

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT
Pursuant to Section 13 or Section 15(d)
of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): August 3, 2026

SYMBOTIC INC.

(Exact name of registrant as specified in its charter)

Delaware

(State or other jurisdiction of
incorporation or organization)

200 Research Drive
Wilmington, MA

(Address of principal executive offices)

001-40175

(Commission
File Number)

98-1572401

(I.R.S. Employer
Identification Number)

01887

(Zip Code)

(978) 284-2800

Registrant's telephone number, including area code

Not Applicable

(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation to the registrant under any of the following provisions:

- ☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- ☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- ☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- ☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Class A common stock, par value \$0.0001 per share	SYM	The Nasdaq Stock Market LLC

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 or Rule 12b-2 of the Securities Exchange Act of 1934.

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Item 2.02 Results of Operations and Financial Condition

On August 5, 2026, Symbotic Inc. (the “Company”) issued a press release announcing its financial results and other information for the fiscal quarter ended June 27, 2026. A copy of the press release is furnished as Exhibit 99.1 to this Current Report on Form 8-K and is incorporated by reference herein.

The information furnished pursuant to this Item 2.02, including Exhibit 99.1, shall not be deemed “filed” for any purpose, including for the purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), or otherwise subject to the liabilities of that Section, nor shall it be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended (the “Securities Act”), or the Exchange Act, regardless of any general incorporation language in such filing, except as shall be expressly set forth by specific reference in such filing.

Item 5.02 Departure of Directors or Certain Officers; Election of Directors; Appointment of Certain Officers; Compensatory Arrangements of Certain Officers.

On August 3, 2026, the Board of Directors (the “Board”) of the Company approved an increase in the size of the Board from nine to ten members, effective August 4, 2026, and appointed Stephen G. Pagliuca to the Board, also effective August 4, 2026.

Mr. Pagliuca is the Founder and CEO of PagsGroup, a growth capital investment firm with expertise in biotech, technology, media, and sports. Mr. Pagliuca is also a Chairman and Principal Owner of Atalanta B.C., a Series A football club. Previously, he was a Managing General Partner and Co-Owner of the Boston Celtics, where he served as Chairman of the Basketball Committee and as Founder and President of the Boston Celtics Shamrock Foundation. He is also a former Co-Chair of Bain Capital, where he continues to serve as a Senior Advisor. Mr. Pagliuca holds a B.A. from Duke University and an M.B.A. from Harvard Business School.

Mr. Pagliuca will be compensated for his service as a director pursuant to the Company’s non-employee director compensation program that entitles our non-employee directors to a cash retainer for service on the Board and for service on each committee on which the director is a member. A description of the Company’s non-employee director compensation arrangements can be found in the section titled “Director Compensation” in the Company’s definitive proxy statement for its 2026 annual meeting of stockholders filed with the Securities and Exchange Commission (“SEC”) on January 16, 2026 and incorporated herein by reference. Mr. Pagliuca has also entered into an indemnification agreement with the Company, the form of which is attached as Exhibit 10.4 to the Company’s Annual Report on Form 10-K for the fiscal year ended September 27, 2025 filed with the SEC on November 24, 2025 and is incorporated by reference herein.

Item 7.01 Regulation FD Disclosure

On August 5, 2026, the Company posted on its investor relations website a supplemental presentation relating to its financial results and other information for the fiscal quarter ended June 27, 2026. A copy of the supplemental presentation is furnished as Exhibit 99.2 to this Current Report on Form 8-K and is incorporated by reference herein.

The information furnished pursuant to this Item 7.01, including Exhibit 99.2, shall not be deemed to be “filed” for any purpose, including for purposes of Section 18 of the Exchange Act, or otherwise be subject to the liabilities of that Section, nor shall it be deemed to be incorporated by reference in any filing under the Securities Act or the Exchange Act, regardless of any general incorporation language in such filing, except as shall be expressly set forth by specific reference in such filing.

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits

<u>Exhibit</u>	<u>Description</u>
99.1	Symbotic Inc. Press Release ,dated August 5, 2026
99.2	Symbotic Inc. Investor Presentation ,dated August 5, 2026
104	Cover Page Interactive Data File (embedded within the Inline XBRL document)

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Date: August 5, 2026

Symbotic Inc.

By: /s/ Maria G. Freve
Name: Maria G. Freve
Title: Vice President, Controller and Chief Accounting Officer
(Principal Accounting Officer)



FOR IMMEDIATE RELEASE

Symbotic Reports Third Quarter Fiscal Year 2026 Results

Steve Pagliuca, Former Co-Chair of Bain Capital, Elected to Symbotic's Board of Directors

Wilmington, Massachusetts (August 5, 2026) -- Symbotic Inc. (Nasdaq: SYM), a leader in A.I.-enabled robotics technology for the supply chain, announced financial results for its third quarter of fiscal year 2026, which ended on June 27, 2026. Symbotic reported revenue of \$721 million, up 22% year-over-year, and net income of \$55 million, compared with a net loss of \$21 million in the third quarter of fiscal year 2025. Adjusted EBITDA¹ reached \$95 million, more than double the \$45 million in the third quarter of fiscal year 2025.

Cash and cash equivalents totaled \$1.7 billion at the end of the third quarter of fiscal year 2026, down from \$2.0 billion at the end of the second quarter of fiscal year 2026.

"We are well on track to deliver against our key objectives for our fiscal year," said Rick Cohen, Symbotic Chairman and Chief Executive Officer. "Importantly, we are seeing increasing opportunities to broaden the scope of our work with existing and prospective customers."

"We delivered another quarter of growth and a large expansion in our profitability," said Izzy Martins, Symbotic Chief Financial Officer. "Looking ahead, we see a continuation of our profitable growth trajectory supported by 77 systems in deployment."

OUTLOOK

For the fourth quarter of fiscal 2026, Symbotic expects revenue of \$760 million to \$780 million, and adjusted EBITDA² of \$100 million to \$105 million.

WEBCAST INFORMATION

Symbotic will host a webcast today at 5:00 pm ET to discuss its third quarter fiscal year 2026 results. The webcast link is: <https://edge.media-server.com/mmc/go/symbotic-q3-2026>.

NEW BOARD MEMBER

Symbotic also announced the election of Steve Pagliuca to its Board of Directors, effective August 4, 2026.

Mr. Pagliuca is the Founder and CEO of PagsGroup, a growth capital investment firm with expertise in biotech, technology, media, and sports. He is also a Chairman and Principal Owner of Atalanta B.C. football club. Previously, he was a Managing General Partner and Co-Owner of the Boston Celtics, where he served as Chairman of the Basketball Committee and as Founder and President of the

¹ Adjusted EBITDA (earnings before interest, taxes, depreciation, and amortization) is a non-GAAP financial measure as defined below under "Use of Non-GAAP Financial Information." See the tables below for reconciliations to net income (loss), the most comparable GAAP measure.

² Symbotic is not providing guidance for net income (loss), which is the most comparable GAAP financial measure to adjusted EBITDA, because information reconciling forward-looking adjusted EBITDA to net income (loss) is unavailable to it without unreasonable effort. Symbotic is not able to provide reconciliations of adjusted EBITDA to GAAP financial measures because certain items required for such reconciliations are outside of Symbotic's control and/or cannot be reasonably predicted, such as the provision for stock-based compensation.

Boston Celtics Shamrock Foundation. He is also a former Co-Chair of Bain Capital, where he continues to serve as a Senior Advisor.

"I am delighted to welcome Steve to our Board of Directors," said Cohen. "He brings an exceptional track record of helping high-growth companies scale, navigate complex markets, and create lasting value. His strategic insight and experience building world-class organizations will strengthen our Board as we enter our next phase of growth."

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ABOUT SYMBOTIC

Symbotic is an automation technology leader reimagining the supply chain with its end-to-end, A.I.-powered robotic and software platform. Symbotic reinvents the warehouse as a strategic asset for the world's largest retail, wholesale, food & beverage, and medical supply distribution companies. Applying next-generation technology, high-density storage and machine learning to solve today's complex distribution challenges, Symbotic enables companies to move goods with unmatched speed, agility, accuracy and efficiency. As the backbone of commerce, Symbotic transforms the flow of goods and the economics of the supply chain for its customers. For more information, visit www.symbotic.com.

USE OF NON-GAAP FINANCIAL INFORMATION

Symbotic reports its financial results in accordance with Generally Accepted Accounting Principles in the United States ("U.S. GAAP"). This press release contains financial measures that are not recognized under U.S. GAAP ("non-GAAP financial measures"), including adjusted EBITDA, adjusted gross profit, adjusted gross profit margin, adjusted research and development expenses, adjusted selling, general, and administrative expenses, and free cash flow. These non-GAAP financial measures have limitations as an analytical tool as they do not have a standardized meaning prescribed by U.S. GAAP. The non-GAAP financial measures Symbotic uses may not be the same non-GAAP financial measures, and may not be calculated in the same manner, as that of other companies and, therefore, are unlikely to be comparable to similar measures presented by other companies. Rather, these non-GAAP financial measures are provided as a supplement to corresponding U.S. GAAP measures to provide additional information regarding the results of operations from management's perspective. Accordingly, non-GAAP financial measures should not be considered a substitute for, in isolation from, or superior to, the financial information prepared and presented in accordance with U.S. GAAP. All non-GAAP financial measures presented in this press release are reconciled to their closest reported U.S. GAAP financial measures. Symbotic recommends that investors review the reconciliation of these non-GAAP financial measures to the most directly comparable GAAP financial measures provided in the financial statement tables included below in this press release, and not rely on any single financial measure to evaluate its business.

Symbotic defines adjusted EBITDA, a non-GAAP financial measure, as GAAP net income (loss) excluding the following items: interest income; income taxes; depreciation and amortization of tangible and intangible assets; stock-based compensation; business combination transaction expenses; equity method investment; internal control remediation; business transformation costs; fair value adjustments on strategic investments; restructuring charges; and other infrequent items that may arise from time to time. Symbotic defines adjusted gross profit, a non-GAAP financial measure, as GAAP gross profit excluding the following items: depreciation, stock-based compensation, and restructuring charges. Symbotic defines adjusted gross profit margin, a non-GAAP financial measure, as adjusted gross profit divided by total revenue. Symbotic defines adjusted research and development expenses, a non-GAAP financial measure, as GAAP research and development expenses excluding the following items: depreciation and amortization of tangible and intangible assets and stock-based compensation. Symbotic defines adjusted selling, general, and administrative expenses, a non-GAAP financial measure, as GAAP selling, general, and administrative expenses excluding the following items: depreciation and amortization of tangible and intangible assets; stock-

based compensation; business combination transaction expenses; internal control remediation; business transformation costs; and other infrequent items that may arise from time to time. Symbotic defines free cash flow, a non-GAAP financial measure, as net cash provided by or used in operating activities less purchases of property and equipment and capitalization of internal use software development costs. In addition to Symbotic's financial results determined in accordance with U.S. GAAP, Symbotic believes that adjusted EBITDA, adjusted gross profit, adjusted gross profit margin, adjusted research and development expenses, adjusted selling, general, and administrative expenses, and free cash flow non-GAAP financial measures, are useful in evaluating the performance of Symbotic's business because they highlight trends in its core business.

FORWARD-LOOKING STATEMENTS

This press release contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements include, but are not limited to, Symbotic's expectations or predictions of future financial or business performance or conditions. Forward-looking statements are inherently subject to risks, uncertainties and assumptions. Generally, statements that are not historical facts, including statements concerning our possible or assumed future actions, business strategies, events or results of operations, are forward-looking statements. These statements may be preceded by, followed by or include the words "believes," "estimates," "expects," "projects," "forecasts," "may," "will," "should," "seeks," "plans," "scheduled," "anticipates" or "intends" or similar expressions.

Forward-looking statements include, but are not limited to, statements about our ability to or expectations regarding Symbotic to:

- meet the technical requirements of existing or future agreements with its customers, including with respect to existing backlog;
- expand its target customer base and maintain its existing customer base;
- realize the benefits expected from its GreenBox Systems LLC joint venture, which is now doing business as Exol ("Exol"), the commercial agreement with Exol, the commercial agreement with Nueva Wal Mart de México, S. de R.L. de C.V and the acquisition of the Advanced Systems and Robotics business from Walmart;
- realize its outlook, including its system gross margin;
- manage the timing and cost of any product replacement, programs and related recalls;
- anticipate industry trends;
- maintain and enhance its systems;
- execute its growth strategy;
- develop, design and sell systems that are differentiated from those of competitors;
- execute its research and development strategy;
- acquire, maintain, protect and enforce intellectual property;
- attract, train and retain effective officers, key employees or directors;
- comply with laws and regulations applicable to its business;
- stay abreast of modified or new laws and regulations applying to its business;
- successfully defend litigation;
- issue equity securities in connection with future transactions;
- meet future liquidity requirements and, if applicable, comply with restrictive covenants related to long-term indebtedness;

- timely and effectively remediate any material weaknesses in its internal control over financial reporting;
- anticipate rapid technological changes;
- maintain the listing of the Symbotic common stock on Nasdaq; and
- effectively respond to general economic and business conditions.

Forward-looking statements also include, but are not limited to, statements with respect to:

- the future performance of Symbotic's business and operations;
- expectations regarding revenues, expenses, adjusted EBITDA and anticipated cash needs;
- expectations regarding cash flow, liquidity and sources of funding;
- expectations regarding capital expenditures;
- the anticipated benefits of Symbotic's leadership structure;
- the effects of pending and future legislation;
- the effects of inflation, prevailing price levels, exchange rates, changes in trade agreements and trade protection measures including tariffs and other economic factors;
- the direct and indirect effects of geopolitical conditions in the United States and in global economies, including those resulting from acts of war and conflicts and responses to such events;
- business disruption;
- disruption to the business due to Symbotic's dependency on Walmart;
- increasing competition in the warehouse automation industry;
- any delays in the design, production or launch of Symbotic's systems and products;
- the failure to meet customers' requirements under existing or future contracts or customers' expectations as to price or pricing structure;
- any defects in new products or enhancements to existing products;
- the fluctuation of operating results from period to period due to a number of factors, including the pace of customer adoption of Symbotic's new products and services and any changes in its product mix that shift too far into lower gross margin products; and
- any consequences associated with joint ventures and legislative and regulatory actions and reforms.

Such forward-looking statements involve risks and uncertainties that may cause actual events, results or performance to differ materially from those indicated by such statements. Certain of these risks are identified and discussed in Symbotic's Annual Report on Form 10-K for the fiscal year ended September 27, 2025, filed with the U.S. Securities and Exchange Commission (the "SEC") on November 24, 2025. These risk factors will be important to consider in determining future results and should be reviewed in their entirety. These forward-looking statements are expressed in good faith, and Symbotic believes there is a reasonable basis for them. However, there can be no assurance that the events, results or trends identified in these forward-looking statements will occur or be achieved. Forward-looking statements are provided for the purposes of assisting the reader in understanding its financial performance, financial position and cash flows as of and for periods ended on certain dates and to present information about management's current expectations and plans relating to the future, and the reader is cautioned not to place undue reliance on these forward-looking statements because of their inherent uncertainty and to appreciate the limited purposes for which they are being used by management. While Symbotic believes that the assumptions and expectations reflected in the forward-looking statements are reasonable based on information currently available to management, there is no assurance that such assumptions and expectations will prove to have been correct.

The forward-looking statements relate only to events as of the date on which the statements are made and are based on the beliefs, estimates, expectations and opinions of management on that date. Symbotic is not under any obligation, and expressly disclaims any obligation, to update, alter or otherwise revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. Readers should carefully review the statements set forth in the reports that Symbotic has filed or will file from time to time with the SEC.

Any financial projections in this press release or discussed in the webcast are forward-looking statements that are based on assumptions that are inherently subject to significant uncertainties and contingencies, many of which are beyond Symbotic's control. While all projections are necessarily speculative, Symbotic believes that the preparation of prospective financial information involves increasingly higher levels of uncertainty the further out the projection extends from the date of preparation. The assumptions and estimates underlying the projected results are inherently uncertain and are subject to a wide variety of significant business, economic and competitive risks and uncertainties that could cause actual results to differ materially from those contained in the projections. The inclusion of projections in this communication should not be regarded as an indication that Symbotic, or its representatives, considered or considers the projections to be a reliable prediction of future events.

Annualized and estimated numbers are not forecasts and may not reflect actual results.

This communication is not intended to be all-inclusive or to contain all the information that a person may desire in considering an investment in Symbotic and is not intended to form the basis of an investment decision in Symbotic. The forward-looking statements contained in this press release and other reports we file with, or furnish to, the SEC and other regulatory agencies and made by our directors, officers, other employees and other persons authorized to speak on our behalf are expressly qualified in their entirety by these cautionary statements.

INVESTOR RELATIONS CONTACT

Charlie Anderson
Vice President, Investor Relations & Corporate Development
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MEDIA INQUIRIES

mediainquiry@symbotic.com

Symbotic Inc. and Subsidiaries
Consolidated Statements of Operations

	Three Months Ended			Nine Months Ended	
	June 27, 2026	March 28, 2026	June 28, 2025	June 27, 2026	June 28, 2025
<i>(in thousands, except share and per share data)</i>					
Revenue:					
Systems	\$ 670,952	\$ 634,496	\$ 559,108	\$ 1,895,740	\$ 1,536,539
Software maintenance and support	12,765	12,924	8,121	36,574	20,331
Operation services	37,121	29,060	24,892	94,989	71,595
Total revenue	720,838	676,480	592,121	2,027,303	1,628,465
Cost of revenue:					
Systems	523,607	495,551	453,967	1,489,031	1,246,745
Software maintenance and support	3,486	3,368	1,705	9,808	5,593
Operation services	32,835	27,609	24,607	84,178	72,476
Total cost of revenue	559,928	526,528	480,279	1,583,017	1,324,814
Gross profit	160,910	149,952	111,842	444,286	303,651
Operating expenses:					
Research and development expenses	43,780	51,283	49,729	138,069	150,967
Selling, general, and administrative expenses	84,235	92,566	71,557	258,020	205,567
Restructuring charges	—	12	16,361	2,685	16,361
Total operating expenses	128,015	143,861	137,647	398,774	372,895
Operating income (loss)	32,895	6,091	(25,805)	45,512	(69,244)
Other income, net	30,587	10,855	8,451	54,688	27,987
Income (loss) before income tax and equity method investment	63,482	16,946	(17,354)	100,200	(41,257)
Income tax benefit (expense)	1,149	(572)	(44)	(38)	1,204
Loss from equity method investment	(9,631)	(6,945)	(3,776)	(22,375)	(7,831)
Net income (loss)	55,000	9,429	(21,174)	77,787	(47,884)
Net income (loss) attributable to noncontrolling interests	43,327	7,460	(17,251)	61,543	(38,982)
Net income (loss) attributable to common stockholders	\$ 11,673	\$ 1,969	\$ (3,923)	\$ 16,244	\$ (8,902)
Income (loss) per share of Class A Common Stock:					
Basic	\$ 0.09	\$ 0.02	\$ (0.04)	\$ 0.13	\$ (0.08)
Diluted	\$ 0.09	\$ 0.01	\$ (0.04)	\$ 0.12	\$ (0.08)
Weighted-average shares of Class A Common Stock outstanding:					
Basic	128,076,383	125,538,207	109,201,745	123,029,814	107,664,864
Diluted	133,252,947	134,364,904	109,201,745	131,666,538	107,664,864

Symbotic Inc. and Subsidiaries
Reconciliation of Non-GAAP Financial Measures

The following table reconciles GAAP net income (loss) to Adjusted EBITDA:

<i>(in thousands)</i>	Three Months Ended			Nine Months Ended	
	June 27, 2026	March 28, 2026	June 28, 2025	June 27, 2026	June 28, 2025
Net income (loss)	\$ 55,000	\$ 9,429	\$ (21,174)	\$ 77,787	\$ (47,884)
Interest income	(11,335)	(10,906)	(8,373)	(33,840)	(23,371)
Income tax expense (benefit)	(1,149)	572	44	38	(1,204)
Depreciation and amortization	10,241	11,322	12,940	30,249	30,969
Stock-based compensation	50,519	57,188	39,527	151,824	102,984
Business combination transaction expenses	244	710	422	965	7,522
Equity method investment	9,631	6,945	3,776	22,375	7,831
Internal control remediation	1,486	1,931	1,795	5,832	7,046
Business transformation costs	54	550	75	3,134	2,475
Fair value adjustments on strategic investments	(19,378)	—	—	(21,039)	(4,481)
Restructuring charges	(76)	12	16,361	2,560	16,130
Adjusted EBITDA	<u>\$ 95,237</u>	<u>\$ 77,753</u>	<u>\$ 45,393</u>	<u>\$ 239,885</u>	<u>\$ 98,017</u>

The following table reconciles GAAP gross profit to Adjusted gross profit:

<i>(in thousands)</i>	Three Months Ended			Nine Months Ended	
	June 27, 2026	March 28, 2026	June 28, 2025	June 27, 2026	June 28, 2025
Gross profit	\$ 160,910	\$ 149,952	\$ 111,842	\$ 444,286	\$ 303,651
Depreciation and amortization	1,507	1,614	3,538	4,603	8,957
Stock-based compensation	17,545	14,208	11,813	44,424	22,844
Restructuring charges	(76)	—	—	(124)	(231)
Adjusted gross profit	<u>\$ 179,886</u>	<u>\$ 165,774</u>	<u>\$ 127,193</u>	<u>\$ 493,189</u>	<u>\$ 335,221</u>
Gross profit margin	22.3 %	22.2 %	18.9 %	21.9 %	18.6 %
Adjusted gross profit margin	25.0 %	24.5 %	21.5 %	24.3 %	20.6 %

The following table reconciles GAAP research and development expenses to Adjusted research and development expenses:

(in thousands)	Three Months Ended			Nine Months Ended	
	June 27, 2026	March 28, 2026	June 28, 2025	June 27, 2026	June 28, 2025
Research and development expenses	\$ 43,780	\$ 51,283	\$ 49,729	\$ 138,069	\$ 150,967
Depreciation and amortization	(5,959)	(5,161)	(7,133)	(16,110)	(15,044)
Stock-based compensation	(8,642)	(17,123)	(10,442)	(33,686)	(34,408)
Adjusted research and development expenses	\$ 29,179	\$ 28,999	\$ 32,154	\$ 88,273	\$ 101,515

The following table reconciles GAAP selling, general, and administrative expenses to Adjusted selling, general, and administrative expenses:

(in thousands)	Three Months Ended			Nine Months Ended	
	June 27, 2026	March 28, 2026	June 28, 2025	June 27, 2026	June 28, 2025
Selling, general, and administrative expenses	\$ 84,235	\$ 92,566	\$ 71,557	\$ 258,020	\$ 205,567
Depreciation and amortization	(2,775)	(4,547)	(2,270)	(9,537)	(6,969)
Stock-based compensation	(24,332)	(25,857)	(17,272)	(73,714)	(45,731)
Business combination transaction expenses	(244)	(710)	(422)	(965)	(7,522)
Internal control remediation	(1,486)	(1,931)	(1,795)	(5,832)	(7,046)
Business transformation costs	(54)	(550)	(75)	(3,134)	(2,475)
Adjusted selling, general, and administrative expenses	\$ 55,344	\$ 58,971	\$ 49,723	\$ 164,838	\$ 135,824

The following table reconciles GAAP net cash provided by (used in) operating activities to free cash flow:

(in thousands)	Three Months Ended			Nine Months Ended	
	June 27, 2026	March 28, 2026	June 28, 2025	June 27, 2026	June 28, 2025
			Revised ³		Revised ³
Net cash provided by (used in) operating activities	\$ (147,297)	\$ 261,341	\$ (196,512)	\$ 305,584	\$ 278,090
Purchases of property and equipment and capitalization of internal use software development costs	(17,333)	(43,368)	(14,867)	(62,753)	(42,784)
Free cash flow	\$ (164,630)	\$ 217,973	\$ (211,379)	\$ 242,831	\$ 235,306

³ Amounts for the nine months ended June 28, 2025 have been revised to reflect the reclassification of \$58.2 million of cash flows related to the ASR acquisition from investing activities to operating activities. As a result, previously reported net cash provided by operating activities and free cash flow each decreased by \$58.2 million, to \$278.1 million and \$235.3 million, respectively. The revision did not affect total cash flows, net loss, or earnings per share. See Note 2 to the Quarterly Report on Form 10-Q for the quarter ended June 27, 2026.

Symbotic Inc. and Subsidiaries
Supplemental Common Share Information

Total Common Shares issued and outstanding:

	June 27, 2026	September 27, 2025
Class A Common Shares issued and outstanding	128,931,651	112,635,932
Class V-1 Common Shares issued and outstanding	71,373,131	74,693,311
Class V-3 Common Shares issued and outstanding	403,559,196	403,559,196
	<u>603,863,978</u>	<u>590,888,439</u>

Sybotic Inc. and Subsidiaries
Consolidated Balance Sheets

(in thousands, except share data)

	June 27, 2026	September 27, 2025
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 1,746,446	\$ 1,244,993
Accounts receivable	288,533	186,705
Unbilled accounts receivable	459,843	181,658
Inventories	220,841	164,390
Deferred expenses	59,063	20,532
Prepaid expenses and other current assets	83,060	86,582
Total current assets	2,857,786	1,884,860
Property and equipment, net	158,575	117,649
Intangible assets, net	83,245	79,149
Goodwill	59,871	59,871
Equity method investment	140,468	123,034
Other assets	224,174	131,166
Total assets	\$ 3,524,119	\$ 2,395,729
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	\$ 327,807	\$ 286,669
Accrued expenses and other current liabilities	265,517	200,442
Deferred revenue	1,553,749	1,242,312
Total current liabilities	2,147,073	1,729,423
Deferred revenue	182,810	124,932
Other liabilities	60,270	63,629
Total liabilities	2,390,153	1,917,984
Commitments and contingencies	—	—
Equity:		
Class A Common Stock, 3,000,000,000 shares authorized, 128,931,651 and 112,635,932 shares issued and outstanding at June 27, 2026 and September 27, 2025, respectively	15	13
Class V-1 Common Stock, 1,000,000,000 shares authorized, 71,373,131 and 74,693,311 shares issued and outstanding at June 27, 2026 and September 27, 2025, respectively	7	7
Class V-3 Common Stock, 450,000,000 shares authorized, 403,559,196 shares issued and outstanding at June 27, 2026 and September 27, 2025	40	40
Additional paid-in capital	2,028,978	1,556,611
Accumulated deficit	(1,317,539)	(1,333,783)
Accumulated other comprehensive loss	(2,732)	(2,695)
Total stockholders' equity	708,769	220,193
Noncontrolling interest	425,197	257,552
Total equity	1,133,966	477,745
Total liabilities and equity	\$ 3,524,119	\$ 2,395,729

Symbotic Inc. and Subsidiaries
Consolidated Statements of Cash Flows

(in thousands)	Three Months Ended			Nine Months Ended	
	June 27, 2026	March 28, 2026	June 28, 2025 Revised ⁴	June 27, 2026	June 28, 2025 Revised ⁴
Cash flows from operating activities:					
Net income (loss)	\$ 55,000	\$ 9,429	\$ (21,174)	\$ 77,787	\$ (47,884)
Adjustments to reconcile net income (loss) to net cash provided by (used in) operating activities:					
Depreciation and amortization	10,250	11,323	12,941	30,277	30,954
Amortization of leases	(2,968)	2,536	1,261	956	3,172
Loss from equity method investment	9,631	6,945	3,776	22,375	7,831
Foreign currency losses (gains)	—	31	(61)	58	(73)
Loss on disposal of assets	76	—	—	76	201
Provision for excess and obsolete inventory	4,241	4,753	3,921	13,826	4,901
Deferred taxes, net	—	—	—	—	—
Stock-based compensation	48,429	48,549	36,803	142,919	92,322
Gain from strategic investment fair value adjustment	(19,378)	—	—	(21,039)	(4,481)
Changes in operating assets and liabilities:					
Accounts receivable	(155,934)	(24,487)	1,389	(101,331)	65,570
Inventories	(23,839)	(23,184)	3,470	(71,145)	(30,187)
Prepaid expenses and other current assets	(4,566)	(209,544)	(48,390)	(265,836)	52,779
Deferred expenses	(15,526)	(15,731)	27,503	(38,532)	23,582
Other assets	26,009	7,288	(54,449)	35,632	(61,928)
Accounts payable	33,441	41,661	(4,407)	51,245	40,544
Accrued expenses and other current liabilities	13,620	41,334	12,532	63,672	(7,613)
Deferred revenue	(123,829)	360,362	(171,331)	368,777	117,288
Other liabilities	(1,954)	76	(296)	(4,133)	(8,888)
Net cash provided by (used in) operating activities	(147,297)	261,341	(196,512)	305,584	278,090
Cash flows from investing activities:					
Purchases of property and equipment and capitalization of internal use software development costs	(17,333)	(43,368)	(14,867)	(62,753)	(42,784)
Acquisitions of strategic investments	(73,420)	(11,299)	(24,233)	(123,247)	(42,225)
Cash paid for business and asset acquisitions	—	(20,157)	58,169	(20,157)	(141,831)
Net cash used in investing activities	(90,753)	(74,824)	19,069	(206,157)	(226,840)
Cash flows from financing activities:					

⁴ Amounts for the nine months ended June 28, 2025 have been revised to reflect the reclassification of \$58.2 million of cash flows related to the ASR acquisition from investing activities to operating activities. As a result, previously reported net cash provided by operating activities and free cash flow each decreased by \$58.2 million, to \$278.1 million and \$235.3 million, respectively. The revision did not affect total cash flows, net loss, or earnings per share. See Note 2 to the Quarterly Report on Form 10-Q for the quarter ended June 27, 2026.

Payment for taxes related to net share settlement of stock-based compensation awards	—	—	—	—	(3,012)
Net proceeds from issuance of common stock under employee stock purchase plan	—	3,898	—	3,898	3,233
Distributions to or on behalf of Symbotic Holdings LLC partners	14	—	57	(1,208)	(1,175)
Proceeds from issuance of Class A common stock	—	(61)	—	424,307	—
Net cash provided by (used in) financing activities	14	3,837	57	426,997	(954)
Effect of exchange rate changes on cash, cash equivalents, and restricted cash	(31)	(16)	24	(39)	(10)
Net increase in cash, cash equivalents, and restricted cash	(238,067)	190,338	(177,362)	526,385	50,286
Cash, cash equivalents, and restricted cash - beginning of period	2,011,645	1,821,307	958,002	1,247,193	730,354
Cash, cash equivalents, and restricted cash - end of period	<u>\$ 1,773,578</u>	<u>\$ 2,011,645</u>	<u>\$ 780,640</u>	<u>\$ 1,773,578</u>	<u>\$ 780,640</u>

(in thousands)	Three Months Ended			Nine Months Ended	
	June 27, 2026	March 28, 2026	June 28, 2025	June 27, 2026	June 28, 2025
Reconciliation of cash, cash equivalents, and restricted cash:					
Cash and cash equivalents	\$ 1,746,446	\$ 2,009,435	\$ 777,576	\$ 1,746,446	\$ 777,576
Restricted cash	27,132	2,210	3,064	27,132	3,064
Cash, cash equivalents, and restricted cash	<u>\$ 1,773,578</u>	<u>\$ 2,011,645</u>	<u>\$ 780,640</u>	<u>\$ 1,773,578</u>	<u>\$ 780,640</u>



Investor Presentation

August 5, 2026

Disclaimer

Forward Looking Statements

This Presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended and Section 21E of the Securities Exchange Act of 1934, as amended. These statements include, but are not limited to, Symbotic's predictions of future financial or business performance or conditions. Forward-looking statements are inherently subject to risks, uncertainties and assumptions. Generally, statements that are not historical facts, including statements concerning our possible or assumed future actions, next generation storage structure strategies, events, or results of operations, are forward-looking statements. These statements may be preceded by, followed by or include the words "believes," "estimates," "expects," "projects," "forecasts," "may," "will," "should," "seeks," "plans," "scheduled," "anticipates," or "intends" or similar expressions. Such forward-looking statements involve risks and uncertainties that may cause actual events, results or performance to differ materially from those indicated by such statements. Certain of these risks are identified and discussed in Symbotic's filings with the SEC, including the sections titled "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" contained therein. These risk factors will be important to consider in determining future results and should be reviewed in their entirety. These forward-looking statements are expressed in good faith, and Symbotic believes there is a reasonable basis for them. However, assurance that the events, results or trends identified in these forward-looking statements will occur or be achieved. Forward-looking statements speak only as of the date they are made, and Symbotic is under no obligation, and expressly disclaims any obligation, to update, alter or otherwise revise any forward-looking statements whether as a result of new information, future events or otherwise, except as required by law. Readers should carefully review the statements set forth in the reports, which Symbotic has filed or will file from time to time with the SEC.

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The data contained herein is derived from various internal and external sources. The data involves many assumptions and limitations; therefore, there can be no guarantee as to the accuracy or reliability of such assumptions and you are cautioned not to give undue weight to the data. Further, no representation or warranty is made as to the reasonableness of the assumptions made within or the accuracy or completeness of any estimates or modeling or any other information contained herein. Any data on past performance or modeling contained herein is not an indication as to future performance. Symbotic assumes no obligation to update the information in this Presentation.

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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



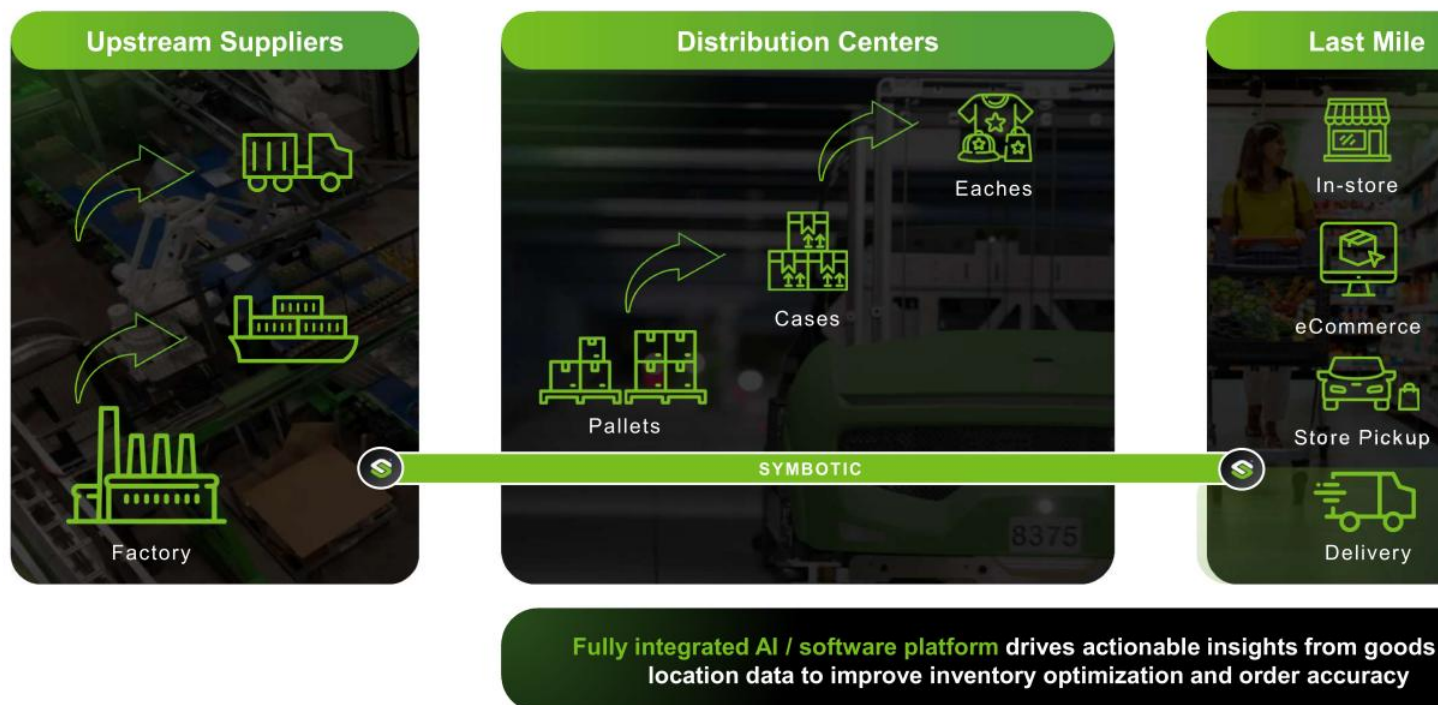


SKU
PROLIFERATION

ADDRESSED BY



AI-Enabled, Tech Platform to Transform the Supply Chain



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Symbotic at a Glance



Transformative Technology Platform

Key Operating Metrics

77

Systems in Deployment

56

Operational Systems

Named Customers



Key Financial Metrics

~21%

YoY Revenue Growth¹

\$22.5B

Total Backlog²

¹ LTM as of Q3 2026. ² As of Q3 2026.
³ As of FY25. 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 Slides 24-25.

Expanding Positive

Gross Margins¹

Free Cash Flow³

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. v. Canadian & European verticals), based on third-party consultant and company estimates. ² GreenBox Systems LLC (which is currently doing business as Exol), Symbotic owns 35% through joint venture with SoftBank. ³ Annual U.S. case through 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 corresponding one-time system revenue and 15 years of software revenue.

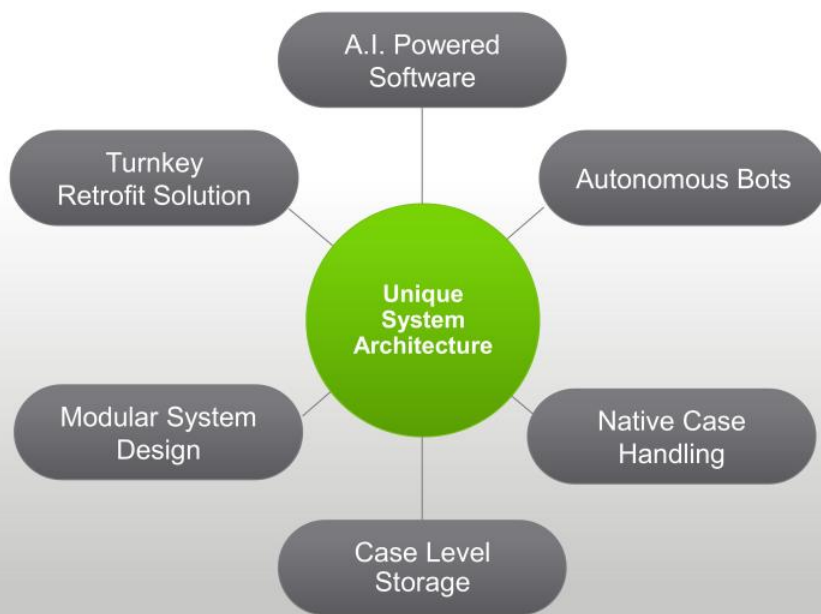
Automated Distribution Center System





Symbotic's systems are modular and can be installed around ongoing warehouse operations and be expanded over time to support growth.

Solution Differentiators



IMPROVED

EFFICIENCY

SPEED

FLEXIBILITY

DENSITY

ACCURACY

Symbotic Distribution Center System Components

1

Automated Storage

Case picking and storage

- Storage Structure
- Transfer Deck
- Inventory Lifts
- SymBots



2

Inbound / Outbound Cells

Automated order processing

- Robotic depalletizing



BreakPack at each picking area

3

A.I.-Powered Software



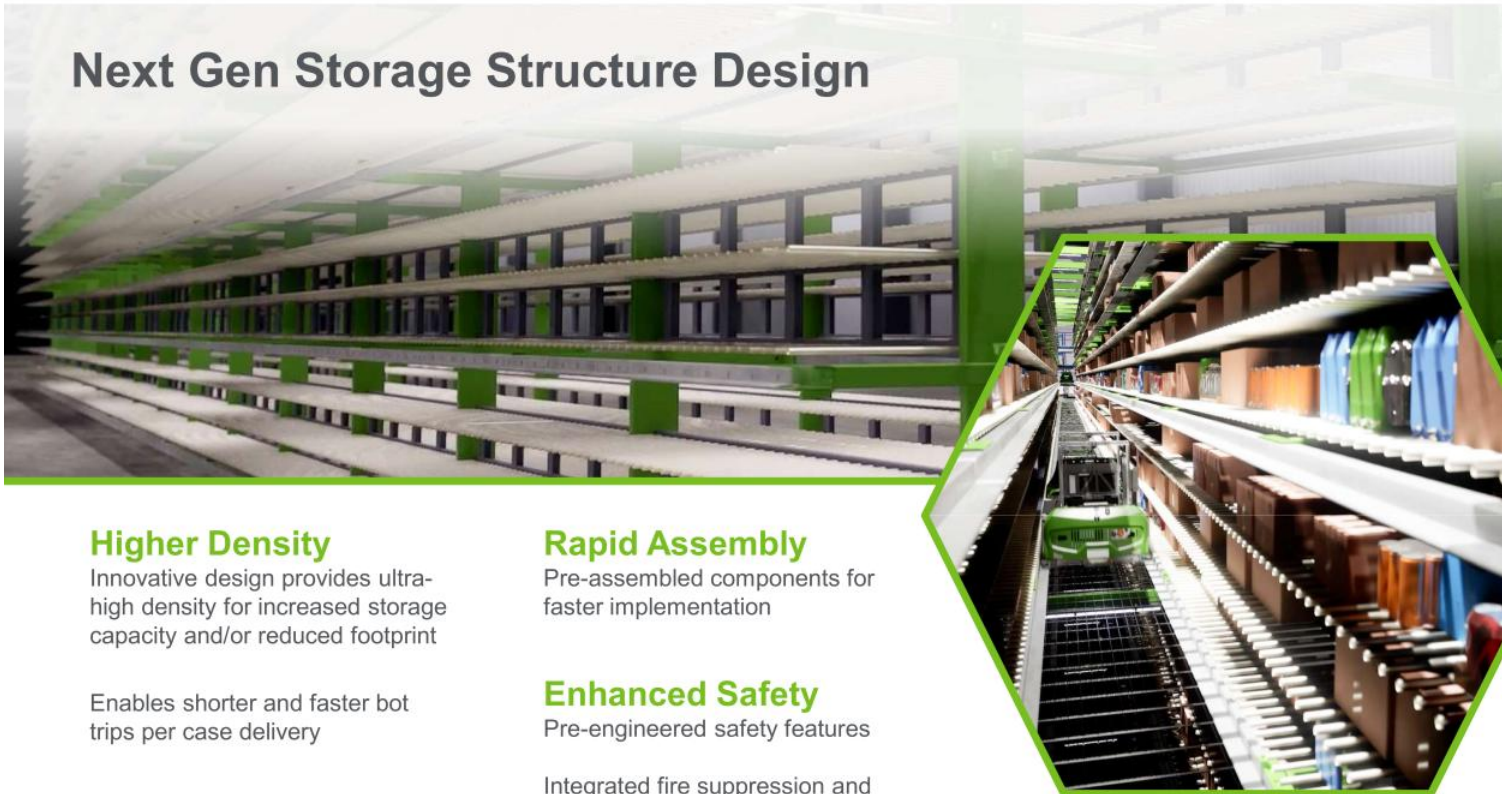
Optimizes tasks for

- Intake and case scanning
- Robotic smart pallet build



enhanced operatio

Next Gen Storage Structure Design



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

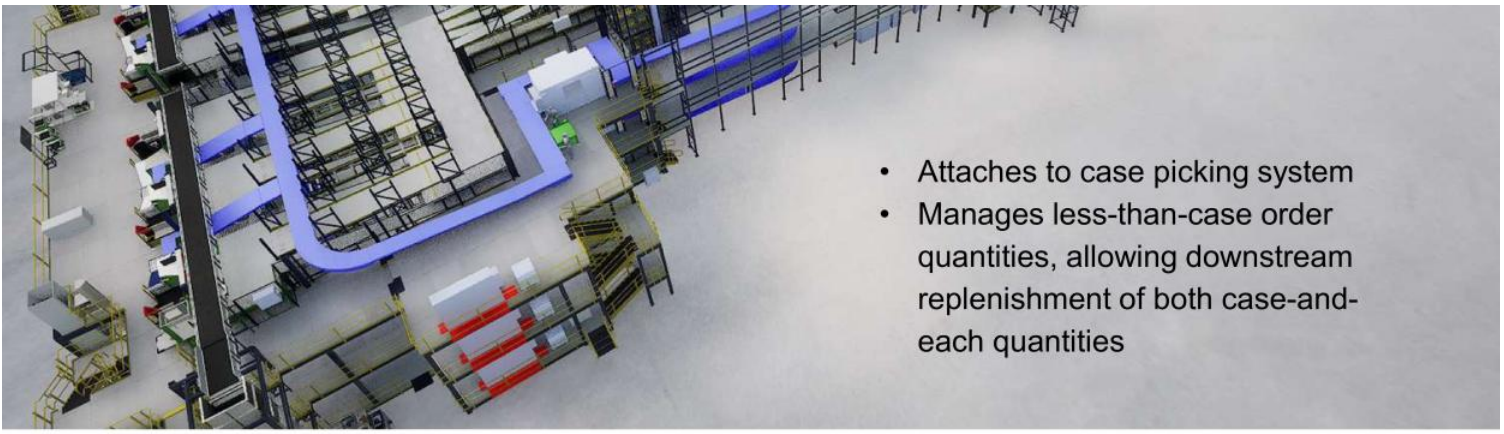
Enhanced Safety

Pre-engineered safety features

Integrated fire suppression and improved seismic adaptability

BreakPack: Cases to Eaches





- Attaches to case picking system
- Manages less-than-case order quantities, allowing downstream replenishment of both case-and-each quantities

Bringing Automation to the Last Mile, Enabling eCommerce



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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+



\$125+ Million
Annual R&D
Budget¹



On a Journey
Toward
7 SIGMA



Supply Chain Automation Technology Alternatives



Upstream: Distribution Centers

Downstream: Order Fulfillment



Legacy Alternatives



Point Solutions

Blue Chip Customers



**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 Sof**

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

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 2025 Fortune Global 500 (August 2025)





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

Highly visible growth profile with \$22.5B¹ of contracted backlog with blue-chip customers

¹ As of Q3 2026

Leadership position targeting large market opportunities

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Long-Term Growth Strategy

MULTIPLE VECTORS FOR POTENTIAL GROWTH

✓

Increase Existing Customer Penetration

WALMART

✓

Win New Customers in Existing Verticals

GROCERY

GENERAL MERCHANDISE

HOME IMPROVEMENT

✓

Add New Verticals and Waas

3PL

APPAREL

CPG

✓

Add New Geographies



✓

Expand Product Suite





WALMART
C&S
UNFI
ALBERTSONS
SOUTHERN GLAZER'S
MEDLINE

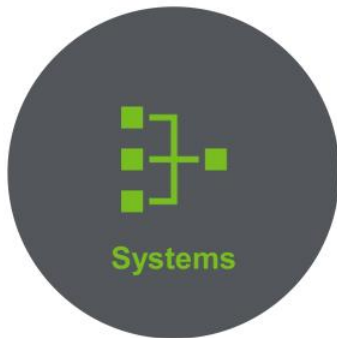
MERCHANDISE
BEVERAGE
HEALTH CARE

AUTO PARTS
EXOL



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***



Systems

Capital Asset Sale
Revenue Spread Over ~2 Years
Milestone Payments



Software

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



**Parts and
Services**

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 **\$22.5B¹ Contracted Backlog**



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

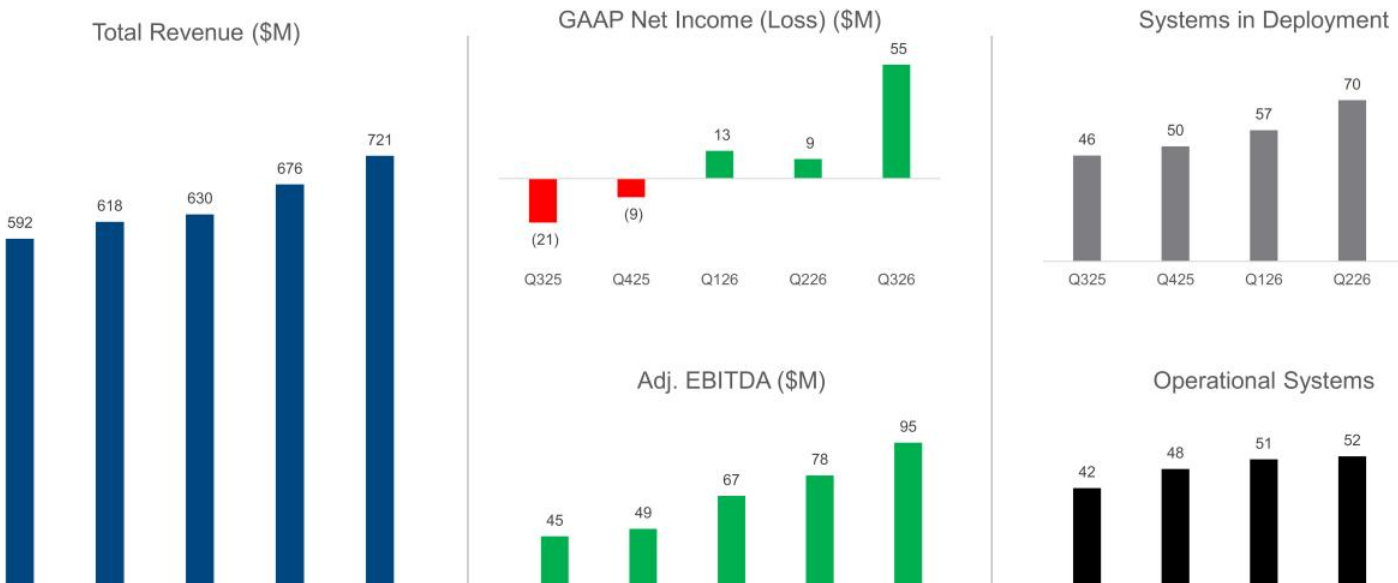
¹ As of Q3 2026

Symbotic's Key Financial Highlights



¹ As of Q3 2026
² 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 Slides 24-25.

Financials / Key Performance Indicators





Appendix

Reconciliation of Net Income (Loss) to Adjusted EBITDA

(in thousands)	Three Months Ended				
	June 28, 2025	September 27, 2025	December 27, 2025	March 28, 2026	June 27, 2026
Net income (loss)	(21,174)	(8,969)	13,358	9,429	
Interest income	(8,373)	(8,085)	(11,600)	(10,906)	
Income tax expense (benefit)	44	(423)	615	572	
Depreciation and amortization	12,940	8,648	8,693	11,322	
Stock-based compensation	39,527	43,671	44,118	57,188	
Business combination transaction expenses	422	40	11	710	
Equity method investment	3,776	5,885	5,799	6,945	

Internal control remediation	1,795	1,360	2,415	1,931
Business transformation costs	75	1,210	2,531	550
Fair value adjustments on strategic investments	-	-	(1,661)	-
Restructuring charges	16,361	6,103	2,624	12
Adjusted EBITDA	45,393	49,440	66,903	77,753

Non-GAAP Financial Measures

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Reconciliation of Free Cash Flow

(in thousands)	Year Ended		
	September 27, 2025	September 28, 2024	September 30, 2023
Net cash provided by (used in) operating activities	866,939	(58,077)	230,794
Purchases of property and equipment and capitalization of internal use software development costs	(79,030)	(44,374)	(21,326)
Free cash flow	787,909	(102,451)	209,468

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