



Rubicon Technologies, Inc.

INVESTOR PRESENTATION
OCTOBER 2022

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Executive Summary

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Investment Highlights



01. Massive addressable market in a fragmented industry ripe for innovation
02. Long-term topline visibility with multiple contractual, recurring revenue streams and 100%+ revenue net retention ⁽¹⁾
03. Capital-light and efficient operating model supports continued attractive growth
04. Scaled platform with 8,000+ customers, > \$500M revenue
05. Proven customer acquisition and wallet share expansion strategies, with robust client base of marquee companies and municipalities
06. First-mover advantage in a self-created market, with deep, protected moats
07. Digital infrastructure model with robust technology product development pipeline
08. Environmental & sustainability proposition
09. Path to profitability at scale
10. Robust M&A pipeline with proven synergy extraction playbook

Who is Rubicon?

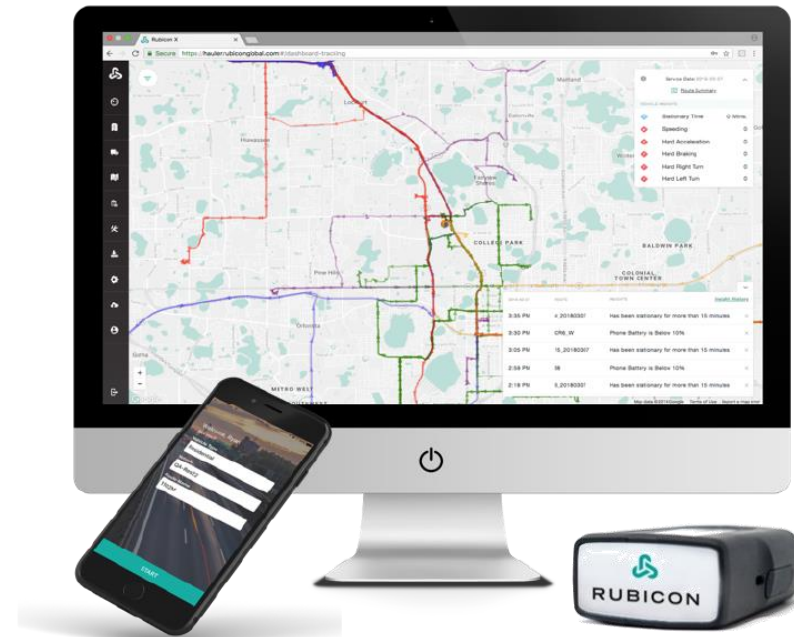
Rubicon is the Digital Challenger to the Status Quo in Waste & Recycling

Digital
Cloud-Based
No Trucks
No Landfills

Rubicon is a software platform that arranges and fulfills waste and recycling services for businesses and governments

We provide cost containment, tax-payer savings, and sustainable outcomes through long-term contracts

The data we aggregate on our platform offers a single source of truth to drive the circular economy



Waste & Recycling is a Massive Market

MASSIVE AND GLOBAL



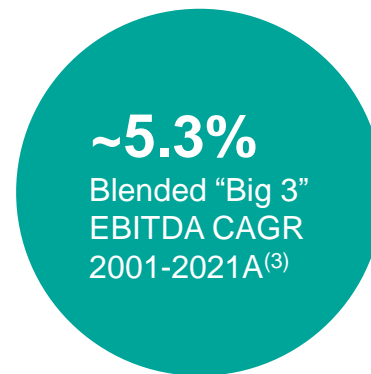
5.3%

CAGR 2020-2027E⁽¹⁾

\$208B

North American Waste Management Market⁽²⁾

COMPLETELY NONCYCLICAL



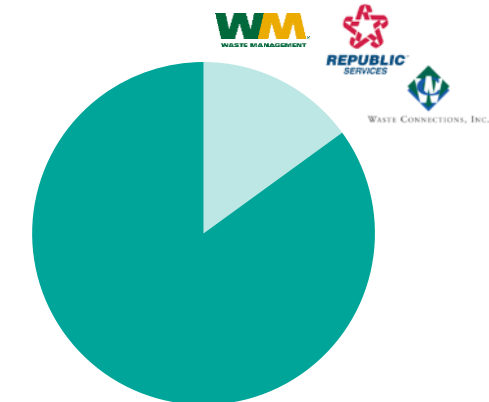
4.9%

Blended "Big 3" Revenue CAGR 2001-2021A⁽³⁾

\$156B

"Big 3" Aggregate Revenues 2017-2021A⁽³⁾

HIGHLY FRAGMENTED



85%

Of Market Comprised of non-Big 3 Haulers⁽²⁾⁽³⁾

\$177B

Annual Revenue to Non-Big-3 Haulers in North America⁽²⁾⁽³⁾

Old World Approach to Waste Management

Little has changed since the late 18th century; the industry is ripe for disruption

Asset heavy, landfill-based model **makes ~50% of EBITDA on frequency and tonnage** disposed in the landfill

Landfill incentives outweigh recycling incentives
Example: Waste Management's recycling rate of 13% is approximately half the industry average

Disjointed, **antiquated technology** with no visibility into waste data

Lack of competition results in inflated pricing for all

Rubicon's Approach to Waste Management

Rubicon's Integrated waste management platform changes how we think about waste

Data-centric approach to waste management is powering sustainability for businesses and cities

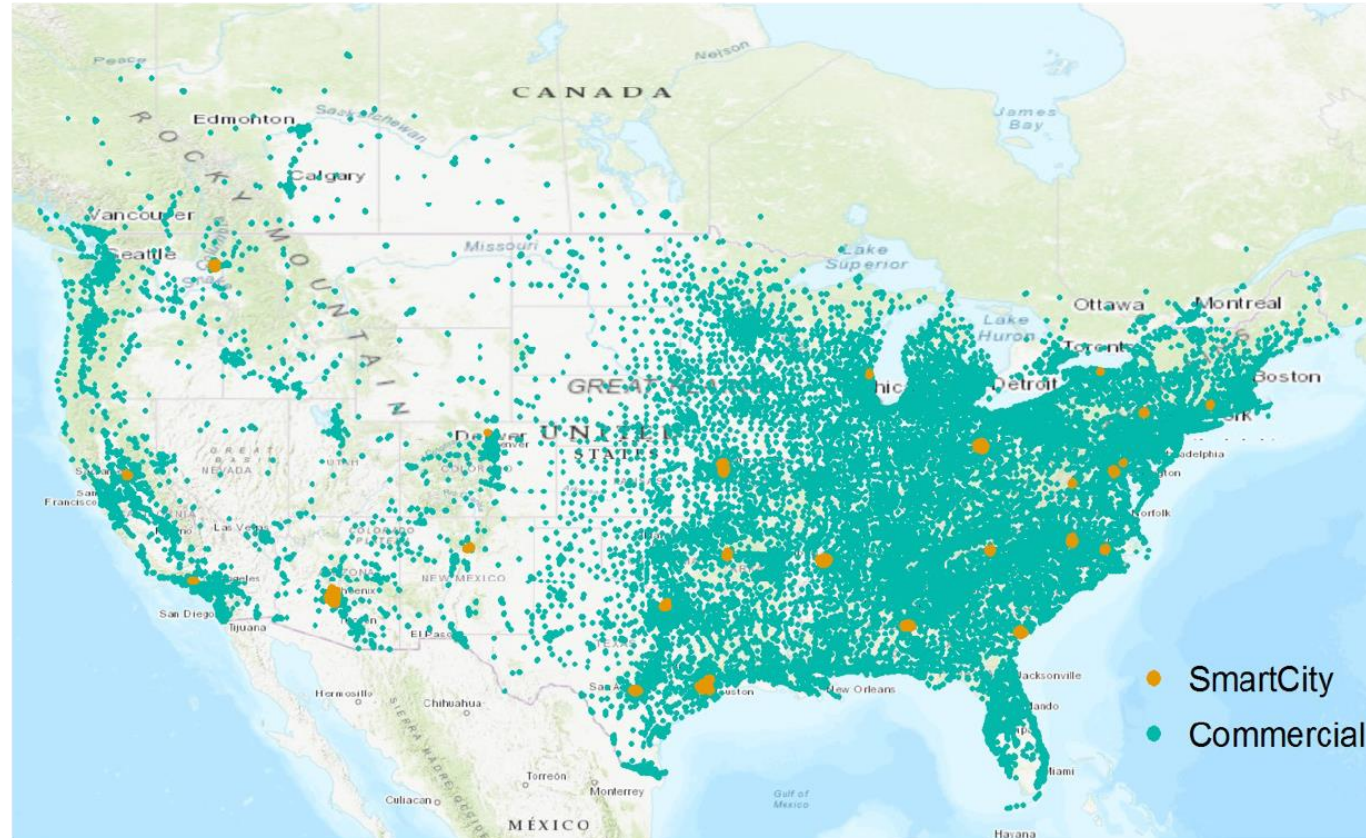
Digital, cloud-based model's utilization of lower-cost resources results in **more efficient use of growth capital**

Rubicon monetizes commodities diverted from landfills, incentivizing recycling efforts and reducing total customer waste spend

Holistic audit of customer waste streams results in **increased transparency and reduced costs**

Rubicon's First Mover Advantage = Significant Scale & Capabilities

Rubicon unique service locations (North America)



8,000+

Size of hauler network

8,000+

Customers across a variety of industries

8M+

Number of unique service locations

20+

Number of countries Rubicon currently operates in

50+

Patents awarded

All managed without owning trucks, landfills, recycling operations or containers

Customer Base Anchored by Marquee Companies & Governments

SELECT CUSTOMERS

RUBICON
Connect™



TIFFANY & CO.



RUBICON
SmartCity™



Houston, TX



Santa Fe, NM



Washington DC



Asheville, NC



Memphis, TN



Baltimore, MD



Columbus, OH



Kansas City, MO



San Antonio, TX

&

RUBICON
Premier™



Japan



Montgomery, AL



Spokane, WA



Hartford, CT



Scranton, PA



Denton, TX



Roseville, CA

Rubicon's Proposition Enables Meaningful Business & Environmental Impact for its Clients

Rubicon was founded with a simple but powerful mission:

TO END WASTE

Rubicon has built a leading brand profile in a category that, until now, was viewed as a utility-like experience. Our culture, our campaigns, and our communications all speak directly to the next generation of decision-makers.



Rubicon Has Built a Leading Digital Platform for Waste & Recycling

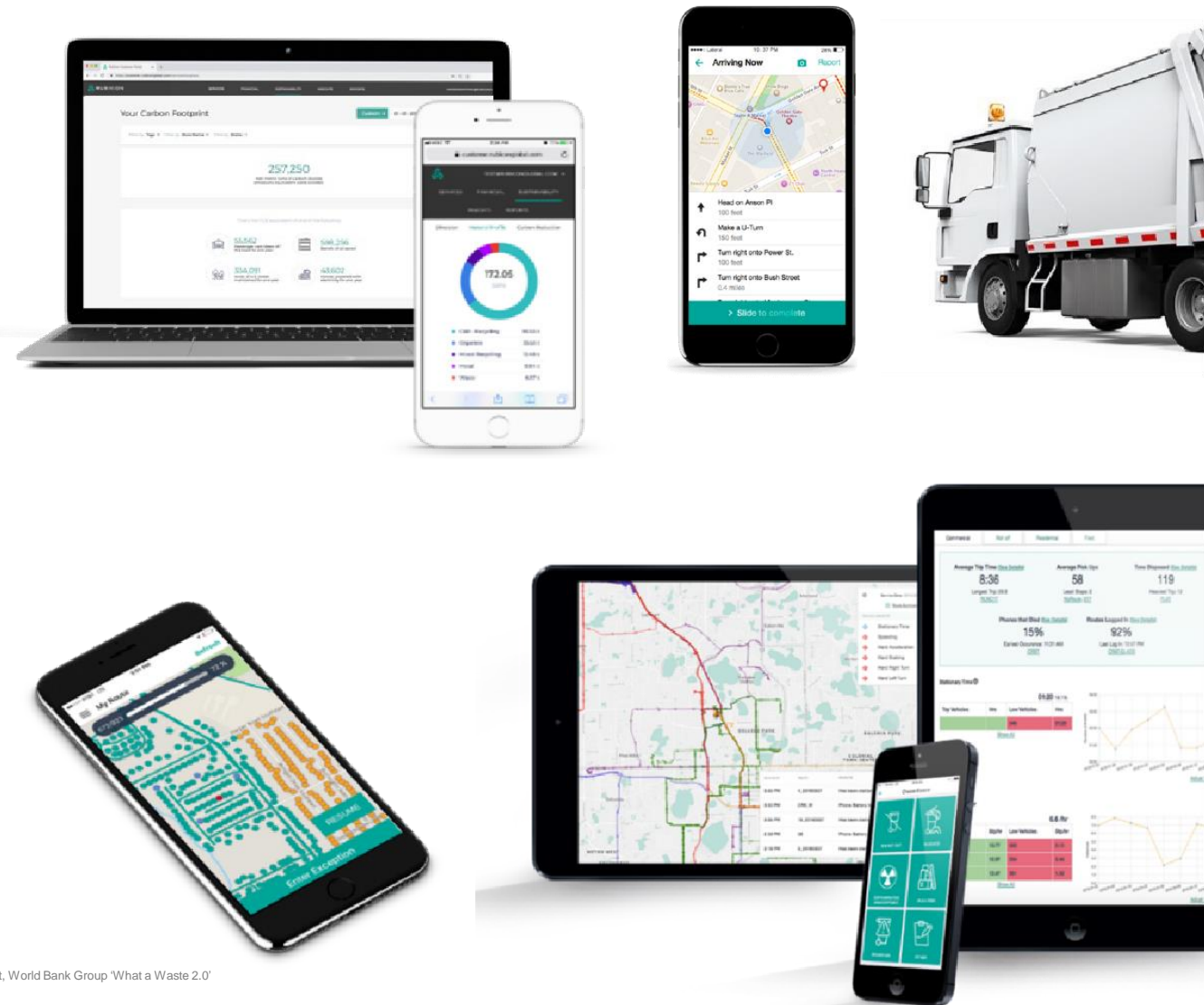
Scalable digital marketplace connecting waste generators with haulers for the **\$2.1T⁽¹⁾ waste and recycling industry**

Software-centered product solutions **transform the customer experience**

Authentic, free-market **environmental proposition** to reduce emissions with end-to-end transparency. One of the first and now one of the largest **B Corps⁽²⁾**

Diverse, blue-chip customer base in business and government, all under **long-term contracts**

Experienced management team supported by seasoned investors and advisors



Waste is One of the Few Remaining Industries on the Disruption Curve



Traditional Model - Offline

Acutely positioned for disruption and - more importantly - customer disintermediation

- Model centered around real estate assets
- Inability to adapt in digital world
- Poor customer experience, excessive and hidden fees
- Structured to ignore significant capacity from independents
- Vulnerable to growing awareness of, and opposition to, landfill
- Not structured to capture and monetize the wealth of data potentially at their disposal



Reimagined Customer Experience

Rubicon is a decade ahead of the sector and is actively disintermediating the incumbents to become the nexus between customer and hauler

- Built on a foundation of technology / online buying
- Optimized logistics
- Consumer-centric approach
- Business revolves around users
- Data-driven
- Ability to expand into adjacent markets

“... if the other guys
(Waste Management
and Republic) can get to
\$50 billion, I don't see
why Rubicon can't...”

Marc Benioff

CEO, Salesforce
(Rubicon Investor)



Reimagining the Product Experience for Waste & Recycling

The Operating System for the Waste & Recycling Industry

Using technology to enable product solutions for business and government that **unlock economic value** and **reduce environmental liabilities**

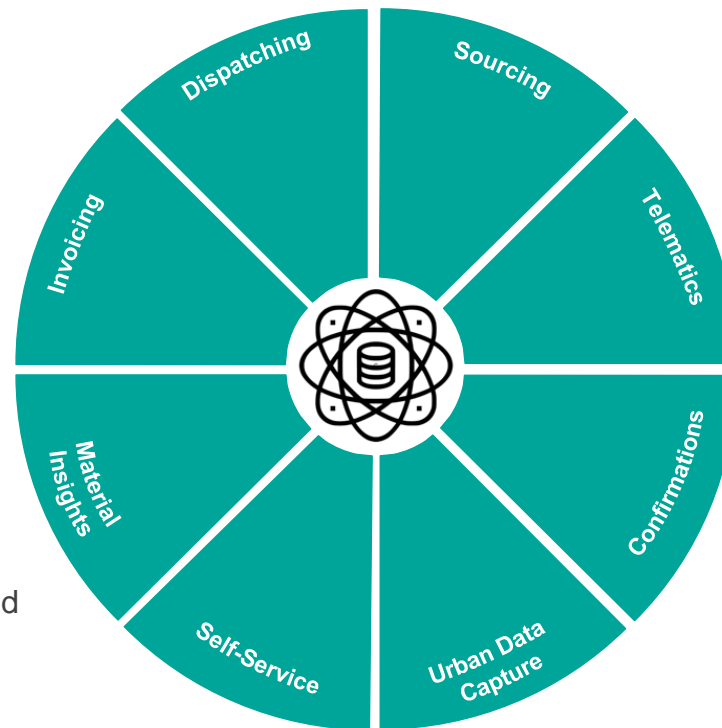
RUBICONConnect™ Commercial Waste Generators

Solutions that unlock the economic and environmental value of their waste

RUBICONPremier™ International Applications

A 3PL solution that integrates vehicle tracking and confirmations directly into back-office operations

Combines proprietary **technology expertise** and deep waste and recycling **industry knowledge**



RUBICONSmartCity™ Cities & Residential Waste

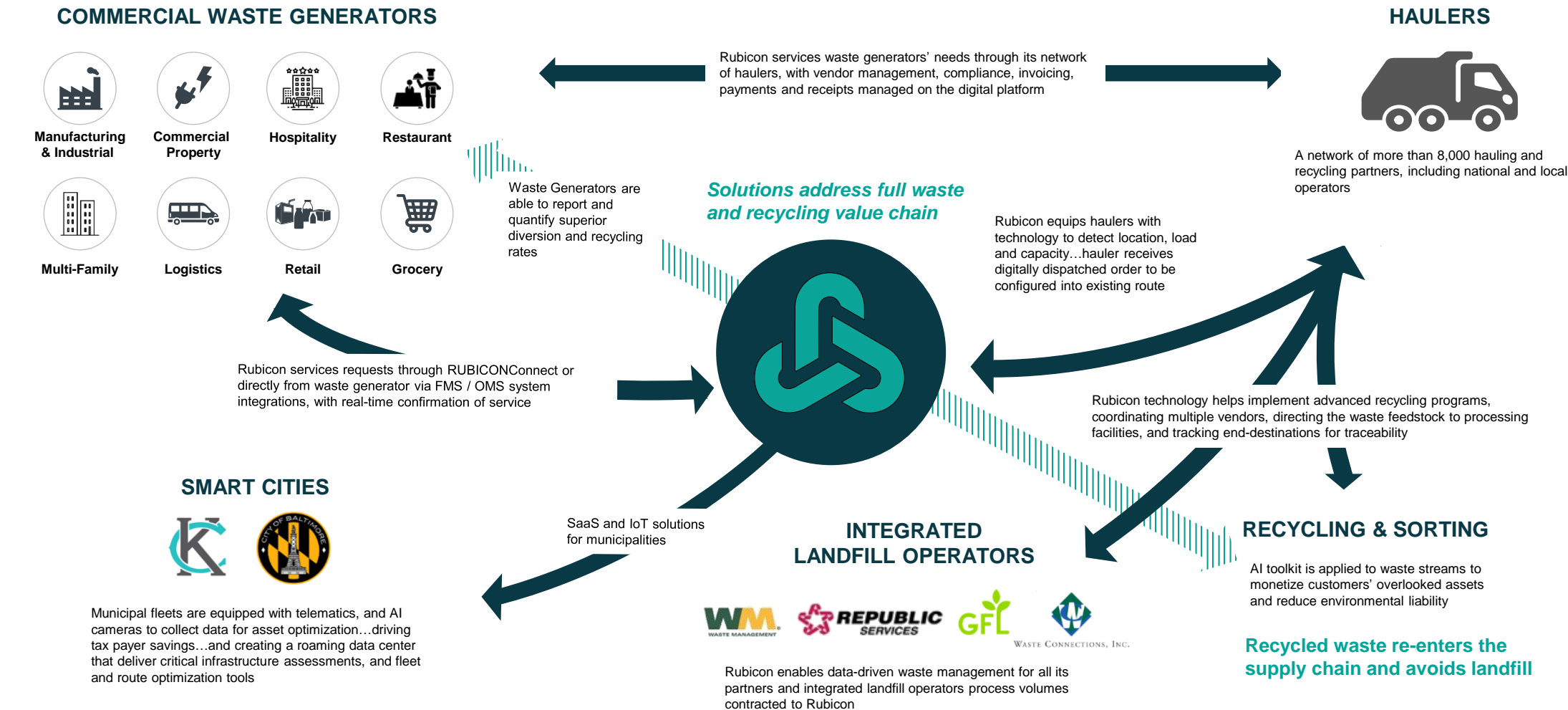
A data collection platform using the latest in telematics and computer vision technology to deliver better public services

RUBICONPro™ Haulers

IoT solutions that provide haulers a wealth of tools and capabilities to help them efficiently manage their business

Rubicon Has Built a Highly Connected Digital Ecosystem for All Constituents in Waste and Recycling

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RUBICONConnect™ Disrupts Legacy Solutions by Offering a Digital Ecosystem with a Differentiated Customer Experience for All Constituents in the Supply Chain

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AGGREGATING DEMAND THROUGH A DIFFERENTIATED CUSTOMER EXPERIENCE

- Immediately available real-time quotes for 150+ categories of waste and commodities
- Global service capabilities
- Supplier redundancy in almost every US market
- Offers digital oversight and environmental performance transparency
- Modernizing procurement with integrated 3PL platform



DIGITAL ONE-STOP SHOP



COST MINIMIZATION



VERIFIED ENVIRONMENTAL & SUSTAINABILITY REPORTING



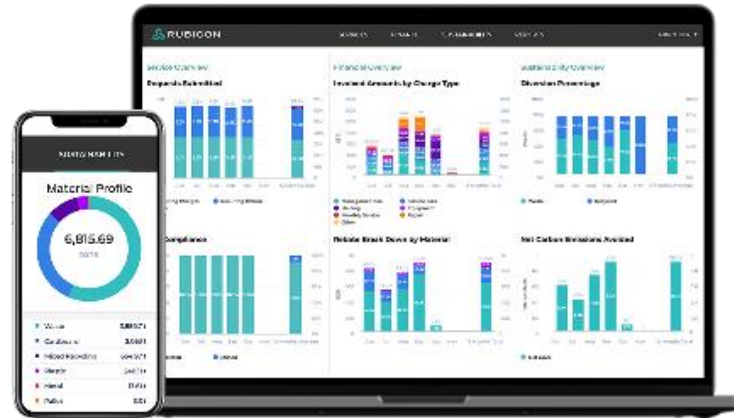
BILL AUDITING & PAYMENTS



FMS / WMS INTEGRATIONS



INCREASED DIVERSION



CURATED SUPPLIER NETWORK WITH BROAD CAPABILITIES

- 8,000+ approved vendors bid on jobs digitally to be selected by Rubicon – expanding customer base and revenues
- Jobs are routed intelligently to maximize route density and efficiency
- Modernizing a fragmented industry, streamlining prospecting and back-office functions
- AI tech-enabled ecosystem facilitates greater program compliance and improved customer satisfaction



Rubicon's Value Proposition for Clients / Waste Generators




Rubicon's platform addresses the most salient customer frustrations with traditional solutions

LEGACY SOLUTIONS PAIN POINTS

1. Ongoing cost increases
2. Lack of transparency and data
3. Lack of customer focus
4. Lack of support of sustainability goals through diversion
5. Reputational issues
6. Too many service providers to monitor



RUBICON OFFERS...

-  Fully Digital, Transparent Experience
-  Improved Environmental Performance
-  Efficiencies Create Significant Economic Upside

BEFORE RUBICONConnect



- Continual price increases
- Bin over-servicing
- High tipping fees for landfills
- Hidden charges
- Errors in billing

Cost Containment & SG&A Expense Relief



- Competitive sourcing
- Service right sizing
- Lower tipping fees for landfills
- Invoice auditing



- Lack of service confirmations
- Paper invoices and checks

Reliable, Easy-to-Work-With Providers



- New industry platform
- Easy to use interfaces
- Service confirmations
- Automated, paperless billing and payments



- Limited tracking of pricing data
- Limited transparency into billing and diversion

Transparency into Billing & Diversion

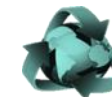


- Holistic supply chain transparency
- Real-time metrics
- CSR reporting



- ~10% of waste diverted by the Big-3
- Incumbents incentivized to send as much as possible to landfills

High Diversion Rates



- ~30% diversion rate
- Diversion innovation
- Waste stream audits
- Revenue from recyclables
- Dedicated solutions SMEs

Rubicon's Value Proposition for Haulers & Recyclers

Rubicon's platform streamlines operations for smaller independent waste vendors by offering:

TECHNOLOGY PLATFORM

All-in-one fleet management system

Service confirmations and
verifiable data trail

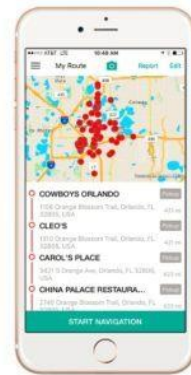
Back-office management



ACCESS TO CUSTOMERS AND VOLUME

Local access to national chains that
would have otherwise been unattainable

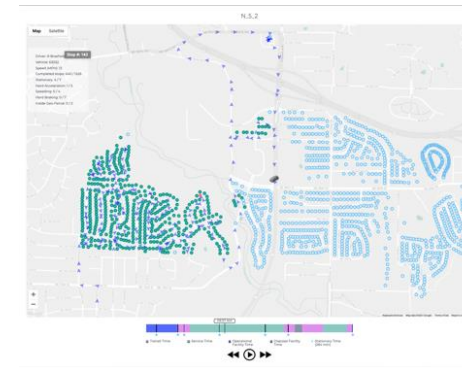
Effective reseller channel for local infill
opportunities



SMART ROUTING

Optimized routing

Increased route density from AI powered
job allocation, improving efficiency



DISCOUNTS

Aggregates local hauler buying power
to save on:

Fuel
Equipment
Parts
Smartphones
Insurance



Legacy Waste Broker Acquisitions Add Immediate Value to Our Digital Marketplace

How We Transform Acquired Books of Business



Order Flow & Back Office Digitization

- ✓ Streamlined pricing, job bidding and routing
- ✓ Simplified 3PL solutions for customers
- ✓ Back-office automation



Revenue & SG&A Synergies

- ✓ Easy to use platform drives cross-selling and increases wallet-share
- ✓ Streamlining of manual processes allows for elimination of redundant personnel



AI & Machine Learning

- ✓ Legacy data on pricing, service detail, customers, and market dynamics makes the platform more intelligent
- ✓ Intelligent pricing optimized for hauler's fleet and route

Synergy Track Record

REVENUE SYNERGIES

SG&A
SYNERGIES



Rubicon acquired WestRock's solid waste management brokerage services business

+36%

(59%)



Rubicon acquired Charter Waste Management that operates through its subsidiary RiverRoad Waste Solutions

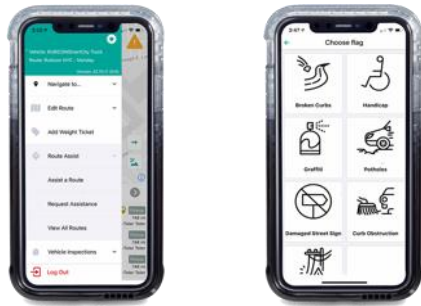
+20%

(32%)

RUBICONSmartCity™

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Award-winning IoT solution helps city governments deliver more efficient, effective, and sustainable public services, becoming the operating system for citywide infrastructure management



Data Generation

Digital platform gathering data on routes, infrastructure, management of waste, and collection vehicles performance

Communication Platform

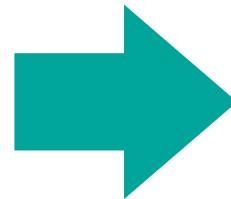
Drivers and supervisors can communicate back and forth on issues in the field

Real Time Analytics

Showcase to the city real time route updates, daily reporting, operational insights, and service confirmation

Image Recognition Models

Machine learning model that recognizes recyclable material and critical infrastructure issues



Taxpayer Savings



Recycling Improvements



Quality of Life Gains



Deployed in more than 70 cities to help achieve

“Zero Waste” & Taxpayer Savings

Case Studies on RUBICONSmartCity™

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Kansas City, Missouri

In October 2019, Rubicon and the city of Kansas City, MO signed a 3-year contract worth ~\$1M

- **80 vehicles (solid waste only) & 160,000 unique service locations**
- **Drivers have registered more than 17,000 exceptions since installation**
- **~\$2 million dollars in documented taxpayer savings since installation**
- **Nearly 20% increase in customer satisfaction with solid waste services since installation**
- **City expanded contract in October 2021 to include 300 snow removal vehicles, worth an additional ~\$350k**



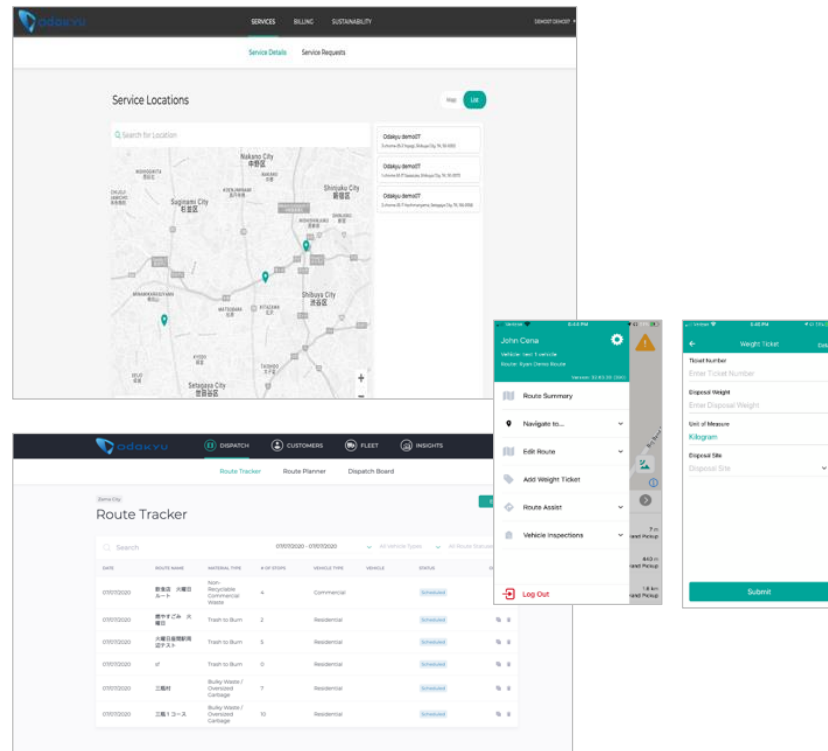
Montgomery, Alabama

In March 2018, a 6-month pilot in the city of Montgomery, AL converted to a 3-year paying contract worth ~\$750k

- **80 sanitation vehicles servicing 67,500 residential and commercial customers**
- **During the pilot period drivers documented over 57,000 issues along their routes**
- **This equipped city employees with the information they needed when investigating citizen inquiries and complaints**
- **~\$375k tax-payer savings per year post Rubicon route efficiency recommendation**

RUBICONPremier™

Rubicon licenses the breadth of its customer-facing, back-office, and integrated fleet technology as an annual software subscription to other environmental companies internationally



Single application with different views for customers, service providers and back-office staff, including:

- Customer management
- Contract and price management
- Dispatch management
- Resource management
- Sub-contractor management
- Billing and invoice management

Integrates vehicle tracking and service confirmation directly into back-office

TAM = \$6B⁽¹⁾

Leading European Hauler

Leading developer of transport infrastructure and urban services, with over 96,000 employees in more than 25 countries

23%

Decrease in idle time

39%

Increase in productivity through IoT fleet solutions

Financial Overview

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Rubicon's Revenue Model

- Volume-based services transacted over the platform, all under long-term contracts
- Commodities transacted over the platform, all under long-term contracts
- Subscription software revenue for access to Rubicon's platform

WASTE SERVICES



RUBICONConnect

COMMODITIES EXCHANGE



RUBICONConnect



RUBICONSmartCity

SUBSCRIPTION SOFTWARE



RUBICONPremier



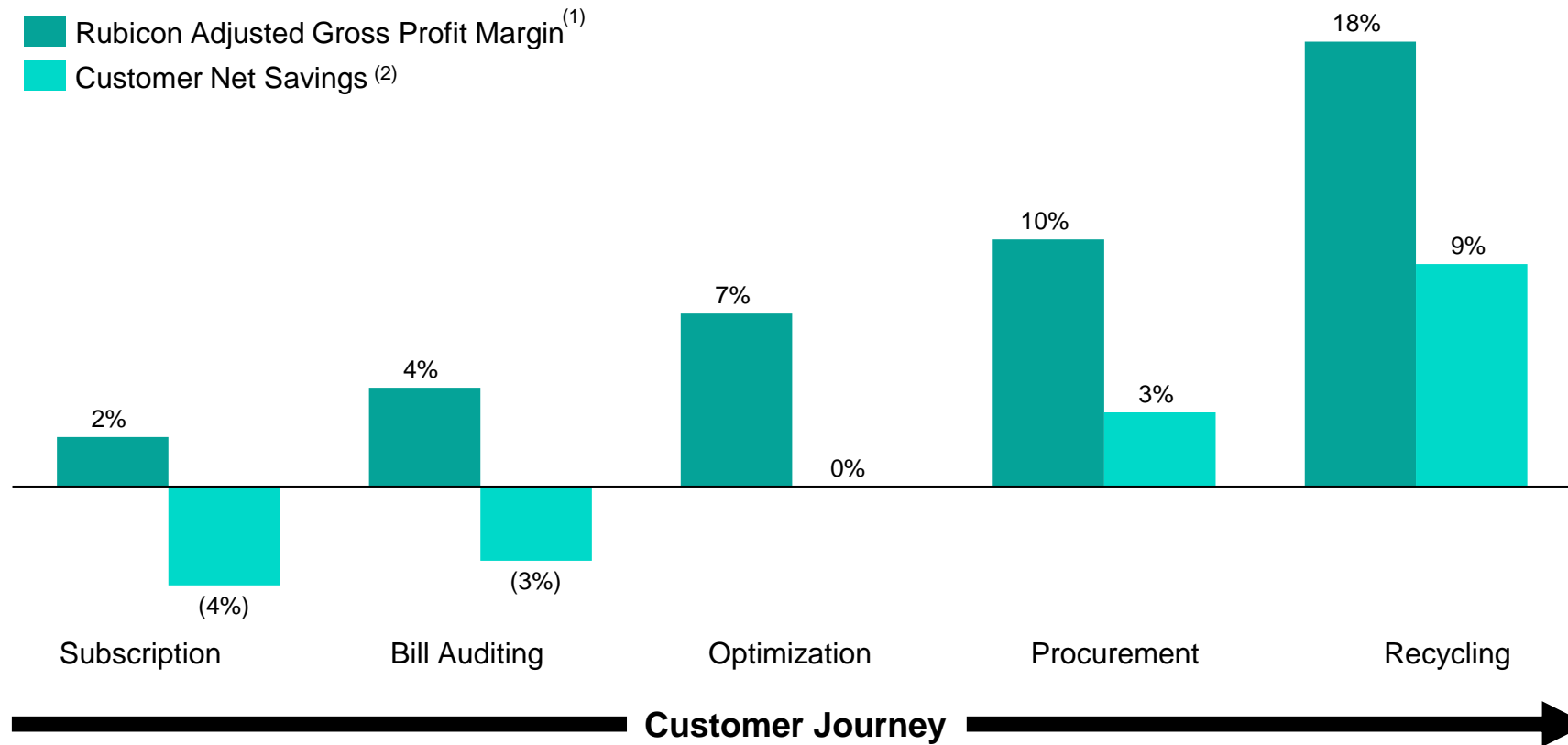
RUBICONSmartCity



RUBICONConnect

Strong Alignment of Financial Incentives Drives High Customer Retention

RUBICON DELIVERS CUSTOMER SAVINGS AND IMPROVES ENVIRONMENTAL IMPACT



5-15%

Net Customer Savings

100-105%

Revenue Net Retention ⁽³⁾

15-20yr.

Est. Customer Lifetime ⁽⁴⁾

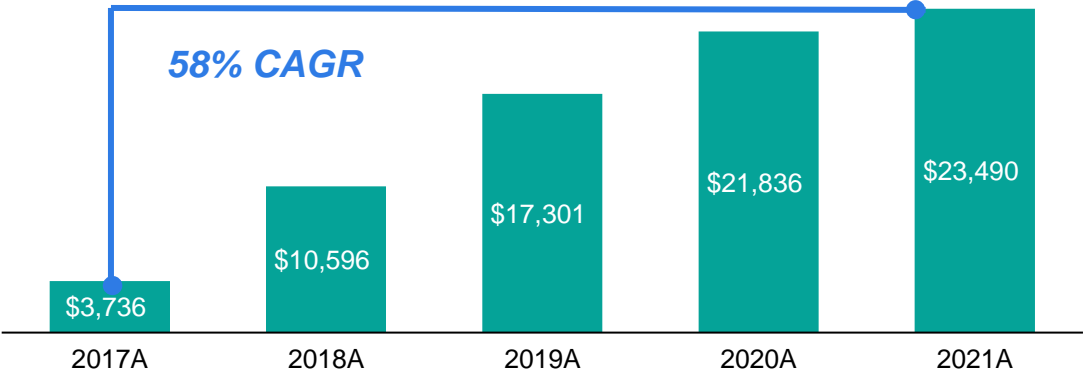
- Adjusted Gross Profit is a non-GAAP measure. See the introduction to this presentation for a discussion of non-GAAP measures and the appendix for a reconciliation of historical amounts to gross profit, the most directly-comparable GAAP measure. Adjusted Gross Profit Margin is calculated as Adjusted Gross Profit divided by Revenue.
- Customer net savings calculated against incumbent service provider total cost baseline versus at the end of the first contract term, typically three years. Savings estimated by management based on a \$10 million revenue customer and Rubicon average internal operating key performance indicators.
- Revenue net retention is calculated on an annualized basis as the percentage of prior period revenue retained from existing customers within the period, inclusive of customer churn, as well as revenue expansion or contraction within an existing customer account.
- Customer lifetime estimated based on the inverse of historical annualized customer revenue churn rates.

Established Track Record of Gaining Customer Wallet-Share

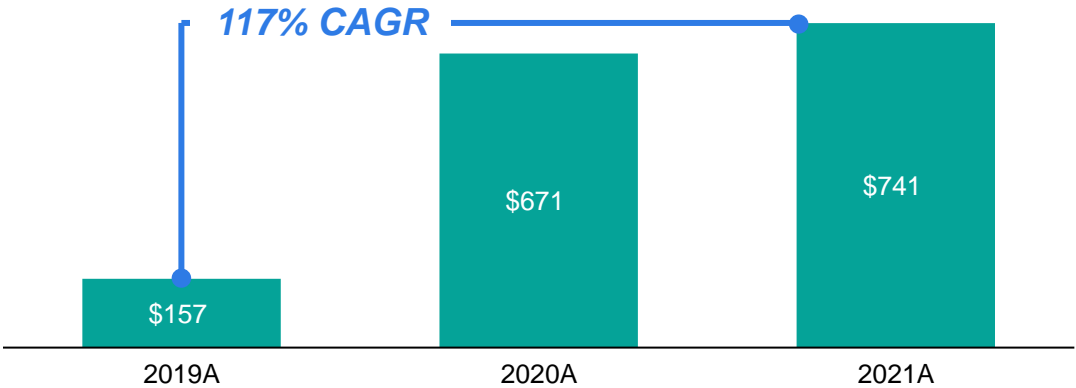
REVENUE GROWTH FROM SELECTED CUSTOMERS

Annual Revenue (\$ in thousands)

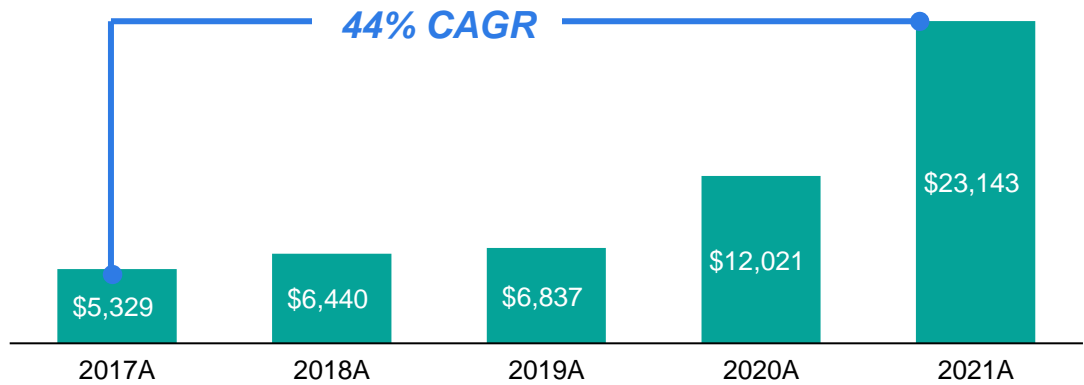
National Convenience Chain



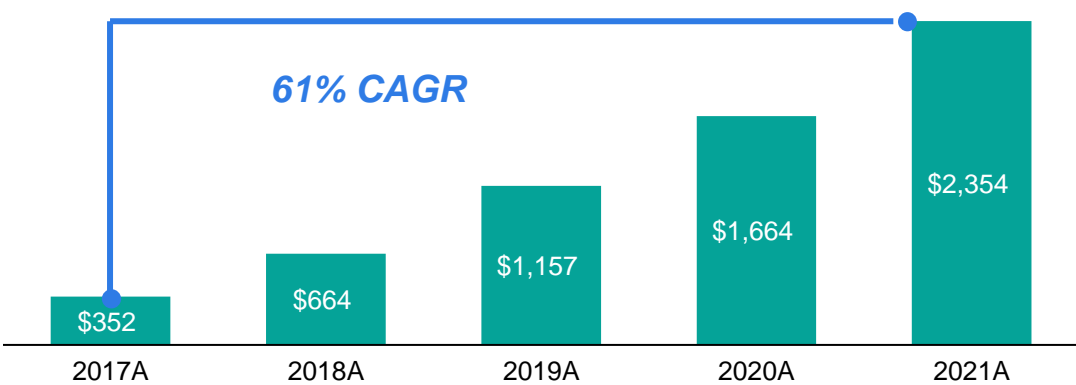
Southern US City



Global Logistics



Fast Casual Dining



Appendix

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Reconciliation of Non-GAAP Financials

(\$ in millions)	2018A	2019A	2020A	2021A
Gross Profit (GAAP)	\$6.6	\$15.9	\$20.6	\$21.4
Amortization & Depreciation for Revenue Generating Activities	1.1	1.6	1.8	2.9
Platform Support Costs	14.1	17.3	19.8	22.6
Adjusted Gross Profit (Non-GAAP) ⁽¹⁾	\$21.9	\$34.8	\$42.3	\$46.9
Gross Profit Margin	1.8%	3.1%	3.8%	3.7%
Adjusted Gross Profit Margin ⁽²⁾	6.1%	6.8%	7.8%	8.0%

(\$ in millions)	2018A	2019A	2020A	2021A
Net Income (GAAP)	(\$70.8)	(\$60.4)	(\$58.6)	(\$73.2)
Income Tax Expense / (Benefit)	0.2	(0.4)	(1.5)	(1.7)
Other Expense / (Income)	0.9	0.6	0.4	(9.2)
Interest Expense / (Earned)	1.2	4.6	8.2	11.5
Depreciation & Amortization	4.2	6.4	6.5	7.1
Other Non-Cash Items	2.1	1.2	0.7	7.8
Adjusted EBITDA (Non-GAAP) ⁽¹⁾	(\$62.2)	(\$48.1)	(\$44.2)	(\$57.7)

Rubicon's World Class Leadership Aims to Create a Future without Waste

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Phil Rodoni
Chief Executive
Officer
Since 2015

Led Esurance's expansion of offerings and geographic footprint. Served as VP at Charles Schwab building a technology platform that supported 100,000 users. Well-versed in financial services, mobile internet and software development.



Jevan Anderson
Chief Financial
Officer
Since 2021

Highly accomplished technology executive with 30 years of experience in corporate leadership, including CFO and COO roles at Finjan Holdings. Executed transactions with over \$20 billion in aggregate consideration.



Chris Spooner
Senior Vice
President, Finance
Since 2015

Served as Manager of Capital Strategy at Novelis, a global leader in sustainable manufacturing.



Michael Heller
Chief
Administrative and
People Officer
Since 2011

Worked for Big Four accounting and national law firms in venture financing, buy and sell side transactions and strategic business partnership structuring.



**Renaud de
Viel Castel**
Chief Operations
Officer
Since 2016

Served as General Manager at Veolia, a global solutions company focused on addressing sustainability challenges.



William Meyer
General Counsel and
Corporate Secretary
Since 2016

Served as an Associate at Kilpatrick Townsend & Stockton LLP, prior to which he was an Associate at King & Spalding LLP. Earned his Doctor of Jurisprudence (J.D.) from the University of Virginia School of Law.



Tom Owston
Interim Chief
Commercial Officer
Since 2015

Served as strategic account director for Bigbelly (waste IoT technology) and account executive at Mercatus (vertical software for energy management). Served as District Manager for ADP.



Elizabeth Montoya
Chief of Protocol and
Investor Relations
Since 2011

Served as Director of Programs and Communications at the Humanities Council of Washington, D.C.



David Rachelson
Chief Sustainability
Officer
Since 2015

Led the development of IHG's Green Engage platform that provides cost-effective sustainability solutions.



Dan Sampson
Chief Marketing &
Communications Officer
Since 2019

Led global marketing and communications programs for NYSE-listed companies. Held senior marketing roles for some of the world's largest brands including Marriott International and CBS Corporation.



Perry Moss
Chief Advisor
Since 2011

Served as Executive Vice President at Oakleaf Waste Management LLC, working directly with Walmart, CVS, Dollar General and other major accounts. Honed his expertise at Champion International and Smurfit-Stone Container Corporation, where he led a waste and recycling subsidiary.



Stacie Moore
Vice President of
Human Resources
Since 2018

Served as Director of Human Resources at Precyse Solutions, directing overall function of human Resources services, policies and programs.





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