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Investor Day | 2024

Welcome



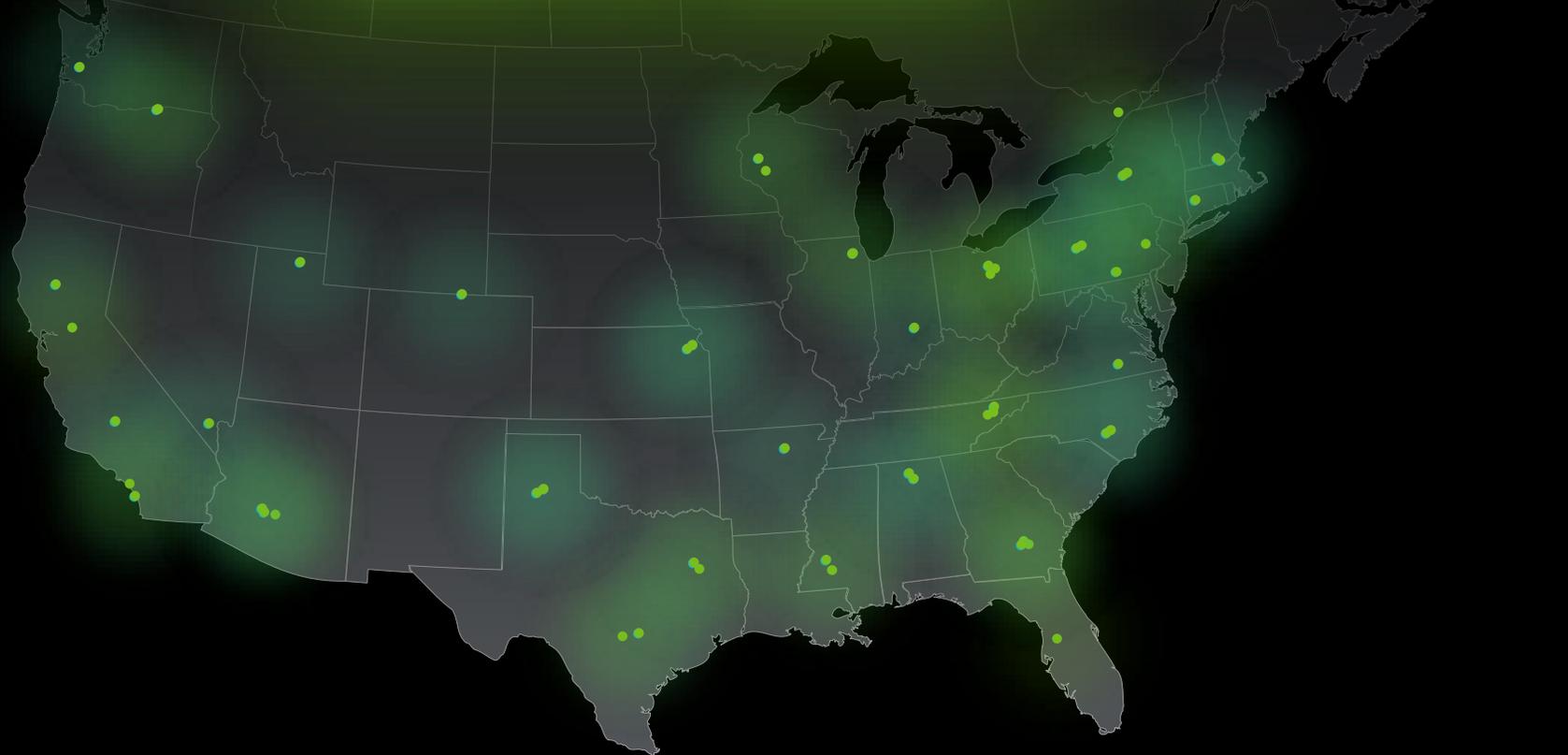
Operational Systems 2022



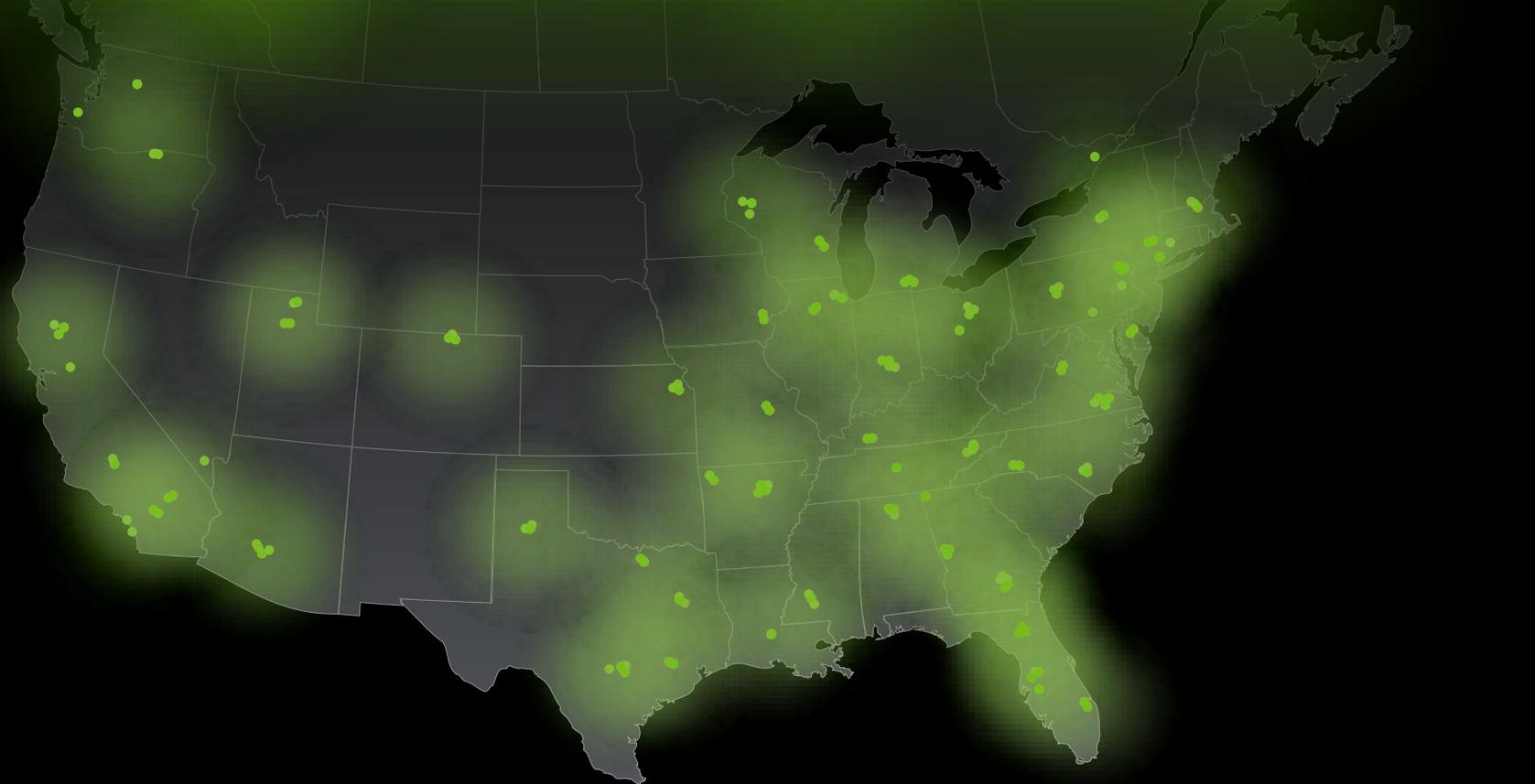
Operational Systems March 2024



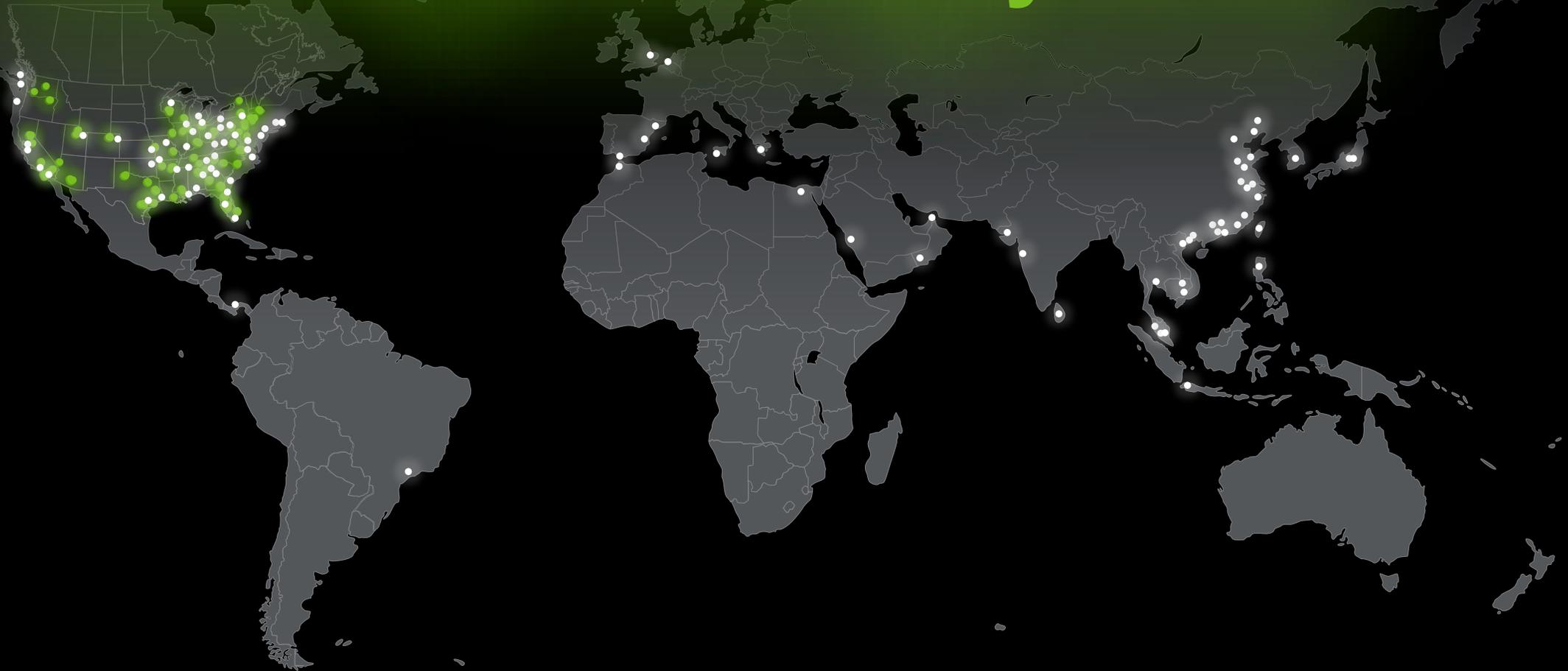
Sites in Deployment March 2024



Non-GreenBox Backlog



Potential GreenBox Systems



Disclaimer text



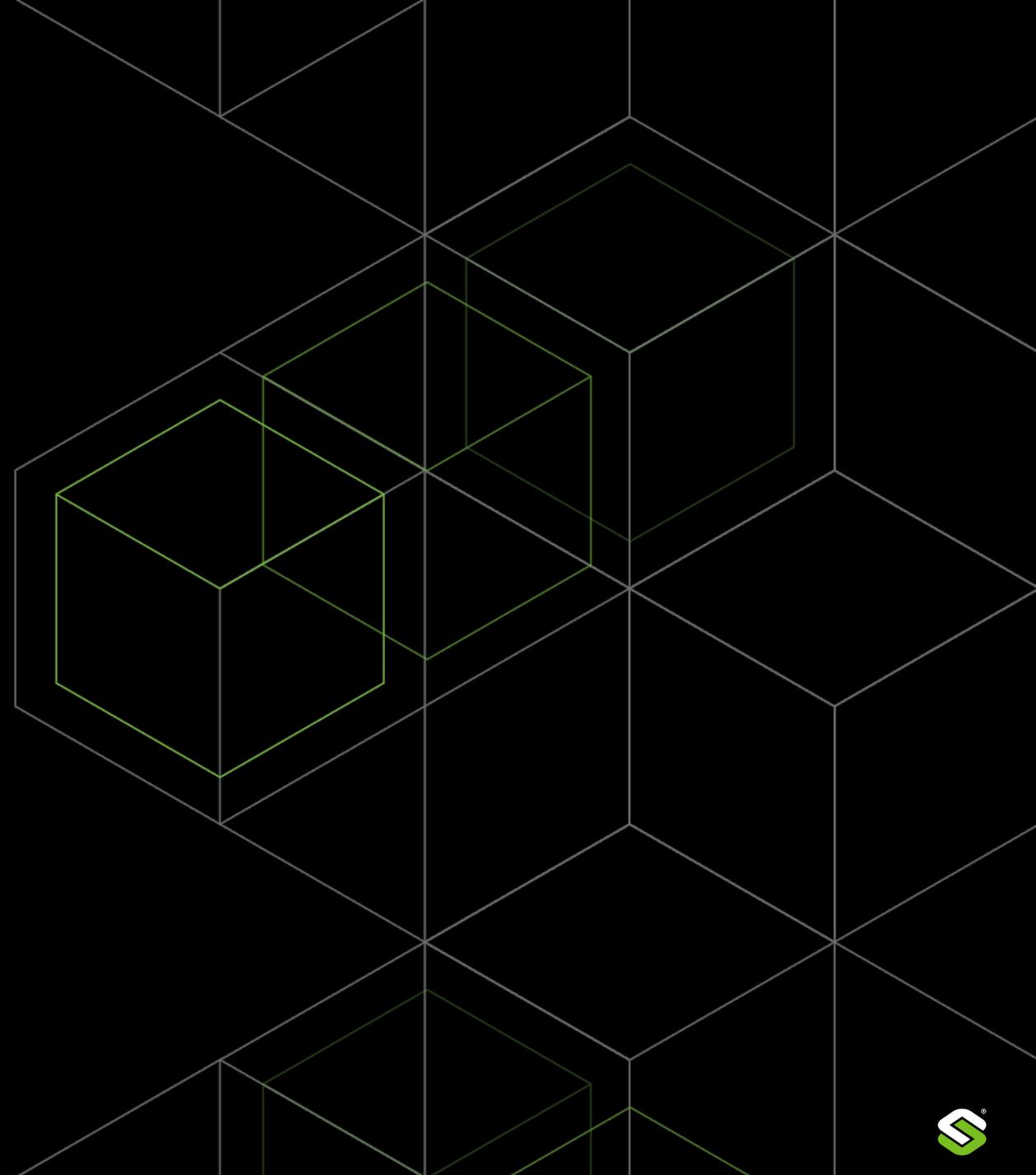


Disclaimer text



Agenda

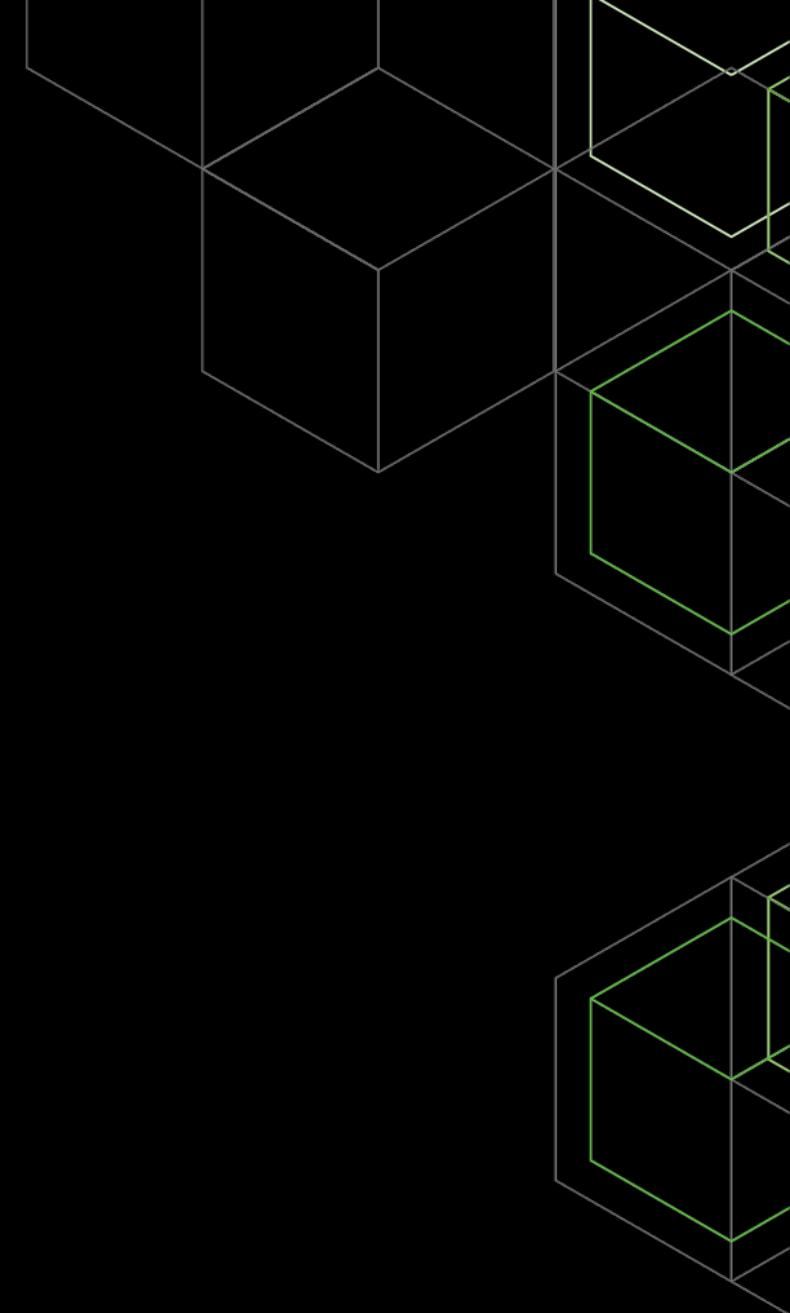
- | Creating a Better Supply Chain
- | Inventing a Better Supply Chain
- | Sharing a Better Supply Chain
- | Delivering a Better Supply Chain
- | Empowering a Better Supply Chain
- | Q & A Panel



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Creating a Better Supply Chain





Creating a Better Supply Chain

Rick Cohen
Chairman & CEO



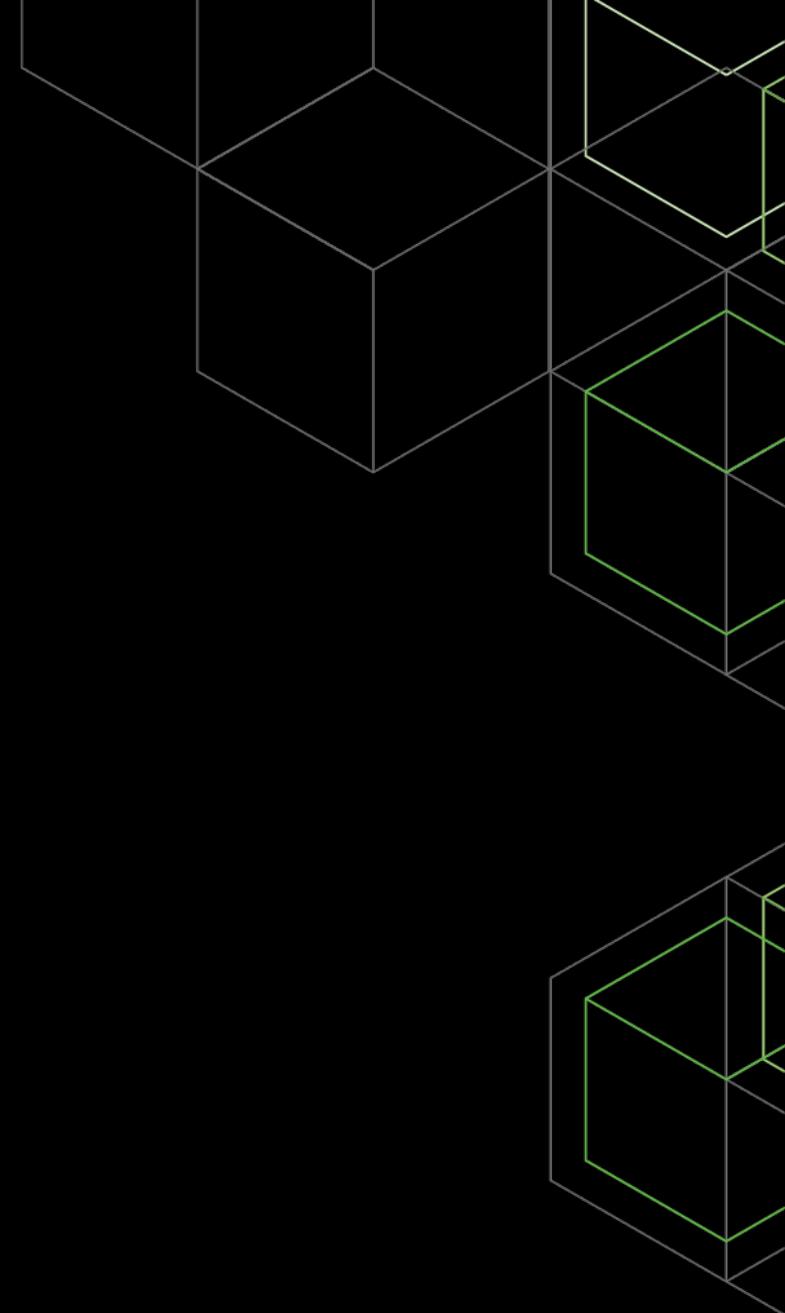


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Panel Discussions





Panel Discussions

Bill Boyd
Chief Strategy Officer



Innovation: Inventing a Better Supply Chain

- | Creativity & Invention
- | Innovating on All Fronts
- | Focus on Customer Value



Innovation: Inventing a Better Supply Chain

- | Creativity & Invention
- | **Innovating on All Fronts**
- | Focus on Customer Value

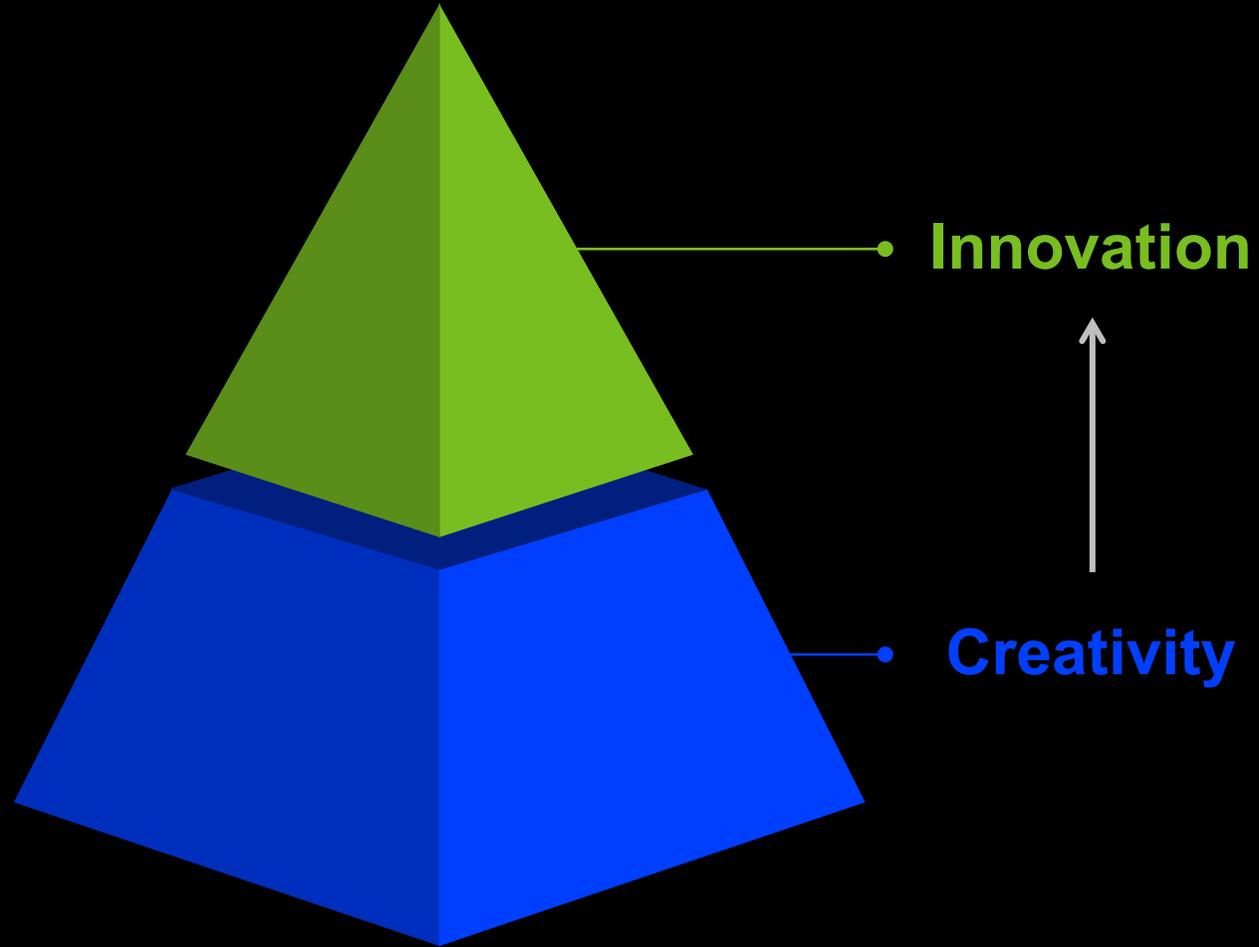


Innovation: Inventing a Better Supply Chain

- | Creativity & Invention
- | Innovating on All Fronts
- | Focus on Customer Value

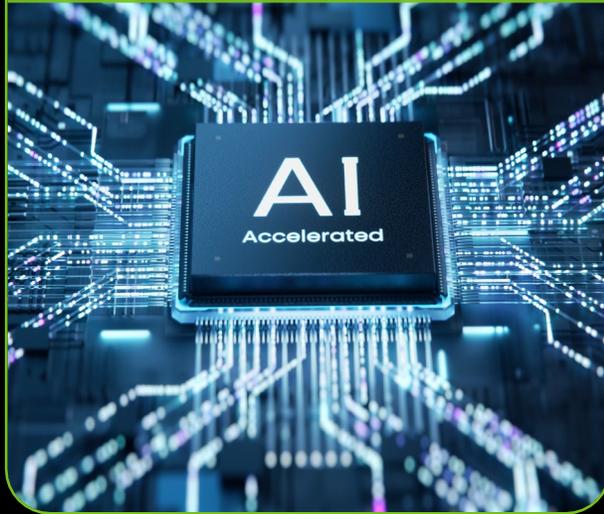


Innovation Mindset



Categories of Innovation

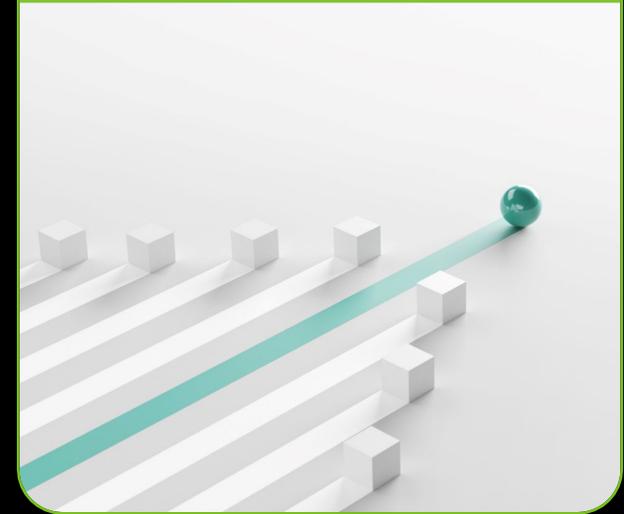
Technology



Customer

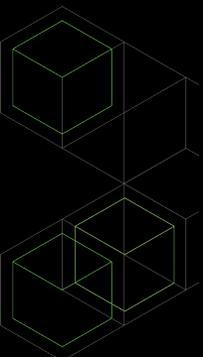
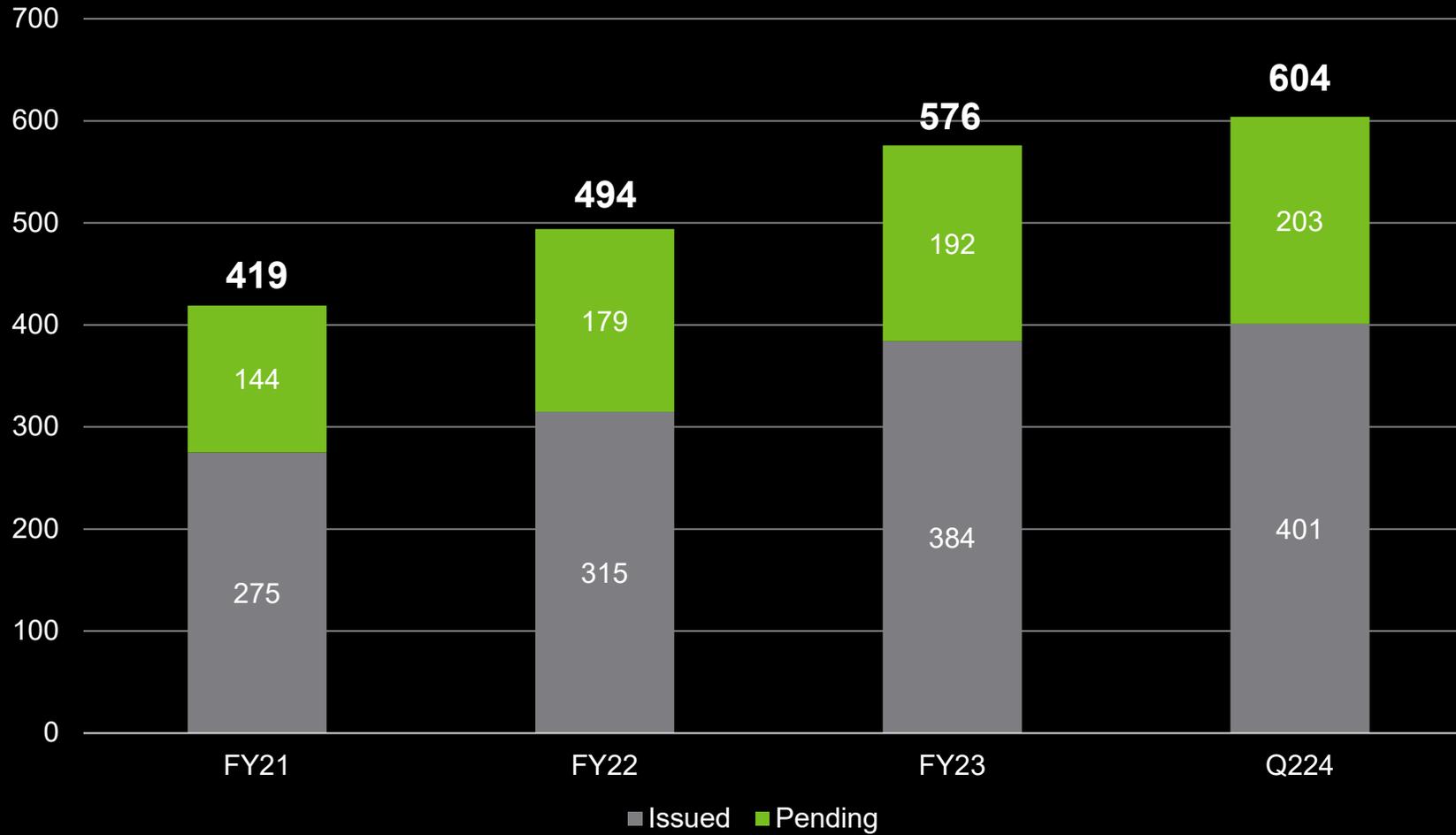


Efficiency



Intellectual Property

Patents Issued and Pending



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Inventing a Better Supply Chain





Inventing a Better Supply Chain

Cristian Mori
SVP, Hardware R&D

Ted Macdonald
Symbotic Fellow

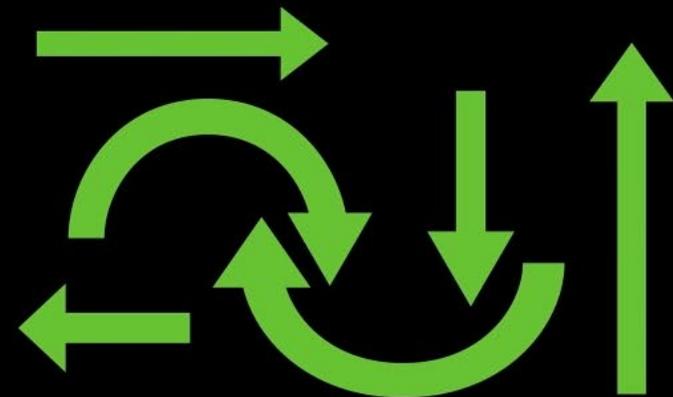
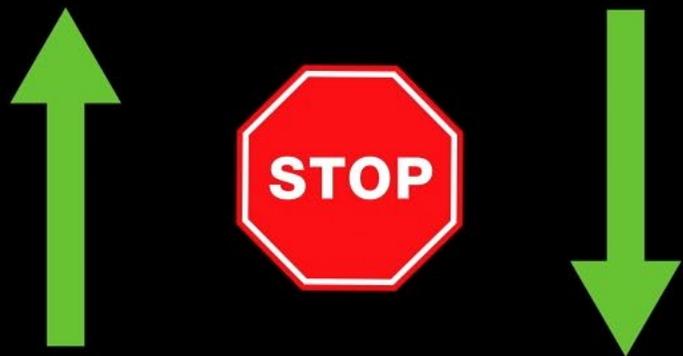
Teddy Ort
Sr. Director, Robot
Perception and A.I.



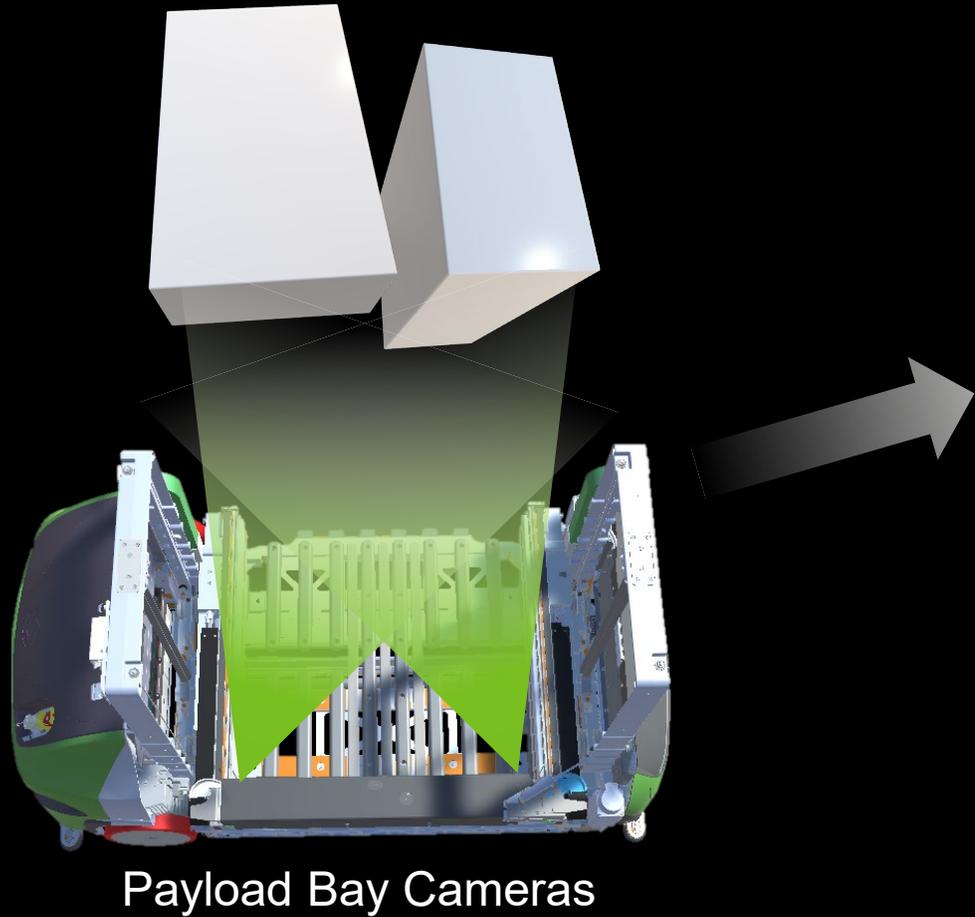
Beltway Router



TSR Router



Vision: Case Identification



Payload Bay Cameras

Case Pose and Dimensions



Case Integrity



**Redundancy:
Reduces Wrangles**

**Machine Learning:
Improves with
More Data**

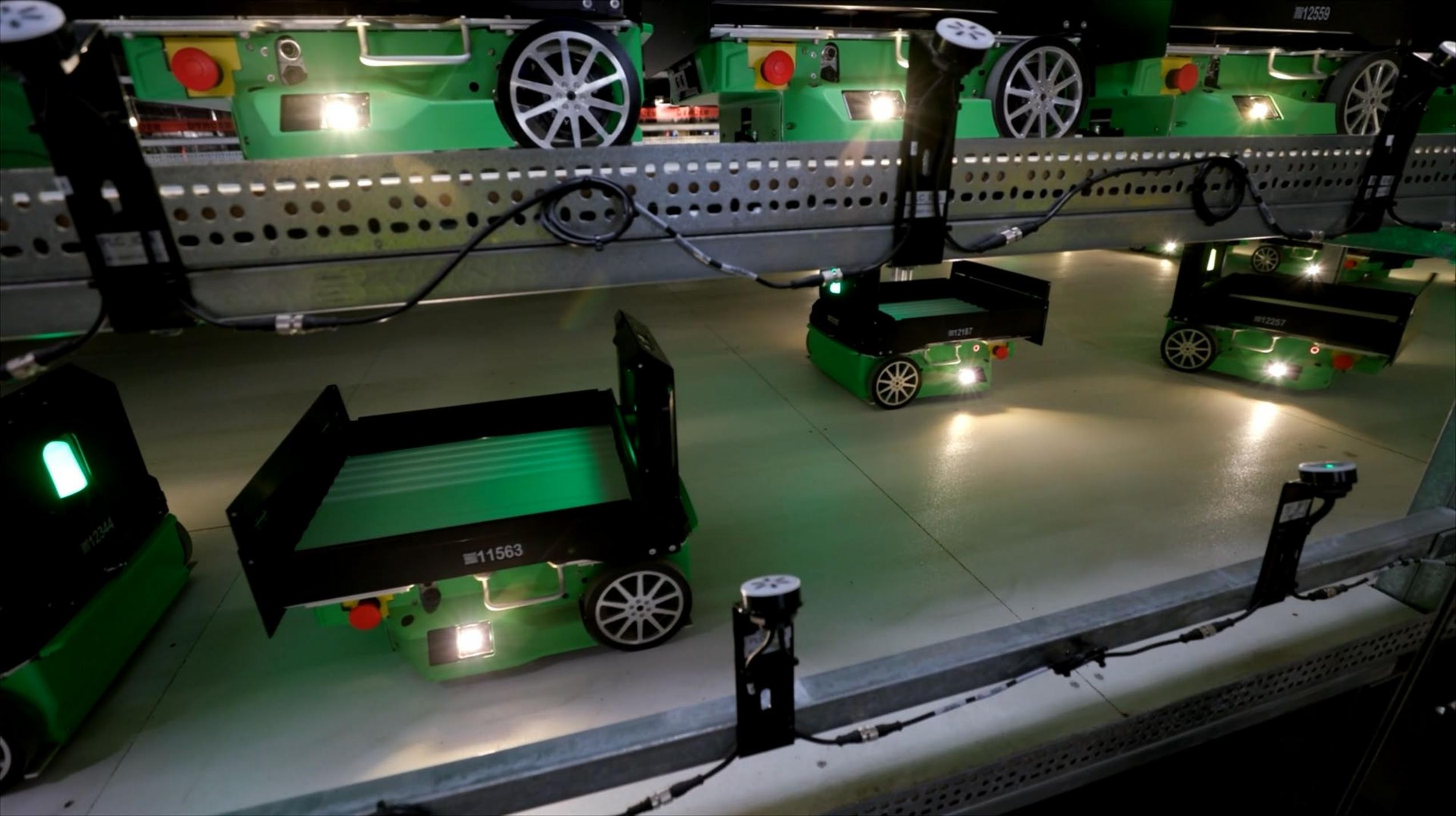




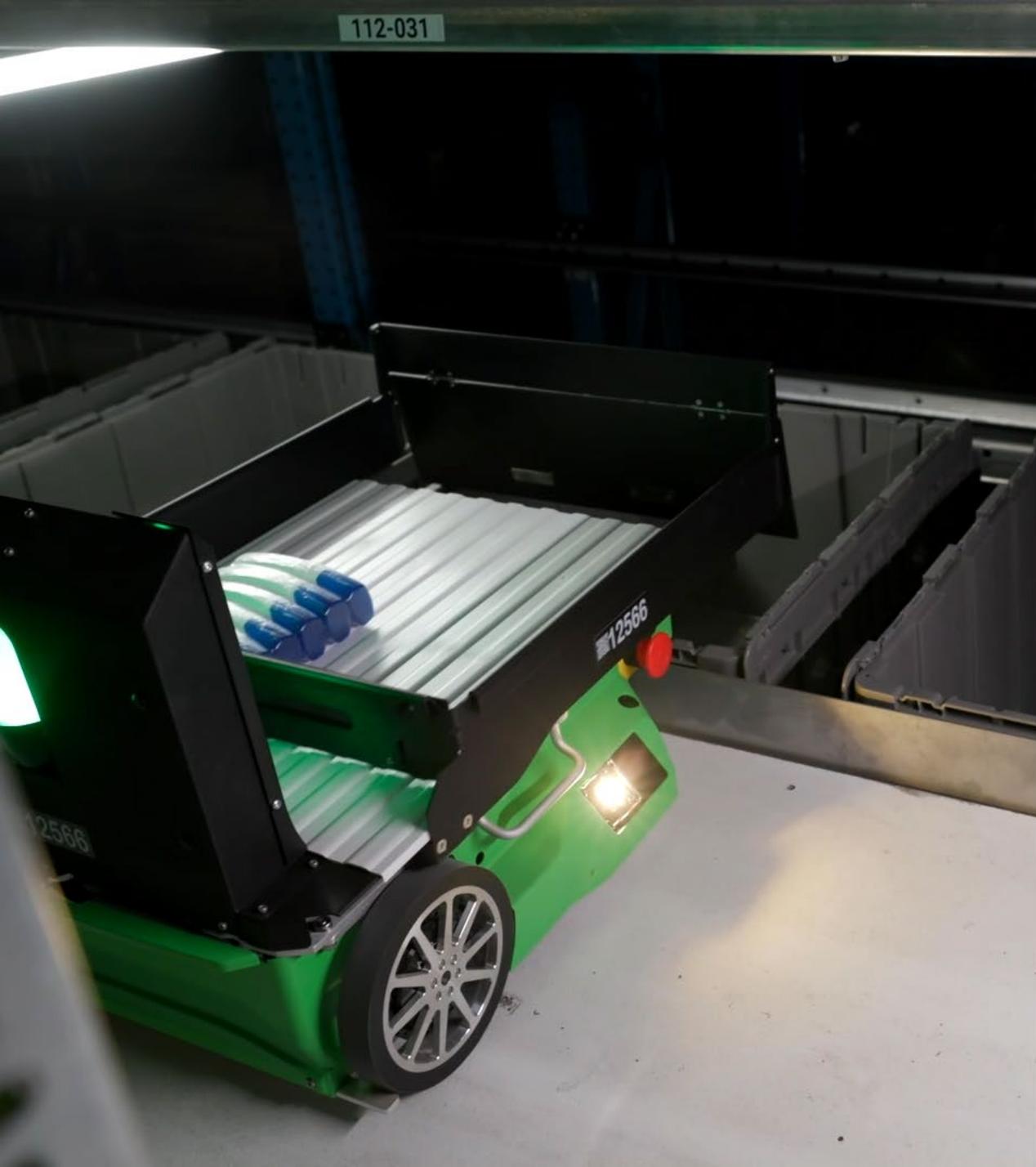
R/2 PACK REFILLS
version 04525
SCJW 251062
STEM
ATTRACTS & TRAPS
FLYING INSECTS
LIGHT TRAIT REFILLS
1 00 46500 04525 4

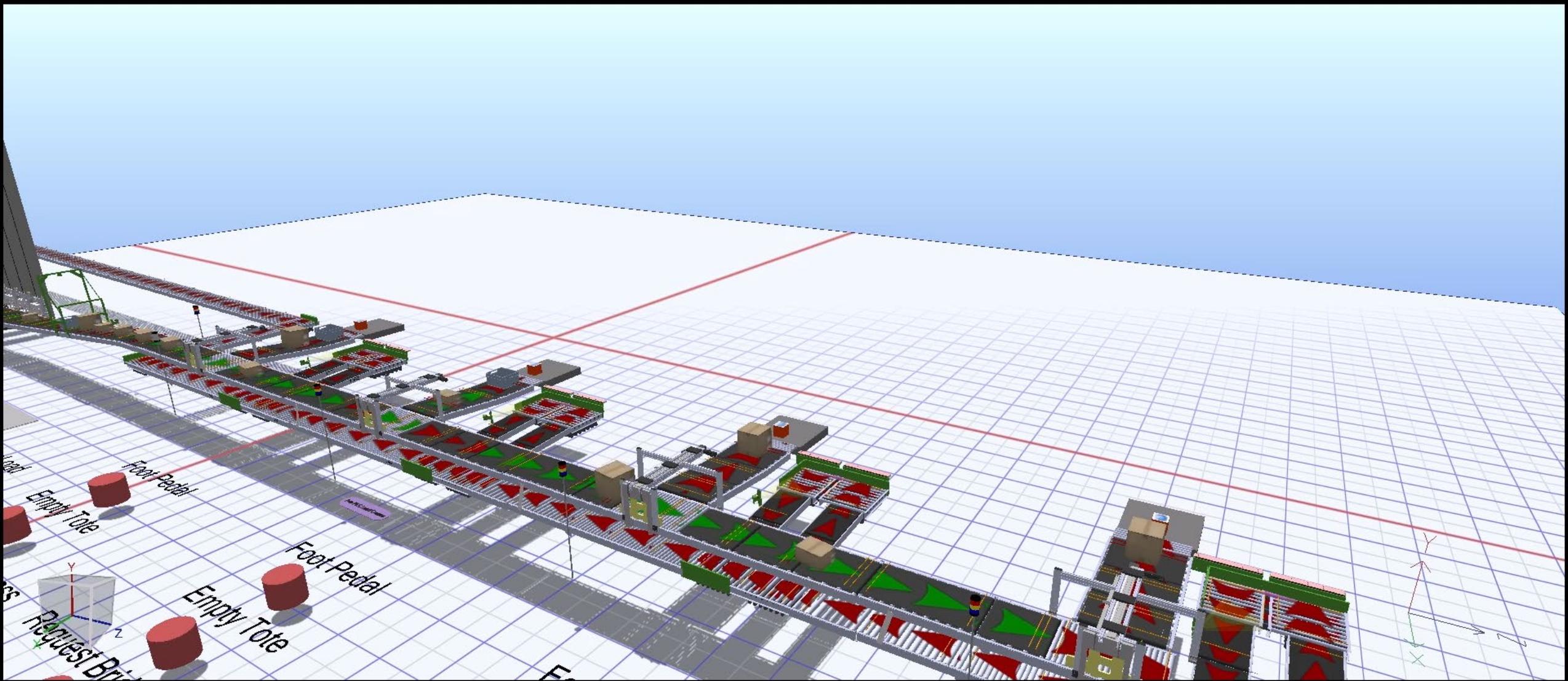
Pampers
aqua
pure
DO NOT FLUSH
NE PAS JETER
336

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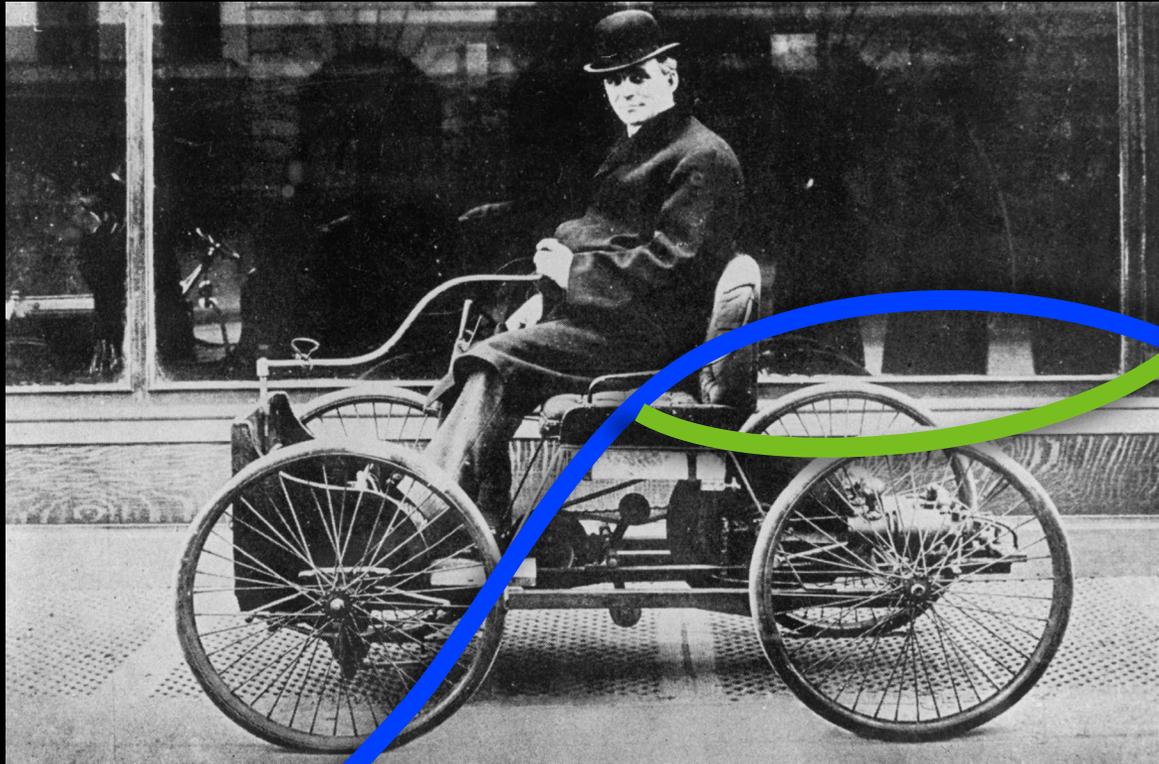






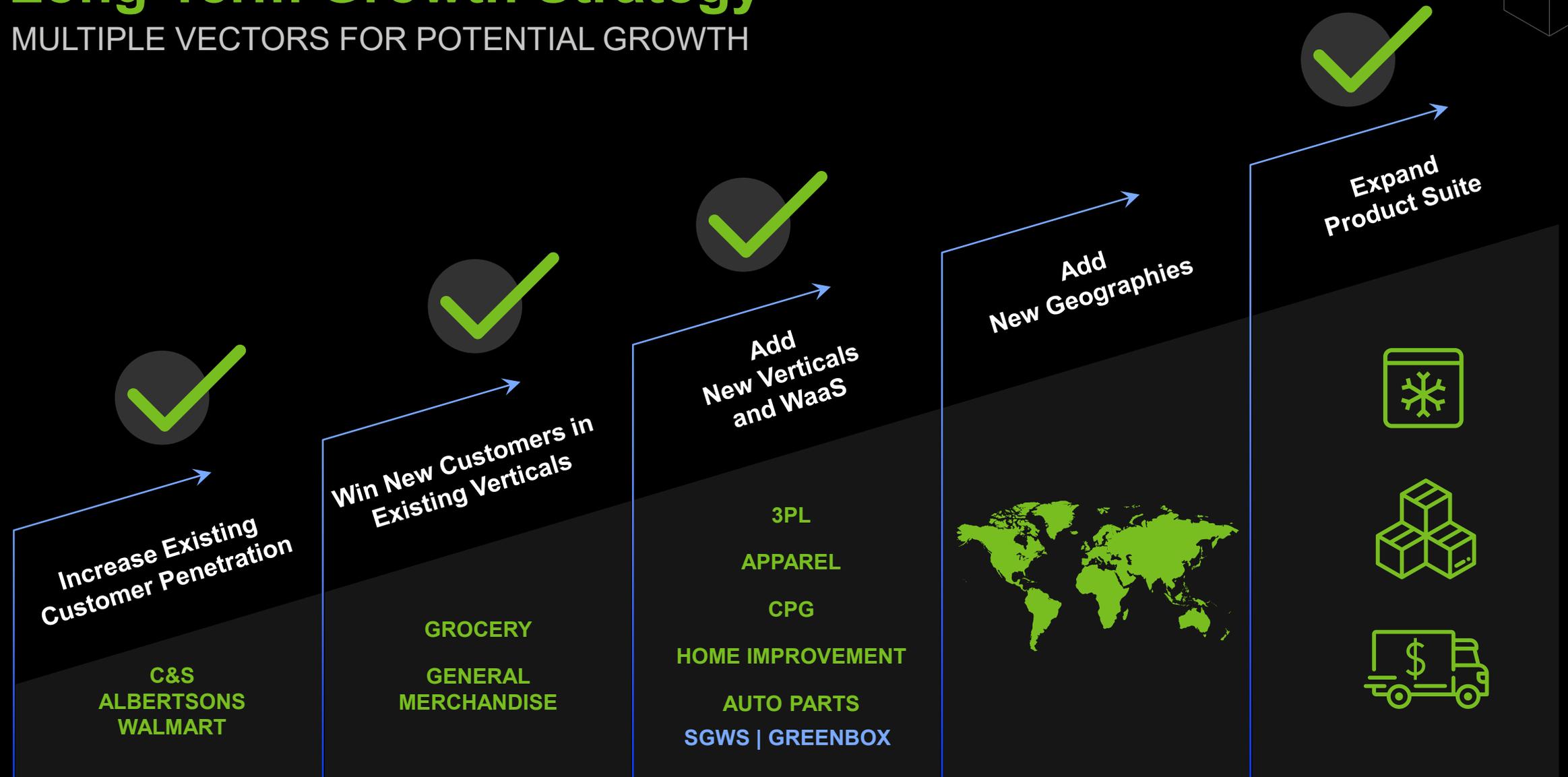
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Impossible is Possible



Long-Term Growth Strategy

MULTIPLE VECTORS FOR POTENTIAL GROWTH



Customers: Sharing a Better Supply Chain

| The Automation Imperative

| Open-Ended Opportunity

| Increasing Solution Offerings



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- | Open-Ended Opportunity
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Customers: Sharing a Better Supply Chain

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Sharing a Better Supply Chain





Sharing a Better Supply Chain

Shibu Sasidharan

Sr VP, Growth Strategy

Brendan Blennerhassett

Sr VP, European Region

Jason Denmon

VP, Sales



An End-to-End Solution for the Whole Supply Chain

Manufacturing



Warehouse



Store



Consumer



Business Models

Product Suppliers



POINT
SOLUTION(S)

Integrators



OPERATIONAL
EXCELLENCE

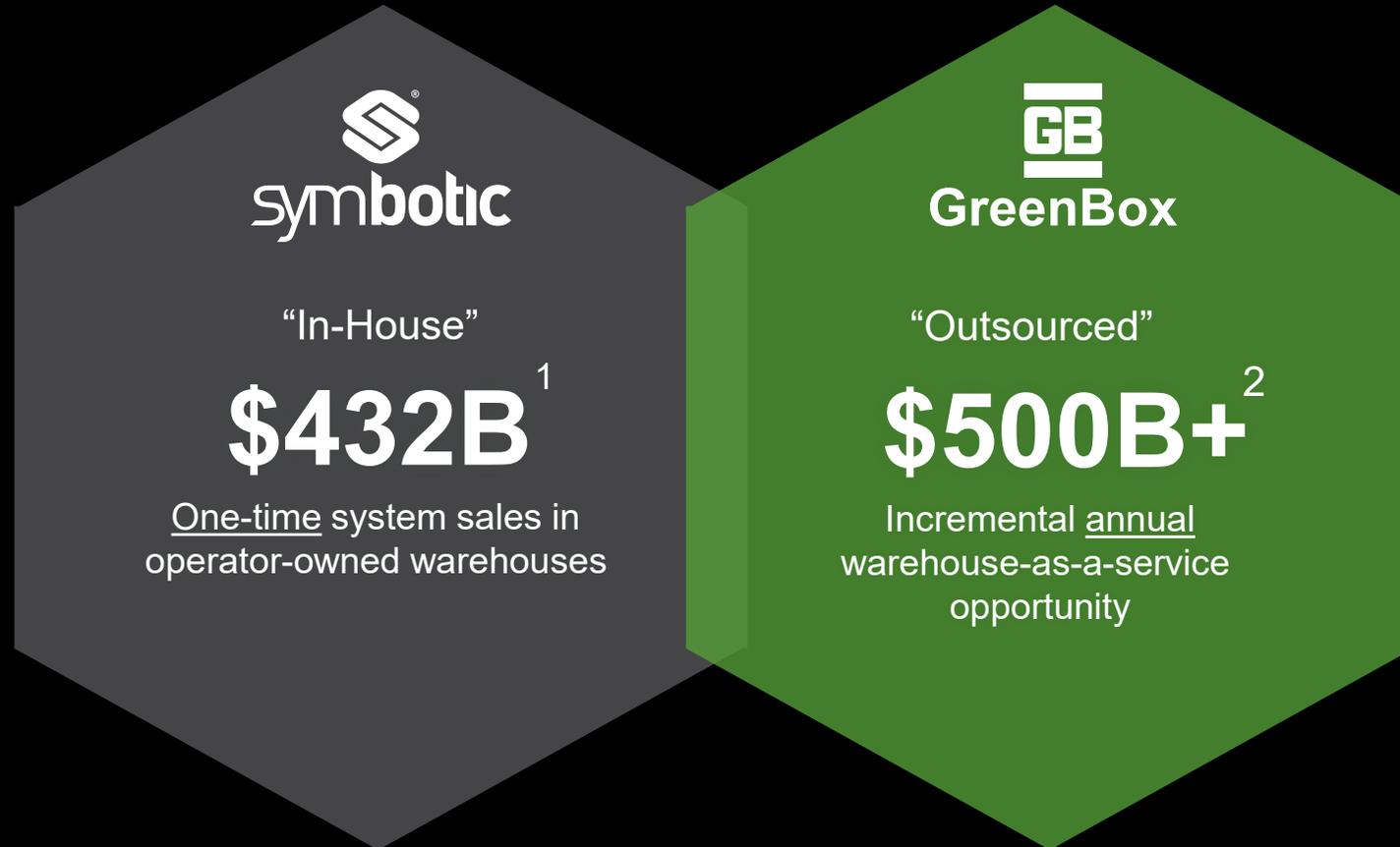
Total Solution Providers



TURNKEY



In-house or Outsourced Supply Chain

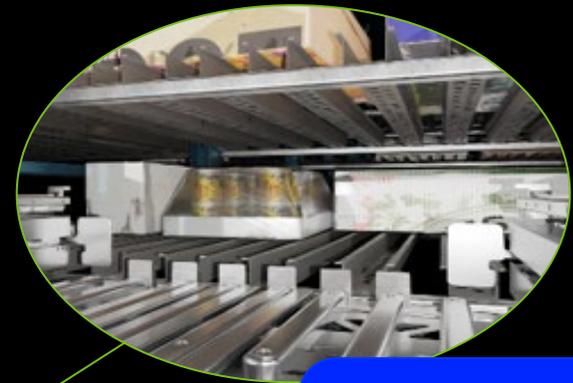
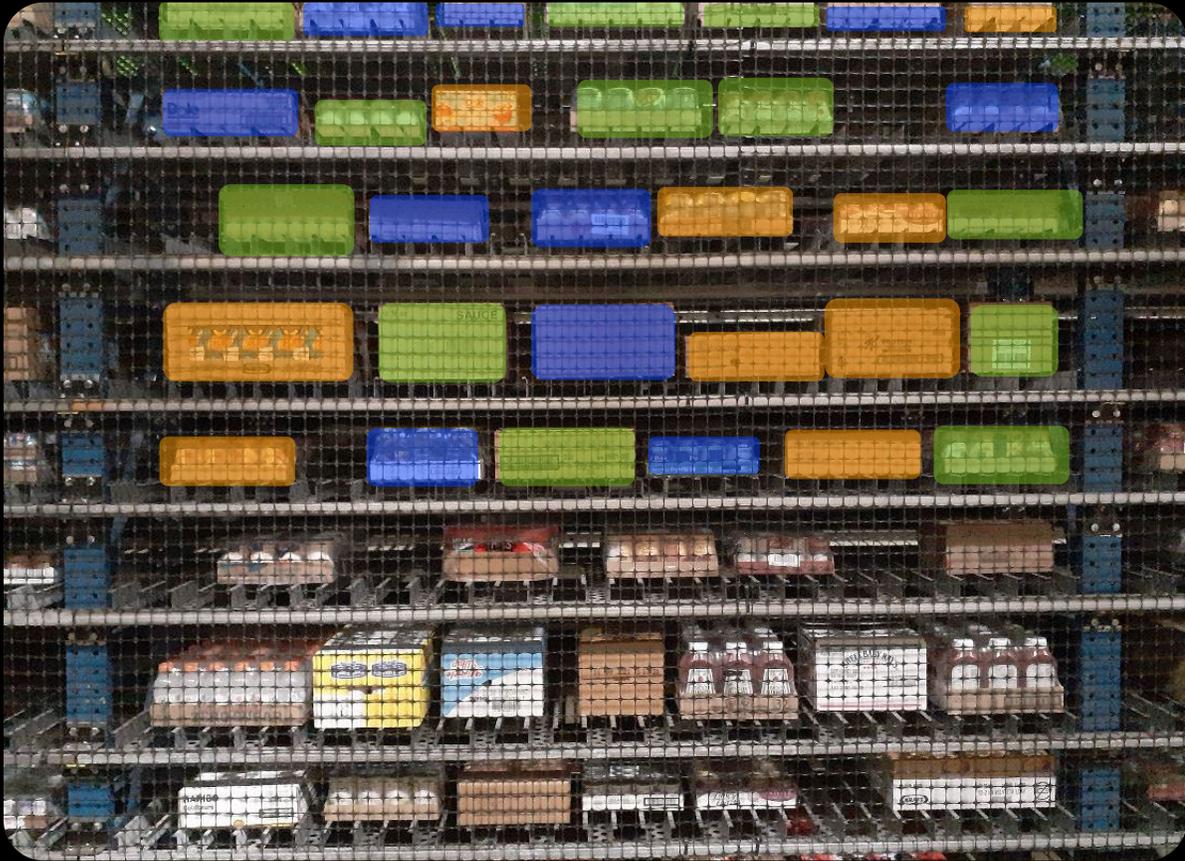


¹ Current Symbotic SAM represents the aggregate across SAM-1 (U.S. general merchandise, ambient food & grocery, apparel), SAM-2 (U.S. CPG non-food, home improvement, auto parts, 3PL, non-ambient food) and SAM-3 (remaining U.S. verticals, all Canadian & European verticals), based on third-party consultant estimates. ² Annual U.S. case throughput based on third-party consultant estimates.

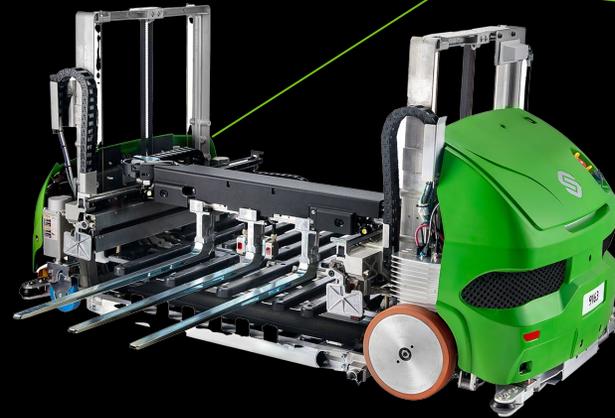


Perfect Inventory for Multi-Tenant

 CUSTOMER 1  CUSTOMER 2  CUSTOMER 3



**Bot vision
for accuracy**





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Scaling: Delivering a Better Supply Chain

| Cross-Functional Collaboration

| Building Capacity

| Increasing Efficiency



Scaling: Delivering a Better Supply Chain

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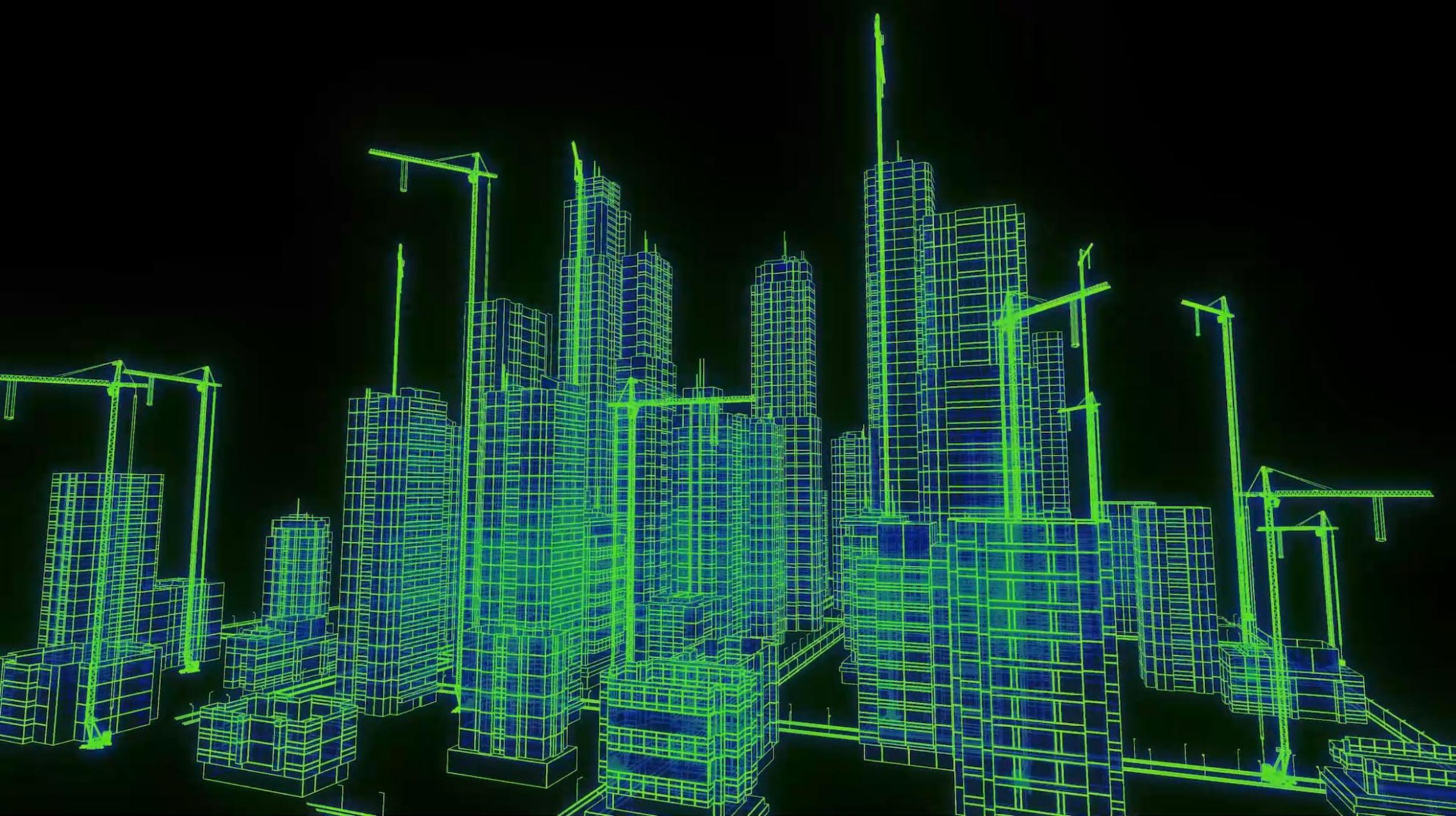
Scaling: Delivering a Better Supply Chain

| Cross-Functional Collaboration

| Building Capacity

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Delivering a Better Supply Chain





Delivering a Better Supply Chain

Carol Hibbard
Chief Financial Officer

Walt Odisho
Chief Manufacturing &
Supply Chain Officer



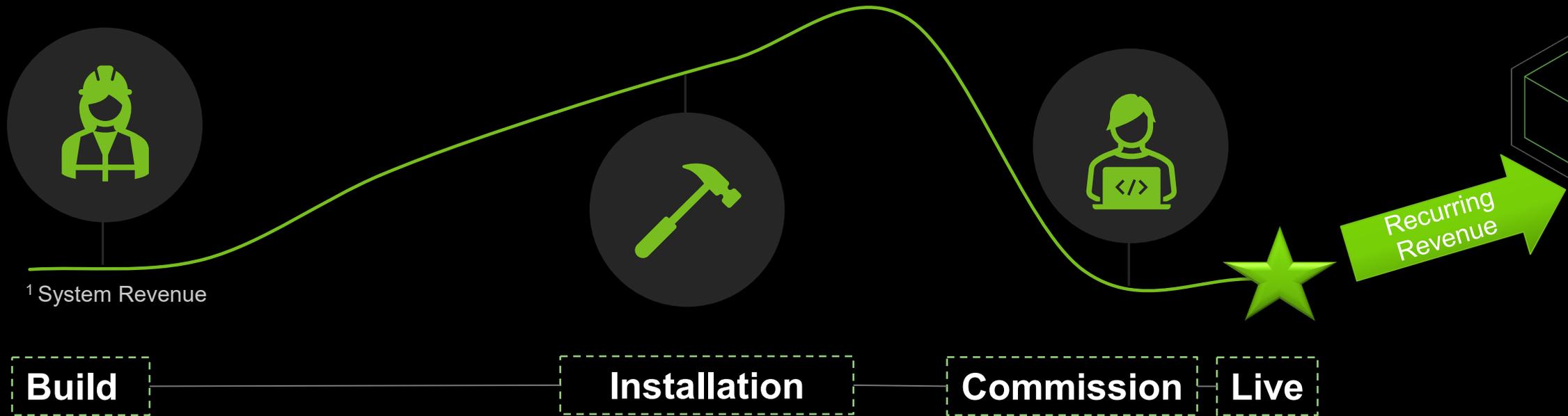
Years of Backlog



Disclaimer text



Lifecycle of System Deployment



¹Percentage of Completion Revenue generation, with strongest contribution during installation



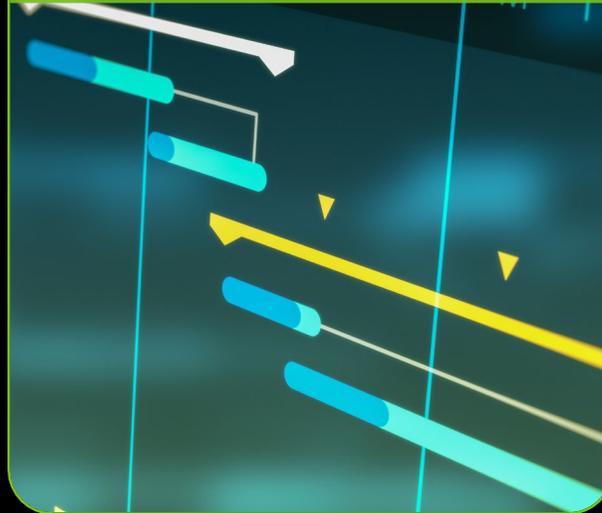
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Value Creation

Tools



Schedule



KPIs



Installation Continuity

Goal

Right First Time

Path

99% Quality Adherence

Schedule Efficiency

Levers

Alignment

Contracts

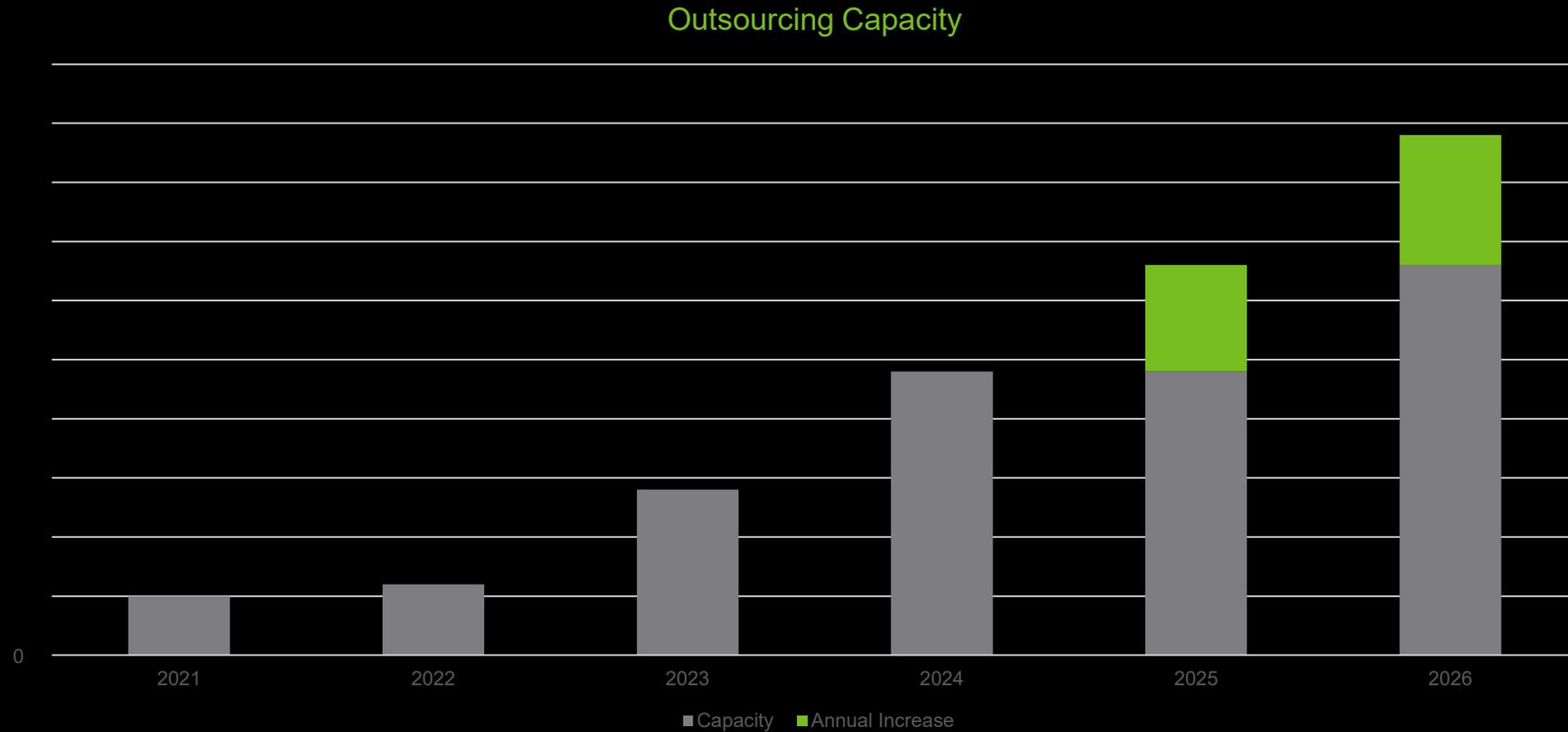
Training & QC Software

Quality Staffing

Continuous Improvement

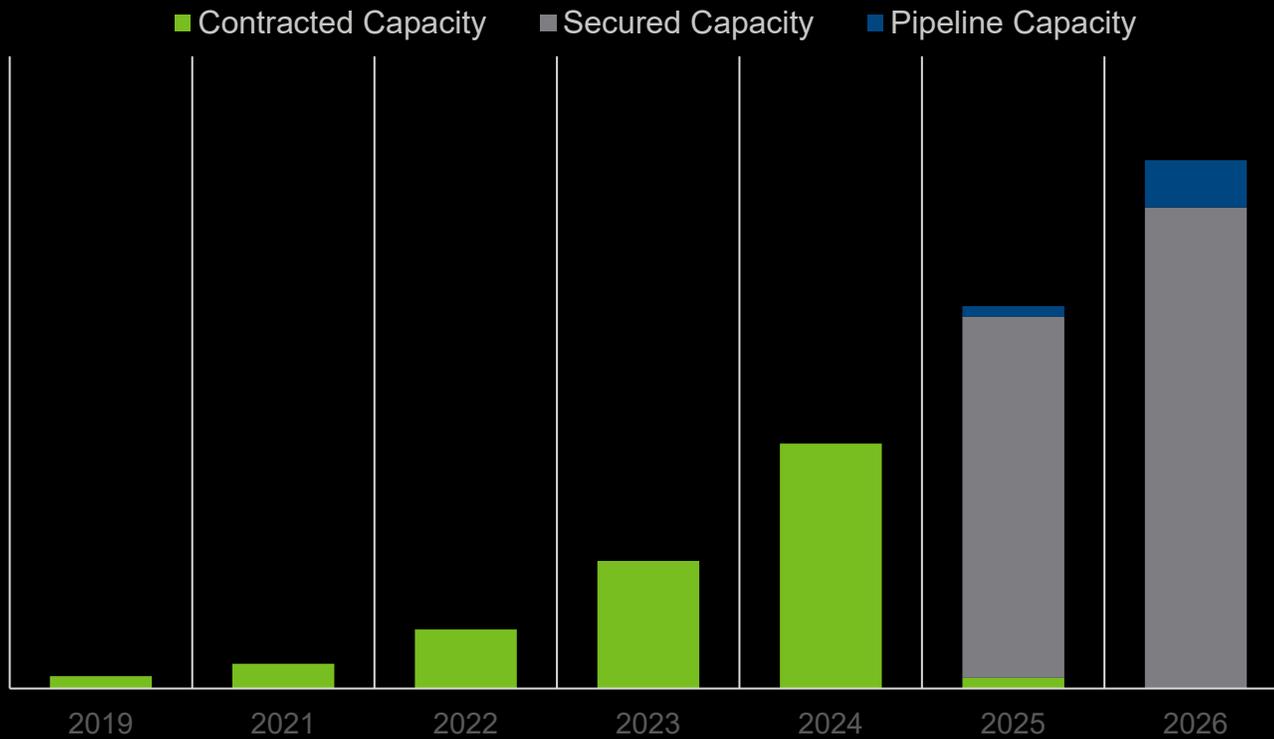


Outsourcing Capacity Growth

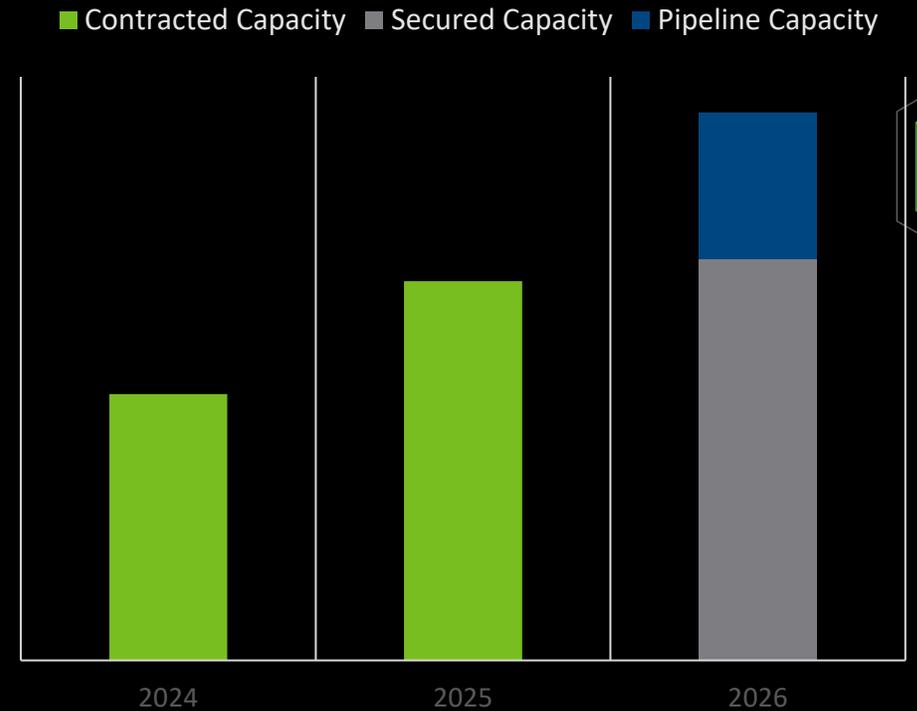


Supply Chain Capacity

Automation partner capacity by CELL count

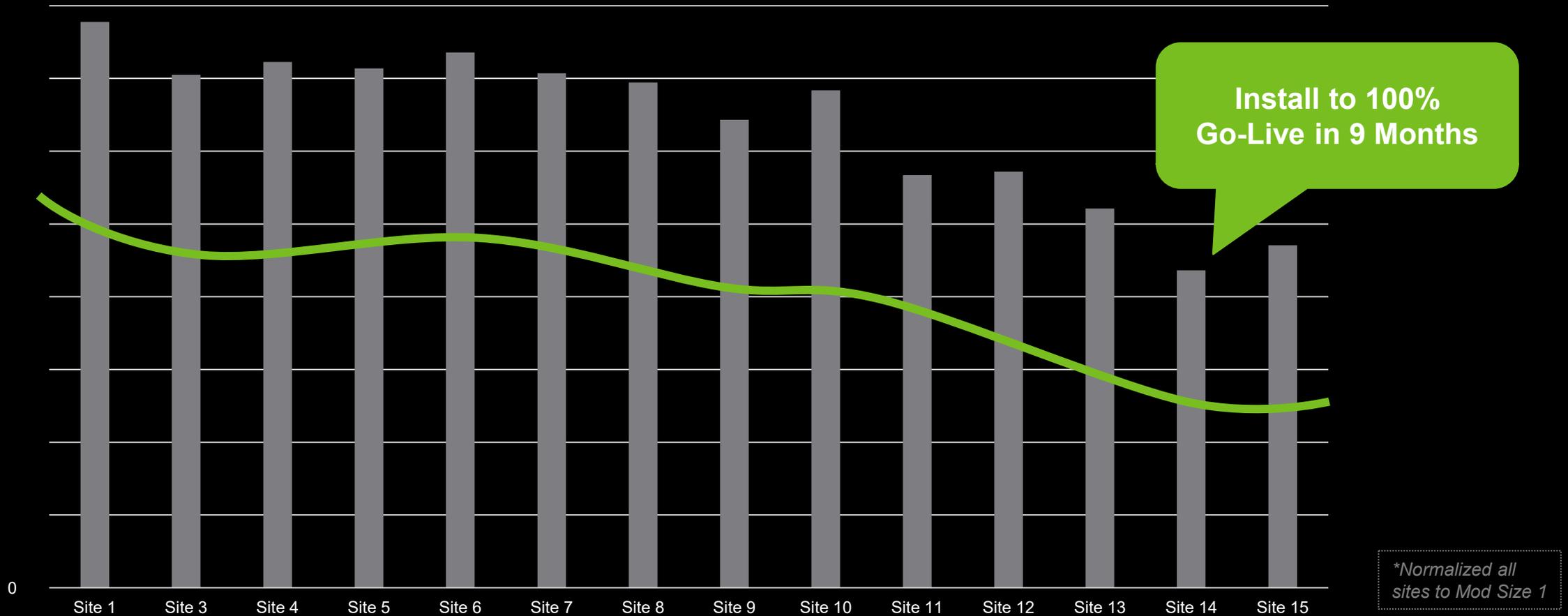


SymBot Partner Capacity



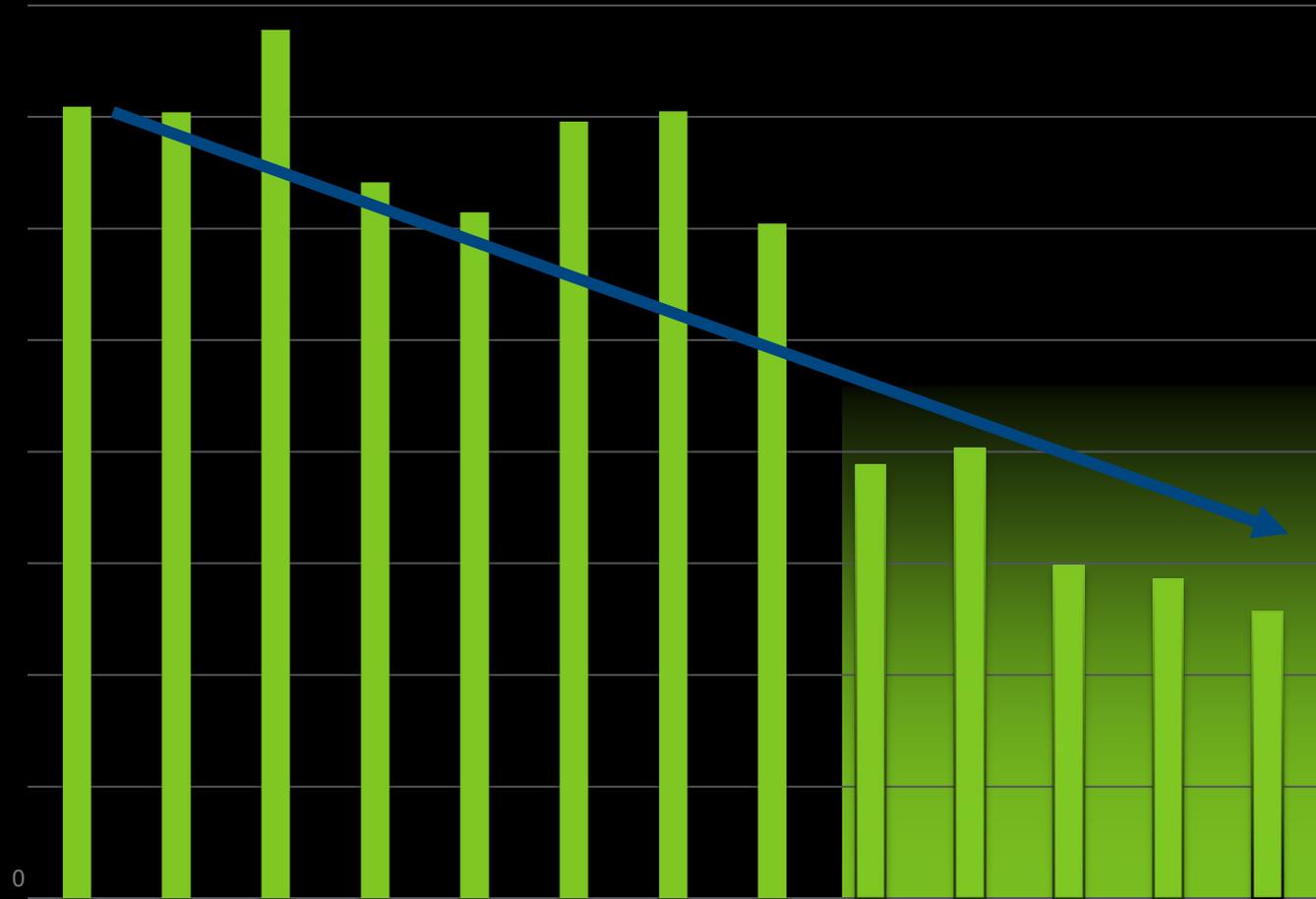
Increased Installation Efficiency

33% Total Project Duration Improvements with Projects Delivered in Last 2 Years



Increased Commissioning Efficiency

Commissioning Hours – Last 13 Sites



Reduced commissioning hours by **over 60%**



Upstream Assembly Completion



BEFORE



AFTER

**Reduces
installation time
Reduces errors
and re-work**

Construction Site as Assembly Line



Inventory Control



Logistics Coordination



Map and Label Storage



Training and SOPs

- Material management to facilitate controlled inventory Coordination of logistics & traffic flow to enable efficiencies of material movement
- Laydown/storage detailed mapping and layout
- Training to promote cross functional and cross company collaboration



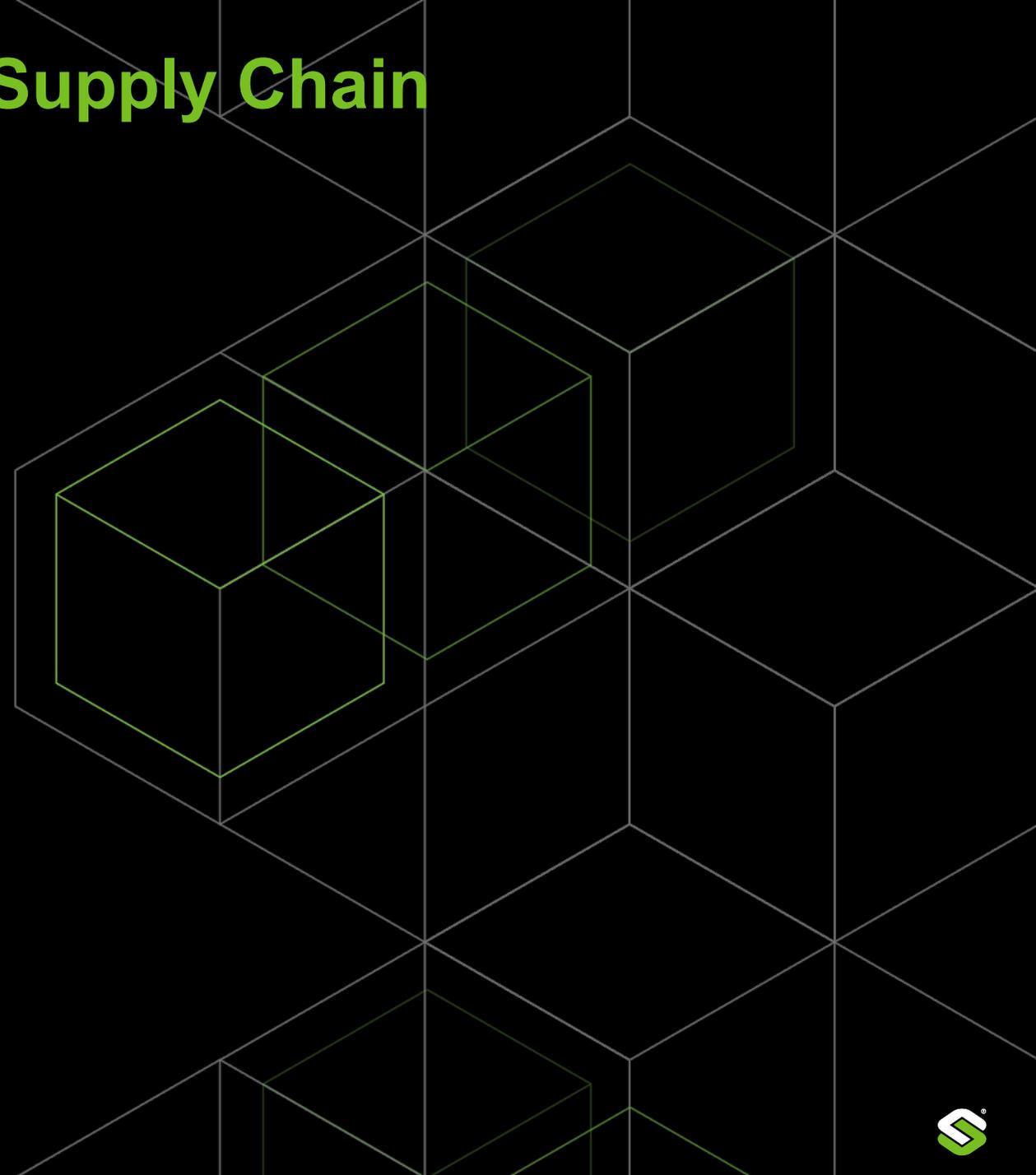
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Talent: Empowering a Better Supply Chain

| Culture of Creativity

| Talent Pipeline

| Extending Our Innovation Ecosystem

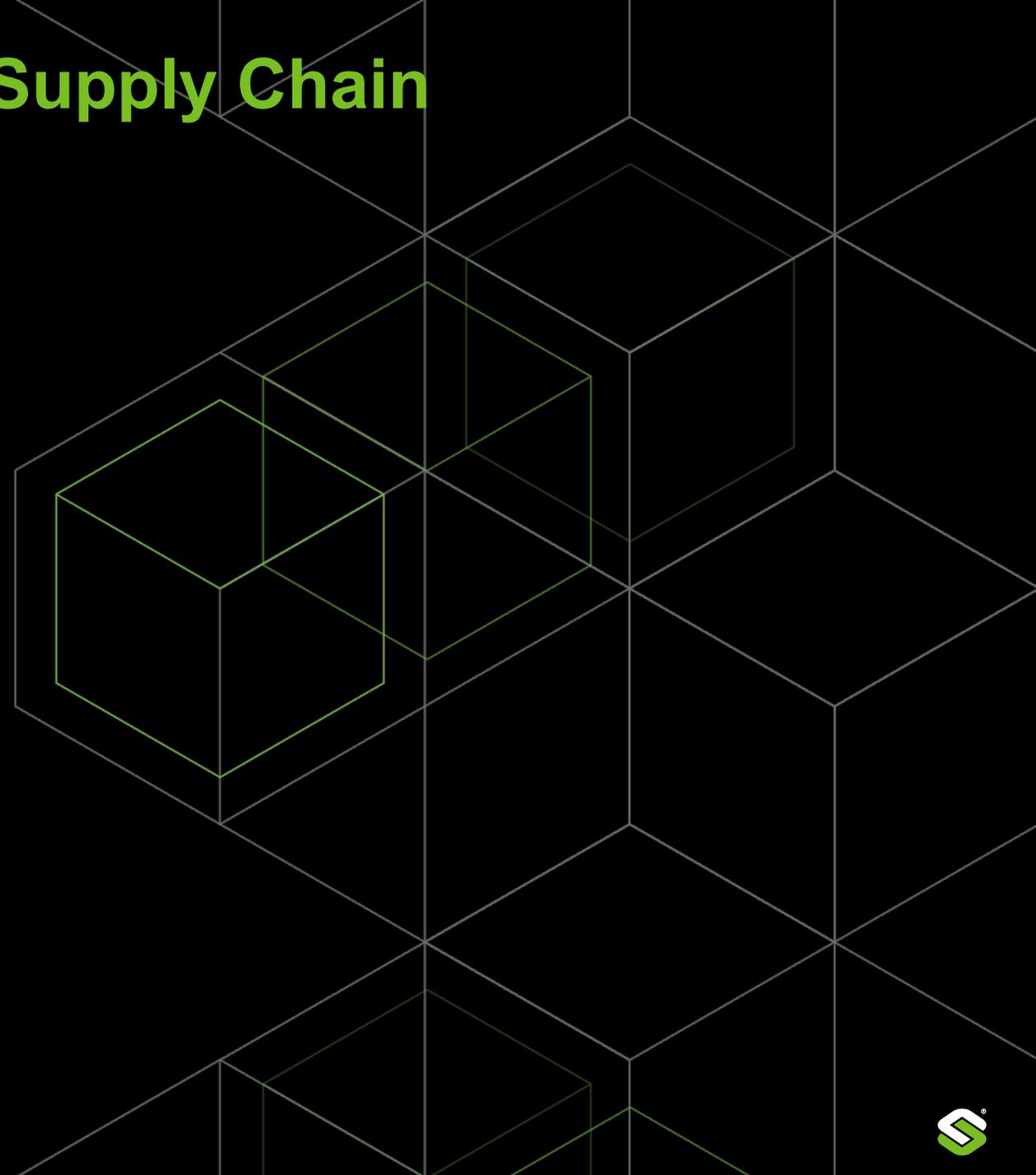


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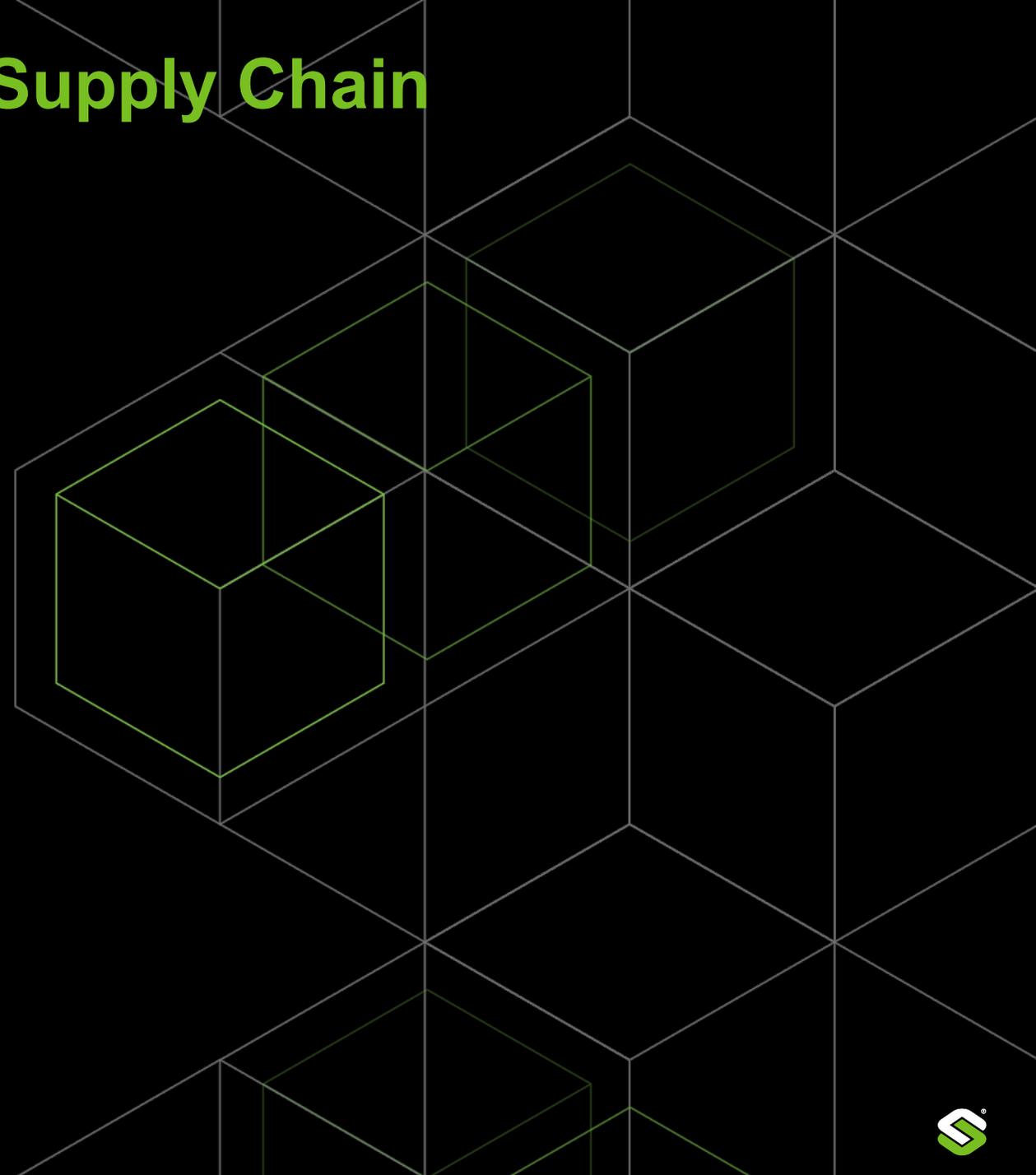


Talent: Empowering a Better Supply Chain

| Culture of Creativity

| Talent Pipeline

| Extending Our Innovation Ecosystem



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Empowering a Better Supply Chain





Empowering a Better Supply Chain

Miriam Ort

Chief Human
Resources Officer

Pavi Ashok

Head of Talent
Acquisition



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OCTOBER 1 - 5, 2023

IEEE/RSJ International Conference on
Intelligent Robots and Systems

325



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Q&A



Q & A Panelists

Rick
Cohen



Carol
Hibbard



Miriam
Ort



Bill
Boyd



Walt
Odisho





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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

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 penalties, 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 Symbotic'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.





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