

Investor Presentation

May 6, 2026

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OUR VISION

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

Addressing Existential Threats



EXISTENTIAL THREATS

LABOR PRESSURES

EVOLVING
OMNI-CHANNEL
STRATEGIES

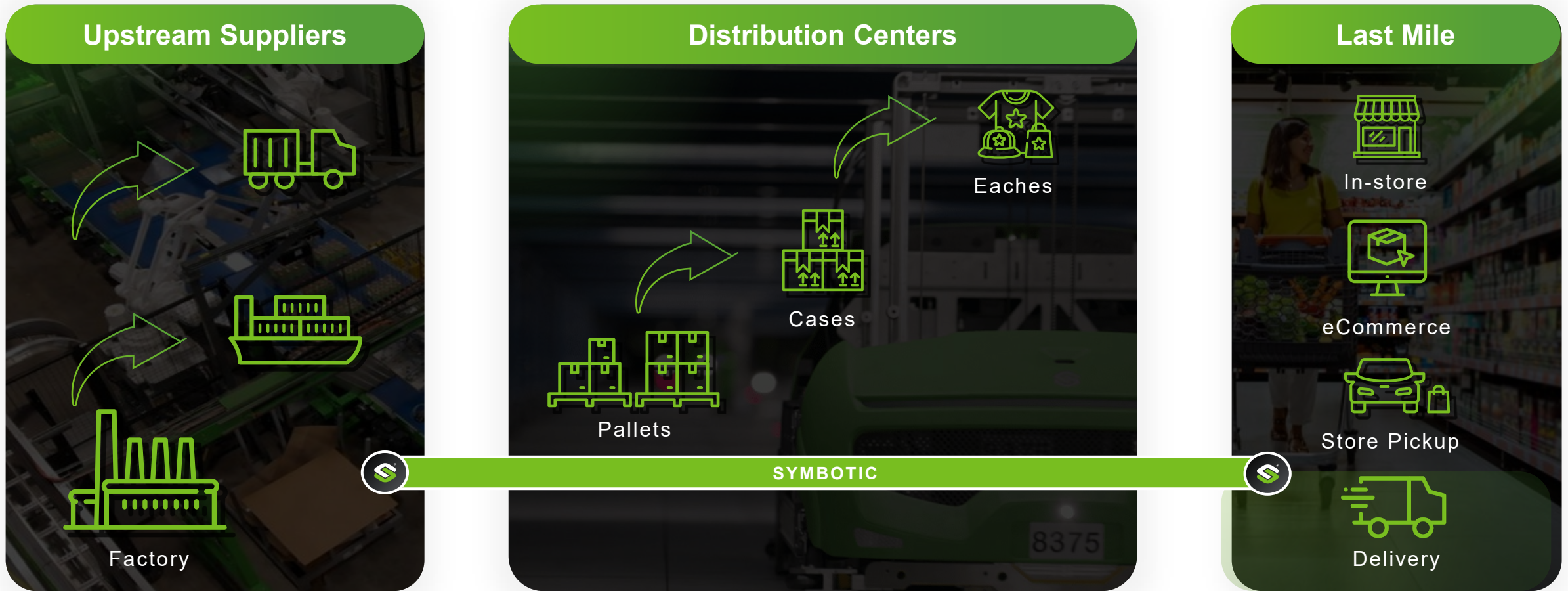
SKU
PROLIFERATION

ADDRESSED BY

SYMBOTIC'S
A.I. POWERED
AUTOMATION



AI-Enabled, Tech Platform to Transform the Supply Chain



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

Symbotic at a Glance



Transformative Technology Platform

¹ LTM as of Q2 2026. ² As of Q2 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.

Key Operating Metrics

70

Systems in Deployment

52

Operational Systems

Named Customers



Key Financial Metrics

~22%

YoY Revenue Growth¹

\$22.7B

Total Backlog²

Expanding

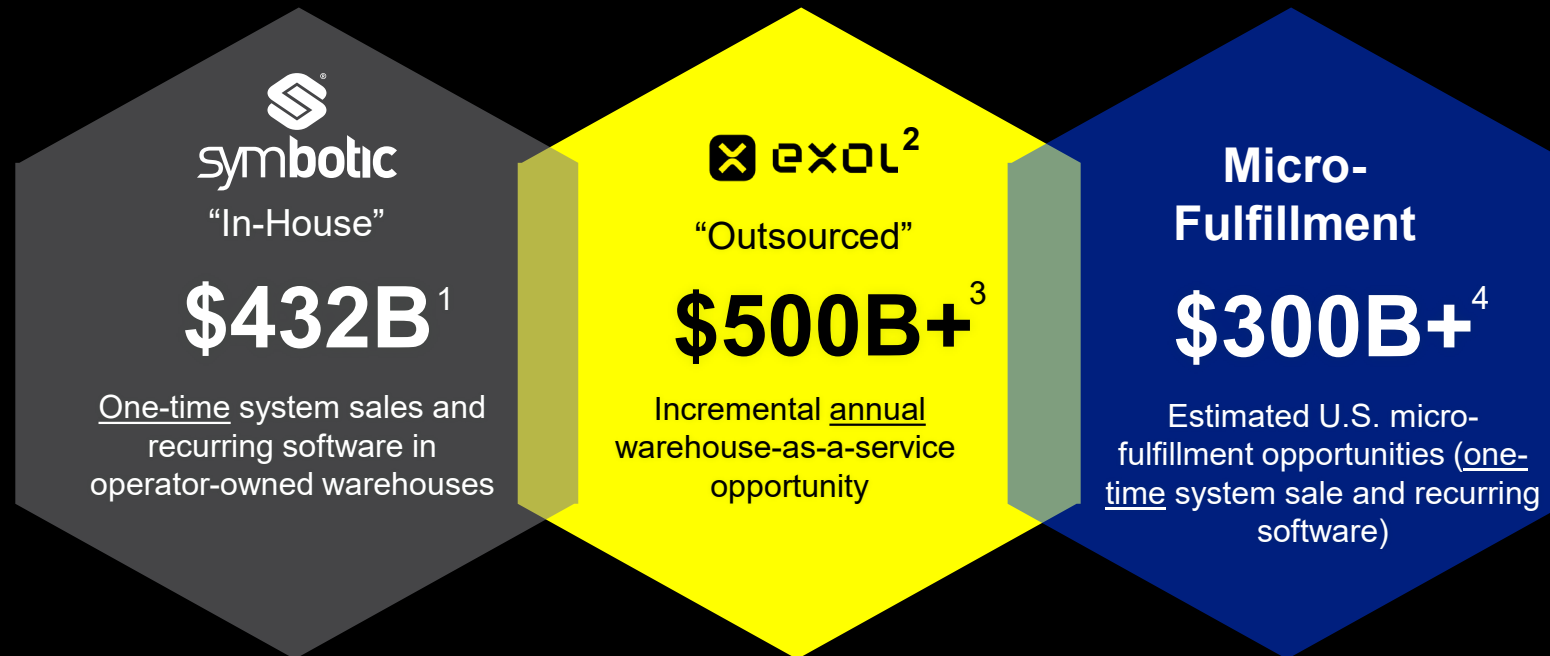
Gross Margins¹

Positive

Free Cash Flow³



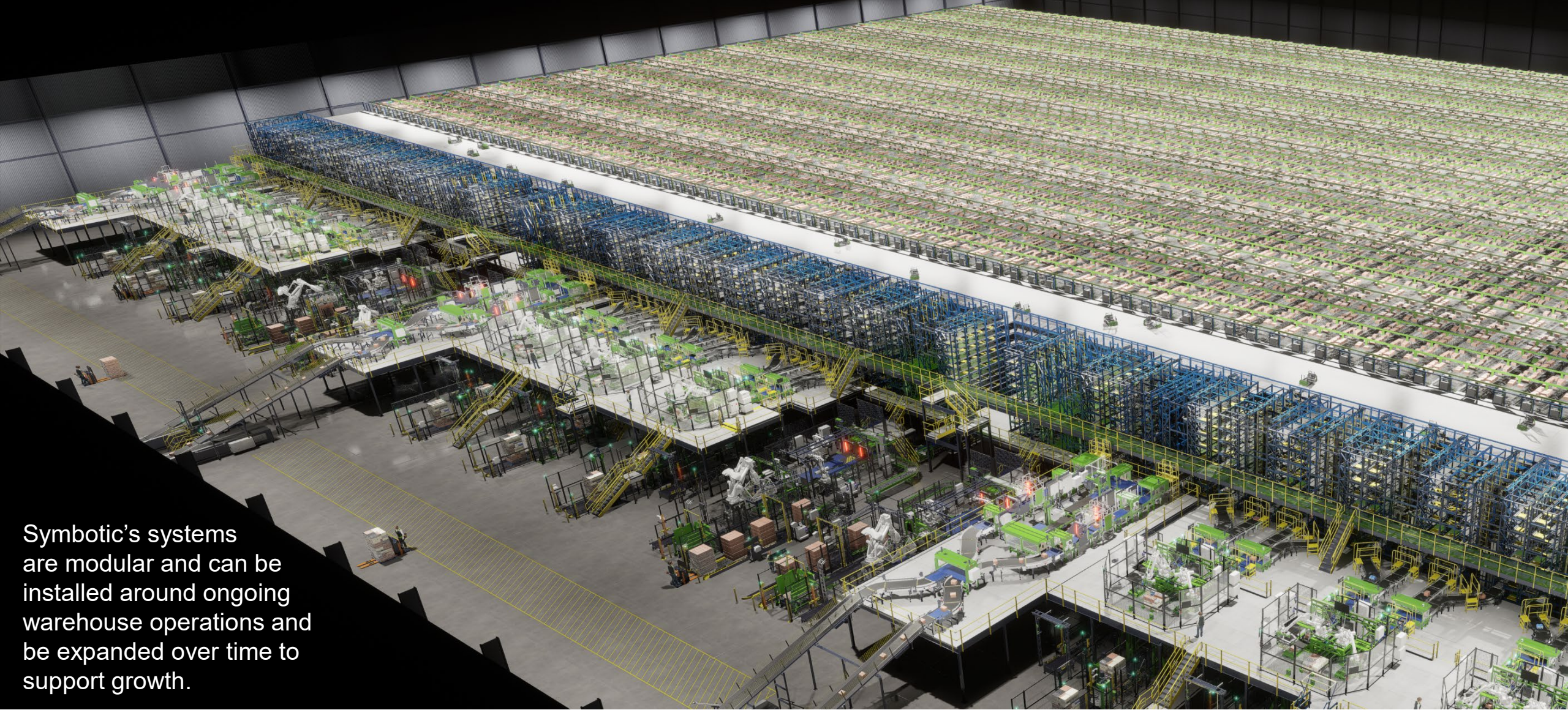
Large Addressable Markets



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. verticals, all 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 throughput based on third-party consultant estimates as of July 2023. ⁴ Based on \$2.6T of U.S. online retail sales forecast in 2030 by CapitalOne Shopping Research (December 2024 report) with 50% of eCommerce orders fulfilled by stores using a Symbotic automation system and the corresponding one-time system revenue and 15 years of software revenue.



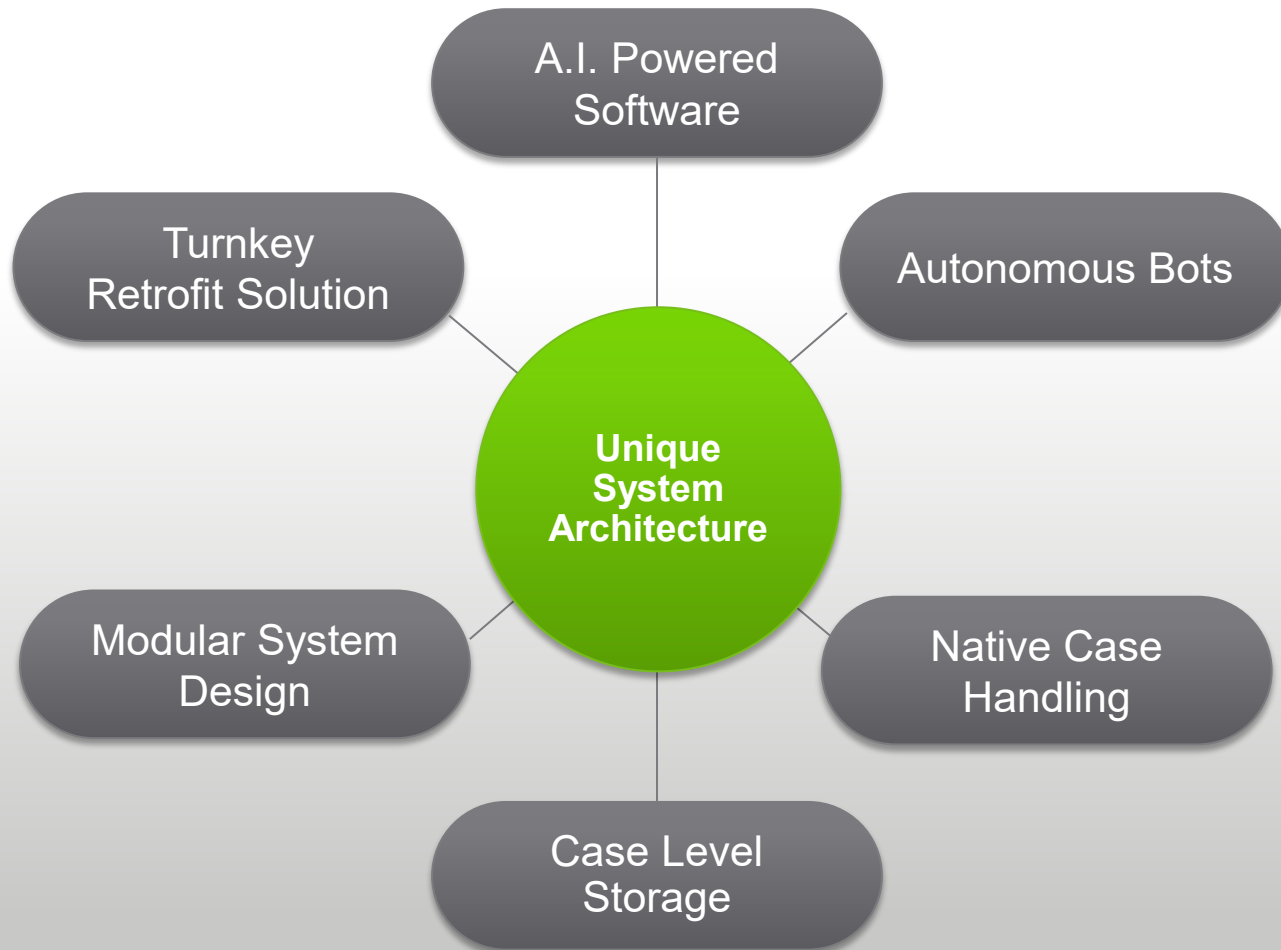
Automated Distribution Center System



Symbolic'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



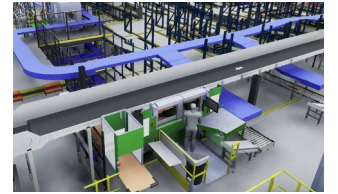
Symbolic Distribution Center System Components

1

Automated Storage

Case picking and storage

- Storage Structure
- Transfer Deck
- Inventory Lifts
- SymBots



BreakPack add-on for each picking and storage

2

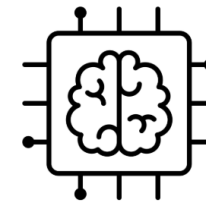
Inbound / Outbound Cells

Automated order processing

- Robotic depalletizing
- Intake and case scanning
- Robotic smart pallet build

3

A.I.-Powered Software



Optimizes tasks for enhanced operations



Next Gen Storage Structure Design – Announced August 2025



Higher Density

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

Enables shorter and faster bot trips per case delivery

Rapid Assembly

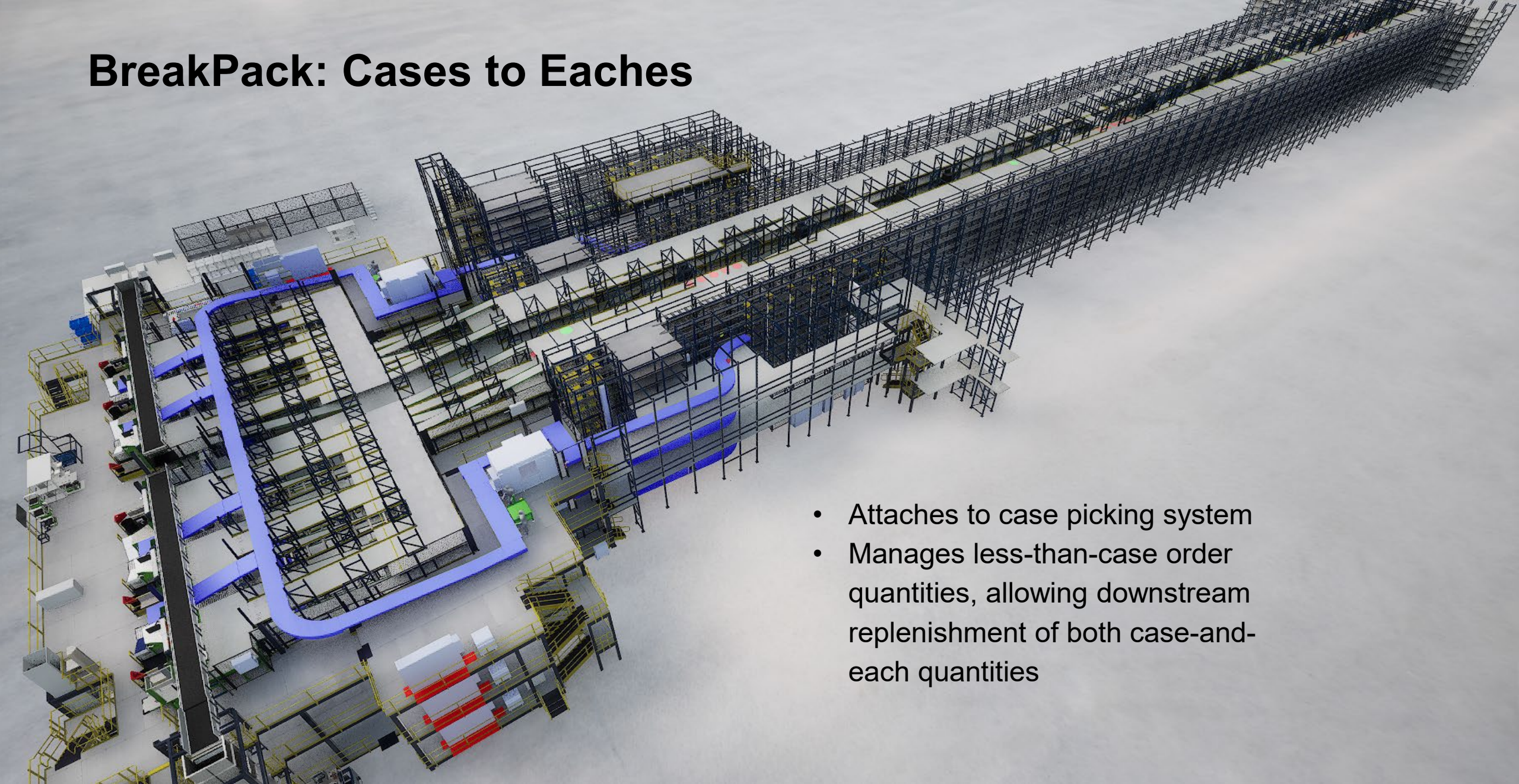
Pre-assembled components for faster implementation

Enhanced Safety

Pre-engineered safety features

Integrated fire suppression and improved seismic adaptability

BreakPack: Cases to Eaches



- 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



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



¹ As of FY25

Supply Chain Automation Technology Alternatives

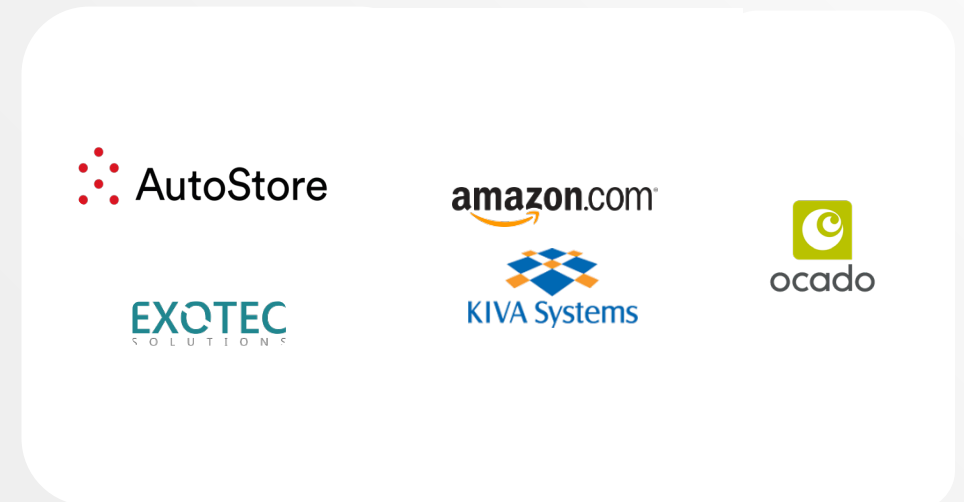


Upstream: Distribution Centers

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 SoftBank**

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

Owned & Operated Model

As-a-Service Model

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

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

³ Source: The 2025 Fortune Global 500 (August 2025)





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

**Highly visible growth profile with
\$22.7B¹ of contracted backlog with
blue-chip customers**

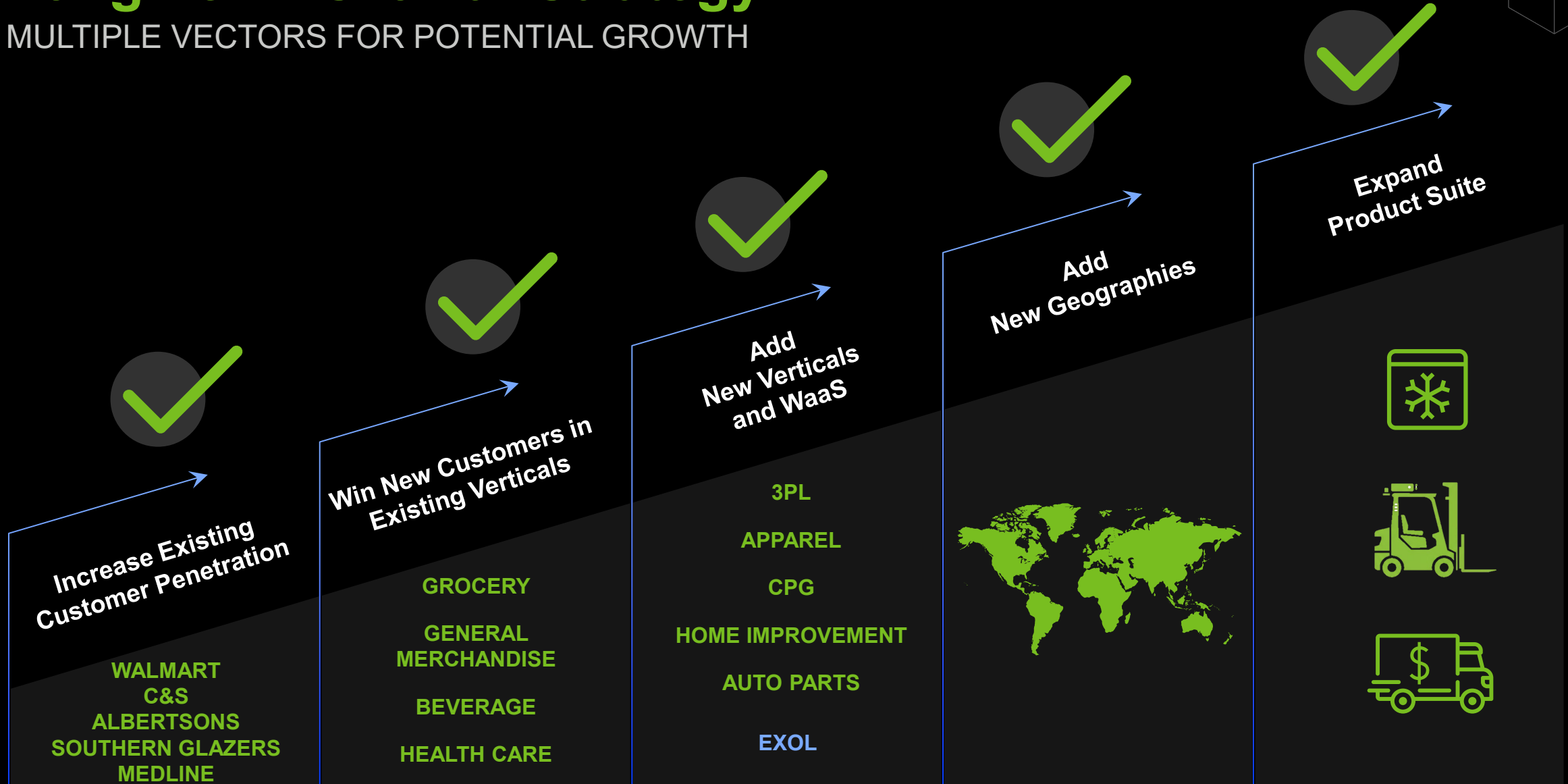
¹ As of Q2 2026

**Leadership position
targeting large market
opportunities**



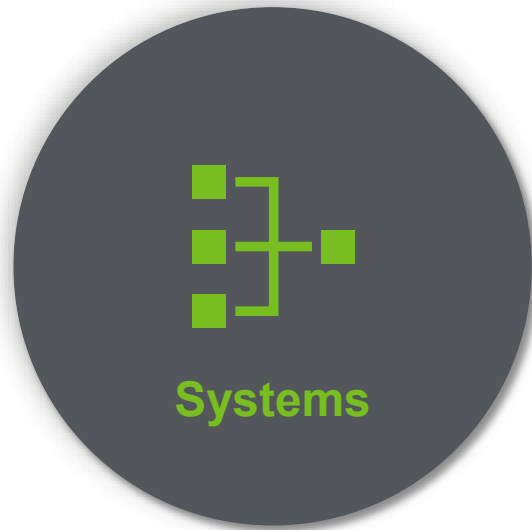
Long-Term Growth Strategy

MULTIPLE VECTORS FOR POTENTIAL GROWTH



Recap of Symbotic's Business Model

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



Capital Asset Sale
Revenue Spread Over ~2 Years
Milestone Payments



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



Ad Hoc Support

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

¹ Substantial majority of Symbotic customer contracts.

Key Highlights



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



Disrupting Large Addressable Markets with Secular Long-Term Tailwinds



Deep Relationships with Blue-Chip Customers and \$22.7B¹ Contracted Backlog



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

¹ As of Q2 2026



Symbotic's Key Financial Highlights



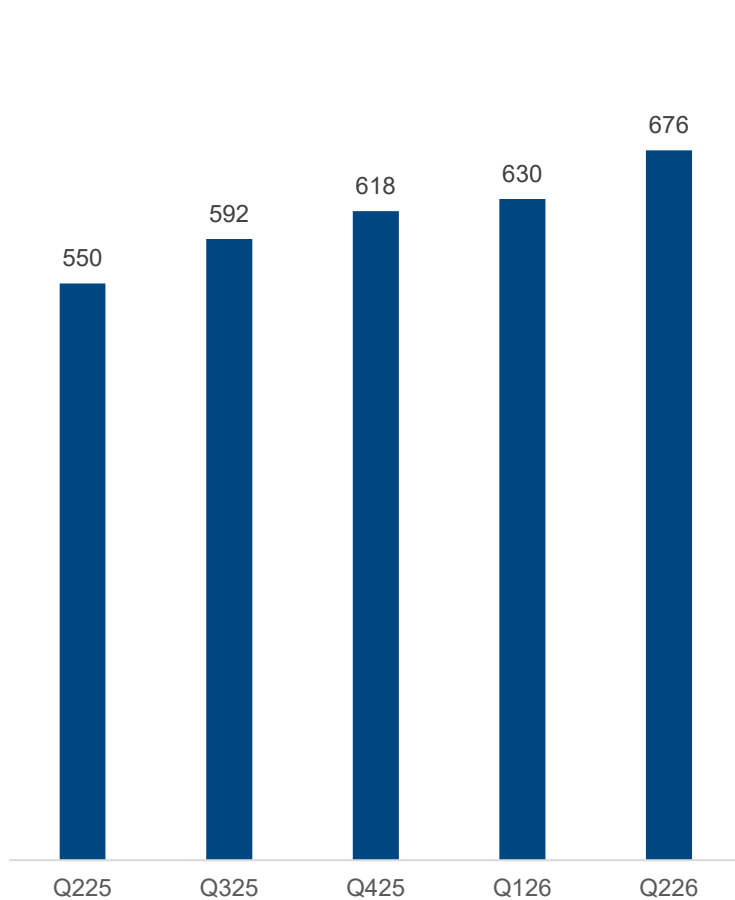
¹ As of Q2 2026

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.

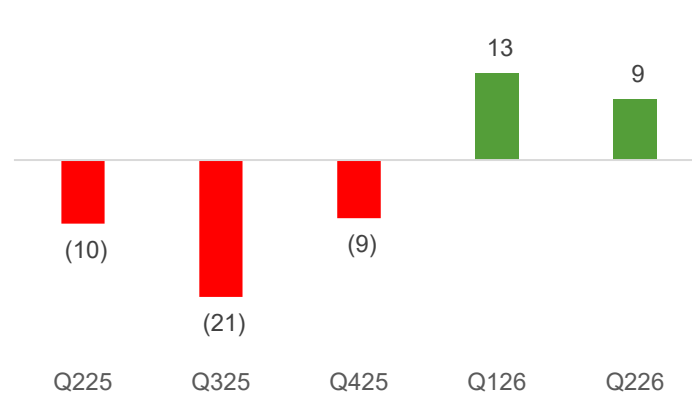


Financials / Key Performance Indicators

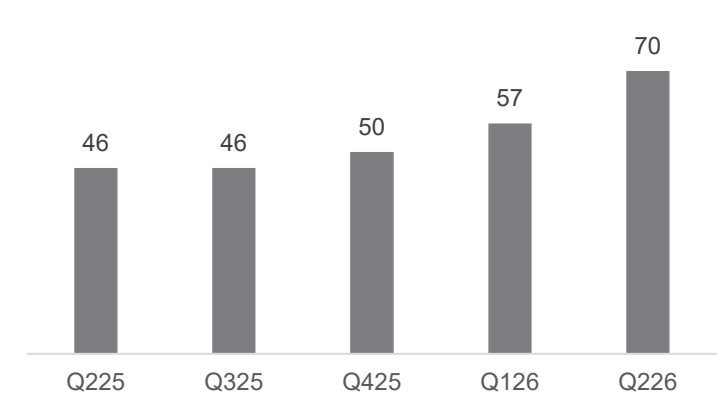
Total Revenue (\$M)



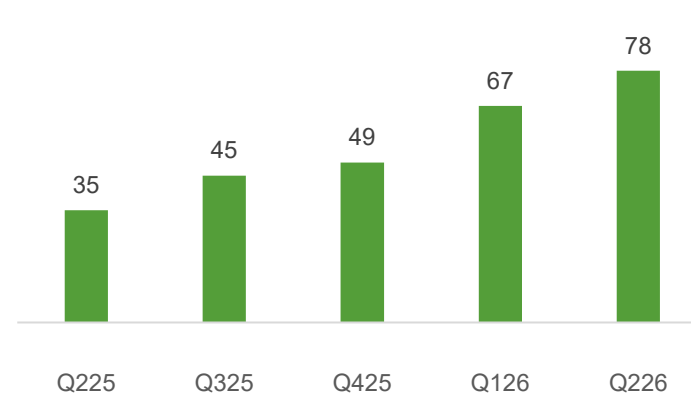
GAAP Net Income (Loss) - \$M



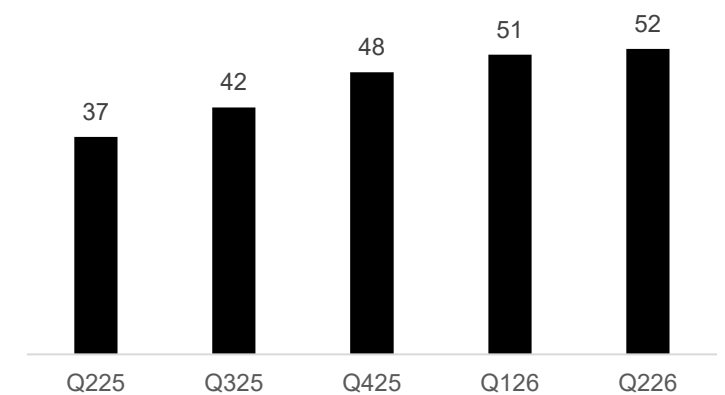
Systems in Deployment



Adj. EBITDA (\$M)



Operational Systems





Appendix

Reconciliation of Net Income (Loss) to Adjusted EBITDA

<i>(in thousands)</i>	Three Months Ended				
	March 29, 2025	June 28, 2025	September 27, 2025	December 27, 2025	March 28, 2026
Net income (loss)	(9,852)	(21,174)	(8,969)	13,358	9,429
Interest income	(7,229)	(8,373)	(8,085)	(11,600)	(10,906)
Income tax expense (benefit)	(1,397)	44	(423)	615	572
Depreciation and amortization	11,169	12,940	8,648	8,693	11,322
Stock-based compensation	36,376	39,527	43,671	44,118	57,188
Business combination transaction expenses	3,298	422	40	11	710
Equity method investment	2,490	3,776	5,885	5,799	6,945
Internal control remediation	2,175	1,795	1,360	2,415	1,931
Business transformation costs	2,400	75	1,210	2,531	550
Fair value adjustments on strategic investments	(4,481)	-	-	(1,661)	-
Restructuring charges	(231)	16,361	6,103	2,624	12
Adjusted EBITDA	34,718	45,393	49,440	66,903	77,753

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Reconciliation of Free Cash Flow

<i>(in thousands)</i>	Year Ended				
	<u>September 27, 2025</u>	<u>September 28, 2024</u>	<u>September 30, 2023</u>	<u>September 24, 2022</u>	<u>September 25, 2021</u>
Net cash provided by (used in) operating activities	866,939	(58,077)	230,794	(148,247)	109,567
Purchases of property and equipment and capitalization of internal use software development costs	(79,030)	(44,374)	(21,326)	(17,950)	(12,168)
Free cash flow	<u>787,909</u>	<u>(102,451)</u>	<u>209,468</u>	<u>(166,197)</u>	<u>97,399</u>

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