RUBICON ORGANICS

## INVESTOR PRESENTATION

# CANADA'S LEADING HOUSE OF PREMIUM CANNABIS BRANDS

TSXV: ROMJ     OTCQX: ROMJF

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We have made numerous assumptions about the forward-looking statements and information contained herein, including among other things, assumptions about: optimizing yield, achieving revenue growth, increasing gross profit, operating cashflow and Adjusted EBITDA profitability. Even though the management of Rubicon Organics believes that the assumptions made, and the expectations represented by such statements or information are reasonable, there can be no assurance that the forward-looking information will prove to be accurate, as actual results and future events could differ materially from those anticipated in forward-looking statements. Investors are cautioned against undue reliance on forward-looking statements or information. Forward-looking statements and information are designed to help readers understand management's current views of our near- and longer- term prospects and may not be appropriate for other purposes. Rubicon Organics assumes no obligation to update any forward-looking statement, even if new information becomes available as a result of future events, changes in assumptions, new information or for any other reason except as required by law.

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The production, packaging, labelling, handling, distribution, importation, exportation, licensing, sale and storage of cannabis products are affected by extensive laws, governmental regulations, administrative determinations and similar constraints which are beyond the Company's control. There can be no assurance that the Company is or will be in compliance with all of these laws, regulations, determinations and other constraints. Failure to comply with these laws, regulations, determinations and other constraints or new laws, regulations, determinations or constraints could lead to the imposition of significant penalties or claims and could negatively impact the Company's business. In addition, the adoption of new laws, regulations, determinations other constraints or changes in the interpretations of such requirements may result in significant compliance costs. This may have a material adverse effect on the Company's business, results of operations, cash flows and financial condition.

Figures are presented in Canadian dollars, unless otherwise noted.

## Non-GAAP Measures

Adjusted EBITDA is a non-GAAP measure used by management that is not defined by IFRS and may not be comparable to similar measures presented by other companies. Adjusted EBITDA is calculated as earnings (losses) from operations before interest, tax, depreciation and amortization, share-based compensation expense, fair value changes, and pre-revenue startup costs.

Management believes that these non-GAAP measures are useful indicators of operating performance and are specifically used by management to assess the financial and operational performance of the Company. Accordingly, they should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS. The Adjusted EBITDA disclosed within this presentation and within the earnings press release of Rubicon Organics dated August 11, 2026 are explained in the Company's Management Discussion & Analysis report for the three and six months ended June 30, 2026, filed with Canadian securities regulators, which can be accessed at www.sedarplus.ca.

# RUBICON ORGANICS
# AT A GLANCE

Vision: To be the most trusted house of premium cannabis brands, creating elevated experiences for people everywhere.

**#1** Premium Licensed Producer in Canada[1]
Uniquely positioned: Craft at scale.

**2** Cultivation facilities located in British Columbia, one of the world's most celebrated cannabis-growing regions.

**3** Award-winning premium brands with established reputations for trust and quality.


[1] *Hifyre premium product dollar sales data for the period June 2025 to June 2026.*


# WHY ROMJ?

### Premium Brand Positioning

- #1 producer in Canadian premium segment.[1]
- Award-winning Simply Bare™ Organic and 1964 Supply Co.™ brands.
- Highly rated supplier to provincial boards and leading retailers.

### BC-based Cultivation & Manufacturing

- ~15,500 kg annual capacity across dual facilities.
- Yield initiatives and CPG-led manufacturing efficiencies expanding margins through 2027.

### Proprietary Genetic Moat

- Extensive library of legacy strains that can't be bought or replicated, supporting premium pricing, consumer excitement, and brand loyalty.

### Track Record of Growth & Execution

- 23% year-over-year revenue growth, 4 years of positive annual Adj. EBITDA.[2]
- Positive EBITDA margins expected to expand H2 2026 on from new facility.
- Facility progressed from acquisition to harvest within 12 months.

### Highly Experienced Management & Board

- Strong leadership with deep expertise in CPG, regulatory, and public markets.

### Global Total Addressable Market (TAM) Expansion

- Brands portable to international medical markets with minimal new investment.
- Launched in UK in Q2 with additional markets planned for 2027 and significant long-term TAM expansion.

[1] *Hifyre premium product dollar sales data for the period June 2025 to June 2026*
[2] *Adjusted EBITDA is a non-GAAP measure that is calculated as earnings (losses) from operations before interest, tax, depreciation and amortization, share-based compensation expense, and pre-revenue start-up costs.*

# CRAFT QUALITY AT COMMERCIAL SCALE

~15,500 kg of premium, BC-grown flower with cultivation optimized through a dual-facility model.

## THE BC ADVANTAGE

British Columbia built a global reputation for premium cannabis over decades of craft cultivation, making "BC Bud" synonymous with quality for consumers worldwide. Rubicon is the institutional-grade expression of that legacy: the same craft genetics and expertise inside a licensed, scalable operation.

### OUR ASSETS

**Pacifica • Delta, BC • 11,000 KG annual capacity**

Hybrid greenhouse. Cultivation, manual and automated processing, future in-house hydrocarbon extraction.

FVOPA-certified organic. GACP-certified for exports.

**Cascadia • Hope, BC • 4,500 KG annual capacity**

Purpose-built indoor facility for cultivation.

GACP-certified for exports.

# GROWTH TRAJECTORY

Consistent annual top-line and gross profit growth demonstrates strong demand and operational leverage through typical industry seasonality.

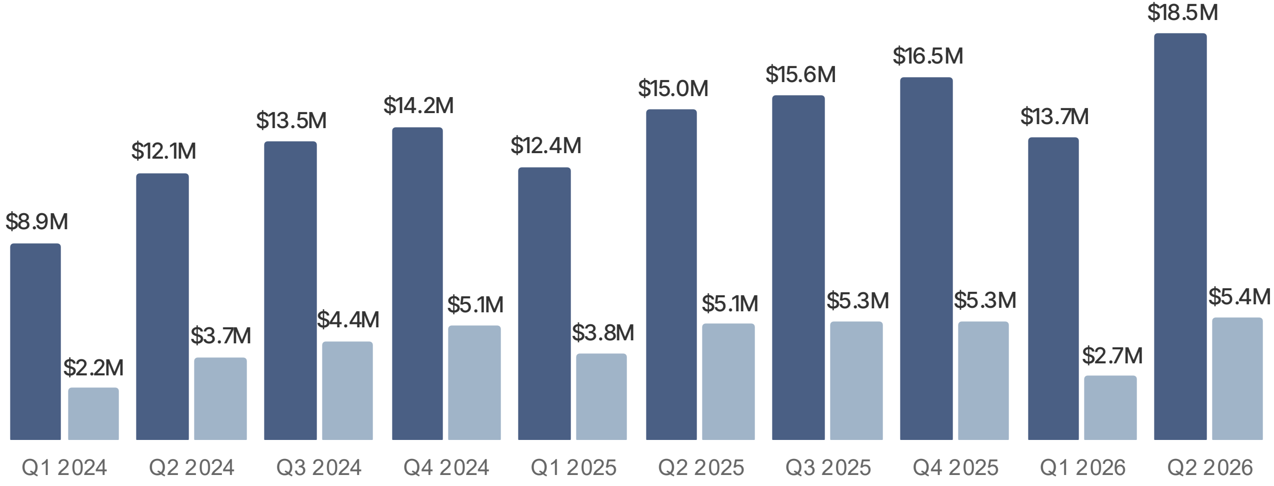
**+23% YoY**

Net Revenue Growth

$15.0M in Q2 2025 → $18.5M in Q2 2026

**+$2.3M Q2**

Premium-led Growth from 1964 Supply Co.™




Quarterly net revenue and gross profit before fair value adjustments | Rubicon Organics Inc.

# FY2025 FINANCIAL OVERVIEW

For the 12 months ending December 31, 2024 and 2025 | All figures in CAD

| METRIC | FY2024 | FY2025 | YoY Change |
|---|---|---|---|
| Net Revenue | $48.7M | $59.5M | +22% |
| GP Before FV Adjustments | $15.3M | $19.5M | +27% |
| Gross Margin Before FV Adjustments | 31% | 33% | +2% |
| Adjusted EBITDA[1] | $4.0M | $5.0M | +25% |
| Net (Loss) Income | ($2.6M) | $1.1M | +$3.7M |
| Operating Cash Inflow (Outflow) | $3.4M | ($3.0M) | |
| Cash On Hand | $9.9M | $4.0M | |
| Working Capital | $19.9M | $23.6M | |

[1]Adjusted EBITDA is a non-GAAP measure calculated as earnings (losses) from operations before interest, tax, depreciation and amortization, share-based compensation expense, fair value changes, and pre-revenue start-up costs.

# Q2 2026 FINANCIAL OVERVIEW

For the 3 months ending June 30, 2025 and 2026 | All figures in CAD

| METRIC | Q2 2025 | Q2 2026 | YoY Change |
|---|---|---|---|
| Net Revenue | $15.0M | $18.5M | +23% |
| GP Before FV Adjustments | $5.1M | $5.4M | +6% |
| Gross Margin Before FV Adjustments | 354% | 30% | -4% |
| Adjusted EBITDA[1] | $1.4M | 1.1M | -18% |
| Net (Loss) Income | $0.8M | $0.4M | -$0.4M |
| Operating Cash Inflow (Outflow) | $0.7M | ($1.7M) | |
| Cash On Hand | $7.3M | $3.0M | |
| Working Capital | $21.2M | $20.9M | |

[1]Adjusted EBITDA is a non-GAAP measure calculated as earnings (losses) from operations before interest, tax, depreciation and amortization, share-based compensation expense, fair value changes, and pre-revenue start-up costs.

# PREMIUM BRAND POSITIONING

**#1**
Premium LP in Canada
Hifyre-verified | Q2 2026

**23**
Industry Awards
(2024-26)
Incl. Brand of the Year x4

**6.8%**
Premium Market Share
Q2 2026

## Trusted Brand Execution

Consistent quality and reliable on-time delivery have earned Rubicon trusted-supplier status with provincial boards and leading retailers, translating into expanded SKU listings.

## CATEGORY LEADERSHIP

#1 National Market Share of Premium Flower 9.7% market share

#1 Topical Product & over 30% market share across topical category

#2 National Market Share of Premium Pre-rolls 4.8% market share

## CONSUMER APPEAL

• Regular drops of legacy genetics • Craft cultivation methods • Award-winning quality • Budtender trust • Wide range of formats • Organic-certified options •

## HOUSE OF PREMIUM BRANDS

1964 Supply Co. — award-winning premium brand; classic legacy genetics across flower, pre-rolls, vapes, edibles.

Simply Bare™ Organic — Super-premium; FVOPA certified organic; living soil, hang-dried, non-irradiated.

Wildflower — Wellness; CBD/THC/CBN formulations; #2 topical brand nationally.

Homestead — Strategic value brand with minimal investment.

# AWARD-WINNING QUALITY

Accolades from budtenders, retailers, and industry evidence the leading quality and consistency that anchors Rubicon's position in the premium segment.

**SIMPLY bare ORGANIC**

| | | |
|---|---|---|
| 2026 | Flower of the Year | Grow Up Industry Awards |
| 2025 | Craft Brand of the Year | KIND Awards |
| 2025 | Flower of the Year | KIND Awards |
| 2025 | Budtender Choice | KIND Awards |
| 2024 | Craft Brand of the Year | KIND Awards |
| 2024 | Budtender Choice | KIND Awards |

**1964**

| | | |
|---|---|---|
| 2026 | Brand of the Year | High Buds Club Awards |
| 2026 | Brand of the Year | Grow Up Industry Awards |
| 2026 | Indica Flower of the Year | High Buds Club Awards |
| 2025 | Brand of the Year | KIND Awards |
| 2025 | Best New Product Launch | KIND Awards |
| 2025 | Vape of the Year | KIND Awards |
| 2024 | Flower of the Year | KIND Awards |
| 2024 | Brand of the Year | KIND Awards |
| 2024 | Vape of the Year | KIND Awards |
| 2024 | Best New Product | KIND Awards |
| 2024 | Edible of the Year | KIND Awards |
| 2024 | Hash of the Year | KIND Awards |

**wildflower**

| | | |
|---|---|---|
| 2026 | Topical of the Year | High Buds Club Awards |
| 2025 | Wellness Brand of the Year | KIND Awards |
| 2024 | Wellness Brand of the Year | KIND Awards |
| 2024 | Wellness Product of the Year | KIND Awards |
| 2024 | Best Minor Cannabinoid Product | KIND Awards |

# GLOBAL TAM EXPANSION

1964 Supply Co.™ is a leading Canadian premium cannabis brand and multi-award winning Brand of the Year. Rubicon is now leveraging this proven positioning in international medical markets, where quality-focused patients value the same attributes that built the brand domestically.

**TEST & LEARN | 2025**

Tested 3 international markets with wholesale shipments.

**UK Market Entry | April 2026**

Launched 1964 Supply Co.™ in the UK with initial portfolio of organic flower, vapes, and extracts.

**2026 ONWARD**

Additional branded international market launches planned for 2027 and ongoing wholesale shipments to key markets.

European medical cannabis market projected to reach $13B by 2034.

**Rubicon's Canadian brand equity and premium cultivation standards port directly into international medical cannabis markets, expanding TAM without significant new investment.**

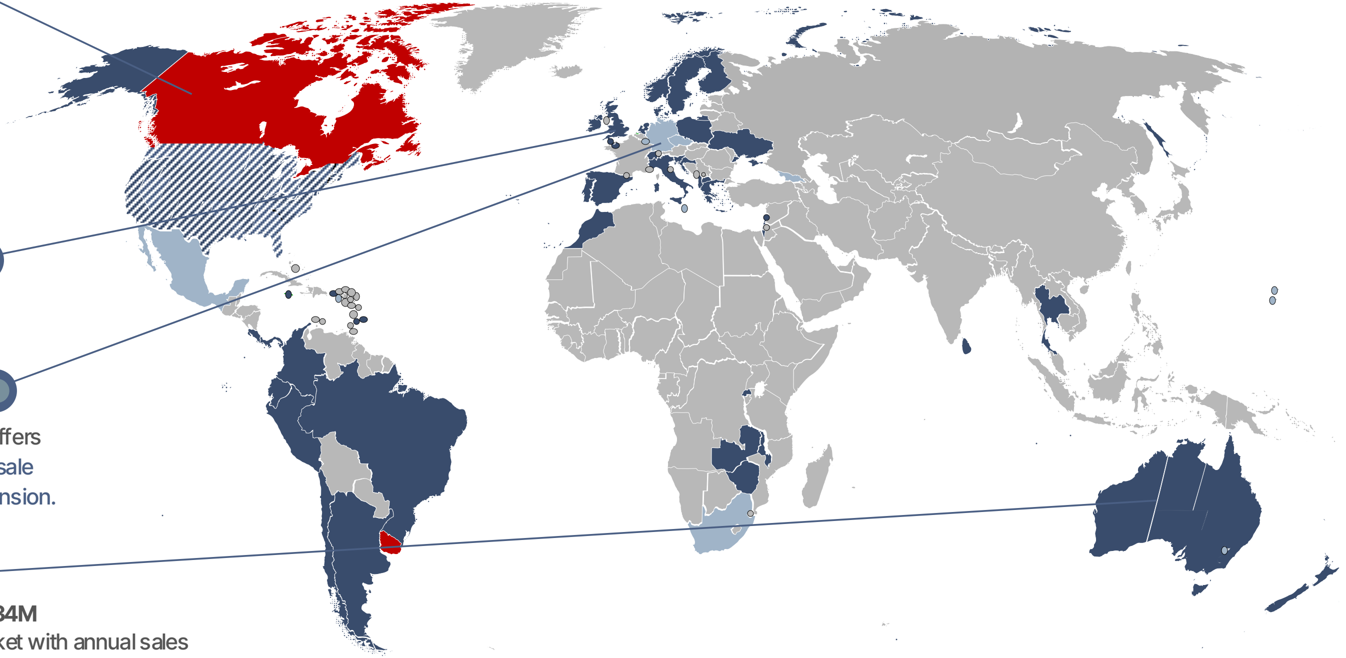
# GLOBAL TAM EXPANSION

- Recreational cannabis legal for retail sales
- Recreational cannabis legal to possess or consume
- Medical cannabis legal
- Mixed cannabis legality
- No legal cannabis

**Canada** (pop. 42M)
The world's largest recreational cannabis market with a global reputation for producing quality cannabis. Home to Rubicon's dual production facilities and all non-medical sales.

**The United Kingdom** (pop. 68M)
**2025 Canadian cannabis exports: $40M**
Europe's second largest market continues to rapidly expand. Rubicon launched 1964 Supply Co.™ branded sales in 2026.

**Germany** (pop. 84M)
**2025 Canadian cannabis exports: $292M**
Europe's largest medical cannabis market also offers the highest average price per kg. Rubicon wholesale market, now under consideration for brand expansion.



**Australia** (pop. 30M)
**2025 Canadian cannabis exports: $134M**
Rapidly growing medical cannabis market with annual sales quadrupling between 2023-2025. Rubicon wholesale market, now under consideration for brand expansion.

# OPTIMIZING PRODUCTION

Constantly pursuing initiatives to reduce production costs and expand gross margins

✓ EXPANSION COMPLETE

## Pre-Roll Automation

Automated pre-roll machines driving lower labour costs and higher gross margin in rapidly growing pre-roll category.

Rapid payback drove reinvestment in additional machines, now in full production.

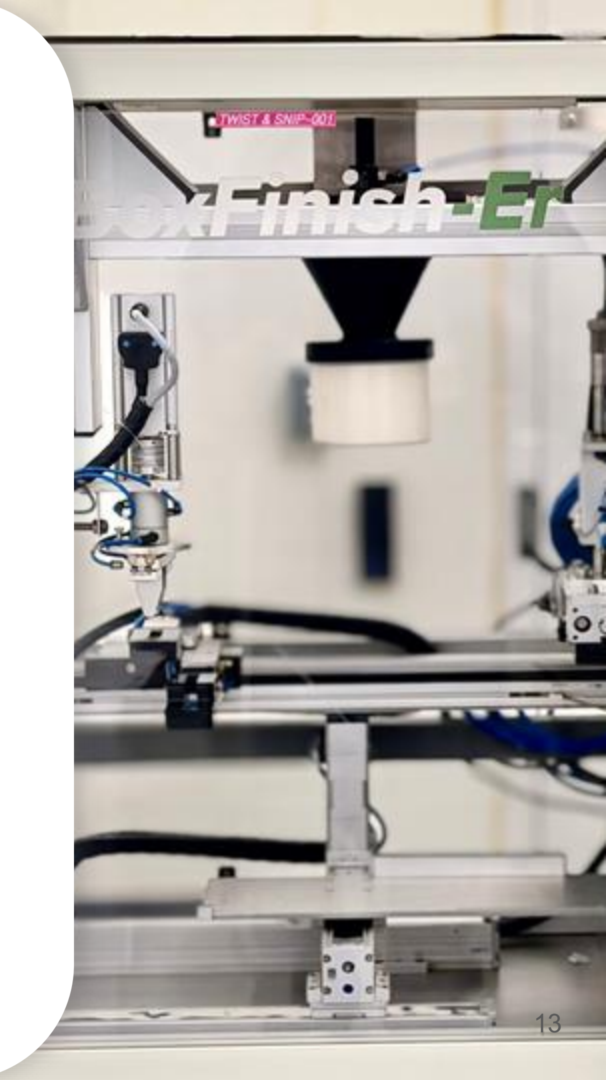
IN PROGRESS | TARGET COMPLETION: Q1 2027

## In-House Hydrocarbon Extraction

Bringing a key manufacturing step for concentrates and vapes in-house, eliminating reliance on costly third-party processors and significantly reducing per-unit COGS.

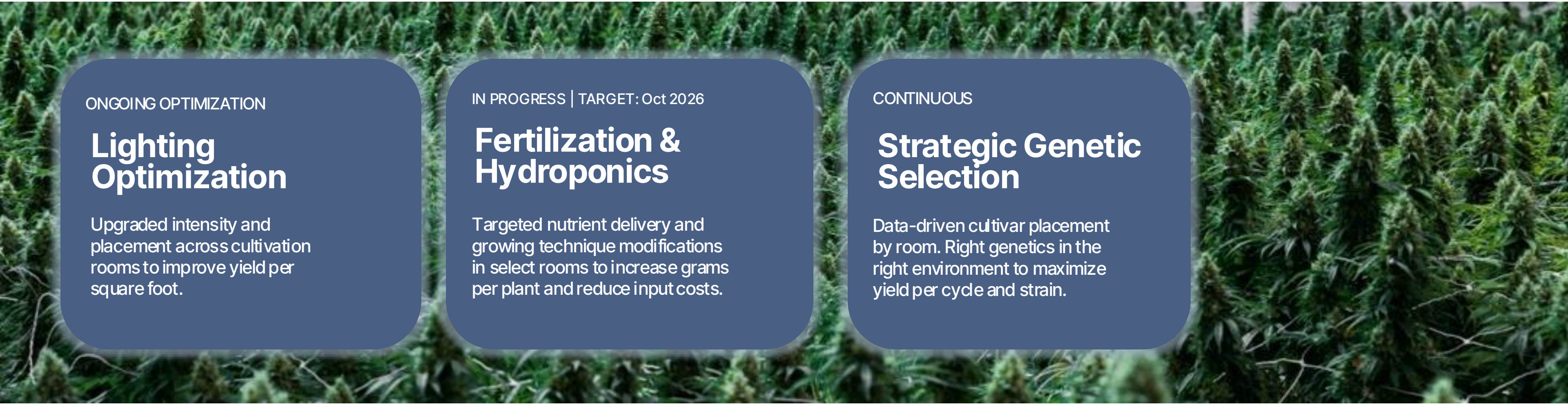
# EXTRACTING HIGHER MARGINS

As hydrocarbon extraction moves in-house, the manufacturing and processing share of COGS are expected to decline as a percentage of revenue, providing a structural tailwind for gross margin expansion in 2027.



# OPTIMIZING YIELD

More grams per square foot from existing facilities. Additional biomass supply at high contribution margin



ONGOING OPTIMIZATION

### Lighting Optimization

Upgraded intensity and placement across cultivation rooms to improve yield per square foot.

IN PROGRESS | TARGET: Oct 2026

### Fertilization & Hydroponics

Targeted nutrient delivery and growing technique modifications in select rooms to increase grams per plant and reduce input costs.

CONTINUOUS

### Strategic Genetic Selection

Data-driven cultivar placement by room. Right genetics in the right environment to maximize yield per cycle and strain.

## CAPACITY EXPANSION COMPLETE. NOW OPTIMIZING OUTPUT.

With Cascadia online, Rubicon is focused on increasing the effective capacity of both facilities and reducing cultivation costs as a percentage of revenue, with significant margin acceleration anticipated in H2 2026.

# OPERATIONAL EXECUTION

Proven ability to deliver major capital projects on time and on budget in a highly regulated industry.


## June 2025

Cascadia facility acquired for $4.5M to support unmet demand for premium cannabis

## October 2025

Health Canada license obtained; first crops planted

## February 2026

First harvest completed; Grand Opening held

## June 2026

Premium quality standards achieved & GACP certification for export granted; Revenue generation begins

## H2 2026

Optimization to achieve yield targets and drive margin growth

# PROPRIETARY GENETIC MOAT

## World-Class Library of Legacy Genetics

**500+**

Highly-Sought Strains

### Premium Brand Engine

Enables regular cultivar ‘drops’ creating excitement with consumers and commanding premium pricing.

### Yield Impacts

Strategic leveraging of genetics to optimize yield and extraction efficiency from existing facilities.

### Proven Quality

Consistent highs, verified potency, and full seed-to-sale traceability — delivering the reliable, premium experience consumers come back for.

### WHAT ARE “LEGACY GENETICS”?

Cannabis developed over 20+ years in pre-legalization medical and craft markets.

Premium consumers seek nostalgic experiences associated with specific legacy genetics.

Cannot be easily replicated or acquired.

### PARALLEL PRODUCT CONCEPTS

Throwback sneaker drops: Limited re-releases of iconic designs that sell out quickly.

Craft beer : Small-batch quality commands 2–3× the price of mass-market brands.

Single-origin coffee: Consumers pay a premium for traceable provenance and distinct profiles.

*Legacy genetics are the cannabis equivalent: rare, authentic, and irreplaceable assets*

# RUBICON MANAGEMENT

Experienced management with a balance of CPG leadership and deep industry experience

### Margaret Brodie, CPA, CA

CHIEF EXECUTIVE OFFICER & DIRECTOR

Co-Founder of Rubicon Organics. Co-Founder of Whistler Medical Cannabis (acquired by Aurora) with 20+ years in cannabis industry.

### Melanie Ramsey

CHIEF OPERATING OFFICER

25+ years in brand development & innovation. Former Senior Executive of Diageo & Beiersdorf.

### Glen Ibbott

CHIEF FINANCIAL OFFICER

25+ years in publicly-traded life sciences and cannabis companies. Former CFO at Aurora Cannabis.

### Tyler Perkins

VP OPERATIONS

7+ years in the cannabis industry. With Rubicon since inception across operations, quality assurance, regulatory affairs, and compliance.

### Monica Mascitti

VP PEOPLE

20+ years in recruitment & HR. Experienced in helping start-ups scale quickly while maintaining company culture.

### Bob Hill

VP STRATEGIC FINANCE

30+ years experience in senior finance roles from startups to publicly traded multinationals including Campbell's Soup, Nestle, GSK, and Sanofi.

### Chris Still

VP OF SALES

20+ years in retail, CPG, and DSD. Over a decade in leadership roles at PepsiCo before navigating early cannabis legalization at Tilray.

### Mathieu Aubin

VP OF MARKETING & NEW BUSINESS

15+ years in highly regulated CPG companies. Former Marketing Director at Northam Beverages; over a decade at Sleeman Breweries.

### Mikhael Ramberg

Cannabis Counsel

20+ years in the cannabis industry. Consulted with top brands and is an innovator in the solventless extraction space.

# RUBICON BOARD OF DIRECTORS

Independent board oversight with extensive public company and industry backgrounds

## Doris Bitz

CHAIR

30+ years building, scaling, and growing companies in food, CPG, and manufacturing. Retired President of Dessert Holdings.

## John Pigott

DIRECTOR

35+ years in food and beverage. CEO of Morrison Lamothe Inc. and Former CEO of Club Coffee.

## Len Boggio

DIRECTOR

40+ years as auditor, advisor, and independent director of public, private, and government corporations. Former Partner at PwC.

## Michael Detlefsen

DIRECTOR

30+ years in corporate strategy and executive management, agriculture & manufacturing. Managing Director at Pomegranate Capital.

## Karen Proud

DIRECTOR

20+ years in government relations, policy development, and regulatory and legislative affairs. President & Adjudicator, Office of the Grocery Sector Code of Conduct

## Ian Gordon

DIRECTOR

35+ years in sales, marketing, innovation, and development in CPG. Retired Senior Vice President at Loblaws.

## Jesse McConnell

DIRECTOR (NON-INDEPENDENT)

Co-Founder of Rubicon Organics. Co-Founder of Whistler Medical Cannabis (acquired by Aurora) with 20+ years in cannabis industry.

## Margaret Brodie, CPA, CA

CHIEF EXECUTIVE OFFICER & DIRECTOR

10+ years in finance. Over 10 years in cannabis industry. 10 years with KPMG & experienced CFO of public companies

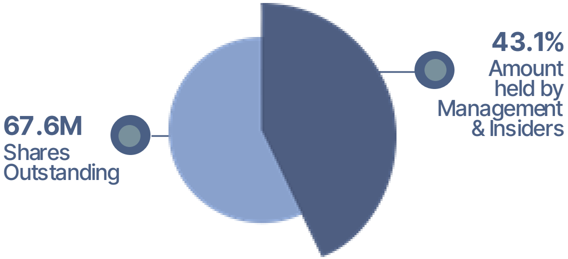
**NON-INDEPENDENT**

# MARKET INFORMATION

| AS OF Aug 11, 2026 | # OF SHARES | % |
|---|---|---|
| Management & Insiders | 29,135,803 | 43.1% |
| Public Float | 38,443,113 | 56.9% |
| **Total Outstanding** | **67,578,916** | **100%** |
| Options | 1,520,200 | |
| Warrants | 5,341,963 | |
| Restricted Share Units | 2,280,172 | |
| Deferred Share Units | 2,991,268 | |
| Performance Share Units | 983,757 | |
| **Fully Diluted Shares Outstanding** | **80,696,276** | |

**TRADING OVERVIEW**

| | | |
|---|---|---|
| Tickers | TSXV:ROMJ | OTCQX:ROMJF |
| Share Price (As of Aug 11, 2026) | C$0.50/Share | |
| Market Capitalization | C$33.8 million | |
| 52-Week Low/High | C$0.39-C$0.73/share | |




| EXPIRING | OPTIONS OUTSTANDING | EXERCISE PRICE (C$) |
|---|---|---|
| 2026 | 60,000 | $0.85 |
| 2027 | 785,200 | $0.86 |
| 2028 | 675,000 | $0.90 |

| EXPIRING | WARRANTS OUTSTANDING | EXERCISE PRICE (C$) |
|---|---|---|
| 2027 | 5,341,963 | $0.70 |

## RESEARCH COVERAGE

CAPITAL MARKETS
HAYWOOD

**Haywood Securities**
NEAL GILMER

**Zuanic & Associates**
PABLO ZUANIC

atrium | research

**Atrium Research**
NICHOLAS CORTELLUCCI


# CONTACT US

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