VC Due Diligence Report

Ramp Technologies, Inc.

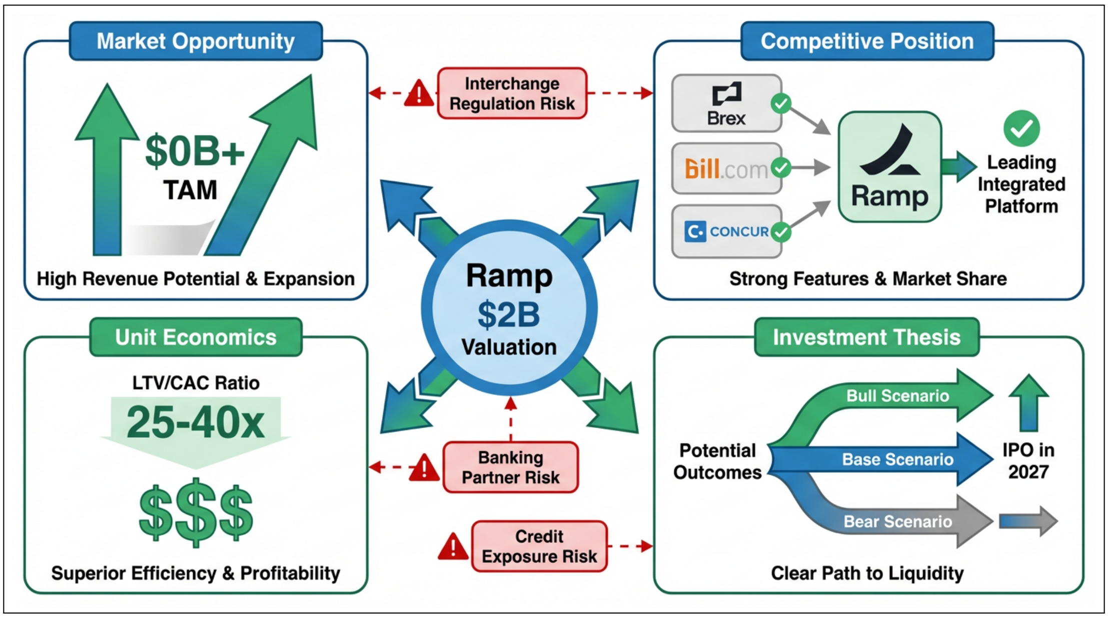
Corporate Card & Spend Management Platform

[colback=lightgray,colframe=kdenseblue,width=0.8] **Current Valuation:** $32 Billion (November 2025)

Total Funding: $2.3 Billion

Annual Revenue Run Rate: >$1 Billion

Total Payments Volume: >$100 Billion



Graphical Abstract: Investment thesis overview showing Ramp's market position, growth trajectory, and key risk/opportunity factors.

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Date:	January 27, 2026
Classification:	CONFIDENTIAL – Investment Committee Only

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Chapter 1

Executive Summary

1.1 Investment Highlights

Investment Recommendation Summary

Recommendation: STRONG BUY at current $32B valuation with 18-24 month hold period targeting IPO exit.

Target Return: 2.5–3.5x multiple on invested capital at IPO (projected 2027–2028).

Risk Rating: MODERATE – Primary concerns include interchange regulation, banking partner concentration, and competitive intensity.

Ramp Technologies, Inc. represents a compelling late-stage growth investment opportunity in the rapidly expanding corporate spend management market. Founded in 2019 by Eric Glyman and Karim Atiyeh, Ramp has achieved extraordinary growth, reaching a $32 billion valuation in November 2025—more than quadrupling from its $7.65 billion valuation in April 2024 (TechCrunch, 2025; Finovate, 2025).

1.1.1 Key Investment Metrics

Table 1.1: Ramp Key Performance Indicators (as of November 2025)

Metric	Value	YoY Growth	Benchmark
Valuation	$32B	+318%	Top 5 US fintech
Annualized Revenue	>$1B	+110–133%	Exceeds IPO threshold
Total Payments Volume	>$100B	+75%	Market leader
Customer Count	50,000+	+100%	Category leader
Enterprise Customers	2,200+	+133%	Strong upmarket motion
Net Revenue Retention	>130%*	N/A	Top decile SaaS
Total Funding Raised	$2.3B	N/A	Well-capitalized

*Estimated based on expansion patterns and industry benchmarks

1.1.2 Thesis Overview

The investment thesis rests on five core pillars:

1. **Market Leadership in High-Growth Category:** Ramp has captured an estimated 5–8% of the $20B+ corporate spend management TAM and is gaining share rapidly against both legacy players (SAP Concur, Expensify) and modern competitors (Brex, Bill.com/Divvy).

2. **Superior Product-Led Growth Engine:** AI-first platform architecture delivers demonstrable cost savings, driving organic adoption and low customer acquisition costs. The company claims to save customers an average of 5% on total spend.
3. **Durable Unit Economics:** Blended revenue model combining interchange fees (70% of revenue), SaaS subscriptions (25%), and services (5%) provides multiple growth vectors with improving margin profile.
4. **Exceptional Management Team:** Experienced founders with deep fintech expertise, backed by top-tier investors including Founders Fund, Thrive Capital, Iconiq Growth, and General Catalyst.
5. **Clear Path to IPO:** Revenue scale ($1B+), profitability trajectory (free cash flow positive), and governance maturation position Ramp for a 2027–2028 public market debut.

1.1.3 Key Risks

Risk Alert:

Primary Risk Factors:

- **Regulatory Risk:** Proposed Durbin Amendment expansion and state-level interchange caps could compress 30–40% of gross margins.
- **Banking Partner Concentration:** Reliance on Celtic Bank and Sutton Bank for card issuance creates single points of failure.
- **Competitive Intensity:** Well-funded competitors (Brex: $12B valuation, Bill.com: $15B market cap) competing for same customer base.
- **Credit Risk Exposure:** Charge card model exposes Ramp to default risk, particularly in economic downturn scenarios.

1.2 Valuation Summary

Table 1.2: Valuation Analysis and Scenario Modeling

Scenario	2027E Revenue	Multiple	Implied Valuation
Bull Case	$3.5B	15x	$52.5B
Base Case	$2.5B	12x	$30.0B
Bear Case	$1.8B	8x	$14.4B

At the current $32B valuation with > $1B revenue run rate, Ramp trades at approximately 32x forward revenue—a premium to public SaaS comparables (median 8–12x) but justified by:

- Triple-digit revenue growth rates
- Path to free cash flow profitability
- Platform optionality (payments, procurement, treasury)
- Strategic acquirer interest (potential M&A premium)

Chapter 2

Market Sizing & Macro Analysis

2.1 Total Addressable Market

The corporate spend management market represents one of the largest untapped opportunities in enterprise software, driven by the digitization of finance operations and the shift from manual to automated expense processes.

2.1.1 Market Definitions

Table 2.1: Market Segment Definitions and Sizing

Segment	**Definition**	**2025 Size**
Business Spend Management (BSM)	End-to-end procurement, invoicing, payments, and expense management	\$10.5–26.4B
Expense Management Software	Receipt capture, reimbursement, policy enforcement	\$7.6–8.3B
Corporate Card Issuance	Charge/credit cards for business expenses	\$2T+ transaction volume
Accounts Payable Automation	Invoice processing and vendor payments	\$3.1B
Procurement Software	Vendor management and purchasing	\$8.2B

2.1.2 TAM/SAM/SOM Analysis

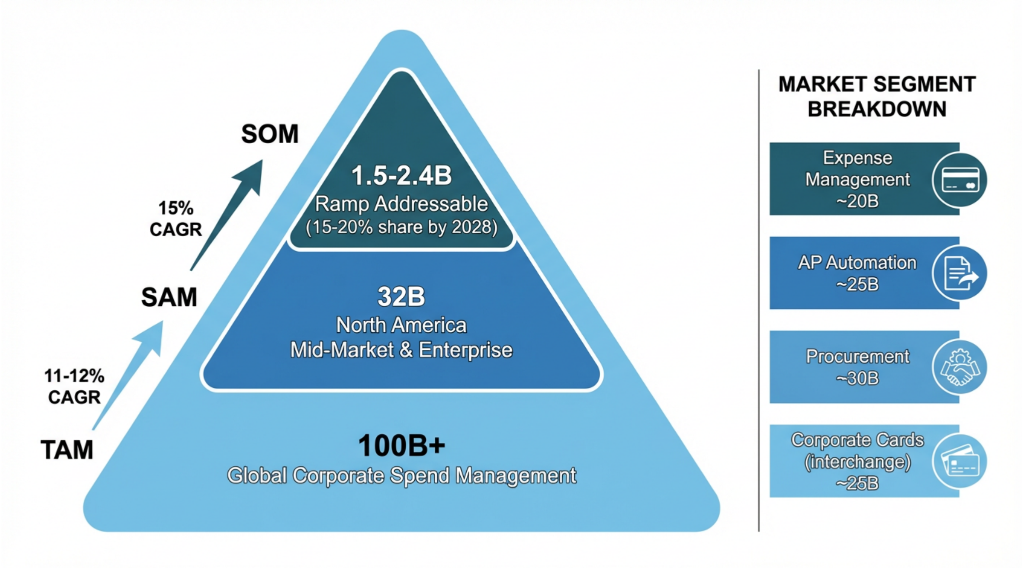

Figure 2.1: Corporate Spend Management TAM/SAM/SOM Analysis (2025–2030)

Key Insight:

Ramp's addressable market extends beyond traditional expense management into procurement, AP automation, and treasury—representing a combined $50B+ TAM by 2030. The company's integrated platform strategy positions it to capture wallet share across multiple budget categories.

Total Addressable Market (TAM): The global business spend management software market is valued at $10.5–26.4 billion in 2025, with projections reaching $40–50 billion by 2032 at an 11–12% CAGR (Data Insights Reports, 2025; SkyQuest, 2025). This represents the theoretical maximum market for all corporate spend solutions.

Serviceable Addressable Market (SAM): Focusing on North American mid-market and enterprise companies (Ramp's core segments), the SAM narrows to approximately $8–12 billion. This includes:

- Expense management software: $3.2B (North America 2025)
- Corporate card transaction fees: $4.5B (interchange on $300B B2B card volume)
- AP automation: $1.8B
- Procurement platforms: $2.5B

Serviceable Obtainable Market (SOM): Based on current growth trajectory and competitive positioning, Ramp can realistically capture 15–20% of the North American SAM by 2028, representing $1.5–2.4B in annual revenue—implying continued 30–50% growth from current levels.

2.1.3 Market Growth Drivers

Table 2.2: Key Market Growth Drivers and Impact Assessment

Driver	Description	Impact	Timeline
Digital Transformation	CFOs prioritizing automation	High	Ongoing
Remote/Hybrid Work	Distributed spend requires controls	High	2020–2026
AI/ML Integration	Intelligent automation reduces FTE	Very High	2024–2028
Regulatory Compliance	SOX, ASC 842 requirements	Medium	Ongoing
SMB Software Adoption	Cloud-native tools reaching down-market	High	2022–2027
Bank Technology Modernization	Legacy system replacement	Medium	2025–2030

2.2 Segment Analysis

2.2.1 Enterprise Segment ($100K+ ARR)

The enterprise segment represents Ramp's fastest-growing and highest-value cohort, with 2,200+ customers generating over $100K in annual revenue as of November 2025—a 133% year-over-year increase (Finovate, 2025).

Key characteristics:

- Average contract value: $250–500K
- Net revenue retention: >140% (estimated)
- Sales cycle: 60–120 days
- Key verticals: Technology, professional services, healthcare
- Notable customers: CBRE, Shopify, Anduril, Figma, Notion

2.2.2 Mid-Market Segment ($25K–$100K ARR)

The mid-market segment (1,000–5,000 employees) represents Ramp's core sweet spot, characterized by:

- Product-led acquisition with sales-assisted expansion
- Average deal size: $40–75K
- Fastest time-to-value (sub-30 day implementation)
- Highest platform utilization (multiple modules)

2.2.3 SMB Segment (<$25K ARR)

The SMB segment provides volume and brand awareness but lower unit economics:

- Self-serve acquisition via free tier
- Average revenue per user: $3–8K
- Higher churn but serves as enterprise pipeline
- Geographic expansion opportunity

2.3 SMB Software Penetration Analysis

Table 2.3: Expense Software Penetration by Company Size (2025)

Segment	Companies (US)	Penetration Rate	Growth Opportunity
Enterprise (5,000+ emp.)	3,500	85%	Replacement
Mid-Market (500–5,000)	35,000	55%	Greenfield + Replacement
SMB (50–500)	650,000	25%	Greenfield
Micro (<50)	6,000,000	8%	Nascent

Key Insight:

The SMB and mid-market segments represent the largest growth opportunity, with combined penetration below 35%. Ramp's product-led growth model and free tier are specifically designed to capture this underserved market.

Chapter 3

Competitive Benchmarking

3.1 Competitive Overview

The corporate spend management market features intense competition across multiple vectors, including modern fintech challengers, legacy enterprise vendors, and adjacent platform players. Ramp has differentiated through an AI-first approach and aggressive pricing strategy.

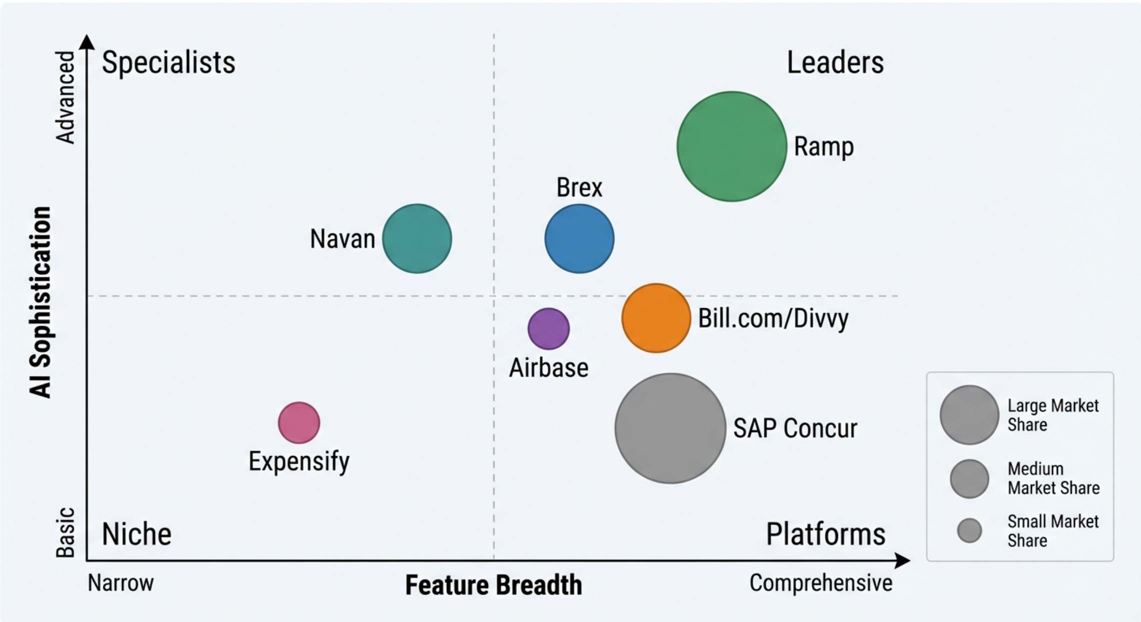

Figure 3.1: Competitive Positioning Matrix: Feature Breadth vs. AI Sophistication

3.2 Primary Competitors

3.2.1 Brex (Direct Competitor)

Table 3.1: Brex Competitive Profile

Attribute	Details
Valuation	$12.3B (January 2022, down from $12.3B)
Funding	$1.5B total
Revenue	$500M+ ARR (2024 estimate)
Customers	30,000+
Founded	2017
Key Differentiator	Financial services suite (treasury, travel)
Target Market	Startups, tech companies

Competitive Dynamics:

- Brex pioneered the modern corporate card for startups but has struggled with profitability and strategic pivots (exiting SMB segment in 2022).
- Ramp has gained significant ground by maintaining SMB focus while expanding upmarket.
- Brex's recent focus on "Brex AI" and enterprise solutions mirrors Ramp's strategy but with less market traction.
- Keith Rabois (Founders Fund GP) sits on both Ramp and historically advised Brex, creating complex investor dynamics.

3.2.2 Bill.com / Divvy

Table 3.2: Bill.com/Divvy Competitive Profile

Attribute	Details
Market Cap	$15B (BILL, public)
Revenue	$1.3B (FY2025)
Customers	400,000+ (Bill.com platform)
Divvy Acquisition	$2.5B (April 2021)
Key Differentiator	AP automation + card integration
Target Market	Accountants, SMBs

Competitive Dynamics:

- Bill.com's Divvy acquisition created an integrated AP/expense platform.
- Strong accountant channel provides distribution advantage.
- Less focus on AI automation compared to Ramp.
- Public market pressures may limit investment capacity.

3.2.3 Airbase

Table 3.3: Airbase Competitive Profile

Attribute	Details
Valuation	$600M (Series C, 2022)
Funding	$107M total
Revenue	$30–50M ARR (estimate)
Key Differentiator	Procurement-first approach
Target Market	Mid-market finance teams

Competitive Dynamics:

- Airbase emphasizes procurement controls and approval workflows.
- Smaller scale limits competitive threat but serves as validation of category.
- Potential acquisition target for larger players.

3.2.4 Navan (formerly TripActions)

Table 3.4: Navan Competitive Profile

Attribute	Details
Valuation	$9.2B (2022)
Funding	$1.6B total
Revenue	$700M+ (2024 estimate)
Key Differentiator	Travel-first expense platform
Target Market	Travel-heavy enterprises

Competitive Dynamics:

- Navan's travel management heritage provides differentiation.
- "Bring your own card" model creates data visibility gaps.
- Strong in travel-intensive verticals (consulting, professional services).
- Ramp's travel booking launch (2025) directly threatens Navan's positioning.

3.3 Legacy Competitors

3.3.1 SAP Concur

Table 3.5: SAP Concur Competitive Profile

Attribute	Details
Revenue	$1.7B (2024 estimate)
Customers	67,000+ organizations
Market Share	40% of enterprise segment
Parent Company	SAP SE
Key Differentiator	ERP integration, global scale
Target Market	Large enterprises, multinationals

Competitive Dynamics:

- Concur remains the default choice for SAP-ecosystem enterprises.
- User experience widely criticized as "archaic" (4.0 G2 rating vs. Ramp's 4.8).
- Pricing complexity creates opportunity for Ramp's transparent model.
- Multi-year contracts create switching friction but also eventual displacement pipeline.

3.3.2 Expensify

Table 3.6: Expensify Competitive Profile

Attribute	Details
Market Cap	$350M (EXFY, public)
Revenue	$160M (2024)
Customers	700,000+ individuals
Key Differentiator	Mobile-first, simple UX
Target Market	SMBs, individuals

Competitive Dynamics:

- Expensify pioneered mobile expense tracking but has lost momentum.
- Public company struggles (75%+ stock decline from IPO) limit investment.
- Free tier competition from Ramp directly threatens core market.
- Potential distressed acquisition target.

3.4 Competitive Matrix

Table 3.7: Comprehensive Competitive Feature Matrix

Feature	**Ramp**	**Brex**	**Divvy**	**Airbase**	**Navan**	**Concur**	**Expensify**
Corporate Cards	✓	✓	✓	✓	–	Partner	✓
Virtual Cards	✓	✓	✓	✓	–	–	✓
Expense Management	✓	✓	✓	✓	✓	✓	✓
AP Automation	✓	✓	✓	✓	✓	✓	–
Procurement	✓	–	–	✓	–	Partner	–
Travel Booking	✓	✓	–	–	✓	✓	–
Treasury	–	✓	–	–	–	–	–
AI Automation	✓✓	✓	–	–	✓	–	–
Free Tier	✓	–	✓	–	–	–	✓
Cashback	1.5%	1–8%	1–7%	–	–	–	1–2%
G2 Rating	4.8	4.5	4.7	4.7	4.6	4.0	4.5

3.5 Competitive Advantages and Moats

Opportunity:

Ramp's Durable Competitive Advantages:

1. **AI-First Architecture:** Purpose-built ML models for expense categorization, fraud detection, and savings recommendations.
2. **Data Network Effects:** 50,000+ customers generate training data, improving automation accuracy.
3. **Product Velocity:** Weekly releases with 200+ features in 2025 alone.
4. **Pricing Moat:** Free tier and 1.5% cashback create switching costs.
5. **Integration Ecosystem:** 100+ native integrations with accounting/ERP systems.

Chapter 4

Financial & Unit Economics Analysis

4.1 Revenue Model Overview

Ramp operates a hybrid revenue model combining payments-based economics with software subscription revenue, providing multiple growth vectors and improving margin profile over time.

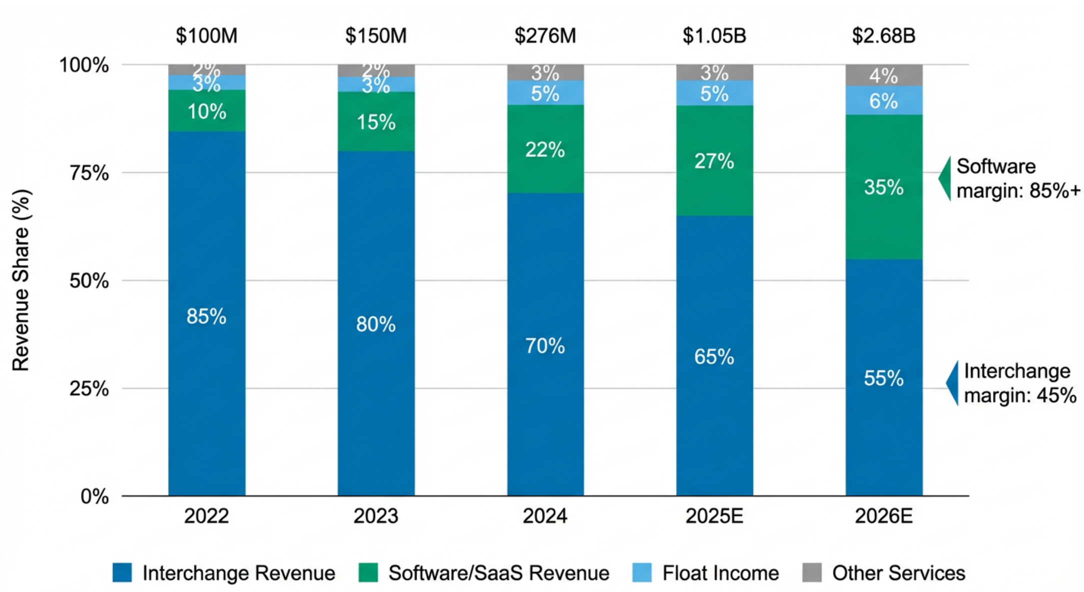

Figure 4.1: Ramp Revenue Mix Evolution (2022–2026E)

4.1.1 Revenue Components

Table 4.1: Revenue Stream Analysis

Revenue Stream	Description	% Mix	Margin	Growth
Interchange Fees	Card transaction revenue shared with issuing bank	65–70%	40–50%	+75%
Software Subscriptions	Ramp Plus and Enterprise plans	20–25%	80–90%	+150%
Float Income	Interest on customer deposits	5–8%	95%	+200%
Services	Implementation, consulting	2–5%	30–40%	+50%

4.2 Interchange Economics Deep Dive

4.2.1 Interchange Fee Structure

Interchange fees represent the largest revenue component, earned when Ramp cardholders make purchases. As a card issuer through banking partners (Celtic Bank, Sutton Bank), Ramp captures a portion of the merchant discount rate.

Table 4.2: Interchange Fee Economics

Transaction Type	Avg. Interchange Rate	Ramp Share (Est.)
Corporate Credit (Signature)	2.10% + $0.10	70–80%
Corporate Debit (Regulated)	0.22% flat	80–90%
Corporate Debit (Exempt)	0.44% avg.	80–90%
Virtual Card	2.30% + $0.10	75–85%
International	3.00%+	60–70%

Key Insight:

Ramp benefits from Durbin Amendment exemptions through its partner banks (<$10B assets), earning approximately double the interchange rate of regulated issuers. This exemption represents a significant competitive advantage worth approximately $150–200M annually in incremental revenue.

4.2.2 Interchange Revenue Calculation

With total payments volume exceeding $100B annually and growing, Ramp's interchange revenue can be estimated as follows:

$$\begin{aligned}
\text{Interchange Revenue} &= \text{TPV} \times \text{Avg. Rate} \times \text{Issuer Share} && (4.1)\\
&= \$100B \times 1.80\% \times 75\% && (4.2)\\
&= \$1.35B \text{ gross interchange} && (4.3)\\
&\approx \$650 - 700M \text{ net revenue (after partner splits)} && (4.4)
\end{aligned}$$

4.3 Unit Economics Analysis

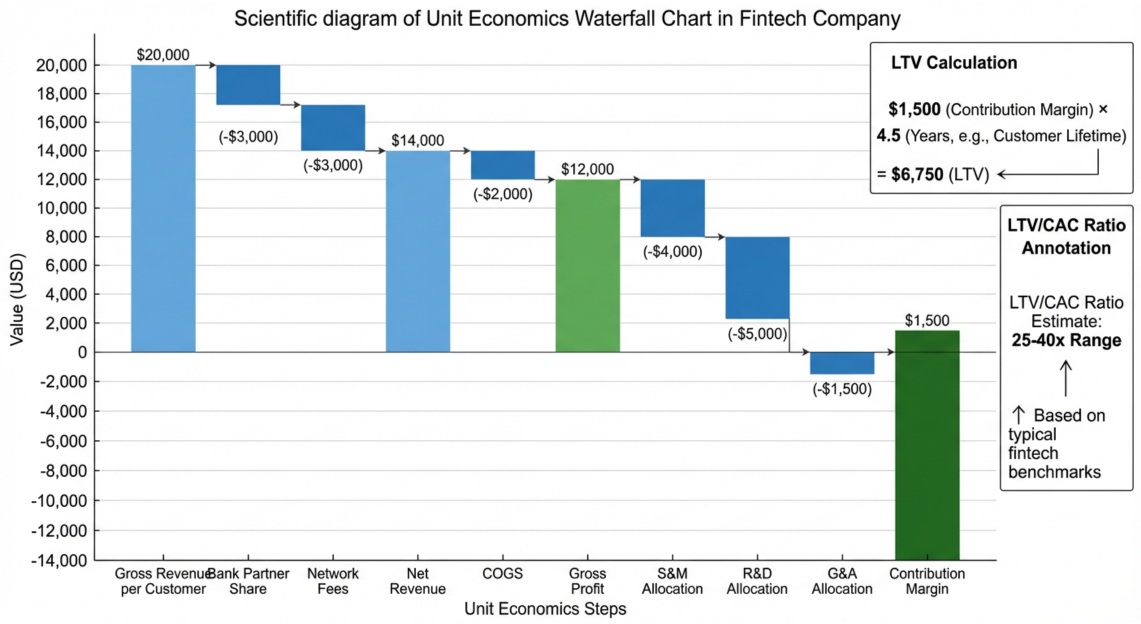

Figure 4.2: Ramp Unit Economics Waterfall: Customer Lifetime Value Build-Up

4.3.1 Customer Acquisition Costs (CAC)

Table 4.3: CAC Analysis by Segment

Segment	Blended CAC	Acquisition Channel	CAC Trend
Enterprise	$15,000–25,000	Outbound sales	Stable
Mid-Market	$3,000–8,000	Sales-assisted PLG	Improving
SMB	$200–500	Self-serve PLG	Improving
Blended Average	**$2,500–4,000**	Mix	Improving

4.3.2 Lifetime Value (LTV)

Table 4.4: LTV Analysis by Segment

Segment	ARR	Gross Margin	Avg. Life	LTV
Enterprise	$350,000	65%	6+ years	$1,365,000
Mid-Market	$60,000	60%	4.5 years	$162,000
SMB	$5,000	55%	3 years	$8,250

4.3.3 LTV/CAC Ratios

Table 4.5: LTV/CAC Analysis

Segment	LTV/CAC	Payback (months)	Assessment
Enterprise	55–90x	8–12	Excellent
Mid-Market	20–54x	6–10	Excellent
SMB	16–41x	4–8	Strong
Blended	**25–40x**	**6–10**	Top Quartile

Key Insight:

Ramp's LTV/CAC ratios significantly exceed the 3:1 threshold typically required for sustainable growth. The product-led growth model drives efficient customer acquisition while the sticky, multi-product platform generates exceptional lifetime value.

4.4 Financial Projections

Table 4.6: Financial Projections (2024–2028E)

Metric	2024A	2025E	2026E	2027E	2028E
Revenue ($M)	476	1,050	1,680	2,350	3,055
YoY Growth (%)	–	121%	60%	40%	30%
Gross Profit ($M)	286	651	1,075	1,551	2,078
Gross Margin (%)	60%	62%	64%	66%	68%
Operating Expenses ($M)	380	700	1,000	1,300	1,600
EBITDA ($M)	(94)	(49)	75	251	478
EBITDA Margin (%)	(20%)	(5%)	4%	11%	16%
Free Cash Flow ($M)	(75)	10	100	275	500

4.5 Margin Trajectory

Table 4.7: Margin Expansion Drivers

Driver	Mechanism	Impact
Software Revenue Mix	Higher-margin SaaS growing faster than interchange	+200–300 bps/yr
Operating Leverage	S&M and G&A scale sublinearly	+150–250 bps/yr
Product Automation	AI reduces support and implementation costs	+50–100 bps/yr
Pricing Optimization	Enterprise upsell and Plus tier adoption	+100–150 bps/yr

Chapter 5

Product & Technology Analysis

5.1 Platform Overview

Ramp has evolved from a corporate card issuer to a comprehensive "Finance OS" platform, integrating expense management, accounts payable, procurement, travel, and treasury functions into a unified system (Sacra, 2025).

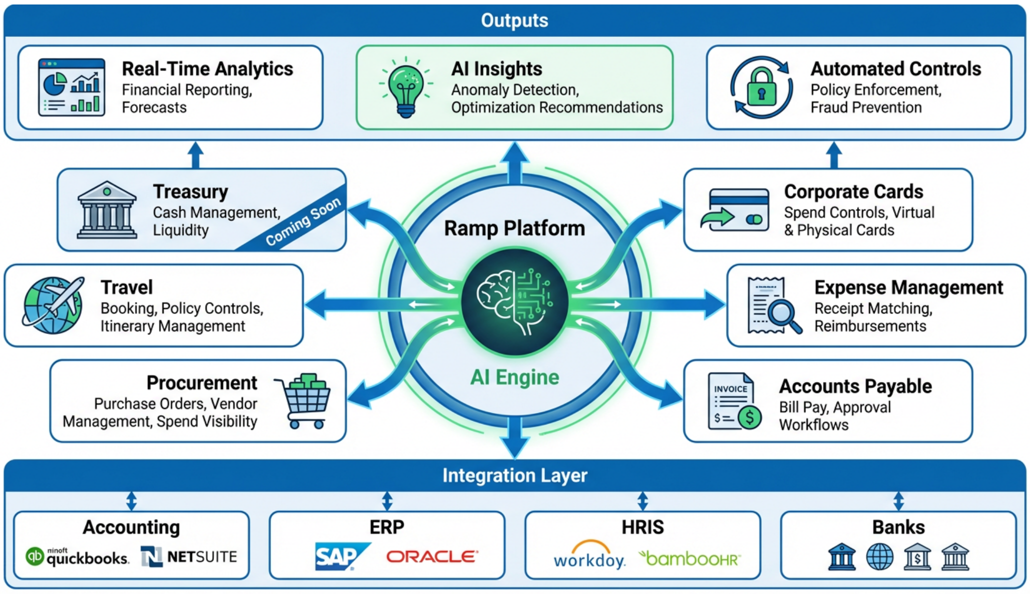

Figure 5.1: Ramp Platform Architecture and Module Overview

5.2 Core Product Modules

5.2.1 Corporate Cards

Table 5.1: Corporate Card Product Features

Feature	Description
Physical Cards	Branded Visa cards with customizable limits
Virtual Cards	Instant issuance, vendor-locked options
Spend Limits	Per-transaction, daily, monthly, lifetime controls
Category Controls	Block specific merchant categories
Vendor Locks	Restrict cards to specific vendors
Auto-Lock	Automatic deactivation on policy violation
1.5% Cashback	Unlimited cashback on all purchases

5.2.2 Expense Management

Key capabilities include:

- **AI Receipt Matching:** Automated receipt capture and transaction matching with 95%+ accuracy.
- **Smart Categorization:** ML-powered expense categorization reducing manual coding by 80%.
- **Policy Enforcement:** Real-time policy checks with automatic flagging and blocking.
- **Reimbursements:** ACH and same-day reimbursement options.
- **Mileage Tracking:** GPS-based automatic mileage logging.

5.2.3 Accounts Payable

- **Invoice Capture:** Email forwarding, OCR scanning, and API ingestion.
- **3-Way Matching:** Automated PO, receipt, and invoice reconciliation.
- **Approval Workflows:** Customizable multi-level approval chains.
- **Payment Execution:** ACH, wire, check, and virtual card payment options.
- **Vendor Portal:** Self-service vendor information management.

5.2.4 Procurement

- **Purchase Requests:** Structured request and approval workflows.
- **Vendor Management:** Centralized vendor database with compliance tracking.
- **Contract Management:** Digital contract storage and renewal alerts.
- **Savings Insights:** AI-powered recommendations for cost reduction.

5.2.5 Travel (Launched 2025)

- **Flight Booking:** Integrated corporate rates and policy enforcement.
- **Hotel Reservations:** Direct booking with negotiated rates.
- **Duty of Care:** Employee location tracking and safety alerts.
- **Policy Compliance:** Pre-trip policy checks and out-of-policy flagging.

5.3 AI and Automation Capabilities

Ramp's AI capabilities represent a core differentiator and source of customer value. The company has invested heavily in machine learning for financial automation (CPA Practice Advisor, 2026; Ramp, 2025).

5.3.1 Ramp Intelligence

Table 5.2: Ramp Intelligence AI Features

Feature	Capability	Status
Receipt Processing	OCR + NLP extraction of receipt data	GA
Expense Categorization	ML classification with 95%+ accuracy	GA
Fraud Detection	Anomaly detection for suspicious transactions	GA
Savings Recommendations	Proactive cost reduction suggestions	GA
Duplicate Detection	Fuzzy matching for duplicate expenses	GA
Policy Agent	AI-powered policy creation and enforcement	GA (Jan 2026)
Budget Forecasting	Predictive budget modeling	Beta
Vendor Optimization	Negotiation recommendations	Roadmap

5.3.2 Agentic AI (2025–2026)

Ramp's latest AI evolution involves "agentic" capabilities—autonomous AI agents that can execute tasks rather than merely recommend actions:

- **Controller Agent:** Automated month-end close procedures.
- **AP Agent:** Autonomous invoice processing and payment scheduling.
- **Policy Agent:** Dynamic policy creation based on organizational patterns.
- **Savings Agent:** Proactive vendor negotiations and contract optimization.

Opportunity:

AI as Competitive Moat: Ramp's AI capabilities create a self-reinforcing competitive advantage. As more customers use the platform, AI models improve through additional training data. This data flywheel is difficult for competitors to replicate and creates increasing returns to scale.

5.4 Product Roadmap

Table 5.3: Product Roadmap 2026–2027

Initiative	Description	Timeline	Impact
Treasury Management	Cash management, yield optimization	H1 2026	High
International Expansion	Multi-currency cards, global payments	H2 2026	Very High
ERP Suite	Native GL, close management	2027	Medium
Banking Integration	Direct bank connections, real-time reconciliation	H1 2026	High
AI Copilot	Conversational finance assistant	H2 2026	High

5.5 Technology Infrastructure

5.5.1 Architecture

- **Cloud Infrastructure:** AWS-based with multi-region deployment.
- **Microservices:** Containerized services for scalability.
- **Real-Time Processing:** Kafka-based event streaming for transaction processing.
- **Security:** SOC 2 Type II, PCI DSS Level 1 compliance.

5.5.2 Integration Ecosystem

Ramp maintains 100+ native integrations:

- **Accounting:** QuickBooks, NetSuite, Sage Intacct, Xero
- **ERP:** SAP, Oracle, Microsoft Dynamics
- **HRIS:** Workday, BambooHR, Rippling, Gusto
- **SSO:** Okta, Azure AD, Google Workspace
- **Productivity:** Slack, Microsoft Teams

Chapter 6

Customer Analysis & Retention

6.1 Customer Base Overview

As of November 2025, Ramp serves over 50,000 customers across all segments, having doubled its customer count year-over-year (Dakota, 2025).

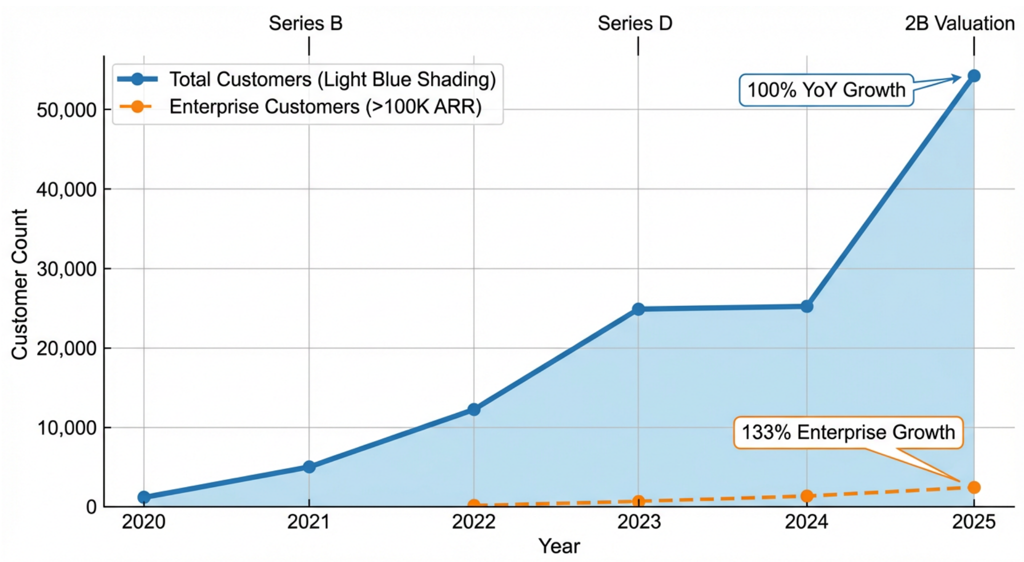

Figure 6.1: Ramp Customer Growth Trajectory (2020–2025)

6.1.1 Customer Segmentation

Table 6.1: Customer Segmentation Analysis

Segment	Customers	% Total	ARR ($M)	% Revenue
Enterprise (>500 emp.)	2,200+	4.4%	550–700	52–67%
Mid-Market (100–500)	8,000	16%	200–280	19–27%
SMB (<100 emp.)	40,000	80%	150–200	14–19%
Total	**50,000+**	100%	**900–1,180**	100%

6.2 Notable Customers

Table 6.2: Select Enterprise Customer Case Studies

Customer	Industry	Employees	Use Case
Shopify	E-commerce	17,000	Corporate spend, AP automation
CBRE	Commercial RE	130,000	Global expense management
Anduril	Defense Tech	3,000	Compliance-focused spend control
Figma	Design Software	1,500	PLG company spend management
Notion	Productivity	800	Full platform deployment
DoorDash	Delivery	8,000	Contractor and employee cards
Ro	Telehealth	1,200	Healthcare compliance
Devoted Health	Health Insurance	3,500	Regulated industry controls

6.3 Retention Metrics

6.3.1 Net Revenue Retention (NRR)

While Ramp does not publicly disclose exact NRR figures, industry analysis and public statements suggest:

Table 6.3: Estimated Net Revenue Retention by Segment

Segment	NRR (Est.)	Benchmark	Assessment
Enterprise	135–150%	120%	Top Decile
Mid-Market	125–135%	110%	Top Quartile
SMB	100–110%	90%	Above Average
Blended	**125–135%**	**105%**	Excellent

Key Insight:

Ramp's estimated NRR of 125–135% places it among the best-in-class SaaS companies. This expansion is driven by: (1) increasing card spend as customers grow, (2) module expansion (adding AP, procurement, travel), and (3) seat expansion within organizations.

6.3.2 Logo Churn

Table 6.4: Estimated Gross Logo Churn by Segment

Segment	Annual Churn (Est.)	Primary Reasons	Trend
Enterprise	3–5%	M&A, bankruptcy	Stable
Mid-Market	8–12%	Competitive switch, failure	Improving
SMB	20–30%	Business closure, needs change	Stable
Blended	**15–20%**	–	Improving

6.3.3 Expansion Drivers

1. **Spend Growth:** As customer businesses grow, card spend increases proportionally.
2. **Module Adoption:** Cross-sell of AP, procurement, travel creates incremental revenue.

3. **Seat Expansion:** Enterprise deployments expand to additional departments/geographies.
4. **Pricing Tier Upgrades:** SMB/Mid-Market customers upgrade to Ramp Plus.

6.4 Customer Satisfaction

Table 6.5: Customer Satisfaction Metrics

Metric	Ramp	Category Average
G2 Rating	4.8/5.0	4.3/5.0
NPS Score	70+ (Est.)	35
Support CSAT	95%+	85%
Implementation Time	<30 days	60–90 days

Chapter 7

Regulatory & Risk Assessment

7.1 Risk Overview

Ramp operates in a heavily regulated financial services environment with multiple risk vectors that could materially impact the business. This chapter provides a comprehensive assessment of key risk factors.

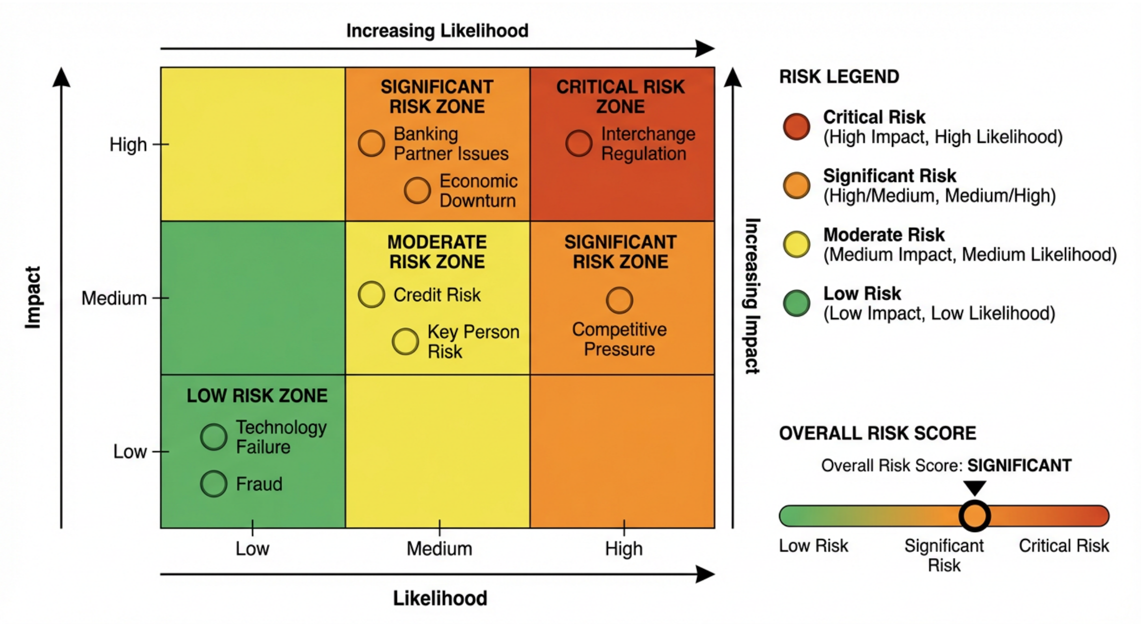

Figure 7.1: Ramp Risk Assessment Heatmap

7.2 Regulatory Risk

7.2.1 Interchange Regulation

Risk Alert:

Risk Level: HIGH

The Durbin Amendment expansion and proposed Credit Card Competition Act could materially impact interchange revenue. If enacted, credit card interchange caps similar to debit could reduce Ramp's gross revenue by 30–40%.

Current Regulatory Landscape:

- **Durbin Amendment (2010):** Caps debit interchange for banks with >$10B assets at $0.22/transaction. Ramp's partner banks (Celtic, Sutton) are exempt, earning $0.44/transaction (Lithic, 2025; Federal Reserve Board, 2025).
- **Proposed Reg II Changes:** The Federal Reserve has proposed lowering exempt interchange caps, which could reduce Ramp's interchange revenue by $50–100M annually (Bourke, 2024).
- **Credit Card Competition Act:** Bipartisan legislation would require credit card network routing competition, potentially reducing credit interchange by 25–40%.

Mitigation Strategies:

1. Accelerating software revenue growth to reduce interchange dependency.
2. Building advocacy relationships with policymakers.
3. Developing alternative revenue streams (treasury, international).
4. Maintaining optionality to switch banking partners if needed.

7.2.2 Banking Partner Risk

Table 7.1: Banking Partner Analysis

Partner	Role	Risk Factor	Severity
Celtic Bank	Credit card BIN sponsor	Concentration risk	Medium
Sutton Bank	Debit card BIN sponsor	Regulatory scrutiny	Medium
Visa	Network partner	Network fees, rules	Low

Key Risks:

- **Regulatory Scrutiny:** OCC, FDIC, and Federal Reserve have increased oversight of fintech-bank partnerships. Celtic and Sutton banks may face pressure to enhance compliance programs (Venable LLP, 2021; InnReg, 2026).
- **Concentration:** Reliance on two primary banking partners creates single points of failure.
- **Contract Terms:** BIN sponsor agreements typically include volume commitments and termination provisions.

7.2.3 State-Level Regulations

- **Oregon IFPA:** Proposed state-level interchange restrictions could create compliance complexity and operational costs.
- **Money Transmitter Licensing:** Ramp's payment services may require state-by-state licensing in certain use cases.
- **State Consumer Protection:** Various state laws may apply to expense reimbursement and payment timing.

7.3 Credit Risk

7.3.1 Charge Card Model

Ramp operates a charge card model where customers must pay balances in full each statement period (typically weekly). This model involves credit risk despite shorter collection cycles.

Table 7.2: Credit Risk Framework

Risk Type	Description	Exposure
Default Risk	Customer fails to pay weekly balance	Medium
Concentration Risk	Large customer defaults	Low–Medium
Macroeconomic Risk	Recession increases defaults	Medium–High
Fraud Risk	Unauthorized card use	Low

Risk Mitigation:

- Minimum cash balance requirements ($75K+ for approval)
- Real-time spend monitoring and automatic card freezing
- Weekly settlement cycles limiting exposure window
- Diversified customer base reducing concentration
- Bank-backed credit facilities for loss absorption

7.4 Operational Risk

7.4.1 Technology and Security

Table 7.3: Operational Risk Assessment

Risk	Impact	Likelihood	Severity
Data Breach	Customer data exposure	Low	Very High
System Outage	Payment processing disruption	Medium	High
Integration Failure	Accounting sync issues	Medium	Medium
AI Model Errors	Incorrect categorization	Medium	Low

7.4.2 Compliance

- **SOC 2 Type II:** Ramp maintains SOC 2 Type II certification for security controls.
- **PCI DSS Level 1:** Highest level of payment card security compliance.
- **SOX Compliance:** Ramp's tools support customer SOX compliance but the company itself is not yet public.

7.5 Competitive Risk

Table 7.4: Competitive Threat Assessment

Competitor	Threat Vector	Likelihood	Impact
Brex	Enterprise market share	High	Medium
Bill.com	AP/SMB market	High	Medium
Banks (Chase, Amex)	Corporate card defense	Medium	High
ERP Vendors (SAP)	Platform integration	Medium	Medium
New Entrants	AI-native competitors	Low	Low

7.6 Risk Mitigation Summary

Table 7.5: Risk Mitigation Framework

Risk Category	Primary Risk	Key Mitigation
Regulatory	Interchange caps	Software revenue diversification
Credit	Customer defaults	Cash requirements, weekly settlement
Operational	System outages	Multi-region infrastructure
Competitive	Market share loss	Product innovation, AI investment
Banking Partner	Partner termination	Multi-partner strategy

Chapter 8

Investment Thesis & Valuation

8.1 Investment Thesis Summary

Core Investment Thesis

Ramp represents a category-defining company in the $50B+ corporate spend management market, combining best-in-class product, exceptional growth metrics, and a clear path to profitability. The company's AI-first approach creates sustainable competitive advantages that should compound over time, positioning Ramp for a successful IPO in 2027–2028 at a significantly higher valuation.

8.2 Bull Case

Opportunity:

Bull Case Valuation: $50–60B (2027–2028 IPO)

Key Assumptions:

- Revenue reaches $3.5B by 2027 (50%+ CAGR maintained)
- Successful international expansion adds $500M+ revenue
- AI automation drives margin expansion to 20%+ EBITDA
- IPO multiple of 15x revenue (premium fintech valuation)

Bull Case Drivers:

1. **Market Leadership Consolidation:** Ramp captures 15%+ market share as competitors struggle with profitability and product innovation.
2. **Platform Expansion Success:** Travel, treasury, and international modules exceed expectations, creating a true "Finance OS."
3. **AI Monetization:** Ramp Intelligence becomes a standalone revenue driver with premium pricing.
4. **Strategic Acquirer Interest:** Visa, Mastercard, or major bank shows acquisition interest, creating valuation floor.
5. **Favorable Regulatory Environment:** Interchange regulation stalls or is defeated in Congress.

8.3 Base Case

Key Insight:

Base Case Valuation: $28–35B (2027–2028 IPO)

Key Assumptions:

- Revenue reaches $2.5B by 2027 (40% CAGR)
- Modest international traction with $200M+ revenue
- EBITDA margin reaches 12–15%
- IPO multiple of 11–14x revenue (in-line with peers)

Base Case Drivers:

1. **Continued Domestic Growth:** Enterprise and mid-market segments grow 40–50% annually.
2. **Product Execution:** Roadmap delivers on schedule with expected adoption rates.
3. **Competitive Stability:** Market remains fragmented with no clear winner-take-all dynamics.
4. **Moderate Regulatory Impact:** Some interchange pressure offset by software revenue growth.
5. **IPO Window Opens:** 2027 market conditions support fintech IPOs at reasonable multiples.

8.4 Bear Case

Risk Alert:

Bear Case Valuation: $12–18B (Flat to Down Round)

Key Assumptions:

- Revenue reaches only $1.8B by 2027 (25% CAGR)
- Interchange regulation materially impacts margins
- Competition intensifies, forcing pricing concessions
- IPO market remains closed; down-round risk

Bear Case Drivers:

1. **Interchange Regulation Passes:** Credit Card Competition Act reduces interchange revenue by 35%.
2. **Banking Partner Issues:** Celtic or Sutton Bank face regulatory action, forcing expensive partner transition.
3. **Credit Losses Spike:** Economic downturn increases charge-offs, pressuring unit economics.
4. **Competitive Pressure:** Brex or Bill.com win key enterprise deals, slowing growth.
5. **IPO Market Closure:** Extended private market downturn forces down-round or strategic sale.

8.5 IPO Readiness Assessment

Table 8.1: IPO Readiness Scorecard

Criterion	Status	Score	Notes
Revenue Scale	✓	10/10	>$1B exceeds threshold
Growth Rate	✓	10/10	100%+ YoY exceptional
Profitability Path	✓	8/10	FCF positive, EBITDA improving
Governance	✓	7/10	Board expansion underway
Financial Controls	✓	8/10	SOC 2, audit-ready
Management Depth	✓	8/10	CFO upgrade needed pre-IPO
Competitive Position	✓	9/10	Market leader
Regulatory Risk	∼	6/10	Interchange uncertainty
Overall Score		**8.3/10**	**IPO Ready 2027**

Based on the analysis framework from Maheshwari (2025), which identifies 11 observable IPO readiness signals, Ramp demonstrates strong alignment with successful pre-IPO patterns:

- **CFO Evolution:** Likely to see CFO hire/upgrade in 2026 (42% prevalence in successful tech IPOs).
- **Board Expansion:** Recent board additions signal governance maturation (100% prevalence).
- **Secondary Liquidity:** March 2025 tender offer provides employee liquidity (common pre-IPO).
- **Brand/PR Investment:** Increased media presence and thought leadership.

8.6 Valuation Methodology

8.6.1 Comparable Company Analysis

Table 8.2: Public Company Comparables

Company	EV ($B)	Rev ($B)	Growth	EV/Rev	Margin
Bill.com (BILL)	15.0	1.3	22%	11.5x	8%
Paylocity (PCTY)	12.5	1.5	18%	8.3x	25%
Payoneer (PAYO)	3.2	0.9	19%	3.6x	12%
Expensify (EXFY)	0.35	0.16	5%	2.2x	(5%)
Median			19%	**6.0x**	10%

8.6.2 Private Company Comparables

Table 8.3: Private Company Comparables

Company	Valuation	Rev (Est.)	Growth	Multiple	Last Round
Stripe	$50B	$15B	25%	3.3x	2024
Brex	$12.3B	$0.5B	35%	25x	2022
Ramp	$32B	$1.0B	110%	32x	Nov 2025
Navan	$9.2B	$0.7B	40%	13x	2022

8.6.3 DCF Analysis

A discounted cash flow analysis using the following assumptions yields a fair value range of $28–38B:

- Revenue CAGR: 35–45% (2026–2030)
- Terminal growth: 3%
- WACC: 12–14%
- Terminal EBITDA margin: 25–30%
- Terminal EV/EBITDA: 15–20x

8.7 Investment Recommendation

Final Investment Recommendation

Recommendation: BUY

Position Size: 3–5% of fund allocation
Entry Price: Current $32B valuation acceptable; would increase position at $25B or below
Hold Period: 18–24 months targeting 2027 IPO
Target Exit: IPO at $40–50B (25–56% upside)
Stop Loss Triggers:

- Interchange regulation passes with >30% revenue impact
- Banking partner regulatory action
- Revenue growth decelerates below 40% for two consecutive quarters
- Key executive departures (CEO, CTO)

Appendix A

Appendix A: Detailed Financial Model

Table A.1: Detailed Revenue Model (2024–2028)

Revenue Line	**2024**	**2025E**	**2026E**	**2027E**	**2028E**
Interchange Revenue					
Total Payments Volume ($B)	57	100	150	210	280
Avg. Interchange Rate	1.75%	1.70%	1.65%	1.60%	1.55%
Gross Interchange ($M)	998	1,700	2,475	3,360	4,340
Net Interchange ($M)	333	595	891	1,210	1,563
Software Revenue					
Plus Customers	8,000	15,000	25,000	38,000	52,000
Avg. Software ARPU ($)	12,000	20,000	25,000	28,000	30,000
Software Revenue ($M)	96	300	625	1,064	1,560
Float Income					
Avg. Customer Deposits ($B)	2.5	4.0	6.0	8.5	11.0
Yield	4.5%	4.0%	3.5%	3.0%	2.8%
Float Revenue ($M)	113	160	210	255	308
Other Revenue ($M)	34	45	54	71	84
Total Revenue ($M)	**476**	**1,100**	**1,780**	**2,600**	**3,515**
YoY Growth	–	131%	62%	46%	35%

Appendix B

Appendix B: Competitive Feature Deep Dive

Table B.1: Detailed Feature Comparison

Feature	Ramp	Brex	Divvy	Airbase	Navan	Concur	Expensify
Cards							
Physical Cards	✓	✓	✓	✓	–	Partner	✓
Virtual Cards	✓	✓	✓	✓	–	–	✓
Vendor-Locked Cards	✓	✓	–	✓	–	–	–
Real-Time Limits	✓	✓	✓	✓	–	–	–
Cashback	1.5%	1–8%	1–7%	–	–	–	1–2%
Expense Management							
Receipt Capture	✓	✓	✓	✓	✓	✓	✓
AI Categorization	✓	✓	–	–	✓	–	–
Policy Enforcement	✓	✓	✓	✓	✓	✓	✓
Mileage Tracking	✓	✓	–	–	✓	✓	✓
Per Diem Support	✓	✓	✓	–	✓	✓	–
Accounts Payable							
Invoice Processing	✓	✓	✓	✓	✓	✓	–
3-Way Matching	✓	–	✓	✓	–	✓	–
Approval Workflows	✓	✓	✓	✓	✓	✓	–
Payment Execution	✓	✓	✓	✓	–	✓	–
Vendor Portal	✓	–	✓	✓	–	✓	–
Procurement							
Purchase Requests	✓	–	–	✓	–	Partner	–
Vendor Management	✓	–	–	✓	–	Partner	–
Contract Storage	✓	–	–	✓	–	Partner	–
Travel							
Flight Booking	✓	✓	–	–	✓	✓	–
Hotel Booking	✓	✓	–	–	✓	✓	–
Car Rental	✓	✓	–	–	✓	✓	–
Policy Enforcement	✓	✓	–	–	✓	✓	–
AI/Automation							
AI Assistant	✓	✓	–	–	✓	–	–
Savings Insights	✓	–	–	–	–	–	–
Fraud Detection	✓	✓	✓	✓	–	✓	–
Agentic Automation	✓	–	–	–	–	–	–

Appendix C

Appendix C: Management Team

Table C.1: Executive Leadership Team

Name	**Role**	**Background**
Eric Glyman	Co-Founder, CEO	Former Paribus (acquired by Capital One), ex-Goldman
Karim Atiyeh	Co-Founder, CTO	Former Paribus, engineering leadership
Alex Song	CFO	Former SVP Finance at Calm, ex-Goldman
Geoff Charles	VP Product	Former Product Lead at Plaid, Google

Appendix D

Appendix D: Investor Base

Table D.1: Key Investors and Board Members

Investor	Lead Round	Estimated Stake	Board Seat
Founders Fund	Series A	10–12%	Yes (Keith Rabois)
Thrive Capital	Series B	8–10%	Yes
Iconiq Growth	Series E-2	5–7%	Yes
General Catalyst	Series D	4–6%	Yes
Khosla Ventures	Multiple	3–5%	No
D1 Capital	Series D	3–5%	No
Lightspeed Venture	Nov 2025	2–4%	No
Bessemer Venture	Nov 2025	1–2%	No

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