



Robotic Last Mile Delivery

November 2024



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The forward-looking statements contained in this investor presentation are also subject to other risks and uncertainties, including those more fully described in our filings with the Securities and Exchange Commission (“SEC”), including in the sections entitled “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in our Annual Report on Form 10-K for the year ended December 31, 2023, our Quarterly Report on Form 10-Q for the three months ended September 30, 2024, and in the Company’s subsequent SEC filings. The Company can give no assurance that the plans, intentions, expectations or strategies as reflected in or suggested by those forward-looking statements will be attained or achieved. The forward-looking statements in this presentation are based on information available to the Company as of the date hereof, and the Company disclaims any obligation to update any forward-looking statements, except as required by law. These forward-looking statements should not be relied upon as representing the Company’s views as of any date subsequent to the date of this presentation.

INDUSTRY AND MARKET DATA

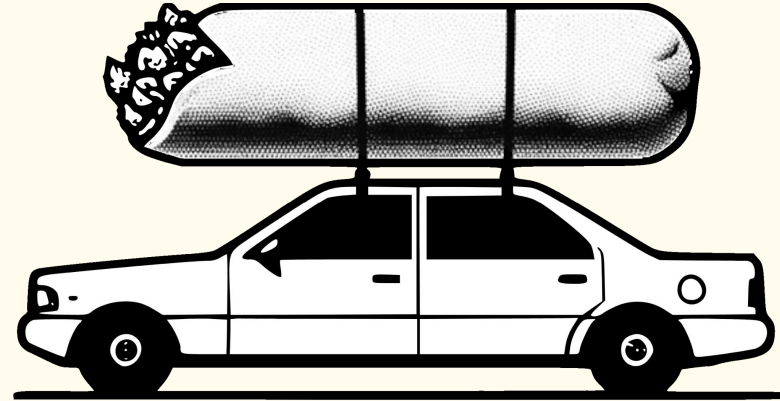
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Why move 2 lb burritos... in 2 ton cars?

Rapid progress in robotics and artificial intelligence (AI) can help reduce our reliance on cars



- U.S. drivers killed 20 pedestrians each day in 2021¹
- Private cars & vans caused ~10% of global energy-related CO₂ emissions in 2022²
- Tailwinds accelerating robot adoption include: advances in AI, faster & cheaper compute, cheaper sensors and ubiquitous data connectivity, as well as labor shortages, wage inflation & new worker classification laws

1. "Share the Road: It's Everyone's Responsibility" (NHTSA, 2023)

2. "Cars and Vans" (IEA, 2022)



Uber Eats

ama

\$450B by 2030: The untapped market for robotic & drone delivery¹

Delivery is in hyper-growth, but costs prevent profits:

- **+200%** – DoorDash revenue growth (2020 to 2023)
- **+235%** – DoorDash cost of revenue increase (2020 to 2023)

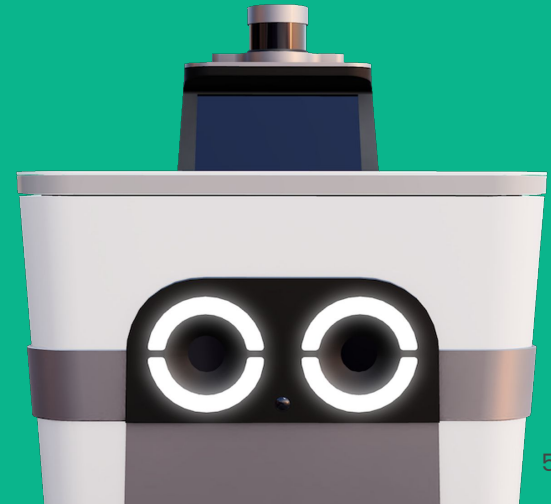
AI-powered robots are on a mission to
make last mile delivery profitable:

- **2.5 miles** – Median distance of food deliveries in the United States²
- **\$1.00** – Expected average cost of last mile delivery by Serve robots with increased autonomy and adoption³

1. TAM calculation sourced from ARK ([Big Ideas 2024](#)) and Company estimates

2. Internal historical delivery data

3. Internal financial projections model



Veterans in AI, robotics, last mile



Ali Kashani, Ph.D.
CEO

- VP at Postmates. Co-founder/CTO at Neurio (acq. Generac)
- Ph.D. in Robotics (UBC)
- 15 patents



Touraj Parang
President & COO

- VP Corp Dev at GoDaddy. Serial entrepreneur: UpCounsel (acq. LinkedIn), Webs (acq. Vistaprint), Jaxtr
- Graduate of Yale Law & Stanford



Brian Read
CFO

- Controller at Aptronik Inc.
- Public Finance roles at REE Automotive and Coherent
- PricewaterCoopers; Certified Public Accountant (CPA)



MJ Burk Chun
Product

- Director, Postmates. Head of Product, Anki. BigCommerce Lead, EA
- 17+ years leading product in, robotics, marketplaces, video games



Dmitry Demeshchuk
Software

- Director at Postmates
- Staff engineer at Postmates
- Founding engineer at Postmates X



Euan Abraham
Hardware

- SVP Hardware at Latch. VP Hardware at GoPro. Lead engineer at Apple.
- BS in Engineering (U of Sheffield)



Rajesh Radhakrishnan
Autonomy

- Director at Ghost Autonomy; Head of ML at John Deere. Founding engineer at Blue River (acq. John Deere)
- MS in Computer Science (UT Arlington)

Investments by...

Uber

Largest shareholder & commercial partner.



Technical partner since 2018.

Delivery Hero

German food delivery platform in EU & Asia.

7-ELEVEN

First convenience store partner (13,000 stores in US/Canada).

Recent highlights

Delivery growth & operational expansion

- Q3 2024 saw 21% increase in average supply hours and 23% increase in daily active robots
- Expanding Los Angeles operations into Downtown LA, Sawtelle and Westwood
- New delivery partnerships with Shake Shack and Wing

\$35 million additional capital

- Completed two private placement transactions in July and August 2024 with single institutional investor

Vebru acquisition

- Announced agreement to acquire the assets of Vebru Inc. in all-stock transaction, including Vebru's signature product, the Autocado robot.

Track record of growth: **1 market, 400+ restaurants**

20% MoM growth

34 months of rapid increase in deliveries since early 2022

Up to 99.94% reliability

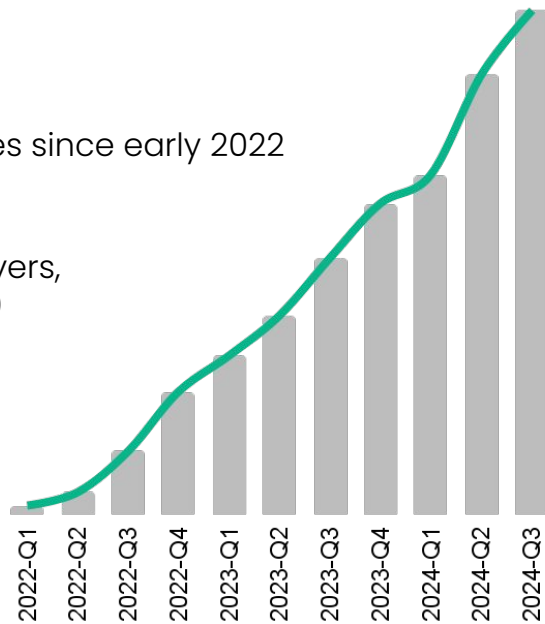
delivery completion **10x** better than drivers, with roughly 0.5 failed delivery per 1,000

Over 50,000

deliveries in L.A.

100 robots

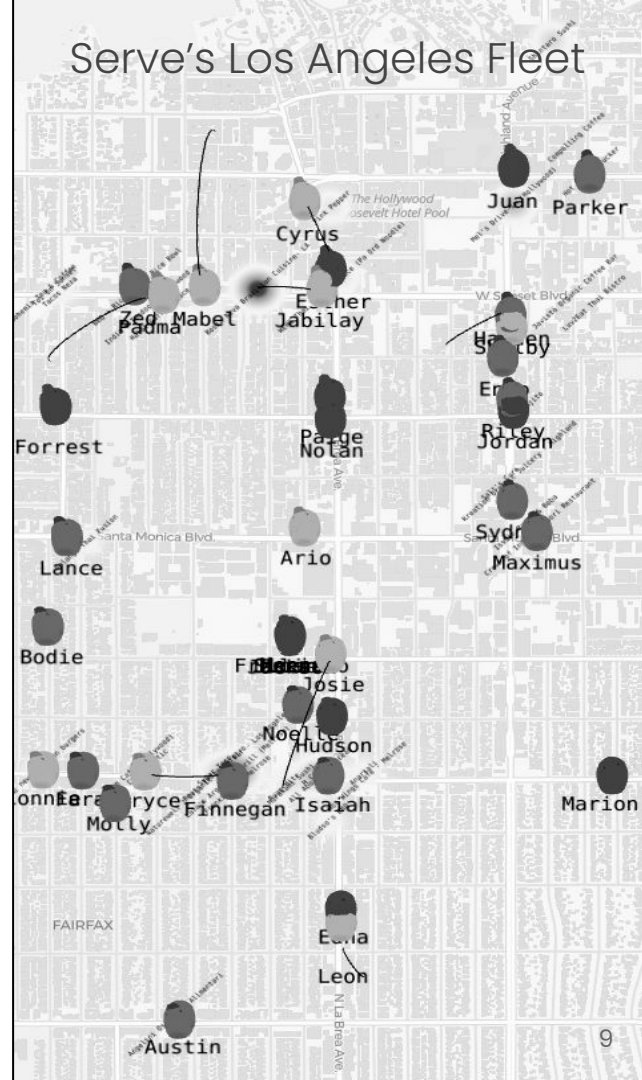
for deliveries & R&D



Serve's delivery volume in Los Angeles¹

1. All figures based on internal historical delivery data

Serve's Los Angeles Fleet

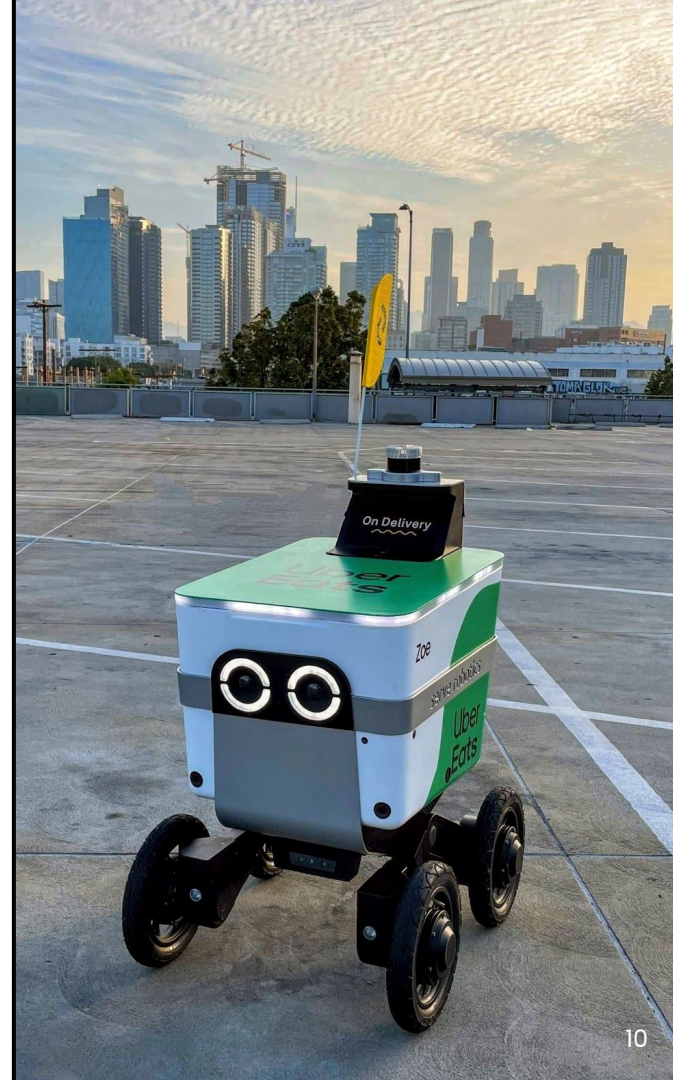


2000 robots under contract with Uber Eats

We have signed one of the largest contracts in the AV industry with Uber Eats.

Full 2,000-robot deployment expected by the end of **2025**. Our fleet is already integrated into Uber, helping grow to new markets more efficiently and achieve high utilization

- Los Angeles (expansion):
 - At least 250 robots by end of Q1 2025
 - New neighborhoods include Downtown LA, Sawtelle and Westwood
- Expansion markets (new deployment):
 - Entering Dallas–Fort Worth by end of Q2 2025



Phased 2,000-robot rollout on track

Design

✓ COMPLETED

Design phase is complete for third generation robot.

Engineering, validation, and test (“EVT”) units have completed validation and testing phase, and are completing certification.

Manufacturing

ONGOING

Magna secured as **contract manufacturer**.

First robots rolled off manufacturing assembly line in October 2024.

Materials procured from global supply chain network and full scale manufacturing is underway.

Deployment

ON TRACK

Goal: Deploy 2,000 robots by EOY 2025.

At least **250 additional robots in Los Angeles** expected by the end of Q1 2025.

One new major metro by the end of Q2 2025. New markets under consideration include San Diego, Dallas, and Vancouver.

Scaled Operation

TO COME

Goal: Improve operational performance and efficiency in new geographies over time.

At full utilization, **each robot expected to pay for itself in under one year.**

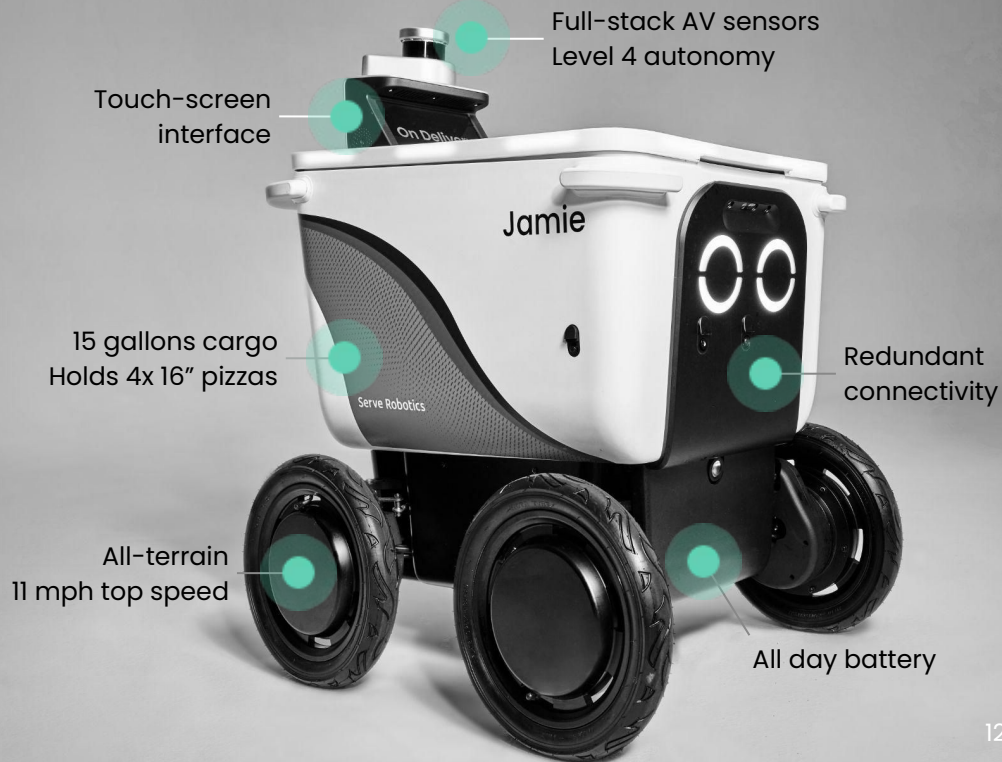
Generate **consistent improvements** to robot placement, autonomy software, and operations.

We know delivery

With unique insights from inception inside a delivery platform, we believe we have:

- **Unique** AI-powered robots
- **Unique** fleet operations
- **Unique** go-to-market strategy

Built for Urban Delivery Using Proprietary Data (Postmates X)



The Gen3: Our Fastest, Smartest, Most Reliable Robot Yet

Faster Top Speeds, Boosting Range, and Slashing Costs by 50%

5x more brain power with Nvidia Jetson Orin and Ouster REV7 Lidar for ultra-fast decisions.

Advanced collision avoidance and enhanced **emergency braking** for next-level safety.

40% faster stops for quick reaction times, even in busy environments.

Extended 14-hour operations with 67% more battery capacity and 15% more cargo space.

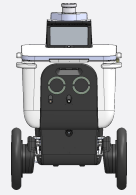
60% faster top speeds and a smoother ride.

Built tough to handle diverse weather and terrain conditions.

50% reduced cost.



GEN2



GEN3

Top Speed	7 mph (2.5 m/s)	11 mph (4.9 m/s)
Weather	32 to 104F/Light Rain	-4 to 113F/Heavy Rain
Range	23 miles (10 hours)	48 miles (14 hours)
Cargo	13 gal, 4x 14" pizzas	15 gal, 4x 16" pizzas

We believe we are market leaders in urban robotic delivery

Our AI-powered robots are on a mission to make urban delivery profitable:

High Autonomy

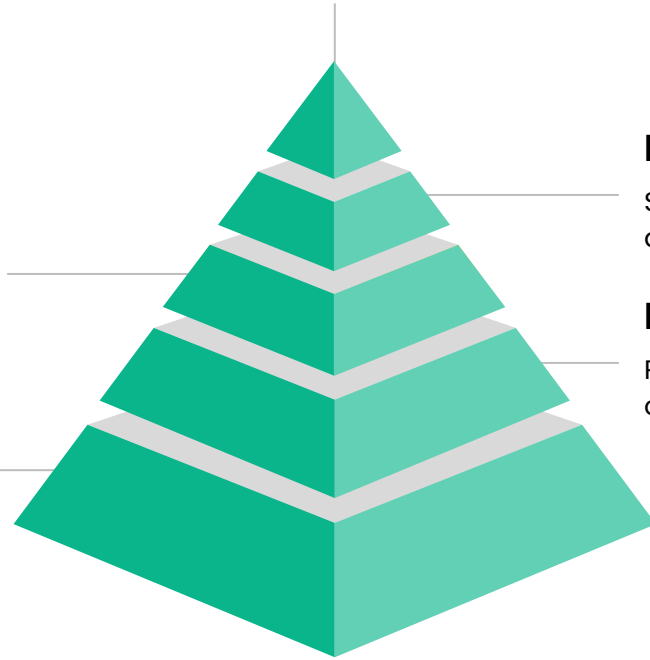
Level 4-capable fleet

High Safety & Reliability

Low rate of failure thanks to advanced hardware & software, and redundant sensing & AI

Superior Economics

Lower delivery cost due to underlying forces



High Utilization




Scaling on a major delivery platform

High Efficiency

Purpose-built for operation at scale

Delivery robots target a large market segment with clear path to scale

Delivery is multi-modal:

	 Autonomous Urban Robots	 Autonomous Vehicles	 Drones
Range	Short Distance	Medium Distance	Long Distance
Safety Risk	Low	High	High
Regulations	Permitted	Restricted	Restricted
Commercialization	Launched	R&D	R&D

Serve and Wing Aviation Partnering to Expand Reach

- Serve robots enable pick-up in dense urban areas, as Wing drones expand Serve delivery radius
- We expect robot-to-drone solution will enable fast, affordable restaurant delivery over 6 mile radius
- [More Info](https://youtu.be/KRLXHqxsRbM)



Robots have more diverse revenue opportunities than couriers

Out-of-home (“OOH”) ads have supplemented our delivery revenue.

Monetizing unique robot capabilities such as ads & data, as well as licensing the underlying technology, make robots more profitable than couriers.



Serve as a platform

Magna International has licensed our technology to accelerate development of its new robotic products



As a leading urban robotic delivery company, we believe we are well-positioned to become a platform of choice for companies building new non-competing robots and services for complex public spaces. We believe this provides us with an additional monetization opportunity.

Level 4 autonomy commercialized

We are among the first AV companies to bring Level 4 delivery robots to market

Level 2 & 3 – R.C. Robots

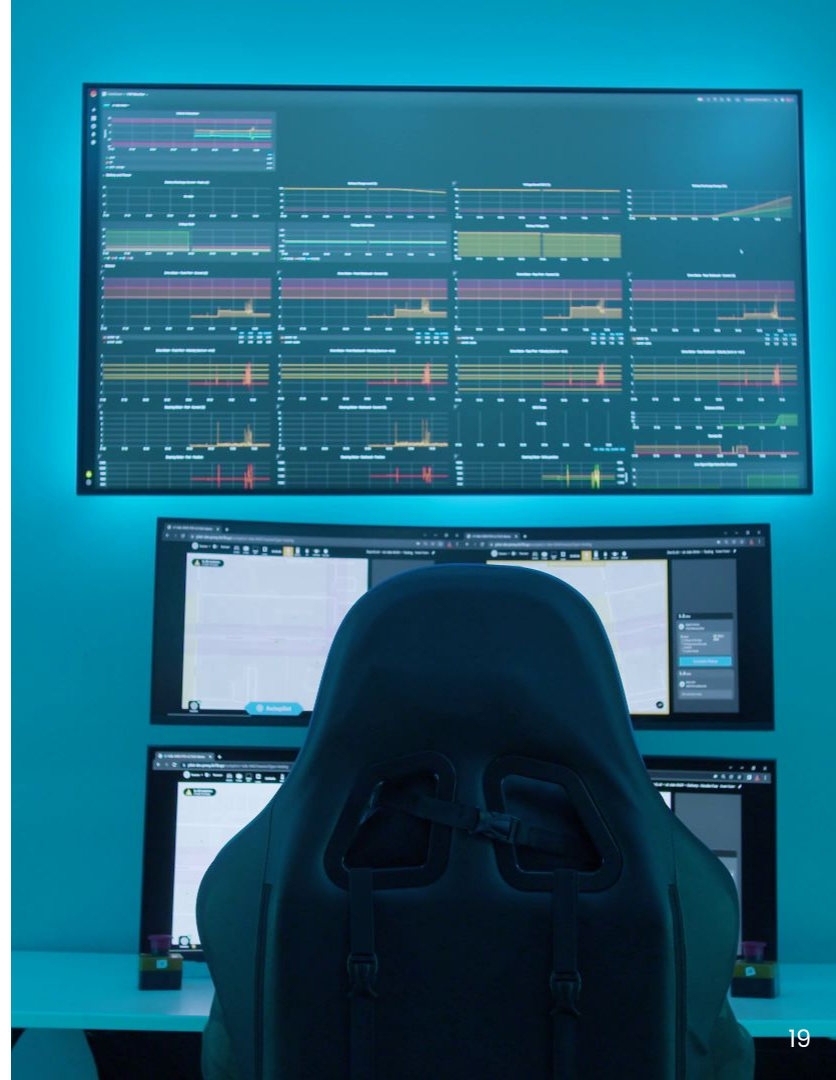
- Humans always in the loop to maintain safe operation
- Safety risk due to reliance on data networks and human drivers
- Poor economics, hard to scale, and low barrier to entry

Level 4 – Serve Robots

- No human in the loop for safety, within designated Operational Design Domain (ODD)
- Safety via redundancy
- Compelling economics, and strong moat through deep tech
- Regulatory tailwinds

Level 5 – 100% Self-Driving

- No human in the loop at any time
- Not commercially viable today
- Strong regulatory headwinds
- Capital intensive



We have a playbook for capital-efficient growth

We have a proven model to finance building large fleets without high capex:

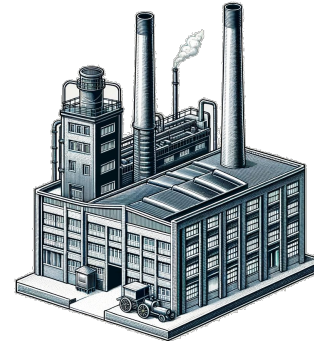
1. Financial partner

The financial partner, as lessor, provides upfront capital for robots



2. Contract manufacturer

Magna Int'l (tier 1 auto supplier) is Serve's exclusive contract manufacturer



The unbundling of cars

After the invention of automobiles, the U.S. went from 25 million horses (1920s) to 283 million cars (2020s), or >11 vehicles replacing each horse, according to some reports¹. We believe the development of specialized, efficient robots in the future has the potential to lead to similar proliferation of robots for every car.



1. 25m horses in the U.S. in 1920 ([USDA](#)) versus 283m vehicles in 2022 ([US FHWA](#))

Robots could reduce global emissions by

~2%
Annually¹

With global adoption, we believe delivery robots could reduce CO2 emissions by approximately 762 Mt annually, while also providing more convenience to consumers.

Relative Energy Consumption Per Km²:

100%



Gas Vehicle

20%



Electric Vehicle

2.5%



1. Estimated using internal data and 2022 global emissions from the Global Carbon Project

2. Transportation Research Part D: Transport and Environment ([Vol 85, 2020](#))

Financial Update

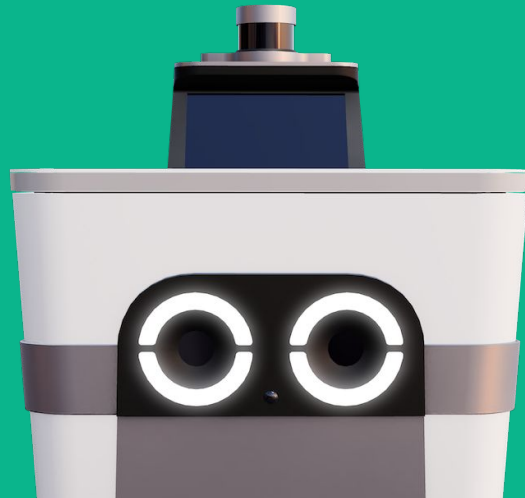
Capital Markets Update

- **Total of \$80.0 million** in financing completed in 2024
 - January: Issued **\$5.0 million** convertible notes
 - April: Completed **\$40.0 million** public offering and uplisted to Nasdaq Capital Market
 - July: Closed **\$15.0 million** private placement transaction
 - August: Closed **\$20.0 million** private placement transaction

Q3 2024 Financial Update

- **Q3 revenue of \$0.2 million**, continued growth within core delivery and branding revenues
- **Cash and cash equivalents:**
 - **\$50.9 million** as of September 30, 2024
 - Free cash flow, calculated as cash flow used in operations minus capital expenditures, was negative \$10.1 million and included approximately \$6.9 million related to manufacturing costs
 - Repaid secured term loan, bringing balance to zero as of September 30, 2024
- **Share Count:**
 - 42.8 million shares outstanding as of September 30, 2024
 - We expect the weighted-average share count for calculation of basic and diluted EPS in Q4 2024 to be approximately 46 million, subject to any relevant adjustments

Thank you!



Appendix: Key Metrics & Revenue

	Three Months Ended September 30, 2024		Nine Months Ended September 30, 2024	
	2024	2023	2024	2023
Software services	\$ 38,767	\$ -	\$ 1,185,903	\$ -
Delivery services	112,288	54,065	239,588	111,784
Branding fees	70,500	8,500	211,150	53,042
	<u>\$ 221,555</u>	<u>\$ 62,565</u>	<u>\$ 1,636,641</u>	<u>\$ 164,826</u>

**Q3 Total Revenue
increased 254% YoY**

Key Metrics	Three Months Ended September 30,		Nine Months Ended September 30,	
	2024	2023	2024	2023
Daily Active Robots ⁽¹⁾	(Unaudited) 59	(Unaudited) 30	(Unaudited) 49	(Unaudited) 27
Daily Supply Hours ⁽²⁾	(Unaudited) 465	(Unaudited) 224	(Unaudited) 384	(Unaudited) 188

**97% increase in YoY Daily
Active Robots**

**108% increase in YoY Daily
Supply Hours**

Daily Active Robots: We define daily active robots as the average number of robots performing daily deliveries during the period. Daily active robots reflect our operation team's capacity to have active robots in the field performing deliveries and/or generating branding revenues. We closely monitor and strive to increase our daily active robots efficiently as we improve our autonomy and resultant human-to-robot ratios and increase the number of merchants and brand advertisers on our platform.

Daily Supply Hours: We define daily supply hours as the average number of hours our robots are ready to accept offers and perform daily deliveries during the period. Supply hours represent the aggregate number of robot hours per day during which we can utilize our robots for delivery. Supply hours increase as we add active robots and increase the operating window of those robots in a day. We closely monitor and strive to efficiently increase our fleet's daily supply hours.