.6%

- (b) 1. Sole power to vote or direct vote: 671,955
  - 2. Shared power to vote or direct vote: 0
  - 3. Sole power to dispose or direct the disposition: 671,955
  - 4. Shared power to dispose or direct the disposition: 0

### C. JCP Holdings

(a) JCP Holdings, as the general partner of JCP Partners, may be deemed the beneficial owner of the 671,955 Shares owned by JCP Partnership.

Percentage: Approximately 3.6%

- (b) 1. Sole power to vote or direct vote: 671,955
  - 2. Shared power to vote or direct vote: 0
  - 3. Sole power to dispose or direct the disposition: 671,955
  - 4. Shared power to dispose or direct the disposition: 0

#### D. JCP Management

(a) As of the date hereof, 320,871 Shares were held in the JCP Accounts. JCP Management, as the investment manager of JCP Partnership and the JCP Accounts, may be deemed the beneficial owner of the (i) 671,955 Shares owned by JCP Partnership and (ii) 320,871 Shares held in the JCP Accounts.

Percentage: Approximately 5.3%

- (b) 1. Sole power to vote or direct vote: 992,826
  - 2. Shared power to vote or direct vote: 0
  - 3. Sole power to dispose or direct the disposition: 992,826
  - 4. Shared power to dispose or direct the disposition: 0

#### E. Mr. Pappas

(a) Mr. Pappas, as the managing member of JCP Management and sole member of JCP Holdings, may be deemed the beneficial owner of the (i) 671,955 Shares owned by JCP Partnership and (ii) 320,871 Shares held in the JCP Accounts.

Percentage: Approximately 5.3%

- (b) 1. Sole power to vote or direct vote: 992,826
  - 2. Shared power to vote or direct vote: 0
  - 3. Sole power to dispose or direct the disposition: 992,826
  - 4. Shared power to dispose or direct the disposition: 0

# F. Mr. Diener

(a) As of the date hereof, Mr. Diener does not beneficially own any Shares.

Percentage: 0%

- (b) 1. Sole power to vote or direct vote: 0
  - 2. Shared power to vote or direct vote: 0
  - 3. Sole power to dispose or direct the disposition: 0
  - 4. Shared power to dispose or direct the disposition: 0

#### G. Mr. Pace

(a) As of the date hereof, Mr. Pace does not beneficially own any Shares.

Percentage: 0%

- (b) 1. Sole power to vote or direct vote: 0
  - 2. Shared power to vote or direct vote: 0
  - 3. Sole power to dispose or direct the disposition: 0
  - 4. Shared power to dispose or direct the disposition: 0

# H. Mr. Radoff

(a) As of the date hereof, Mr. Radoff directly beneficially owns 200,000 Shares. As a director of the Radoff Foundation, Mr. Radoff may also be deemed to beneficially own the 75,000 Shares owned by the Radoff Foundation.

Percentage: Approximately 1.5%

- (b) 1. Sole power to vote or direct vote: 275,000
  - 2. Shared power to vote or direct vote: 0
  - 3. Sole power to dispose or direct the disposition: 275,000
  - 4. Shared power to dispose or direct the disposition: 0

#### I. Radoff Foundation

(a) As of the date hereof, the Radoff Foundation directly beneficially owns 75,000 Shares.

Percentage: Less than 1%

- (b) 1. Sole power to vote or direct vote: 75,000
  - 2. Shared power to vote or direct vote: 0
  - 3. Sole power to dispose or direct the disposition: 75,000
  - 4. Shared power to dispose or direct the disposition: 0

Each Reporting Person may be deemed to be a member of a "group" with the other Reporting Persons for the purposes of Section 13(d) (3) of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), and such group may be deemed to beneficially own the 1,267,826 Shares owned in the aggregate by all of the Reporting Persons, constituting approximately 6.7% of the outstanding Shares. The filing of this Schedule 13D shall not be deemed an admission that the Reporting Persons are, for purposes of Section 13(d) of the Exchange Act, the beneficial owners of any securities of the Issuer he or it does not directly own. Each of the Reporting Persons specifically disclaims beneficial ownership of the securities reported herein that he or it does not directly own.

- (c) The transactions in the Shares by the Reporting Persons during the past 60 days are set forth in Schedule B and are incorporated herein by reference. All of such transactions were effected in the open market unless otherwise noted therein.
- (d) No person other than the Reporting Persons is known to have the right to receive, or the power to direct the receipt of dividends from, or proceeds from the sale of, the Shares.
- (e) Not applicable.

# Item 6. <u>Contracts, Arrangements, Understandings or Relationships With Respect to Securities of the Issuer.</u>

On September 14, 2022, the Reporting Persons entered into a Joint Filing and Solicitation Agreement (the "Joint Filing and Solicitation Agreement") pursuant to which the parties agreed, among other things, (a) to solicit proxies for the election of the Nominees at the Annual Meeting, and (b) that JCP would bear all expenses incurred in connection with the group's activities. A copy of the Joint Filing and Solicitation Agreement is attached hereto as Exhibit 99.1 and is incorporated herein by reference.

Each of the Nominees has granted Mr. Pappas a power of attorney (collectively, the "POAs") to execute certain SEC filings and other documents in connection with the solicitation of proxies from the Issuer's stockholders in connection with the Annual Meeting and any other related transactions. The POAs are attached hereto as Exhibit 99.2 and are incorporated herein by reference.

Other than as described herein, there are no contracts, arrangements, understandings or relationships among the Reporting Persons, or between the Reporting Persons and any other person, with respect to the securities of the Issuer.

# Item 7. <u>Material to be Filed as Exhibits.</u>

- 99.1 Joint Filing and Solicitation Agreement, dated September 14, 2022.
- 99.2 Powers of Attorney.

# **SIGNATURES**

After reasonable inquiry and to the best of his knowledge and belief, the undersigned certifies that the information set forth in this statement is true, complete and correct.

Dated: September 19, 2022

JCP Investment Partnership, LP

By: JCP Investment Management, LLC

Investment Manager

By: /s/ James C. Pappas

Name: James C. Pappas Title: Managing Member

JCP Investment Partners, LP

By: JCP Investment Holdings, LLC

General Partner

By: /s/ James C. Pappas

Name: James C. Pappas Title: Sole Member

JCP Investment Holdings, LLC

By: /s/ James C. Pappas

Name: James C. Pappas Title: Sole Member

JCP Investment Management, LLC

By: /s/ James C. Pappas

Name: James C. Pappas Title: Managing Member

/s/ James C. Pappas

James C. Pappas

Individually and as attorney-in-fact for Todd E. Diener and David A.

Pace

The Radoff Family Foundation

By:

Bradley L. Radoff Director

/s/ Bradley L. Radoff
Name: Bradley
Title: Director

/s/ Bradley L. Radoff Bradley L. Radoff

# SCHEDULE A

# **Directors and Officers of The Radoff Family Foundation**

Name and Position Principal Occupation Principal Business Address Citizenship

Bradley L. Radoff

Director\*

Rose Radoff

Russell Radoff

Director

Director and Secretary

Director and Secretary

2727 Kirby Drive, Unit 29L,

United States

United States

Houston, Texas 77098

Medical Doctor Medical Clinic of Houston, L.L.P.

1701 Sunset Boulevard Houston, Texas 77005

<sup>\*</sup>Mr. Radoff is a Reporting Person and, as such, the information with respect to Mr. Radoff called for by the Schedule 13D is set forth therein.

# SCHEDULE B

# Transactions in the Shares During the Past 60 Days

Shares of Common Stock Purchased/(Sold)	Price Per Share(\$)	Date of <u>Purchase</u>			
ال ا	ICP INVESTMENT MANAGEMENT, LLC				
	(Through the JCP Accounts)				
65,911	4.9975	09/07/2022			
72,361	5.0739	09/08/2022			
46,847	5.2846	09/09/2022			
11,476	5.5497	09/14/2022			
8,168	5.1363	09/16/2022			
	BRADLEY L. RADOFF				
50,000	5.1244	09/08/2022			
135,000	5.2570	09/09/2022			
15,000	5.4740	09/13/2022			
	THE RADOFF FAMILY FOUNDATION				
16,226	5.0961	08/17/2022			
10,000	5.2547	08/18/2022			
15,727	5.7053	08/29/2022			
5,000	5.6367	08/30/2022			
3,047	5.4832	09/09/2022			
25,000	5.4999	09/12/2022			

#### JOINT FILING AND SOLICITATION AGREEMENT

WHEREAS, certain of the undersigned are stockholders, direct or beneficial, of Farmer Bros. Co., a Delaware corporation (the "Company"); and

WHEREAS, JCP Investment Partnership, LP, JCP Investment Partners, LP, JCP Investment Holdings, LLC, JCP Investment Management, LLC and James C. Pappas (collectively, "JCP"), The Radoff Family Foundation, Todd E. Diener, David A. Pace and Bradley L. Radoff wish to form a group for the purpose of seeking representation on the Board of Directors of the Company (the "Board") at the 2022 annual meeting of stockholders of the Company (including any other meeting of stockholders held in lieu thereof, and any adjournments, postponements, reschedulings or continuations thereof, the "Annual Meeting") and for the purpose of taking all other action necessary to achieve the foregoing.

NOW, IT IS AGREED, this 14<sup>th</sup> day of September 2022 by the parties hereto:

- 1. In accordance with Rule 13d-1(k)(1)(iii) under the Securities Exchange Act of 1934, as amended (the "Exchange Act"), each of the undersigned (collectively, the "Group") agrees to the joint filing on behalf of each of them of statements on Schedule 13D, and any amendments thereto, with respect to the securities of the Company, as applicable. Each member of the Group shall be responsible for the accuracy and completeness of its own disclosure therein, and is not responsible for the accuracy and completeness of the information concerning the other members, unless such member knows or has reason to know that such information is inaccurate.
- 2. So long as this agreement is in effect, each of the undersigned shall provide written notice to Olshan Frome Wolosky LLP ("Olshan") of (i) any of their purchases or sales of securities of the Company or (ii) any securities of the Company over which they acquire or dispose of beneficial ownership. Notice shall be given no later than four (4) hours after each such transaction. For purposes of this agreement, the term "beneficial ownership" shall have the meaning of such term set forth in Rule 13d-3 under the Exchange Act.
- 3. Each of the undersigned agrees to form the Group for the purpose of (i) soliciting proxies for the election of certain persons nominated for election to the Board at the Annual Meeting (including those nominated by JCP), (ii) taking such other actions as the parties deem advisable and (iii) taking all other action necessary or advisable to achieve the foregoing.
- 4. JCP shall have the right to pre-approve all expenses incurred in connection with the Group's activities and agrees to pay directly all such pre-approved expenses.
- 5. Each of the undersigned agrees that any filing with the Securities and Exchange Commission, press release or stockholder communication proposed to be made or issued by the Group or any member of the Group in connection with the Group's activities set forth in Section 3 shall be as directed by JCP.
- 6. The relationship of the parties hereto shall be limited to carrying on the business of the Group in accordance with the terms of this agreement. Such relationship shall be construed and deemed to be for the sole and limited purpose of carrying on such business as described herein. Nothing herein shall be construed to authorize any party to act as an agent for any other party, or to create a joint venture or partnership, or to constitute an indemnification. Nothing herein shall restrict any party's right to purchase or sell securities of the Company, as it deems appropriate, in its sole discretion, provided that all such purchases and sales are made in compliance with all applicable securities laws and the provisions of this agreement.

- 7. This agreement may be executed in counterparts, each of which shall be deemed an original and all of which, taken together, shall constitute but one and the same instrument, which may be sufficiently evidenced by one counterpart.
- 8. This agreement is governed by and will be construed in accordance with the laws of the State of New York. In the event of any dispute arising out of the provisions of this agreement or their investment in the Company, the parties hereto consent and submit to the exclusive jurisdiction of the United States District Court for the Southern District of New York located in the Borough of Manhattan or the courts of the State of New York located in the County of New York.
- 9. The parties' rights and obligations under this agreement (other than the rights and obligations set forth in Section 4 and Section 8, which shall survive any termination of this agreement) shall terminate upon the earlier to occur of (i) the conclusion of the Annual Meeting or (ii) JCP providing written notice of termination to the other parties.
  - 10. Each party acknowledges that Olshan shall act as counsel for both the Group and JCP relating to their investment in the Company.
- 11. Each of the undersigned parties hereby agrees that this agreement shall be filed as an exhibit to a Schedule 13D pursuant to Rule 13d-1(k) (1)(iii) under the Exchange Act.

IN WITNESS WHEREOF, the parties hereto have caused this agreement to be executed as of the day and year first above written.

# JCP INVESTMENT PARTNERSHIP, LP

By: JCP Investment Management, LLC

Investment Manager

By: /s/ James C. Pappas

Name: James C. Pappas
Title: Managing Member

# JCP INVESTMENT PARTNERS, LP

By: JCP Investment Holdings, LLC

General Partner

By: /s/ James C. Pappas

Name: James C. Pappas Title: Sole Member

# JCP INVESTMENT HOLDINGS, LLC

By: /s/ James C. Pappas

Name: James C. Pappas Title: Sole Member

# JCP INVESTMENT MANAGEMENT, LLC

By: /s/ James C. Pappas

Name: James C. Pappas Title: Managing Member

/s/ James C. Pappas

JAMES C. PAPPAS

/s/ Todd E. Diener		
TODD E. DIENER		
/s/ David A. Pace		
DAVID A. PACE		

/s/ Bradley L. Radoff

BRADLEY L. RADOFF

# THE RADOFF FAMILY FOUNDATION

By: /s/ Bradley L. Radoff

Name: Bradley L. Radoff

Title: Director

#### POWER OF ATTORNEY

Know all by these presents, that the undersigned hereby constitutes and appoints James C. Pappas the undersigned's true and lawful attorney-infact to take any and all action in connection with (i) the undersigned's beneficial ownership of, or participation in a group with respect to, securities of Farmer Bros. Co., a Delaware corporation (the "Company"), directly or indirectly beneficially owned by JCP Investment Partnership, LP or any of its affiliates or members of its Schedule 13D group (collectively, the "JCP Group") and (ii) any potential proxy solicitation that may be pursued by the JCP Group to elect a slate of director nominees to the board of directors of the Company at the 2022 annual meeting of stockholders of the Company, including any adjournments or postponements thereof (the "Solicitation"). Such action shall include, but not be limited to:

- 1. executing for and on behalf of the undersigned all Group Agreements or similar documents pursuant to which the undersigned shall agree to be a member of the JCP Group;
- 2. if applicable, executing for and on behalf of the undersigned any Schedule 13D, and amendments thereto, filed by the JCP Group that are required to be filed under Section 13(d) of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), and the rules thereunder in connection with the undersigned's beneficial ownership of, or participation in a group with respect to, securities of the Company or the Solicitation;
- 3. if applicable, executing for and on behalf of the undersigned all Forms 3, 4 and 5 required to be filed under Section 16(a) of the Exchange Act and the rules thereunder in connection with the undersigned's beneficial ownership of, or participation in a group with respect to, securities of the Company or the Solicitation;
- 4. performing any and all acts for and on behalf of the undersigned that may be necessary or desirable to complete and execute any such document, complete and execute any amendment or amendments thereto, and timely file such form with the U.S. Securities and Exchange Commission and any stock exchange or similar authority; and
- 5. taking any other action of any type whatsoever in connection with the Solicitation, including entering into any settlement agreement, that in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned, it being understood that the documents executed by such attorney-in-fact on behalf of the undersigned pursuant to this Power of Attorney shall be in such form and shall contain such terms and conditions as such attorney-in-fact may approve in such attorney-in-fact's discretion.

The undersigned hereby grants to such attorney-in-fact full power and authority to do and perform any and every act and thing whatsoever requisite, necessary, or proper to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-infact, or such attorney-in-fact's substitutes, shall lawfully do or cause to be done by virtue of this Power of Attorney and the rights and powers herein granted. The undersigned acknowledges that the foregoing attorney-in-fact, in serving in such capacity at the request of the undersigned, is not assuming any of the undersigned's responsibilities to comply with Section 13(d), Section 16 or Section 14 of the Exchange Act.

This Power of Attorney shall remain in full force and effect until the undersigned is no longer a member of the JCP Group unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorney-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this Power of Attorney to be executed as of this 14<sup>th</sup> day of September 2022.

/s/ Todd E. Diener

TODD E. DIENER

#### POWER OF ATTORNEY

Know all by these presents, that the undersigned hereby constitutes and appoints James C. Pappas the undersigned's true and lawful attorney-infact to take any and all action in connection with (i) the undersigned's beneficial ownership of, or participation in a group with respect to, securities of Farmer Bros. Co., a Delaware corporation (the "Company"), directly or indirectly beneficially owned by JCP Investment Partnership, LP or any of its affiliates or members of its Schedule 13D group (collectively, the "JCP Group") and (ii) any potential proxy solicitation that may be pursued by the JCP Group to elect a slate of director nominees to the board of directors of the Company at the 2022 annual meeting of stockholders of the Company, including any adjournments or postponements thereof (the "Solicitation"). Such action shall include, but not be limited to:

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- 4. performing any and all acts for and on behalf of the undersigned that may be necessary or desirable to complete and execute any such document, complete and execute any amendment or amendments thereto, and timely file such form with the U.S. Securities and Exchange Commission and any stock exchange or similar authority; and
- 5. taking any other action of any type whatsoever in connection with the Solicitation, including entering into any settlement agreement, that in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned, it being understood that the documents executed by such attorney-in-fact on behalf of the undersigned pursuant to this Power of Attorney shall be in such form and shall contain such terms and conditions as such attorney-in-fact may approve in such attorney-in-fact's discretion.

The undersigned hereby grants to such attorney-in-fact full power and authority to do and perform any and every act and thing whatsoever requisite, necessary, or proper to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitutes, shall lawfully do or cause to be done by virtue of this Power of Attorney and the rights and powers herein granted. The undersigned acknowledges that the foregoing attorney-in-fact, in serving in such capacity at the request of the undersigned, is not assuming any of the undersigned's responsibilities to comply with Section 13(d), Section 16 or Section 14 of the Exchange Act.

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IN WITNESS WHEREOF, the undersigned has caused this Power of Attorney to be executed as of this 14<sup>th</sup> day of September 2022.

/s/ David A. Pace
DAVID A. PACE

#### POWER OF ATTORNEY

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- 5. taking any other action of any type whatsoever in connection with the Solicitation, including entering into any settlement agreement, that in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned, it being understood that the documents executed by such attorney-in-fact on behalf of the undersigned pursuant to this Power of Attorney shall be in such form and shall contain such terms and conditions as such attorney-in-fact may approve in such attorney-in-fact's discretion.

The undersigned hereby grants to such attorney-in-fact full power and authority to do and perform any and every act and thing whatsoever requisite, necessary, or proper to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitutes, shall lawfully do or cause to be done by virtue of this Power of Attorney and the rights and powers herein granted. The undersigned acknowledges that the foregoing attorney-in-fact, in serving in such capacity at the request of the undersigned, is not assuming any of the undersigned's responsibilities to comply with Section 13(d). Section 16 or Section 14 of the Exchange Act.

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IN WITNESS WHEREOF, the undersigned has caused this Power of Attorney to be executed as of this 14<sup>th</sup> day of September 2022.

/s/ Bradley L. Radoff

BRADLEY L. RADOFF