The Backbone of Commerce
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This communication contains non-GAAP financial measures, including adjusted EBITDA, free cash flow, adjusted gross profit and adjusted gross profit margin. Symbolic defines adjusted EBITDA, a non-GAAP financial measure, as GAAP net loss excluding the following items: interest income; income taxes; depreciation and amortization of tangible and intangible assets; unit-based compensation; business combination transaction expenses; and other non-recurring items that may arise from time to time. Symbolic defines free cash flow, a non-GAAP financial measure, as adjusted EBITDA less capital expenditures. Symbolic defines adjusted gross profit, a non-GAAP financial measure, as GAAP gross profit excluding the following items: depreciation, stock-based compensation and restructuring. In addition to Symbolic's financial results determined in accordance with U.S. generally accepted accounting principles ("GAAP"), Symbolic believes that non-GAAP financial measures such as adjusted EBITDA, free cash flow, adjusted gross profit and adjusted gross profit margin, are useful in evaluating the performance of its business because they highlight trends in its core business. These non-GAAP measures have limitations as analytical tools. Symbolic does not, nor does it suggest that investors should, consider any non-GAAP financial measures in isolation from, or as a substitute for, financial information prepared in accordance with GAAP.

The principal limitation of these non-GAAP financial measures is that they exclude items that are significant in understanding and assessing Symbolic’s financial results, including significant expenses, income and tax liabilities that are required by GAAP to be recorded in Symbolic’s financial statements. In addition, they are subject to inherent limitations as they reflect the exercise of judgements by Symbolic about which expense and income are excluded or included in determining these non-GAAP financial measures. In order to compensate for these limitations, Symbolic presents non-GAAP financial measures in connection with GAAP results. Investors should also note that the non-GAAP financial measures Symbols uses may not be the same non-GAAP financial measures, and may not be calculated in the same manner, as that of other companies. Symbolic recommends that investors review the reconciliation of this non-GAAP measure to the most directly comparable GAAP financial measure provided in this Presentation and in the financial statement tables included in the press releases issued by Symbolic on August 1, 2022, November 21, 2022, January 30, 2023, and May 2, 2023, and not rely on any single financial measure to evaluate our business. Additionally, to the extent that forward-looking non-GAAP financial measures are provided, they are presented on a non-GAAP basis without reconciliations of such forward-looking non-GAAP measures due to the inherent difficulty in forecasting and quantifying certain amounts that are necessary for such reconciliations.
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See Risk Factors at the end of this presentation.
OUR VISION

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

Transformative Technology Platform

Key Operating Metrics

- 33 Systems in Deployment
- 350 Issued Patents
- 10 Completed Sites
- 8 Customers

Key Financial Metrics

- ~80% YoY Estimated Revenue Growth1
- $23B+ Total Backlog2
- $500B+ Annual TAM
- Positive Cash Flow3

Leading Customers

1 LTM as of Q3 2023. 2 as of Q3 2023.
3 Cash Flow defined as Cash Flow from Operations less Capex. Q1 – Q3 2023.
Note: please refer to slide 20 for a reconciliation of these non-GAAP financial measures.
Symbotic Addresses Existential Threats

EXISTENTIAL THREATS

LABOR PRESSURES

EVOlving OMNI-CHANNEL STRATEGIES

SKU PROLIFERATION

ADDRESSED BY

SYMBOLIC’S A.I. POWERED AUTOMATION
Solution Overview

Multi-layer buffering structure
& 400+ Symbots

Comprehensive Software Architecture
Solution Key Differentiators

- A.I. Powered Software
- Turnkey Retrofit Solution
- Fully Autonomous ’Bots
- Modular System Design
- Native Case Handling
- Case Level Storage
- Unique System Architecture

UNMATCHED

- EFFICIENCY
- SPEED
- FLEXIBILITY
- DENSITY
- ACCURACY
First Principles of the $1T+ Supply Chain

ATOMIZE, BUFFER, MOVE

DISTRIBUTION CHALLENGES

- Quantity Mismatch
- Timing Mismatch
- Location Mismatch
- Resource Intensive

Manufacturers

Wholesalers

Pallets & Cases

Cases & Items

SOLUTIONS

- Atomize to align quantities
- Buffer to align timing
- Move to align location
- Reduce resource use

Retail Store

Micro-fulfillment

Home Delivery
Warehouse Management Alternatives

**Upstream: Distribution Centers**
- DEMATIC
- Honeywell
- SSI Schäfer
- Vanderlande
- swisslog
- WITRON

**Downstream: E-Commerce Fulfillment**
- ATTEQT
- Amazon.com
- AutoStore
- EXOTEC
- Geek+
- IAMS Robotics
- Ocado
- OPEX
- RIVER SYSTEMS
- ZEBRA
- 6G

**Legacy Alternatives**

**Point Solutions**
Powerful ROI

Tangible Benefits

- Dramatically lower operating cost
- 5-9x outbound efficiency improvement
- 30-60% footprint reduction
- 99.9999% Task accuracy
- Exceptional SKU agility
- Increased pallet capacity
- Lower transport costs
- Faster inventory turns Fewer stockouts

EXAMPLE SALE

Customer pays $50MM for module

$50MM inventory reduction

Saves $10MM per year, net

25 Year useful life

$250MM savings over life

Sources: Management estimates from customers' analysis of Symbotic's systems compared to previous systems.
Deep Competitive Moat

500+ Patent Filings

$600MM Cumulative R&D Spend

16+ years R&D Development

Innovation is in our DNA

Global Patents Awarded: 334+

$100+ Million Annual R&D Budget

On a Journey Toward 7 SIGMA

Deep Competitive Moat
BreakPack Innovation

Build mixed pallets of cases and eaches to deliver more SKUs with less inventory, all through a common infrastructure.
Key Customer Case Studies

C&S Wholesale Grocers
Largest U.S. wholesale grocery distributor\(^1\)
- Initial adopter
- Key development partner
- More sites under consideration

Albertsons
2\(^{\text{nd}}\) Largest U.S. supermarket chain by revenue\(^2\)
- 2 live DCs, next system ordered
- Industry best throughput
- 6 months from ground break to acceptance

Walmart+
World’s Largest company by revenue\(^3\)
- 4-year development partner
- 1\(^{\text{st}}\) full DC retrofit commitment
- Achieved industry best SKU counts

Joint Venture between Symbotic and SoftBank
- 6 year, ~$11B contract
- Symbotic also owns 35%
- Unlocks $500B+ annual TAM

\(^1\) Source: Forbes Magazine, December 2022.
\(^3\) Source: The 2023 Fortune Global 500, June 2023.

Note: Symbotic and C&S share common control through the Cohen family.
GreenBox Joint Venture Overview

Ownership

Symbotic

GreenBox

Ownership

SoftBank

Purchase of Systems and Annual Recurring Software

GreenBox Automated Warehouse A

Symbotic’s Platform Technology

GreenBox Automated Warehouse B

Symbotic’s Platform Technology

GreenBox Automated Warehouse C

Symbotic’s Platform Technology

Third Party Customers (Single and Multi-Tenant)
GreenBox Enables Significant New Incremental TAM for Symbotic

**Broader Access**
To Symbotic technology and associated efficiencies demanded by customers

**Customer Proof Points**
GreenBox creates another powerful customer proof point for Symbotic

**Long-Term Customer**
First step in potential longer-term relationship with GreenBox

**Attractive Tailwinds**
Puts Symbotic at the center of growing logistics outsourcing trend

**Cost Effective and Scalable**
Enables attractive variable consumption model for customers

**Provides Competitive Edge**
Enables leading efficiency and accuracy for broader customer segment

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**GreenBox Offers Solution to Meet Customer Demand for Symbotic Systems on Alternative Consumption Model**

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 Annual U.S. case throughput based on third-party consultant estimates.
Long-Term Growth Strategy
MULTIPLE VECTORS FOR POTENTIAL GROWTH

Increase Existing Customer Penetration
- C&S
- ALBERTSONS
- WALMART

Win New Customers in Existing Verticals
- GROCERY
- GENERAL MERCHANDISE
- UNFI
- AFS

Add New Verticals
- WAAS
- APPAREL
- HOME IMPROVEMENT
- AUTO PARTS

Add New Geographies

Expand Product Suite
Symbotic’s Key Financial Highlights

1. Visible growth profile at scale

2. Highly visible growth underwritten by ~$23B+ contracted backlog

3. High margin, annual recurring revenue base building over time from software and parts and services base

4. Significant operating leverage with expanding EBITDA margins

5. Capex light business model supports strong FCF conversion
Recap of Symbotic’s Business Model

Symbotic Sells **Highly Advanced AI-powered Warehouse 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

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¹ Substantial majority of Symbotic customer contracts.
Historical Financial Performance

<table>
<thead>
<tr>
<th>YoY Growth</th>
<th>Gross Margin</th>
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<tr>
<td>1291%</td>
<td>315%</td>
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<tr>
<td>34%</td>
<td>167%</td>
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<tr>
<td>168%</td>
<td>177%</td>
</tr>
<tr>
<td>78%</td>
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</table>

Revenue

- $500M Recurring Revenue
- $7.5B Systems Revenue
- $11B Incremental Contracted Backlog

EBITDA %

- Q1'22: (28)%
- Q2'22: (27)%
- Q3'22: (12)%
- Q4'22: (8)%
- Q1'23: (8)%
- Q2'23: (4)%
- Q3'23: (1)%

FCF %

- FY'21: (46)%
- FY'22: (18)%

Note: Adj. EBITDA and free cash flow are non-GAAP financial measures. 1 Adj. EBITDA defined as net income plus adjustments to interest income, tax expenses, depreciation & amortization, stock-based compensation, management transition charges and restructuring expenses. 2 Free cash flow defined as Adj. EBITDA less capex. Figures may not total due to rounding. 3 Symbotic expects in excess of $500 million in annual recurring software, parts and services revenue from GreenBox once all systems are operational. 4 Total system purchases plus expected annual recurring software revenue. Note: please refer to slide 20 for a reconciliation of these non-GAAP financial measures.
## Reconciliation of Non-GAAP Financial Measures

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<th>Q2'22</th>
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<td>$244.4</td>
<td>$593.3</td>
<td>$206.3</td>
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<td>$14.5</td>
<td>$17.0</td>
<td>$31.6</td>
<td>$36.8</td>
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<td>$35.7</td>
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<td>$178.5</td>
<td>17%</td>
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<td>(28)%</td>
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<td>Free Cash Flow Margin</td>
<td>(46)%</td>
<td>(38)%</td>
<td>(28)%</td>
<td>(14)%</td>
<td>(11)%</td>
<td>(18)%</td>
<td>(11)%</td>
<td>(6)%</td>
<td>(3)%</td>
<td>(8)%</td>
<td>+200 bp</td>
<td>+1000 bp</td>
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<td>$99.6</td>
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<td>3.0</td>
<td>7.8</td>
<td>24</td>
<td>NM</td>
</tr>
<tr>
<td>Depreciation and Amortization</td>
<td>(4.5)</td>
<td>(1.3)</td>
<td>(1.4)</td>
<td>(1.4)</td>
<td>(1.8)</td>
<td>(5.9)</td>
<td>(1.7)</td>
<td>(1.7)</td>
<td>(1.6)</td>
<td>(6.8)</td>
<td>(3)</td>
<td>16</td>
</tr>
<tr>
<td>Stock-based Compensation</td>
<td>(11.7)</td>
<td>(0.5)</td>
<td>(0.9)</td>
<td>(9.0)</td>
<td>(30.4)</td>
<td>(40.6)</td>
<td>(49.5)</td>
<td>(36.5)</td>
<td>(37.1)</td>
<td>(153.5)</td>
<td>1</td>
<td>NM</td>
</tr>
<tr>
<td>Business Combination Expenses</td>
<td>(2.7)</td>
<td>(0.2)</td>
<td>(1.3)</td>
<td>(0.9)</td>
<td>(1.7)</td>
<td>(4.1)</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>(1.7)</td>
<td>NM</td>
<td>NM</td>
</tr>
<tr>
<td>Restructuring / CEO Transition Changes</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>(2.0)</td>
<td>(8.4)</td>
<td>0.0</td>
<td>(10.4)</td>
<td>NM</td>
<td>NM</td>
</tr>
<tr>
<td><strong>Net (Loss)</strong></td>
<td>$(122.3)</td>
<td>$(23.1)</td>
<td>$(29.9)</td>
<td>$(32.9)</td>
<td>$(53.3)</td>
<td>$(139.1)</td>
<td>$(68.0)</td>
<td>$(55.4)</td>
<td>$(39.1)</td>
<td>$(215.8)</td>
<td>NM</td>
<td>NM</td>
</tr>
<tr>
<td>Cash Flow (CFO - Capex)</td>
<td>$97.4</td>
<td>$32.3</td>
<td>$(104.0)</td>
<td>$(36.0)</td>
<td>$(58.3)</td>
<td>$(166.2)</td>
<td>$94.1</td>
<td>$25.3</td>
<td>$46.5</td>
<td>$107.6</td>
<td>84%</td>
<td>NM</td>
</tr>
</tbody>
</table>

Note: Figures may not total due to rounding. Adj. gross profit, adj. EBITDA, free cash flow, and cash flow are non-GAAP financial measures. Figures may not total due to rounding.
End-to-end, AI-enabled, SKU-agile warehouse automation system with integrated omni-channel

Highly visible growth profile $23B contracted backlog with blue-chip customers

Leadership position transforming ~$1T of market spend
Risk Factors (1/2)

Certain factors may have a material adverse effect on our business, financial condition and results of operations. The risks and uncertainties described below are not the only ones we face. Additional risks and uncertainties that we are unaware of, or that we currently believe are not material, may also become important factors that could have a material adverse effect on our business, financial condition and results of operations. If any of the following risks actually materialize, they could have a material adverse effect on our business, financial condition and results of operations. In that event, you could lose part or all of your investment.

The list below is not exhaustive. You should carefully consider these risks and uncertainties, together with any other information provided to you, and you should carry out your own diligence and consult with your own financial and legal advisors concerning the risks and suitability of an investment in this offering before making an investment decision. Risks relating to the business and securities of Symbotic are identified and discussed in Symbotic’s Annual Report on Form 10-K filed with the SEC on December 9, 2022 and will be disclosed in future documents filed or furnished by Symbotic with the SEC. The risks and uncertainties presented in such filings are and will be consistent with those required for a public company in its SEC filings, including with respect to the business and securities of Symbotic. Accordingly, such risks and uncertainties may differ significantly from, and are and will be more extensive than, those presented below.

Risks Related to Symbotic’s Business, Operations and Industry

• Symbotic is an early-stage company with a limited operating history and a history of losses. Symbotic has not been profitable historically and may not achieve or maintain profitability in the near term or at all, and it is difficult to evaluate Symbotic’s future prospects and the risks and challenges it may encounter.
• Symbotic depends heavily on principal customers, and therefore, its success is heavily dependent on its principal customers’ ability to grow their businesses and their adoption of Symbotic’s warehouse automation systems.
• Symbotic’s operating results and financial condition may fluctuate from period to period, which could make its future operating results difficult to predict or cause its operating results to fall below analysts’ and investors’ expectations.
• C&S Wholesale Grocers, Inc. (“C&S Wholesale Grocers”), an important customer of Symbotic, is an affiliate of Symbotic. Despite Symbotic’s affiliation with C&S Wholesale Grocers, there is no guarantee that they will continue to be a customer beyond the term of its current contract with Symbotic.
• Symbotic’s operating results and financial condition may fluctuate from period to period, which could make its future operating results difficult to predict or cause Symbotic’s operating results to fall below analysts’ and investors’ expectations.
• Complex software and technology systems will need to be developed, both in-house and in coordination with vendors and suppliers, for Symbotic to successfully produce and integrate its warehouse automation systems with its customers’ existing warehouses, and there can be no assurance that such systems will be successfully developed.
• Symbotic depends upon key employees and other highly qualified personnel and will need to hire and train additional personnel.
• Symbotic’s new warehouse automation systems, software, services and products may not be successful or meet existing or future requirements in supply agreements with existing or future customers and may be affected from time to time by design and manufacturing defects that could adversely affect its business, financial condition and results of operations and result in harm to its reputation.
• Symbotic relies on suppliers to provide equipment, components and services. Any disruption to the suppliers’ operations could adversely affect Symbotic’s business, financial condition and results of operations.
• The markets in which Symbotic participates could become more competitive and many companies, including large retail and e-commerce companies, companies that offer point solutions or other end-to-end or specific supply chain functionalities and other companies that focus on automated technologies, may target the markets in which Symbotic does business. Additionally, Symbotic’s customers and potential customers may develop in-house solutions that compete with its warehouse automation systems. If Symbotic is unable to compete effectively with these potential competitors and developments, its sales and profitability could be adversely affected.
• If Symbotic is unable to develop new solutions, adapt to technological change, evolving industry standards and changing business needs or preferences, sell its software, services and products into new markets or further penetrate its existing markets, its revenue may not grow as expected.
• Laws and regulations governing the robotics and warehouse automation industries are still developing and may restrict Symbotic’s business or increase the costs of its solutions, making Symbotic’s solutions less competitive or adversely affecting its revenue growth.
• Supply chain interruptions may increase Symbotic’s costs or reduce its revenue.
Risk Factors (2/2)

Risks Related to Intellectual Property
• Symbotic may need to bring or defend itself against patent, copyright, trademark, trade secret or other intellectual property infringement or misappropriation claims, which may adversely affect its business, financial condition and results of operations by limiting its ability to use technology or intellectual property and causing it to incur substantial costs.
• Symbotic’s business, financial condition and results of operations may be adversely affected and the value of its brand, products and other intangible assets may be diminished if it is unable to maintain and protect its intellectual property from unauthorized use, infringement or misappropriation by third parties.

Risks Related to Cybersecurity, Software Deficiencies, Service Interruptions and Data Privacy
• Symbotic has experienced cybersecurity incidents in the past and may experience further cybersecurity incidents or security breaches of its systems or information technology (“IT”) (including third-party systems or IT that Symbotic relies on to operate its business) in the future, which may result in system disruptions, shutdowns or unauthorized access to or disclosure of confidential or personal information.
• Symbotic’s ability to efficiently manage and expand its business depends significantly on the reliability, capacity and protection of its systems and IT (including third-party systems or IT that Symbotic relies on to operate its business). Real or perceived errors, failures, bugs, defects or security breaches or interruptions of these systems and IT could disrupt its operations, lead to loss of proprietary information, damage its relationships with customers or its vendors, result in regulatory investigations and litigations, lead to liability and litigation, negatively impact its reputation and otherwise adversely affect its business, financial condition and results of operations.

Risks Related to Ownership of Symbotic’s Common Stock
• Symbotic’s common stock price may be volatile or may decline regardless of Symbotic’s operating performance. Investors may lose some or all of their investment.
• Future sales, or the perception of future sales, of Symbotic’s common stock by Symbotic or its stockholders in the public market could cause the market price for Symbotic’s common stock to decline.
• Because of Symbotic’s Up-C organizational structure, the interests of the holders of common units of Symbotic Holdings LLC may not fully align with those of the holders of Class A Common Stock of Symbotic.
• Symbotic’s only principal asset is its interest in Symbotic Holdings LLC, and accordingly, Symbotic will depend on distributions from Symbotic Holdings LLC to pay taxes, make payments under its tax receivable agreement and cover its corporate and other overhead expenses.
• Pursuant to a tax receivable agreement, Symbotic will be required to make payments to equityholders of Symbotic Holdings LLC for certain tax benefits Symbotic may claim, and those payments may be substantial.

Other Risks
• As a private company, Symbotic was not required to document and test, management was not required to certify, and its auditors were not required to opine on, the effectiveness of its internal controls over financial reporting. Failure to maintain adequate financial, IT and management processes and controls could result in material weaknesses and errors in Symbotic’s financial reporting, which could adversely affect its business, financial condition and results of operations. Moreover, there are inherent limitations in all control systems, and misstatements due to error or fraud that could seriously harm its business may occur and not be detected.
• The dual class structure of Symbotic’s common stock has the effect of concentrating voting control with Richard B. Cohen, certain of his family members and certain other holders of the Symbolic’s Class V-3 common stock; this will limit or preclude your ability to influence corporate matters.
• Symbotic shares certain key executives with C&S Wholesale Grocers, which means those executives will not devote their full time and attention to the company’s affairs, and the overlap may give rise to conflicts.