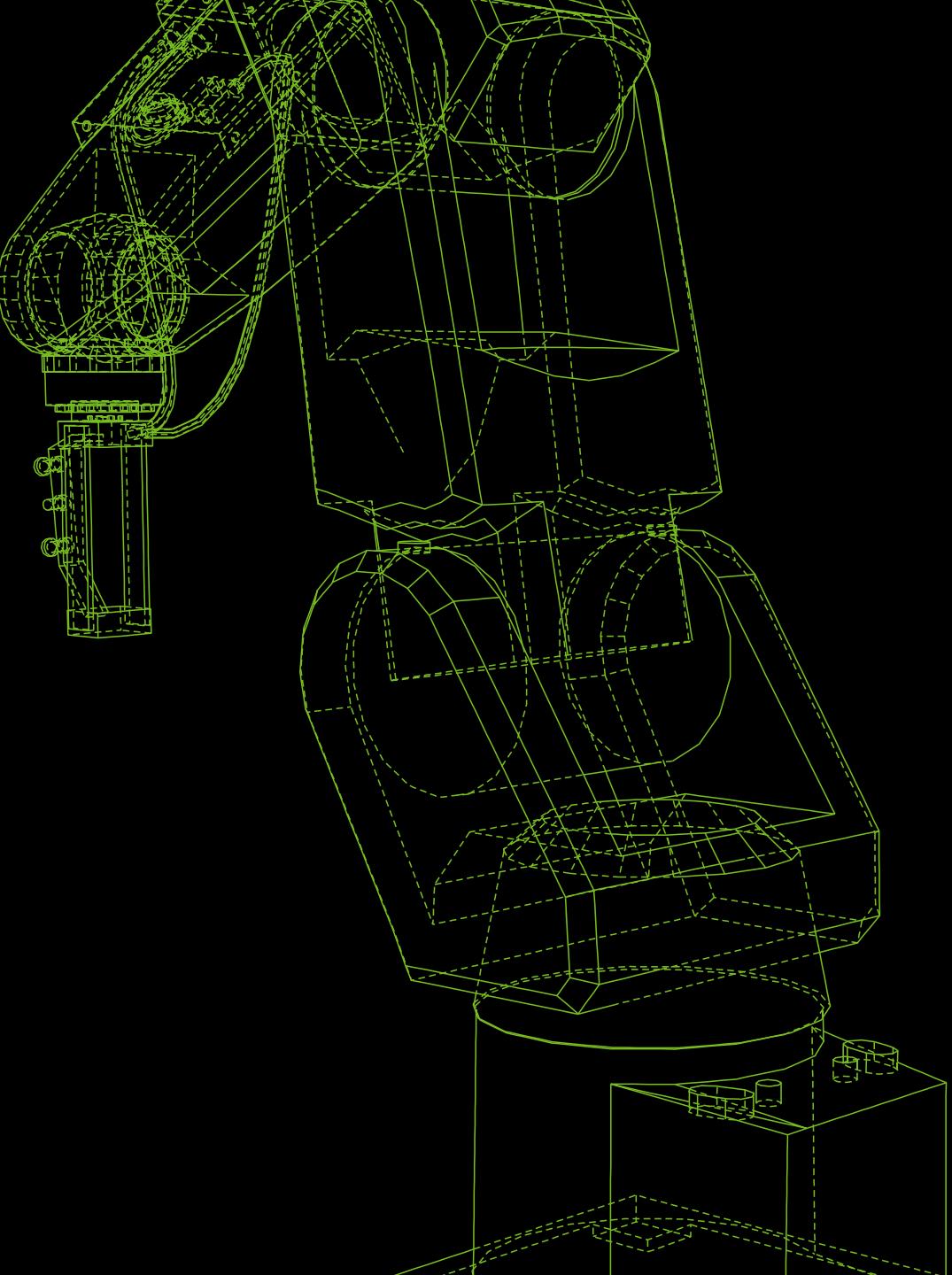




symbotic

Investor Presentation

August 6, 2025



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OUR VISION

Reimagine the Supply Chain® with Artificial Intelligence and Robotics and Transform the Distribution Network into a Strategic Asset

Addressing Existential Threats



EXISTENTIAL THREATS

LABOR PRESSURES

EVOLVING
OMNI-CHANNEL
STRATEGIES

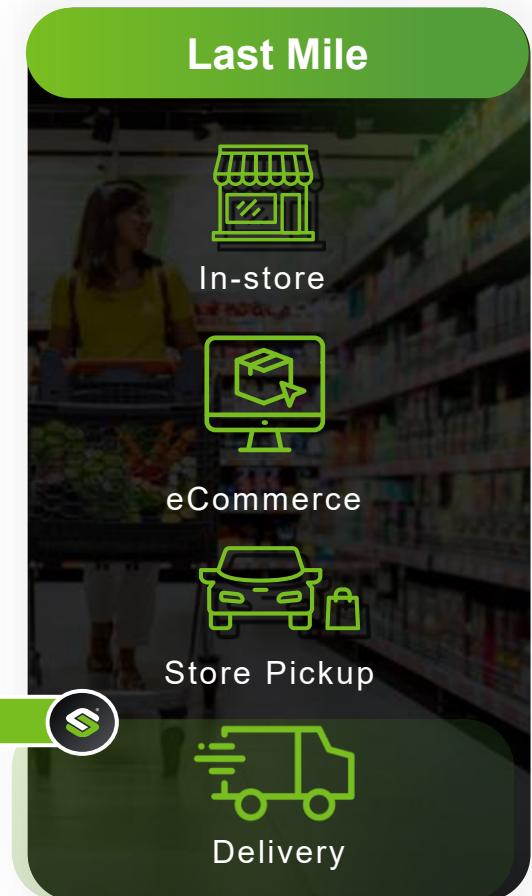
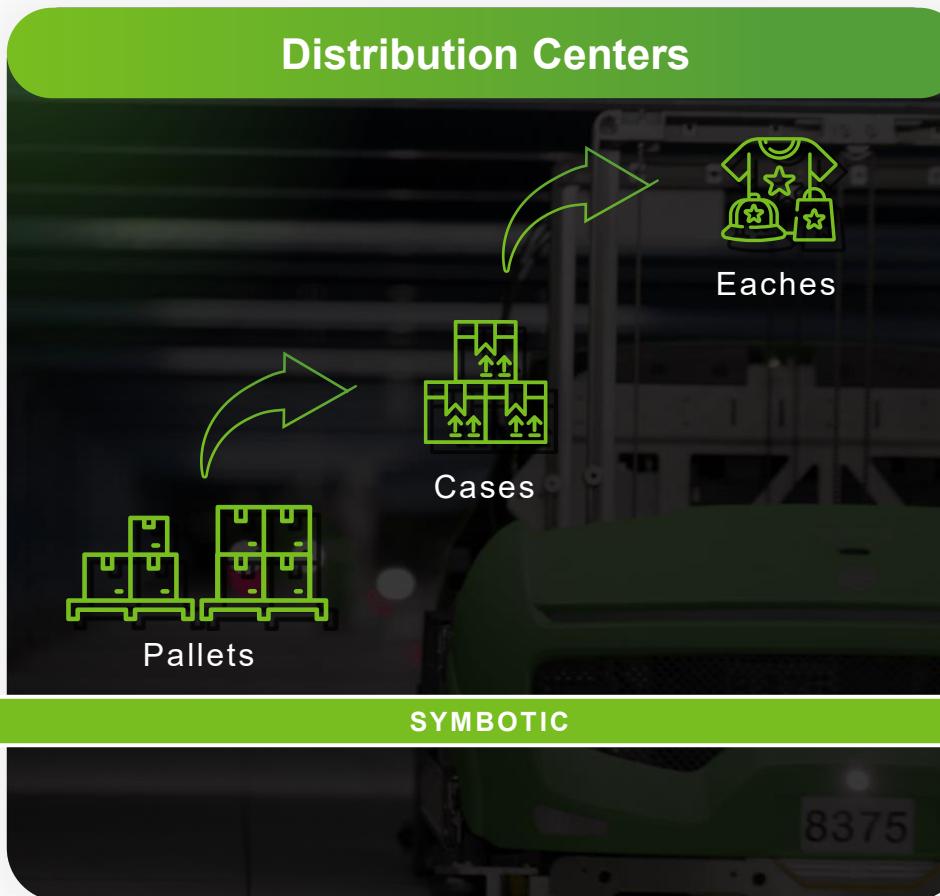
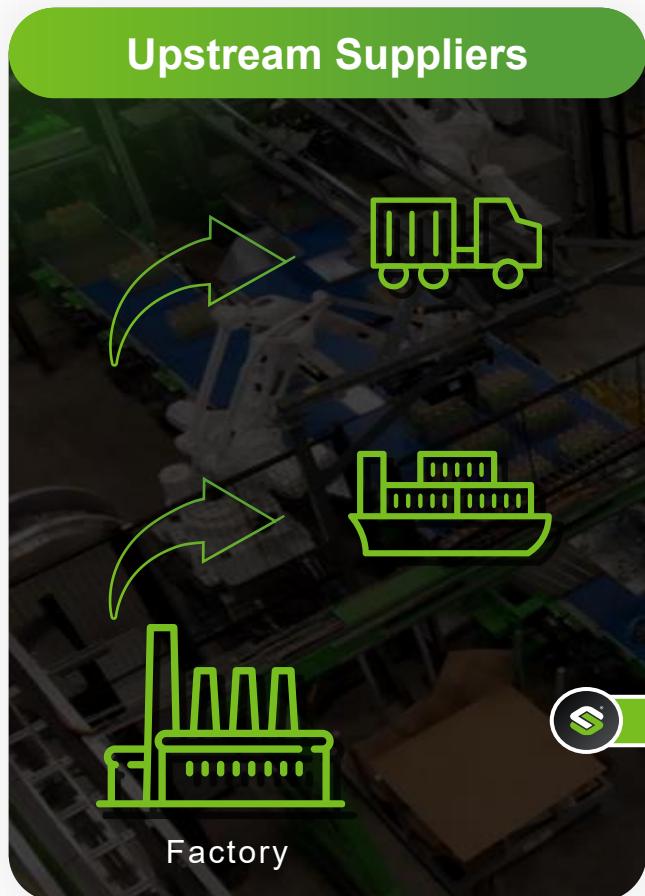
SKU
PROLIFERATION

ADDRESSED BY

SYMBOTIC'S
A.I. POWERED
AUTOMATION



AI-Enabled, Tech Platform to Transform the Supply Chain



Fully integrated AI / software platform drives actionable insights from goods and location data to improve inventory optimization and order accuracy

Symbotic at a Glance



Transformative Technology Platform

¹ LTM as of Q3 2025. ² As of Q3 2025.

³ Free Cash Flow defined as net cash provided by or used in operating activities less purchases of property and equipment and capitalization of internal use software development costs. See GAAP to Non-GAAP Reconciliations on Slide 23.

Key Operating Metrics

46

Systems in Deployment

42

Operational Systems

650+

Issued Patents

10

Customers

Key Financial Metrics

~36%

YoY Revenue Growth¹

\$22.4B

Total Backlog²

Expanding Positive

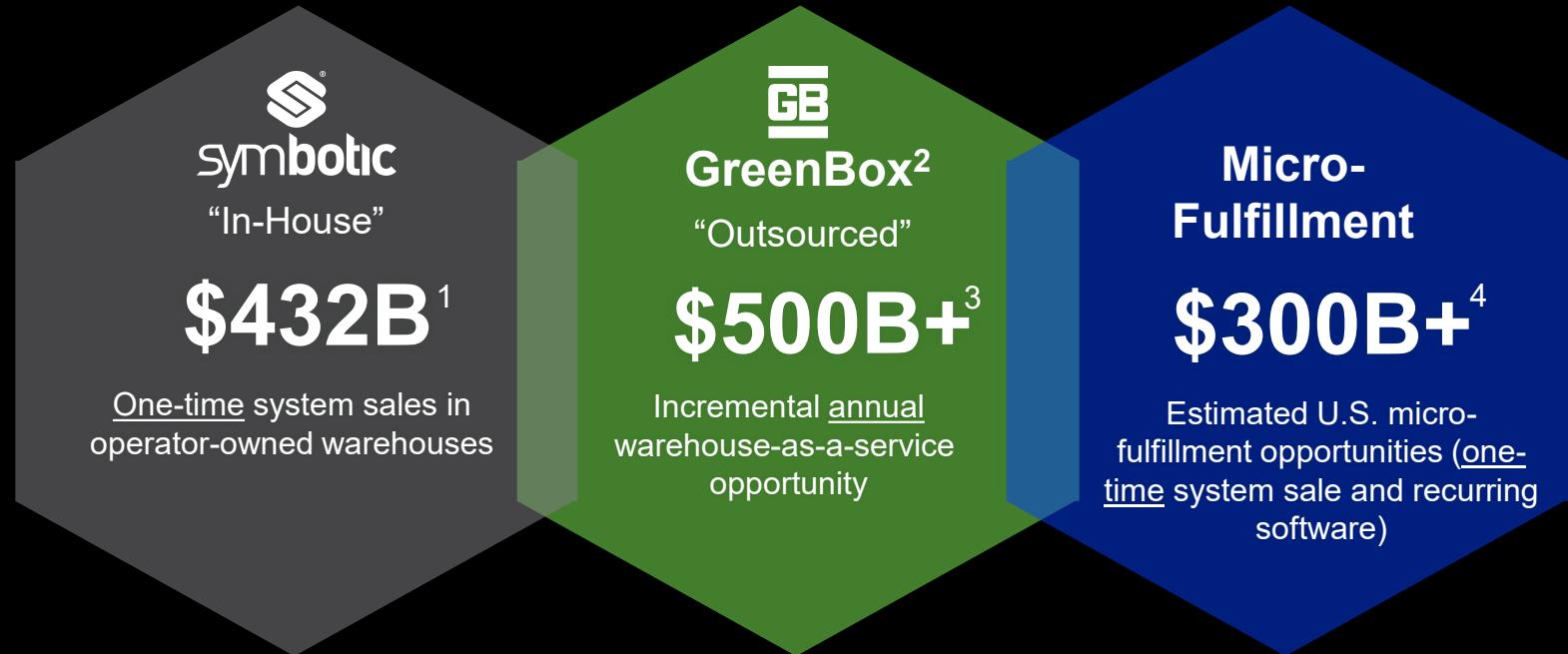
Gross Margins¹

Free Cash Flow^{1,3}

Named Customers



Large Addressable Markets

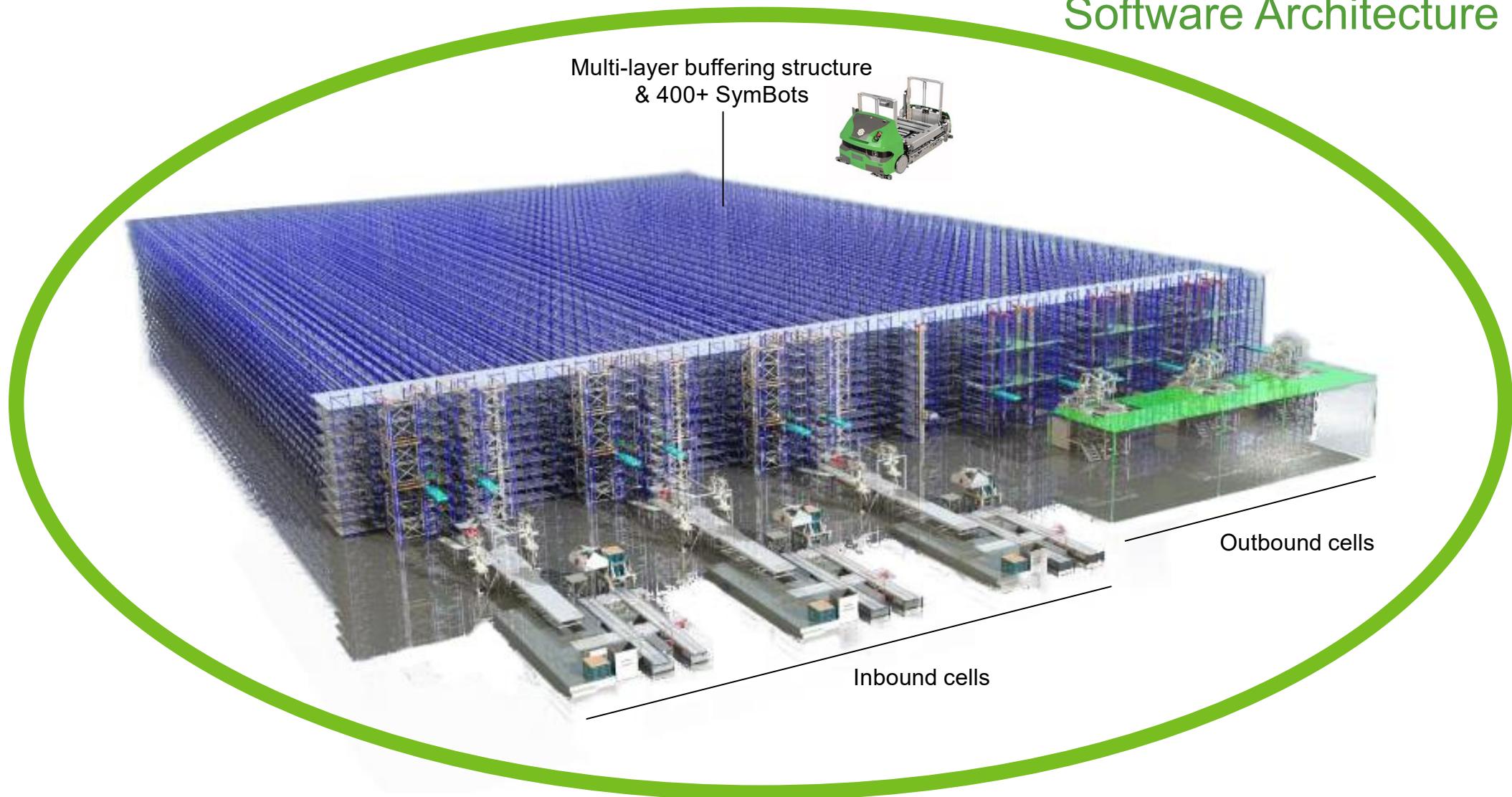


¹ Current Symbotic SAM represents the aggregate across SAM-1 (U.S. general merchandise, ambient food & grocery, apparel), SAM-2 (U.S. CPG non-food, home improvement, auto parts, 3PL, non-ambient food) and SAM-3 (remaining U.S. verticals, all Canadian & European verticals), based on third-party consultant estimates. ² Symbotic owns 35% through joint venture with SoftBank. ³ Annual U.S. case throughput based on third-party consultant estimates as of July 2023. ⁴ Based on \$2.6T of U.S. online retail sales forecast in 2030 by CapitalOne Shopping Research (December 2024 report) with 50% of eCommerce orders fulfilled by stores using a Symbotic automation system and associated one-time system revenue and 15 years of software revenue.

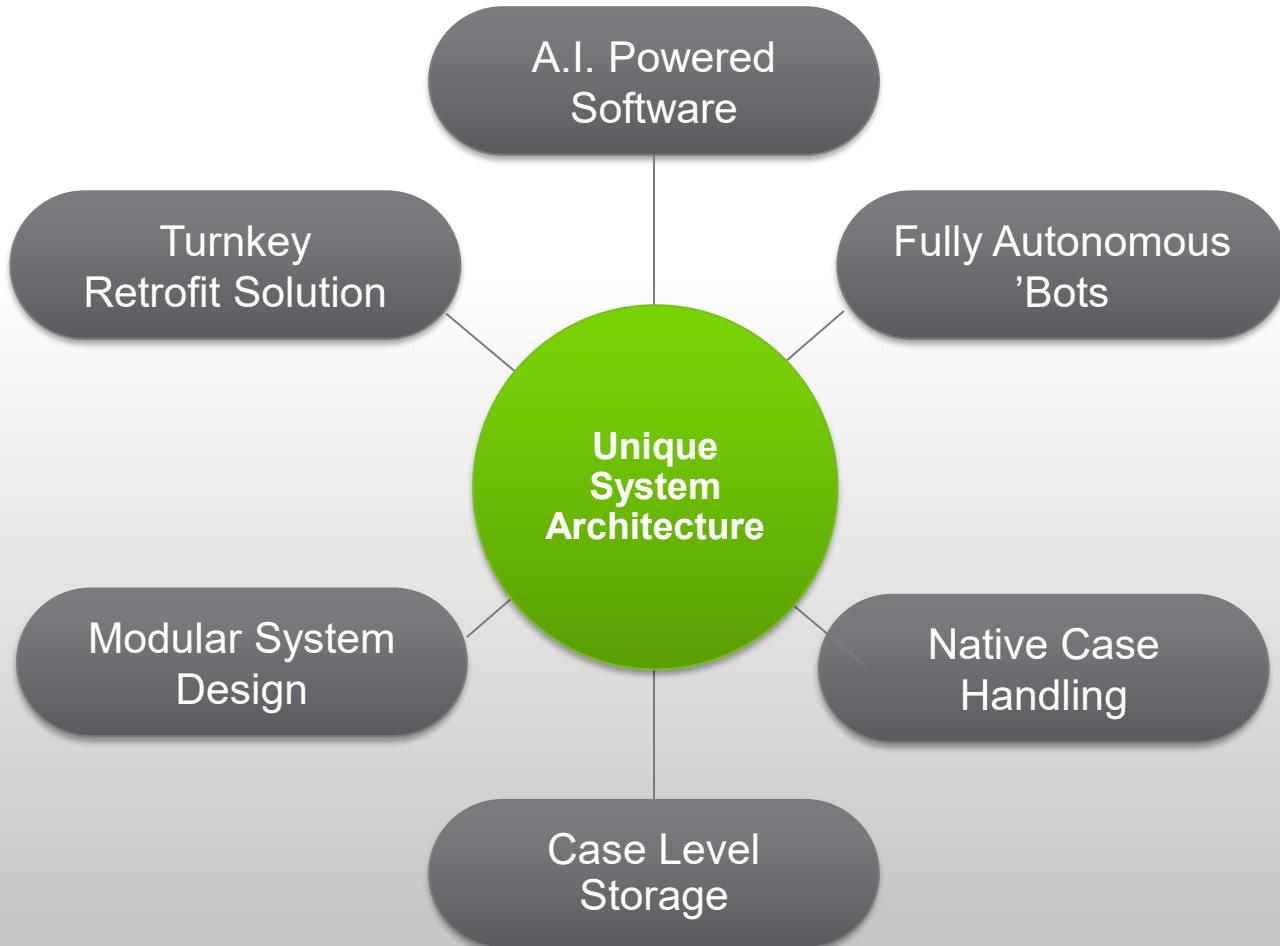


Pallet-Based Solution

Comprehensive Software Architecture



Solution Differentiators



IMPROVED

EFFICIENCY

SPEED

FLEXIBILITY

DENSITY

ACCURACY

Next Gen Storage Structure Design – Announced August 2025



Higher Density

Innovative design provides ultra-high density for increased storage capacity and/or reduced footprint

Enables shorter and faster bot trips per case delivery

Rapid Assembly

Pre-assembled components for faster implementation

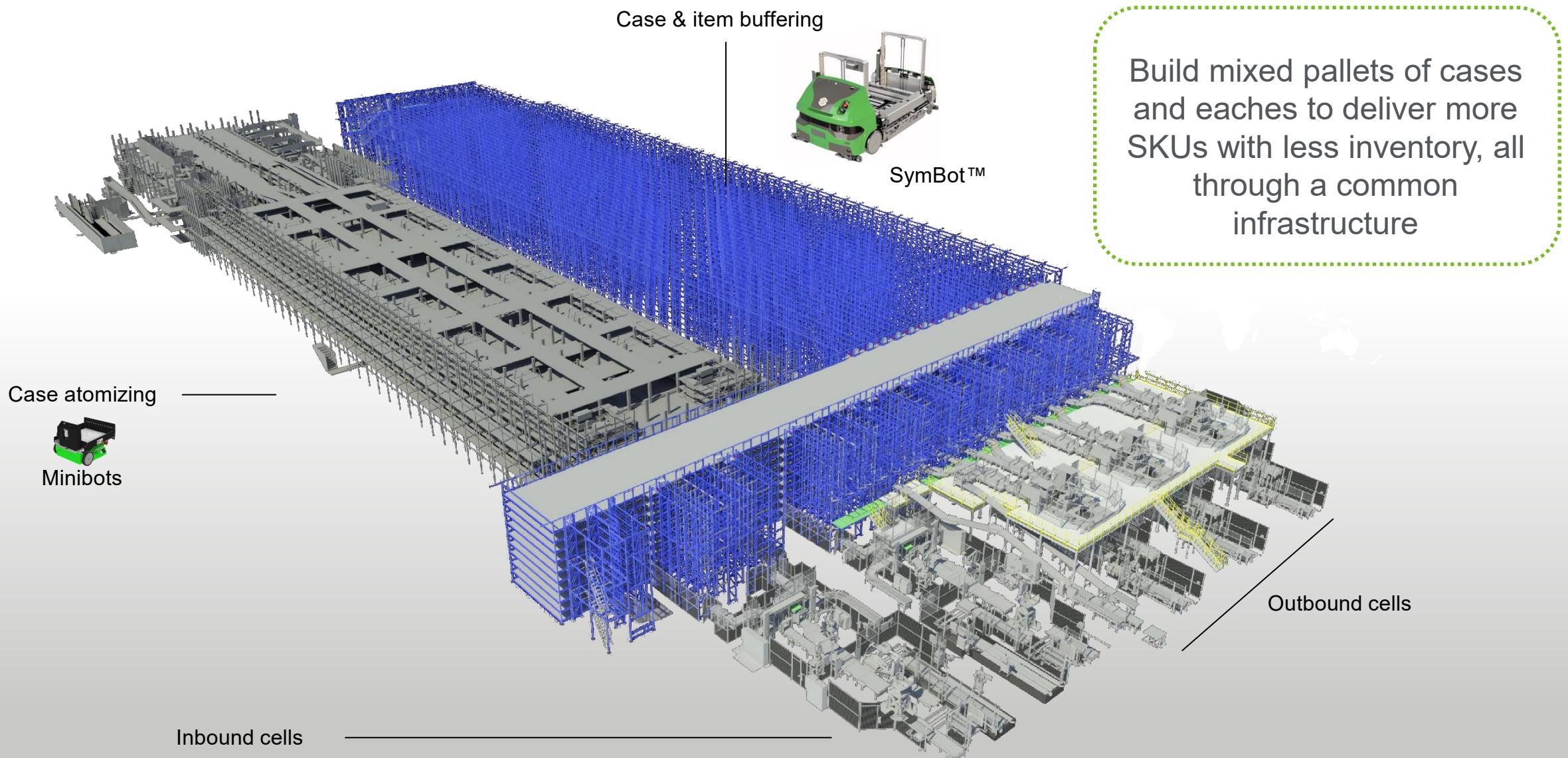
Enhanced Safety

Pre-engineered safety features

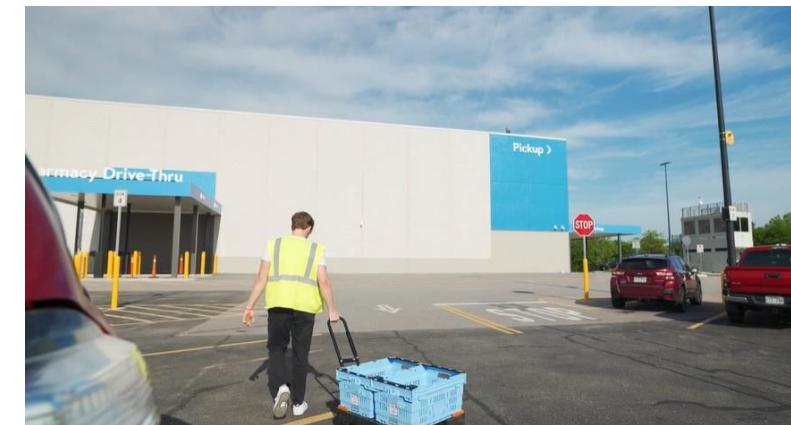
Integrated fire suppression and improved seismic adaptability



BreakPack: Cases to Eaches



Bringing Automation to the Last Mile, Enabling eCommerce



Competitive Edge

650+

Patents Issued¹

\$1B+

Cumulative R&D Spend¹

15+ years

R&D Development

**Innovation
is in our DNA**

Patents Issued
or Pending¹:
1,000+



\$100+ Million
Annual R&D Budget



On a Journey
Toward
7 SIGMA



¹ As of Q3 2025

Supply Chain Automation Technology Alternatives



Upstream: Distribution Centers

Downstream: Order Fulfillment



VANDERLANDE

KION
GROUP
DEMATIC

SSI SCHÄFER

swisslog

KNAPP

WITRON

AutoStore

EXOTEC
SOLUTIONS

amazon.com
The Amazon logo, featuring the word 'amazon.com' with a yellow arrow pointing to the right.

The Kiva logo, featuring a blue and orange geometric design.

The Ocado logo, featuring a green 'O' icon.

Legacy Alternatives

Point Solutions

Blue Chip Customers



C&S
Wholesale
Grocers

**Largest
U.S. Wholesale
Grocery Distributor¹**



**2nd Largest
U.S. Supermarket
Chain by Revenue²**



**World's Largest
Company
by Revenue³**



**Joint Venture
between
Symbotic and SoftBank**

*6 year, ~\$11B contract
Symbotic 35% ownership
Unlocks \$500B+ annual TAM*

Owned & Operated Model

As-a-Service Model

¹ Source: Forbes Magazine, December 2022. Note: Symbotic and C&S share common control through the Cohen family.

² Source: IBIS World, "Supermarkets & Grocery Stores in the US" (March 2025)

³ Source: The 2024 Fortune Global 500, August 2024.



Comprehensive, AI-enabled, SKU-agile warehouse automation system with integrated omni-channel

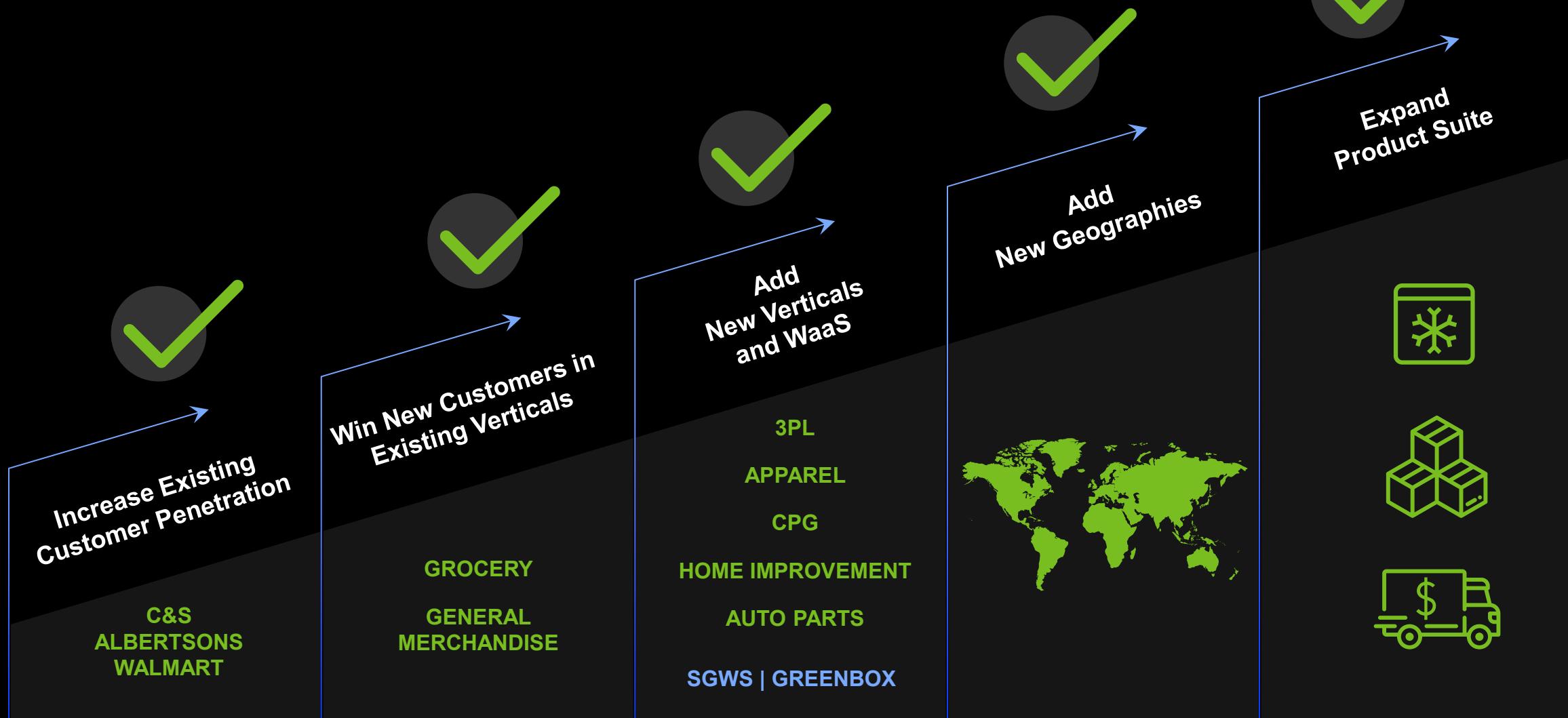
Highly visible growth profile with \$22.4B of contracted backlog with blue-chip customers

Leadership position targeting large market opportunities



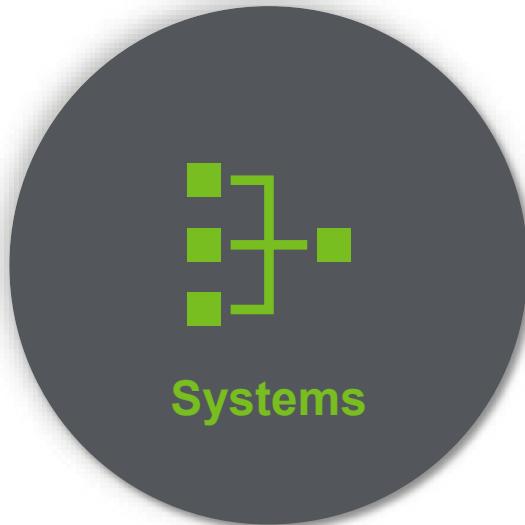
Long-Term Growth Strategy

MULTIPLE VECTORS FOR POTENTIAL GROWTH



Recap of Symbotic's Business Model

Symbotic Sells Highly Advanced AI-powered Supply Chain Automation Systems with Supporting Software and Maintenance Services over 15-Year Contracts,¹ Creating Long-Term Recurring Revenue Streams



Capital Asset Sale
Revenue Spread Over ~2 Years
Milestone Payments



Required to Use System
Annual Recurring, High Margin Revenue
Long-Term Contracts



Ad Hoc Support

*Annual Software Subscription and material Operation Services
Start when the System is Operational*

¹ Substantial majority of Symbotic customer contracts.

Key Highlights



AI-Enabled Technology Platform with Transformational Impact on Supply Chain Economics



Disrupting Large Addressable Markets with Secular Long-Term Tailwinds



Deep Relationships with Blue-Chip Customers and \$22.4B Contracted Backlog



Strong Track Record of Scaling and Visionary Leadership for Symbotic's Future



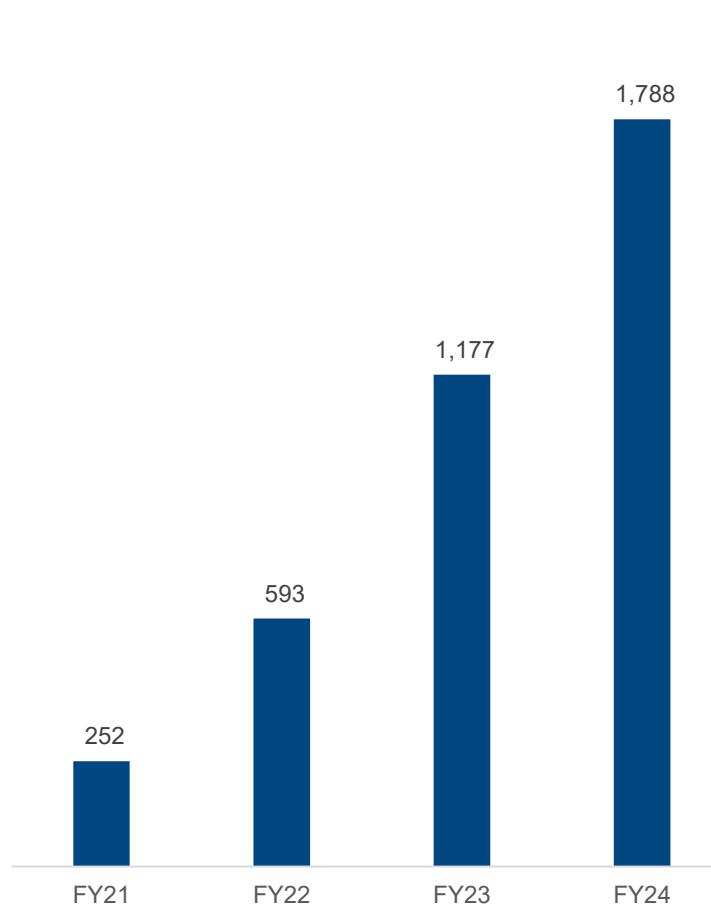
Symbotic's Key Financial Highlights



¹ Free Cash Flow Defined as Cash from Operations less Capital Expenditures

Financials / Key Performance Indicators

Total Revenue (\$M)



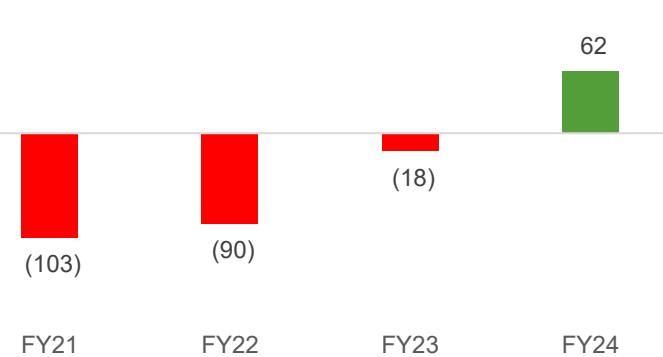
GAAP Net Loss (\$M)



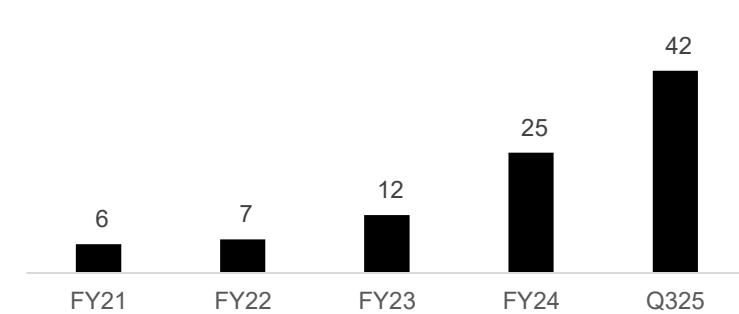
Systems in Deployment



Adj. EBITDA (\$M)



Operational Systems





Appendix

Reconciliation of Net Loss to Adjusted EBITDA

	Year Ended			
	September 28, 2024	September 30, 2023	September 24, 2022	September 25, 2021
Net loss	(84,672)	(207,894)	(139,089)	(122,314)
Interest income	(36,907)	(11,391)	(1,287)	(35)
Income tax benefit (expense)	4,212	(4,619)	—	—
Depreciation and amortization	20,845	9,475	5,989	4,491
Stock-based compensation	120,608	157,023	40,556	11,736
Business combination transaction expenses	324	—	4,069	2,761
Joint venture formation fees	1,089	14,900	—	—
CEO transition charges	—	2,026	—	—
Restructuring charges	33,431	22,899	—	—
Equity financing transaction costs	1,985	—	—	—
Equity method investment	777	—	—	—
Adjusted EBITDA	61,692	(17,581)	(89,762)	(103,361)

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