



RUBICON[™]
ORGANICS



Premium Brand Success Fueled by Operational Execution

TSXV: ROMJ

OTCQX: ROMJF

Investor Presentation, March 27, 2024

Disclaimer

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An investment in the Company is speculative and involves substantial risk and is only suitable for investors that understand the potential consequences and are able to bear the risk of losing their entire investment. The Company is in the early stage of development and has a limited operational history, making it difficult to accurately predict business operations. The Company has limited resources and may run out of capital prior to becoming profitable. The Company may fail, and investors may lose their entire investment. An investment in the Company may have tax consequences to the investor. The Company assumes no responsibility for the tax consequences of any investment. Investors should confer with their own tax advisors regarding an investment in the Company.

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 and Free Cash flow are non-GAAP measures used by management that are 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, and fair value changes. Free cash flow is calculated as net cash provided by (used in) operating activities, less purchases of and deposits on property, plant and equipment.

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 and Free Cash Flow reconciliation are presented within this presentation and within the earnings press release of Rubicon Organics dated March 27, 2024 and are explained in the Company's Management Discussion & Analysis report for the year ended December 31, 2023 filed with Canadian securities regulators, which can be accessed at www.sedarplus.ca.



Corporate Overview

We are a Leader in the Canadian Cannabis Sector Producing Premium & Super-Premium Branded Cannabis Products

- Proudly delivering BC premium & organic certified cannabis nationally
- 3 flagship brands, prominent brand recognition in their segments
- Extensive distribution in largest Canadian markets: Ontario, Quebec, Alberta & BC
- Deliver gross profit with every product sold
- Focused on the lucrative & expanding premium market
- Leveraging our own quality product by proactively shifting to highest margin products
- Experienced cannabis team with a track record of operating execution in cannabis
- Growth strategy built on the strength of our leading premium brand portfolio

Financial Highlights:

7 Consecutive Quarters
of Positive AEBITDA

6 Consecutive Quarters of
Positive Operating
Cashflow



2023 Our Accomplishments



\$4.4 million

Adjusted EBITDA¹ for
12 mo. to Q4'23

\$40.1 million

Net Revenue for 12 mo.
ended Q4'23

\$5.1 million

Operating cash flow
for 12 mo. to Q4'23

**2023 Cannabis
Company of the
Year²**



Expansion
Secured co-
manufacturer &
contract grow partners

**"Most
Recommended"
flower in Canada³**

Edibles
Successfully launched
under 1964 and
Wildflower

2.1%

Market Share⁴

6.9%

Premium Market
Share⁵

26.9%

Topical market share⁶

1. 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 fair value changes. See Appendix for details on the Adjusted EBITDA calculation. \$4.4 million is the 12-month AEBITDA to December 31, 2023
2. 2023 KIND Magazine's ("KIND") awards
3. Brightfield Group Canada Budtender Study 2023
4. Hifyre data for flower & pre-rolled products covering the twelve months ending December 31, 2023 in Canada
5. Hifyre data for premium flower & pre-rolled products covering the twelve months ending December 31, 2023 in Canada
6. Hifyre data for topical products covering the three months ending December 31, 2023 with 26.9% market share and #1 ranking

2023 KIND Awards

Industry Recognition is Critical to Success



2023 Cannabis Company of the Year



2023 People's Choice Best Weed

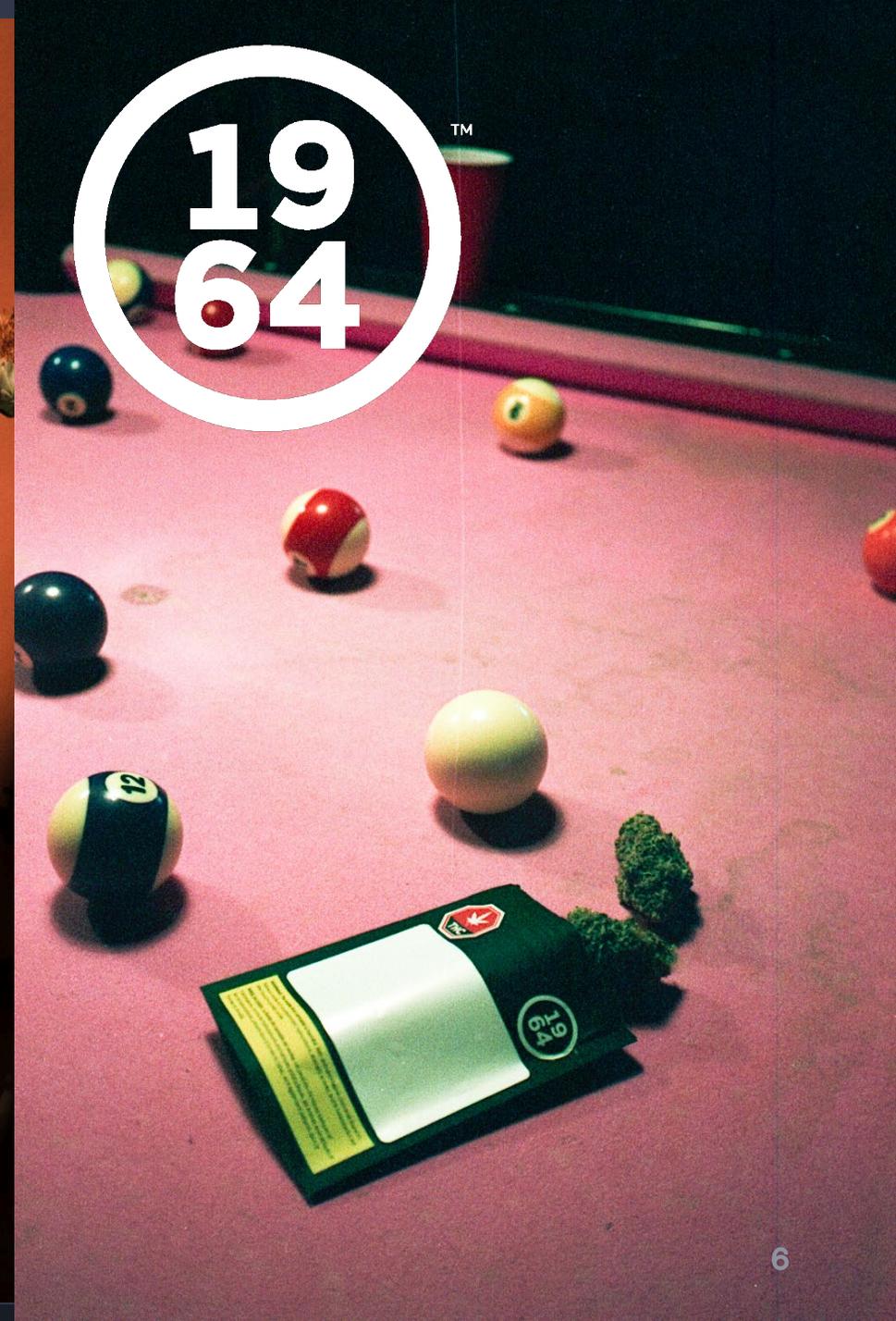


2023 Favourite Sample

Voted #1 brand sampled by budtenders.



Budtenders rank 2 of our brands in their top 3 “Most Recommended” flower in Canada.



¹Brightfield Group Canada Budtender Study 2023



* wildflower

Canada's Favorite Cannabis Topical

#1

Topical in Canada

26.9%

Market Share

Hifyre data for topical products covering the three months ending
December 31st, 2023 with 26.9% market share and #1 ranking

Ro



Winning with Premium Market Share

Industry Recognition is Critical to Success

Category	Ranking	Market Share	Logos
Premium Flower & Pre-rolls ¹	#2	6.9%	 
Premium Flower ²	#5	4.0%	
Premium Pre-rolls ³	#5	3.6%	
Premium Edibles ⁴	#3	14.1%	 
Premium Concentrates ⁵	#2	11.0%	 
Topicals ⁶	#1	26.9%	



1. Hifyre data for premium flower & pre-rolled products covering twelve months ending December 31, 2023
2. Hifyre data for premium flower products covering twelve months ending December 31, 2023
3. Hifyre data for premium pre-rolled products covering twelve months ending December 31, 2023
4. Hifyre data for premium edibles products covering three months ending December 31, 2023
5. Hifyre data for premium concentrates products covering three months ending December 31, 2023
6. Hifyre data for topical products covering three months ending December 31, 2023

Growth Strategy Leveraging Our Brands

Entering next phase of growth strategy



Organic Growth

- Growth of Premium Market over 7% through 2023¹
- 15.9% Market growth to February 2024³
- Focusing Delta Facility production on Gross Profit Accretive Products
- Entering next phase of growth strategy by expanding brand portfolio by entering new product segments and accessing contract grow



Leveraging the Power of Our Premium Brands

- Profitable Brand Growth applying External Capacity including launch of 1964 Supply Co™ vapes planned for Q2 2024
- Manufacturing Relationships established & with new products launched 2023 (i.e. edibles in 2023 and capsules/wellness products 2024)
- Contract grow arrangements established applying our genetics to build quality biomass



Harnessing ROMJ Strength to Take Advantage of a Distressed Industry

- Opportunistic view of landscape
- 2023 evaluation of contract grow opportunities for larger scale adoption of asset lite model 2024+
- As Canadian market normalizes, acquisitions at favorable valuations are present

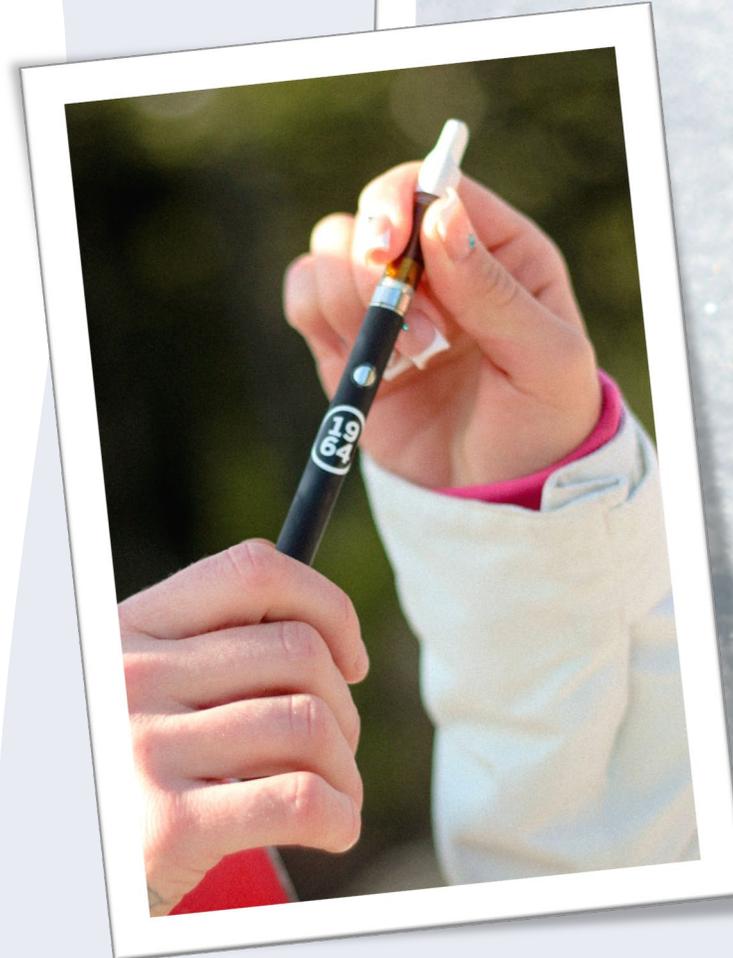
1. Per Hifyre, 12-month rolling premium and full market sales growth (year-over-year to February 2024)



Launching Vape

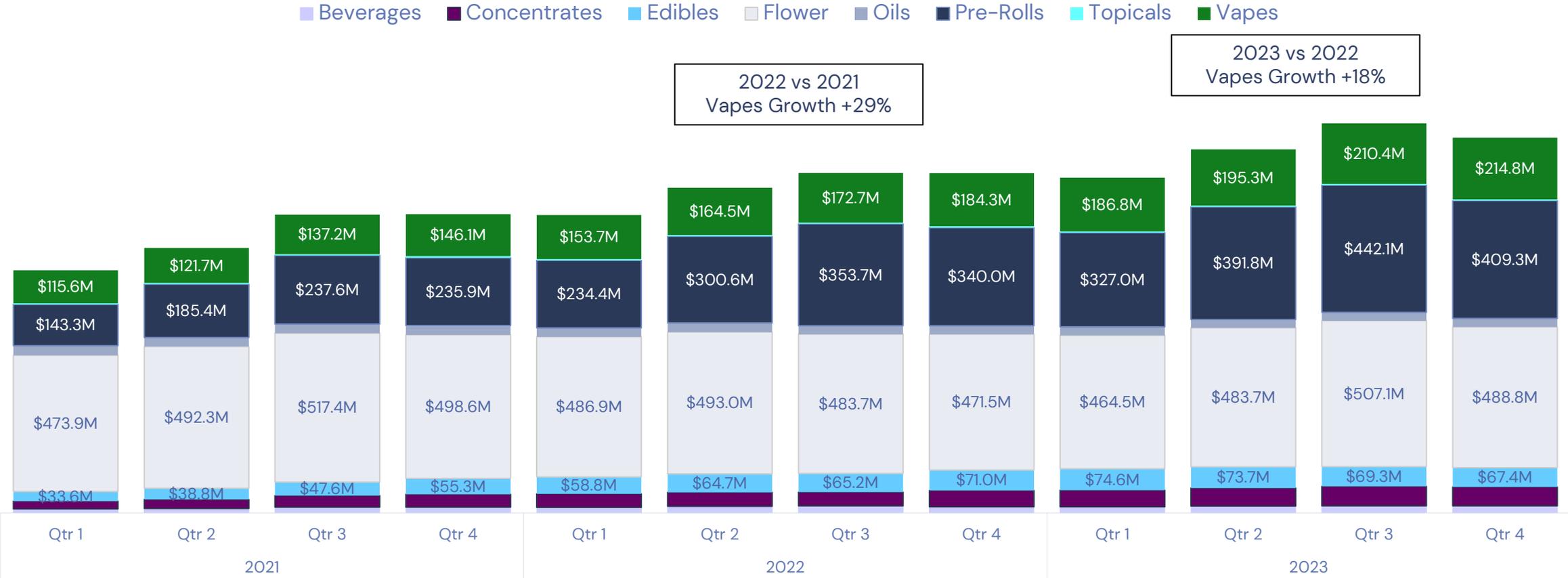
Introducing – 1964 Supply Co™ FSE Resin Vapes

- + Full Spectrum Extracts (FSE) provide more complex, nuanced flavor profile and a smoother consumption experience
- + 1964 is ready to take its share of the fast growing +\$800M Canadian vapes market*
- + Planned launch with two best selling cultivars: Comatose and Blue Dream
- + Vapes will be available in 1g FSE Resin 510 carts
- + Expected in market starting May 2024 for British Columbia, Alberta and Ontario



Vape Market Growth

Market Share by Category (in \$ Sales) by Quarter



2022 vs 2021
Vapes Growth +29%

2023 vs 2022
Vapes Growth +18%

Hifyre data 2021 to 2023, all provinces, all price tiers.

Well-Rounded Brand Portfolio Launched Nationally

Generating positive gross margin on every SKU

				
Brand Positioning	Super-Premium	Premium	Mainstream	Super-Premium (Topicals / Wellness)
Product Offering	<ul style="list-style-type: none"> • Dried Flower • Pre-Rolls • Infused Pre-Rolls • Hash • Live Rosin • Live Rosin Soft Gels 	<ul style="list-style-type: none"> • Dried Flower • Pre-Rolls • Infused Pre-Rolls • Hash • Live-Rosin Edibles • Cured Resin/Diamonds 	<ul style="list-style-type: none"> • Dried Flower • Pre-Rolls 	<ul style="list-style-type: none"> • CBD Relief Stick • CBD Cool Stick • Extra Strength Relief Stick • 1:1 CBD: THC Relief Stick • Live-Rosin Edibles with CBD, CBN and CBG • CBN Oil
Accolades / Features	<p>Top 3 Cdn Budtender Recommended brand³</p> <p>Super premium organic, flavour forward genetics</p> <p>Launched Canada's first ever Rosin roll</p> <p>Quarterly drop of new genetics</p>	<p>Canada's #1 Premium Flower Brand¹</p> <p>Top 3 Cdn Budtender Recommended brand³</p> <p>Launched first single-strain live rosin edibles available in the Canadian market</p>	<p>Developed for the price conscious and avid cannabis consumer</p> <p>Biomass outlet allowing RO to only put the best flower in Simply Bare and 1964</p>	<p>26.9% market share of topical products²</p> <p>Positioned to lead the growing cannabis wellness market</p> <p>Launched first edibles containing CBD, CBN, CBG and Live Rosin</p>

¹Hifyre data for Premium Flower Brands covering April 2023

²Hifyre data for topical products covering the three months ending December 31h, 2023

³Brightfield Group Canada Budtender Study 2023

Genetics Leadership



Building Brands from Consistent Execution

 Brand awareness and foundation set for expansion with more profitable product formats

 Well-positioned for growth with brand expansion and focus on premium quality

 Competitive advantage of proprietary living soils

 Offering strain rotations meeting consumer needs

 Success driven by exceptional products, customer-centric approach, and strong operational execution

 Aim to become the leading premium cannabis company in Canada

 Passionately delivering premium and organically certified flower products

 1964 launched nationally in 2021, currently #2 premium brand in Canada¹

 Capacity constrained at the Delta Facility due to high product demand

1. Hifyre Data – Premium Category P12M 2023



Winner AR Cannabis Cup 2023
"Best Gas" Simply Bare – BC Organic Oil Tanker



Winner Kind People's Choice Award – Best Weed – 2023

Operations Driving Our Brand Success

Delta Facility



100%-owned 20-acre property in Delta, British Columbia



Organic Certified with living soil delivering terpene rich flavors to consumers



Premium hang-dry and cure process



Production delivering consistent premium quality flower



125,000 sq. ft. hybrid greenhouse with annual production capacity of 11,000 kg/year



Indoor quality with greenhouse costs



Industry low inventory loss rates



Leadership Team



Margaret Brodie, CPA, CA

Chief Executive Officer & Director

20+ years in finance

Over 8 years in cannabis industry.
10 years with KPMG & experienced
CFO of public companies



Melanie Ramsey

Chief Commercial Officer

20+ years in brand
development & innovation

Former Senior Executive of
Diageo & Beiersdorf



Janis Risbin

Chief Financial Officer

20+ years in commercial finance

Former Director of Commercial Finance
at Britvic and Finance Manager at P&G



Monika Mascitti

VP People

20+ years in recruitment & HR

Experienced in helping start ups scale
quickly while maintaining company
culture



Mathieu Aubin

VP of Marketing & New Business

15+ years in highly regulated CPG
companies

Former Marketing Director at Northam
Beverages and over a decade of experience
at Sleeman Breweries



Chris Still

VP of Sales

20+ years in retail, CPG, and DSD

Over a decade in leadership roles at
PepsiCo before navigating early days
of cannabis legalization in Canada at
Tilray

Independent Directors



Len Boggio

Director

40+ years as auditor, advisor,
and independent director of
public, private, and
government corporations

Former Partner at PwC



Karen Proud

Director

20+ years experience in government
relations, policy development, and
regulatory and legislative affairs.

President and CEO of Fertilizer
Canada



David Donnan

Director

35+ years in management,
agriculture & consumer products

Partner Emeritus at A.T. Kearney



Michael Detlefsen

Director

30+ years in corporate strategy and
executive management, agriculture &
manufacturing

Managing Director at Pomegranate
Capital



John Pigott

Director

35+ years in food and beverage

CEO of Club Coffee & Morrison
Lamothe Inc.



Ian Gordon

Director

35+ years in sales, marketing,
innovation, and development
in CPG

Retired of Senior Vice
President Loblaws



Doris Bitz

Director

30+ years building, scaling, and
growing companies in food, CPG,
and Manufacturing

Retired President of Dessert
Holdings

Q4 2023 Rolling 12-month Financial Results

Complete brand portfolio launch and market expansion providing growth and positive gross profit.

Rolling 12-month basis:

↑ **13%+**
Revenue growth

↑ **15%+**
Gross Profit before FV
adjustments



■ Net Revenue ('000's)
■ Gross Profit before fair value adjustments ('000's)



Q4 2023 Financial Results

Poised for Significant Adjusted EBITDA¹ Growth

For the 12 months ended in Q4 2023, the Company achieved Adjusted EBITDA¹ of \$4.4M

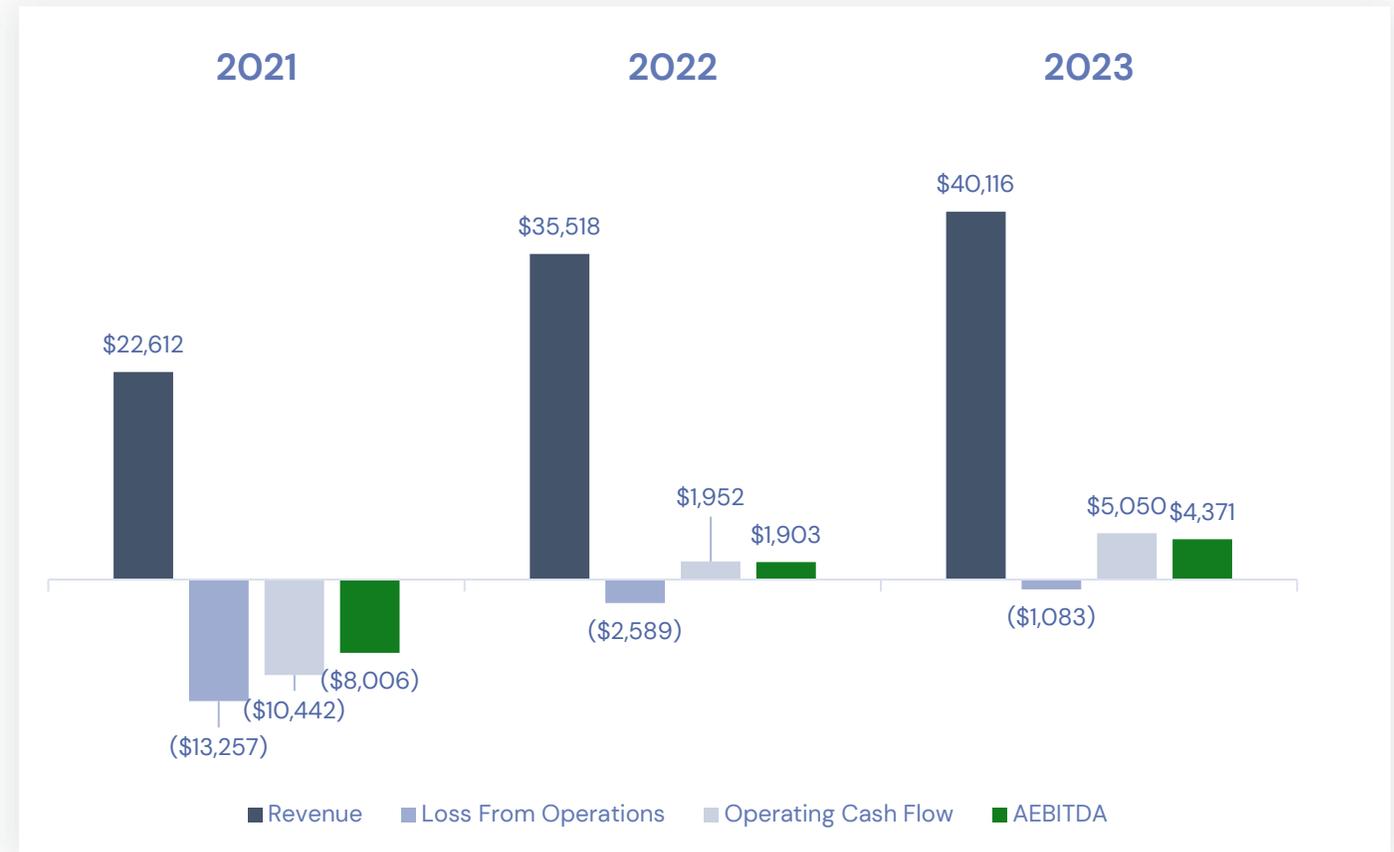
- One of only a handful of LPs to achieve positive Adjusted EBITDA¹

Adjusted EBITDA¹ continues to trend upwards due to the following factors:

- Continued focus on quality/yield
- Operating leverage taking effect over a fixed cost base – incremental gross margin goes straight to the bottom line
- Slow down in Q3 2023 due to adverse product mix impact by recessionary Canadian environment, expected to be short-term and Q4 2023 showed signs of recovering
- Expanding SKU offerings and new product formats
- Use of external capacity including expanded cultivation capacity through thoroughly vetted partners

Select Financial Metrics (C\$ '000's)

Operating Leverage: Increasing Revenues Over a Fixed Cost Base



1. Adjusted EBITDA is a non-GAAP measure used by management that are 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, and fair value changes.

Growth Story: Premium Sales Driving Market Growth

Premium market grew faster than total market in Q3 2023 before deceleration with short-term price compression & fire sales. Our outlook for premium growth to rebound in 2024 as competitors & capacity come offline and Canada moves past recessionary environment.



+\$300 million

Potential Growth of Premium Segment to 2026²

Rubicon currently holds 6.9% of premium market share⁴

% Growth – All Sales vs Premium Sales^{1,2}
\$ billions – Total Cannabis Retail Sales³



1. Source: Hifyre, quarter over quarter \$ sales growth
 2. Premium Segment information extrapolated based on Brightfield Group 'Battle of North Market Update Report (2022)' estimates growth in Canadian premium segment to up to 20-25% of total dollars in market similar to more established markets (\$300 million increase in 3 years)
 3. Statistics Canada. Table 20-10-0056-02 Monthly retail trade sales by industry (x 1,000,000)
 4. Hifyre data for premium flower & pre-rolled products covering twelve months ending December 31, 2023 in Canada

Catalysts for the Canadian Cannabis Market



Recommendations of the Cannabis Act Expert Review Panel

- Reduce regulatory and administrative burden
- Excise tax needs to be reduced
- Organic symbol should be allowed on packaging
- Crackdown on illicit market



Possibility of Excise Reform

- February 2024 Recommendation from the House of Commons Standing Committee on Finance to shift to 10% ad valorem tax
- March 2024 Federal govt reduced increase to excise tax on alcohol in
- March 2024 Cannabis Act Review Expert Panel recommends reducing excise



Industry consolidation

- Reduction in number of Licensed Producers due to bankruptcies and closing of facilities

Canadian Cannabis Industry Today & Our Right to Win

Canadian Cannabis Market

Legal market:

- Over \$5.0 billion¹
- 15.9% Market growth to February 2024³, and 7.2% Premium growth to February 2024⁴

Black market remains est. 40-50% of total market²

Excess quantity of low-quality production

Canadian Cannabis Companies

Struggling to operationally execute

Over-levered with high fixed cost base

Almost \$300 million in excise taxes in arrears with CRA for excise remittance⁵

CCAA & bankruptcies begun in 2023 and expect to continue through 2024

Rubicon's Opportunity



Market is Growing



Competition is Falling



Highly Recommended Brands



Proven Execution



Leverage from Position of Strength



Building on Strong Brand Foundation



Opportunistic M&A



Current on excise payments

1. Per Statistics Canada 2023

2. Per Viridian Capital Partners & EY report 'Cannabis Capital Flow' published Q1 2023

3. Per Hifyre, total market 12-month rolling sales growth (year-over-year)

4. Per Hifyre, premium market 12-month rolling sales growth (year-over-year)

5. Article by MJBizDaily, dated February 29, 2024, "Canada's unpaid cannabis taxes soar 72% to almost \$300 million"

2024 Company Outlook

- ✓ Continued Growth in Net Revenue in Full Year 2024
- ✓ Increase in AEBITDA in 2024*
- ✓ Operating Cashflow Positive 2024

Refer to forward looking guidance and the Company's materials filed on Sedar+
*excluding the impact of costs for ERP system implementation

Company History & Key Milestones Delivered

CONSISTENT EXECUTION

2019 – 2021

- ✓ Obtain Sales and Cultivation Licenses Cultivate, Delta Facility
- ✓ Initial crops planted and 1st harvest achieved
- ✓ Organic Certification, Delta Facility
- ✓ TSX-V Listing
- ✓ Launch Simply Bare Organic
- ✓ Launch 1st ESG Report in Cannabis industry
- ✓ Launch Wildflower CBD Sticks

2022

- ✓ Launch 1964 brand nationally
- JUNE
✓ Extend Debt Facility at 6.5%/7.5% interest rate
- Q 2
✓ Achieve 1st quarter of AEBITA
- H 1
✓ Complete BC Hydro Upgrade Delta Facility
- Q 3
✓ Initiate Partnerships with High-Quality Contract Grows
- Q 4
✓ Achieve crops over 11,000 kg production run-rate
- ✓ Launch infused pre-rolls
- ✓ 1st Year AEBITDA & Positive Operating Cashflow

2023

- Q 2
✓ Launch Infused Cannabis Edibles
- APRIL
✓ 1964 Achieved #1 Premium Flower Brand in Canada
- OCTOBER
✓ Installation of tables for increased capacity at Delta Facility
- OCTOBER
✓ Expand Wildflower™ brand offering
- ✓ Expand Brand Product Formats
- ✓ Drive revenue growth with new product offerings not using Delta facility capacity
- ✓ Testing contract grow results for asset lite approach to satisfy brand demand

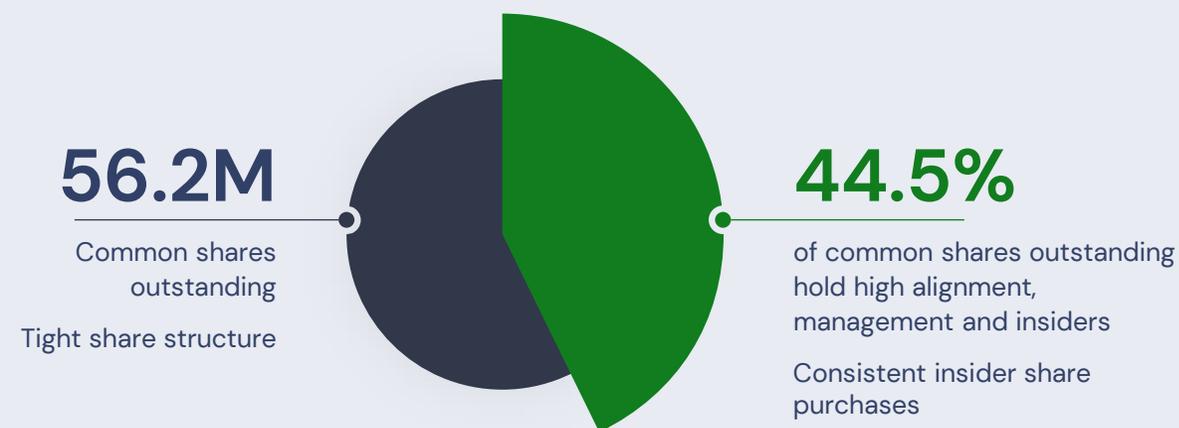
2024

- Q 1
✓ Appointment of CEO/CFO
- Q 2
Launch Vape
- H 2
Debt Refinancing
- Q 2
Launch New Genetics
- Q 3
Expand Brand Product Formats
- Q 4
Increase Contract Grow Volumes

Market Information

As at March 27, 2024	# of Shares	%
Management & Insiders	24,977,771	45.5%
Public Float	31,213,890	55.5%
Total Outstanding	56,191,661	100%
Options	2,478,866	
Warrants	1,789,000	
Restricted Share Units	3,387,772	
Deferred Share Units	720,000	
Fully Diluted Shares Outstanding	64,567,299	

Trading Overview	
Tickers	TSXV: ROMJ OTCQX: ROMJF
Share Price (as at March 27, 2024)	C\$0.41/share
Market Capitalization	C\$23 million
52-Week Low/High	C\$0.33 – C\$0.64/share



Expiring	Options Outstanding	Average Exercise Price (C\$)
2024	106,666	\$3.25
2025	542,000	\$0.85
2026	80,000	\$0.85
2027	815,200	\$0.86
2028	920,000	\$0.90
2029	15,000	\$0.50

Expiring	Warrants Outstanding	Average Exercise Price (C\$)
2024	907,000	\$4.00
2025	882,000	\$1.34

Research Coverage	
 HAYWOOD	Neal Gilmer

Appendix

Some of our Recent Drops...



Jokerz



Power Mintz



Zookies



Environmental, Social & Governance Leadership is Core to Executing our Strategy

1st

Cannabis Producer in the World to issue an ESG Report and continuing

We believe ESG is a journey and we are committed to sharing our progress transparently with our stakeholders

We hold ourselves to the highest standards of governance, sustainability and ethical business practices



A few highlights from our 2022 ESG Report:

64% Local hiring:

of our workforce live within the local community of our Delta greenhouse

2021 – 43%

80% Diversity:

diversity across our employee base

2021 – 77%

56% Waste Diversion:

of waste from our Delta greenhouse was diverted from landfill

2021 – 53%

Delivering Our Brand Promise of Quality = Loyal Customer

Hand trimmed. Hand packaged.
Without irradiation.



Powered By The Sun

Full-spectrum, natural sunlight not only allows plants to express their full aroma but it's also a more sustainable approach to cultivating. When the BC weather does not cooperate, we use a supplemental high-efficiency LED system to give the plants the light they need.



Craft Processes

A dedicated team of growers tends to every crop throughout its natural life cycle. When the time comes, we harvest each flower by hand then hang dry them in a controlled curing room for 14 days.



Organic Certified

Everything is grounded in our living soil – a secret blend of natural inputs sourced from the rugged coast of BC. We feed each of our cultivars a proprietary blend of kelp, bark, fish meal and other ingredients to boost their growth and protect them from disease.



Delivered With Care

Producing consistently high-quality organic products takes a lot of expertly trained hands. Fusing traditional growing practices with innovative technology inspired by natural ecosystems, our passionate team keeps moving the cannabis industry forward.



Non-Irradiated

No exposure to radiation or harmful rays

Organic Certified

Sustainably grown and pesticide free

High Terpenes

An elevated aromatic experience

Hand Trimmed

To maintain maximum trichome integrity



SIMPLY
bare
ORGANIC™

Nature at its Rawest

Built to delight discerning consumer searching for the highest quality, newest and most flavorful products.

Top 3 Most Recommended Brand by Budtenders in Canada¹.



Proprietary organic certified, living soil providing terpene rich experience.



Hand trimmed and hand packed. Super-premium.



Exotic flavour forward strains with regular new drops

Winner AR Cannabis Cup 2023

Winner "Best Gas" = BC Organic Oil Tanker



19
64

TM

Celebrate the Rebellious Spirit of the 60's

Designed to recruit legacy consumers by offering classic organic cultivars, 1964 is one of Canada's fastest growing cannabis brand

Top 3 Most Recommended Brand by Budtenders in Canada¹.



Sun
Grown



Organic
Soil



No Artificial
Inputs



#2 Premium Brand
in Canada²

Winner Kind Awards 2022

"Indica of the Year"



Organic
Comatose





Connect People with the Healing Power of Plants

Created to inspire holistic wellness by offering the best-performing CBD products that consumer can integrate in their daily routine.

#1

Topical Brand
in Canada¹

26.9% Market Share

1 - Hifyre data for topical products covering the three months ending December 31st, 2023 with 26.9% market share and #1 ranking





HOMESTEAD CANNABIS SUPPLY

Hard Work Makes Great Cannabis

Targets price conscious daily user offering
incredible value pack formats



Large format
offerings



Pre-rolls and
milled product



* wildflower™



RUBICON™
ORGANICS

MISSION

Grow the best cannabis
on earth, for the earth

VISION

Be the global brand leader
in organic cannabis

VALUES

Excellence

Freedom

Quality

Integrity





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