

*Investor Presentation*

*May 7, 2025*

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OUR VISION

**Reimagine the Supply Chain<sup>®</sup> with Artificial Intelligence and Robotics and Transform the Distribution Network into a Strategic Asset**

# Addressing Existential Threats



EXISTENTIAL THREATS

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LABOR PRESSURES

EVOLVING  
OMNI-CHANNEL  
STRATEGIES

SKU  
PROLIFERATION

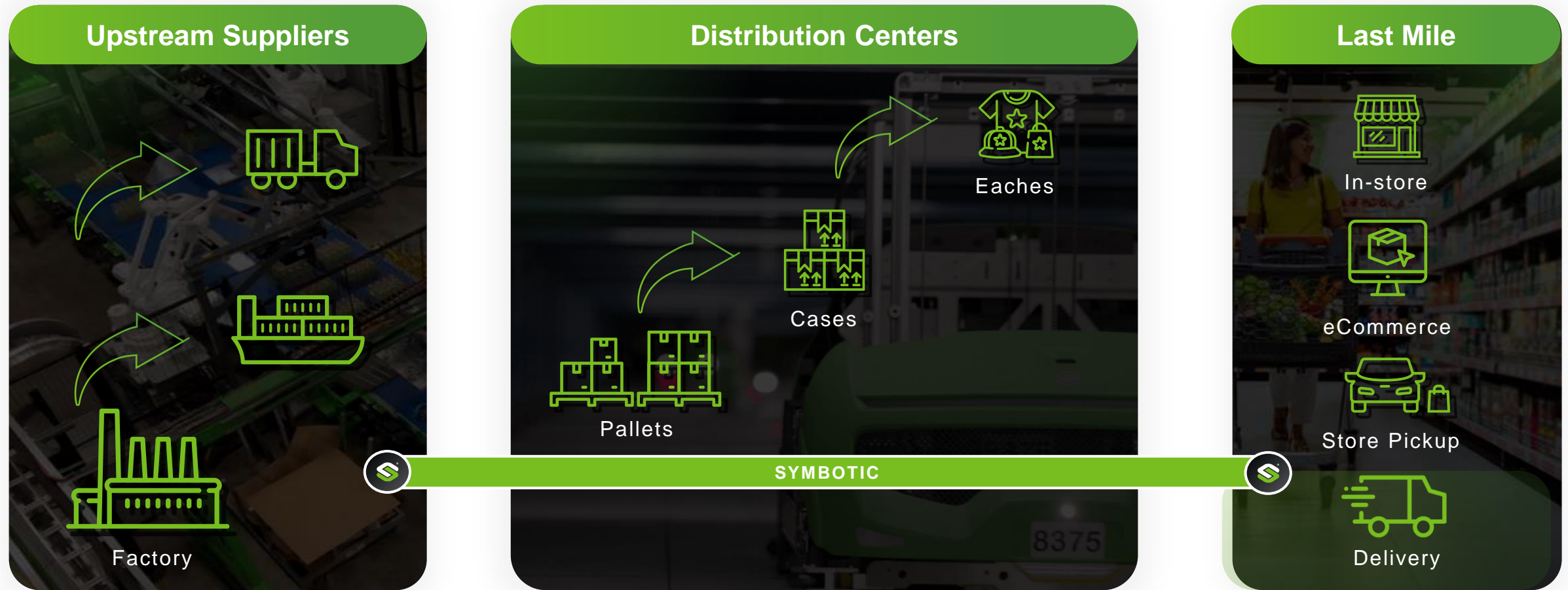
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SYMBOTIC'S  
A.I. POWERED  
AUTOMATION

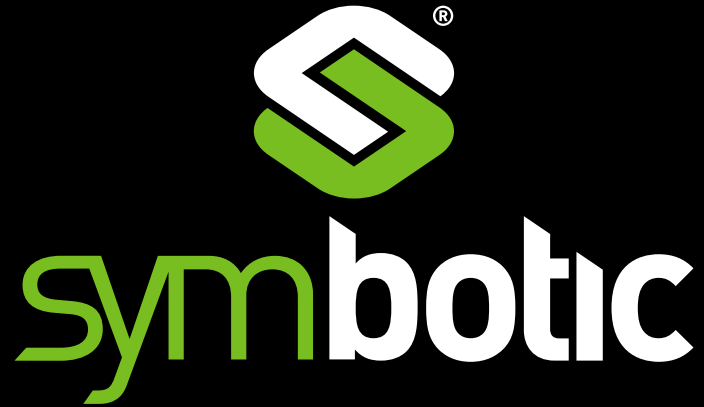


# AI-Enabled, Tech Platform to Transform the Supply Chain



**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

### Key Operating Metrics

46

Systems in Deployment

37

Completed Systems

650+

Issued Patents

10

Customers

### Key Financial Metrics

~42%

YoY Revenue Growth<sup>1</sup>

\$22.7B

Total Backlog<sup>2</sup>

## Expanding Positive

Gross Margins<sup>1</sup>

Free Cash Flow<sup>1,3</sup>

### Named Customers

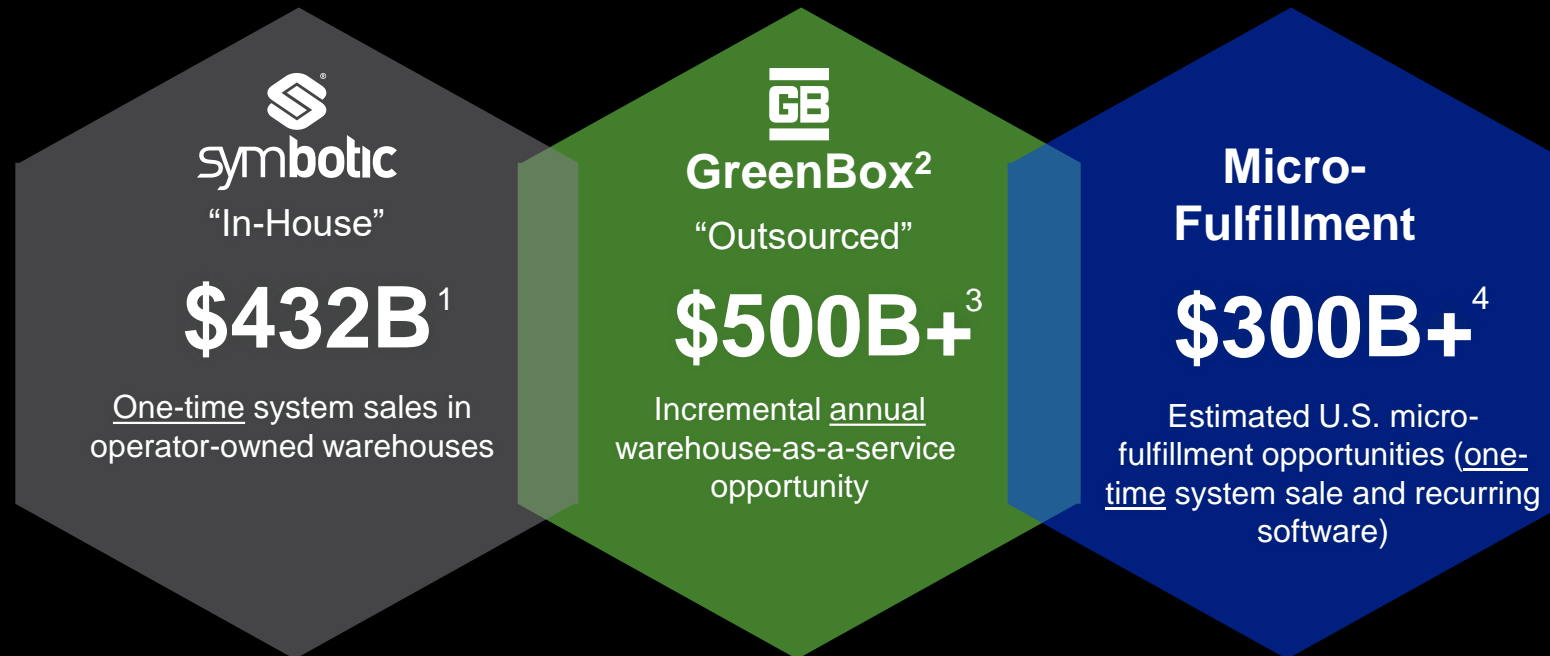


<sup>1</sup> LTM as of Q2 2025. <sup>2</sup> As of Q2 2025.

<sup>3</sup> Free Cash Flow defined as net cash provided by or used in operating activities less purchases of property and equipment and capitalization of internal use software development costs. See GAAP to Non-GAAP Reconciliations on Slide 22.



# Large Addressable Markets

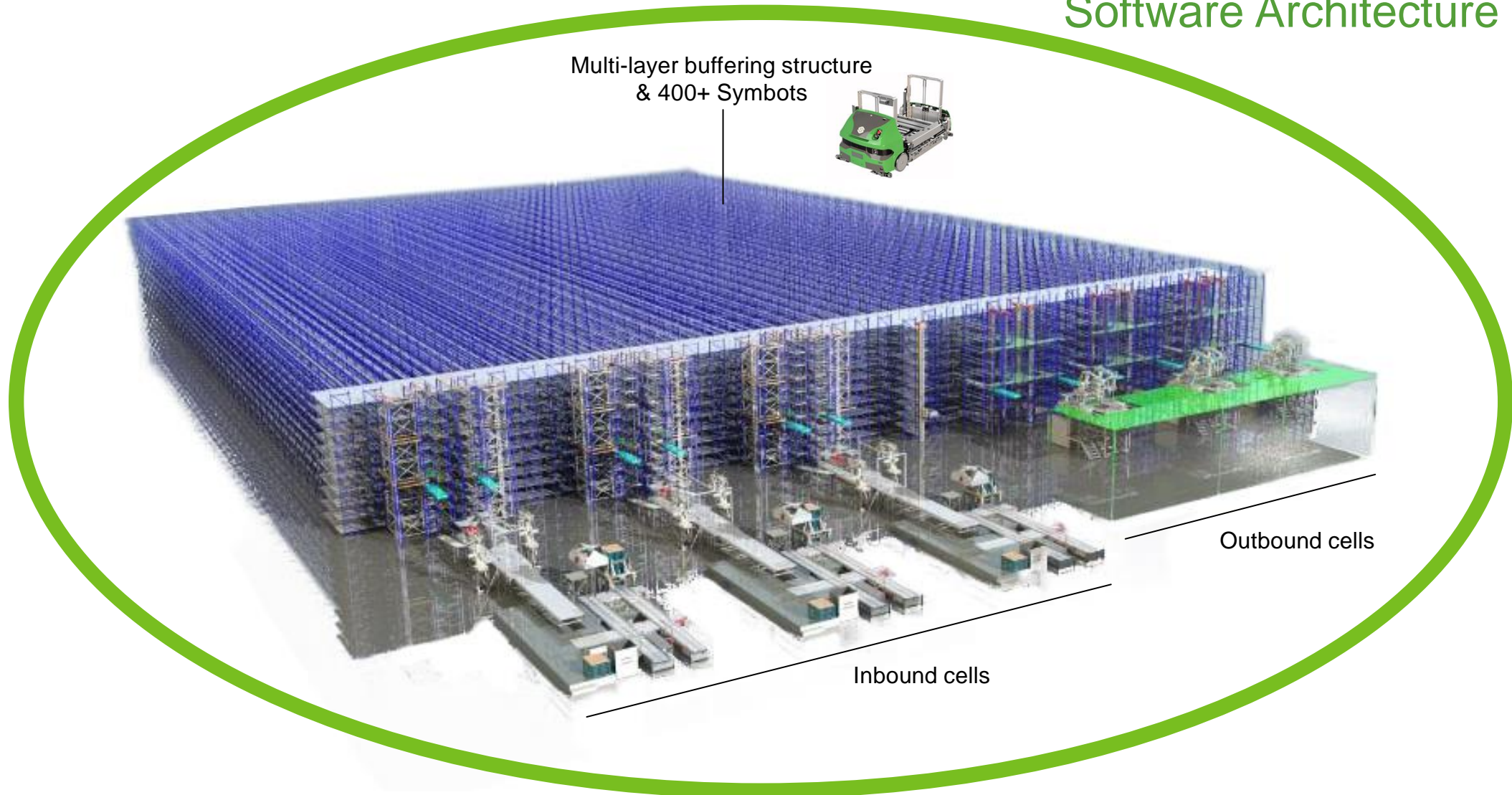


<sup>1</sup> Current Symbotic SAM represents the aggregate across SAM-1 (U.S. general merchandise, ambient food & grocery, apparel), SAM-2 (U.S. CPG non-food, home improvement, auto parts, 3PL, non-ambient food) and SAM-3 (remaining U.S. verticals, all Canadian & European verticals), based on third-party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

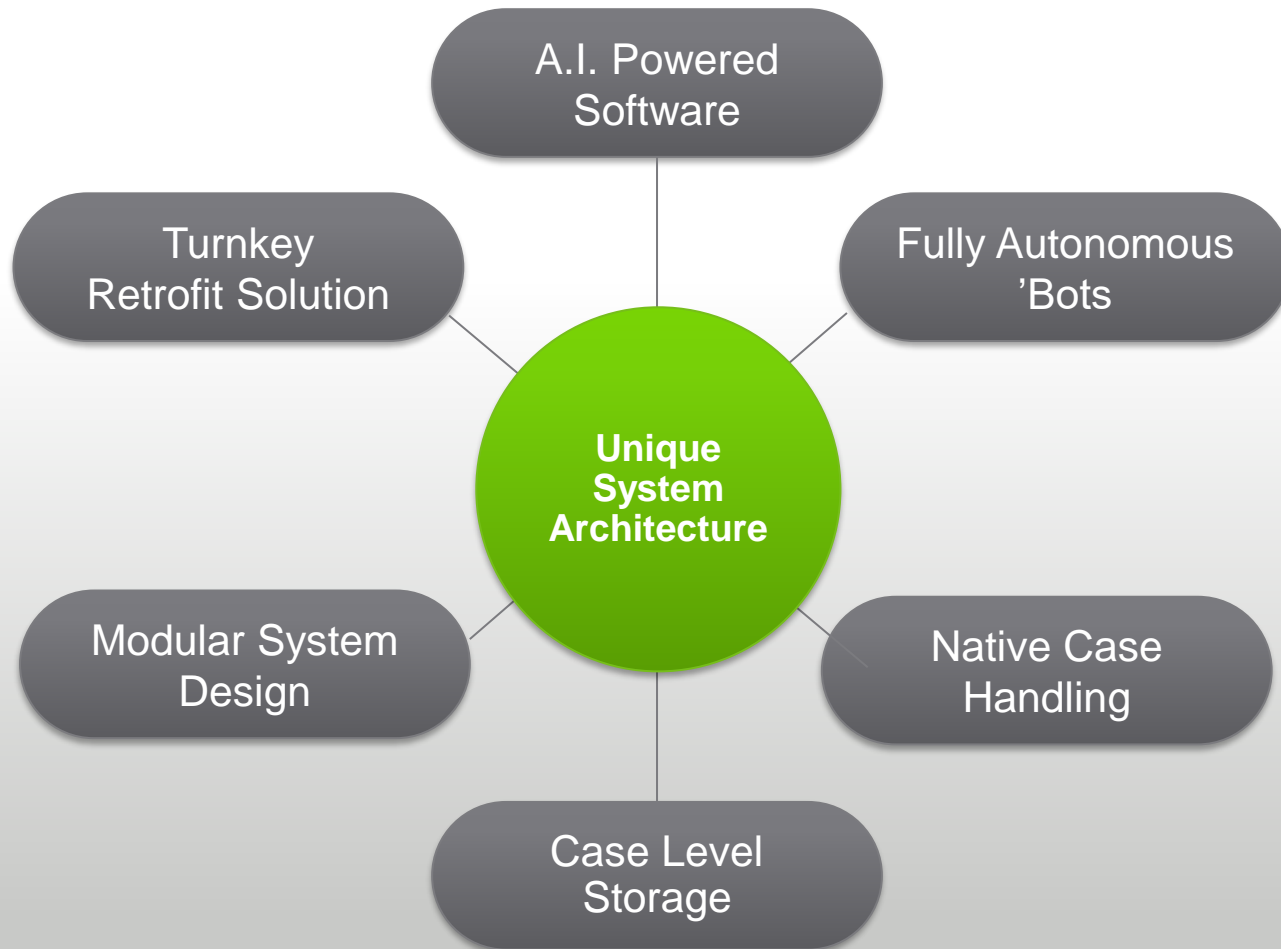


# Pallet-Based Solution

Comprehensive  
Software Architecture



# Solution Differentiators



**IMPROVED**

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**EFFICIENCY**

**SPEED**

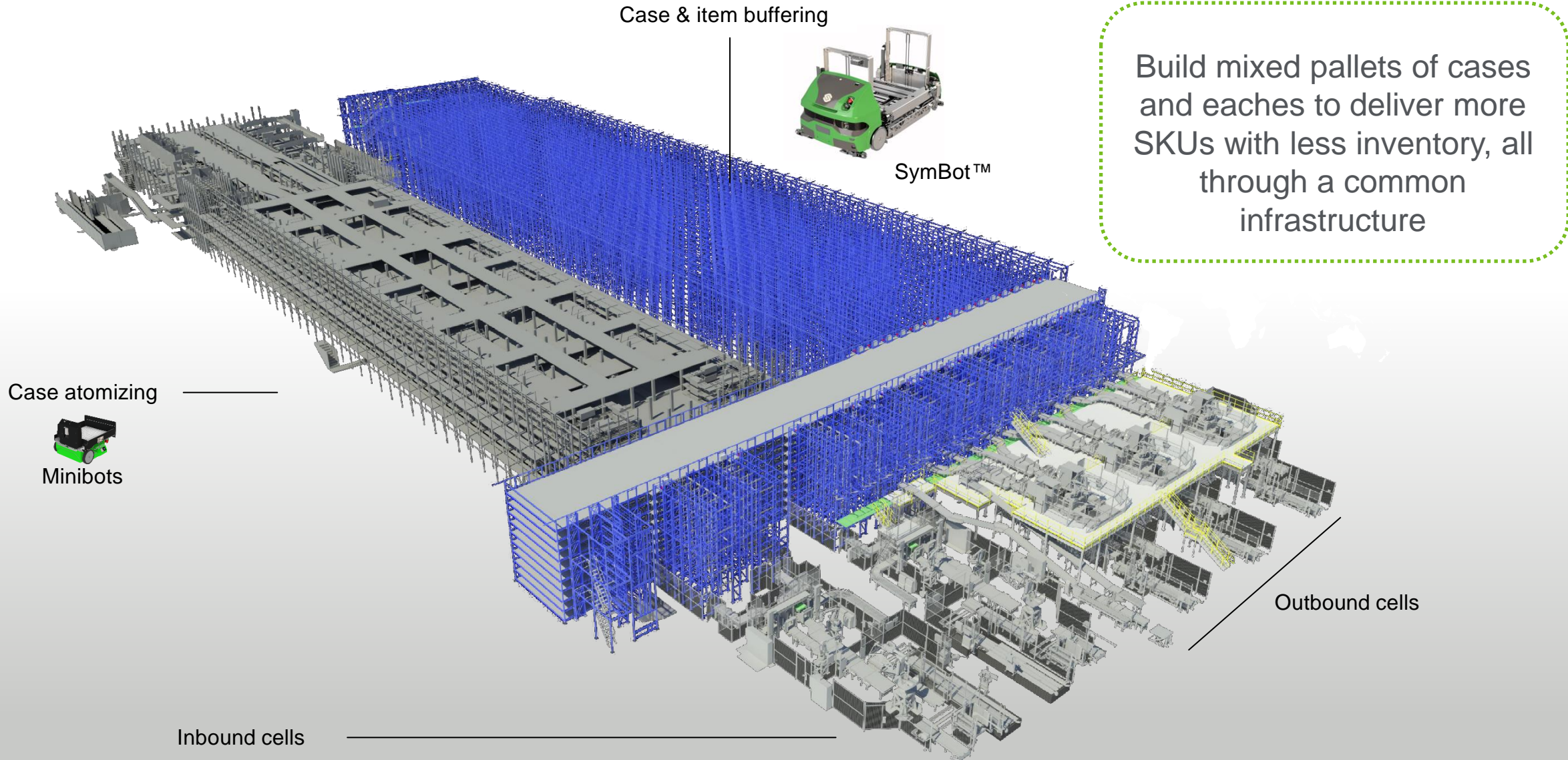
**FLEXIBILITY**

**DENSITY**

**ACCURACY**



# BreakPack: Cases to Eaches



# Bringing Automation to the Last Mile, Enabling eCommerce



# Competitive Edge

**650+**

Patents Issued<sup>1</sup>

**\$1B+**

Cumulative R&D Spend<sup>1</sup>

**15+ years**

R&D Development

**Innovation  
is in our DNA**

Patents Issued  
or Pending<sup>1</sup>:  
**1,000+**



**\$100+ Million**  
Annual R&D  
Budget



On a Journey  
Toward  
**7 SIGMA**



<sup>1</sup> As of Q2 2025

# Supply Chain Automation Technology Alternatives



Upstream: Distribution Centers

Downstream: Order Fulfillment



Legacy Alternatives

Point Solutions



# Blue Chip Customers



**Largest  
U.S. Wholesale  
Grocery Distributor<sup>1</sup>**



**2<sup>nd</sup> Largest  
U.S. Supermarket  
Chain by Revenue<sup>2</sup>**



**World's Largest  
Company  
by Revenue<sup>3</sup>**



**Joint Venture  
between  
Symbotic and SoftBank**

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

**Owned & Operated Model**

**As-a-Service Model**

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

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

<sup>3</sup> Source: The 2024 Fortune Global 500, August 2024.





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

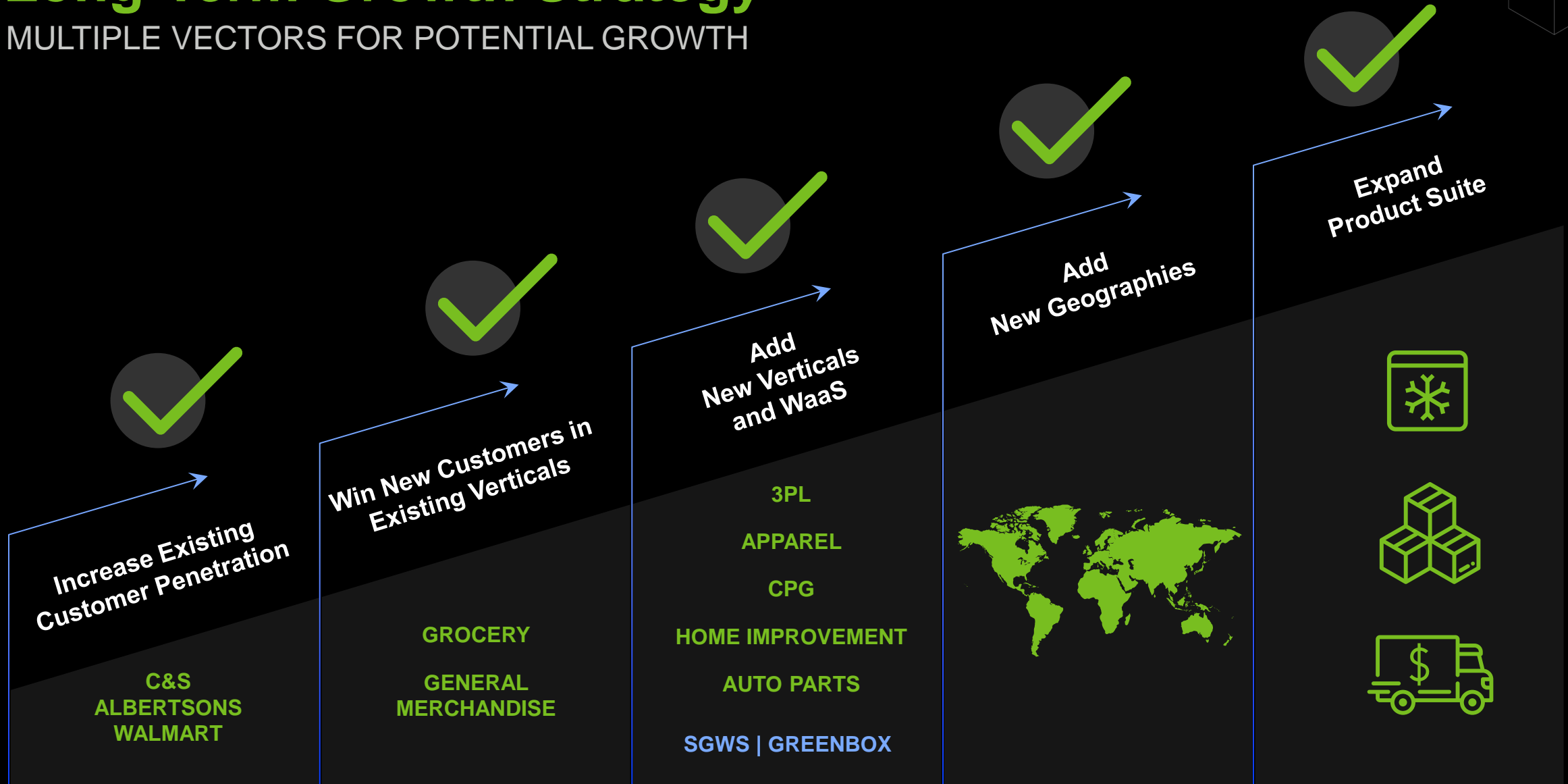
**Highly visible growth profile with  
\$22.7B of contracted backlog with  
blue-chip customers**

**Leadership position  
targeting large market  
opportunities**



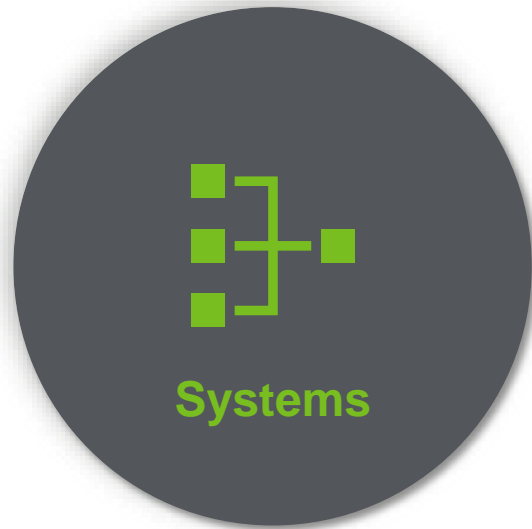
# Long-Term Growth Strategy

MULTIPLE VECTORS FOR POTENTIAL GROWTH



# Recap of Symbotic's Business Model

*Symbotic Sells **Highly Advanced AI-powered Supply Chain Automation Systems with Supporting Software and Maintenance Services** over 15-Year Contracts,<sup>1</sup> 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 Operation Services Start when the System is "Accepted" as Operational*

<sup>1</sup> 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 \$22.7B Contracted Backlog**



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



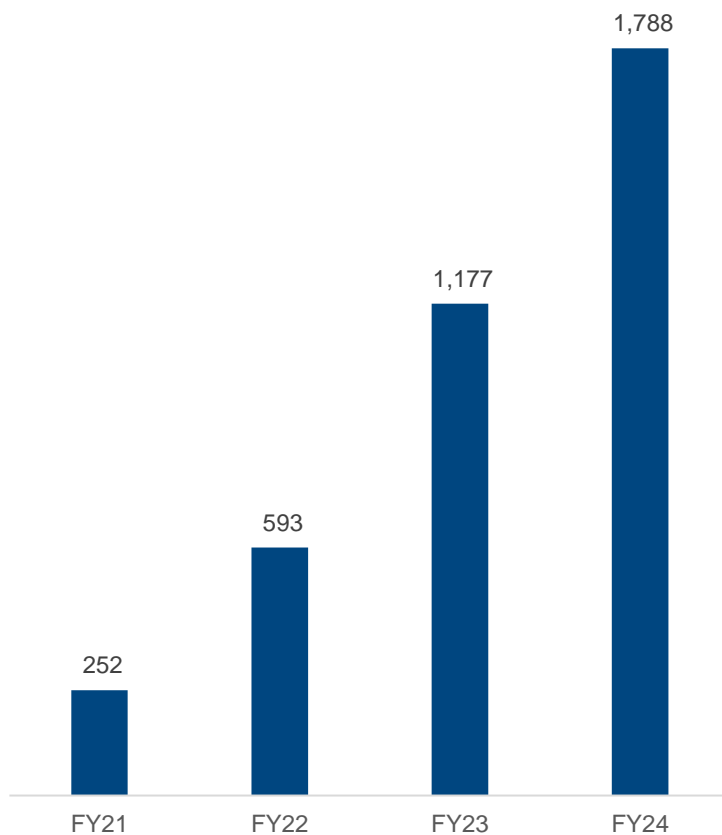
# Symbotic's Key Financial Highlights



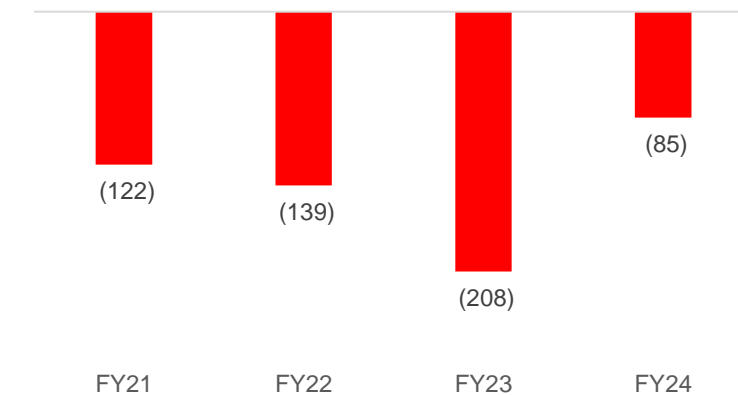
<sup>1</sup> Free Cash Flow Defined as Cash from Operations less Capital Expenditures

# Financials / Key Performance Indicators

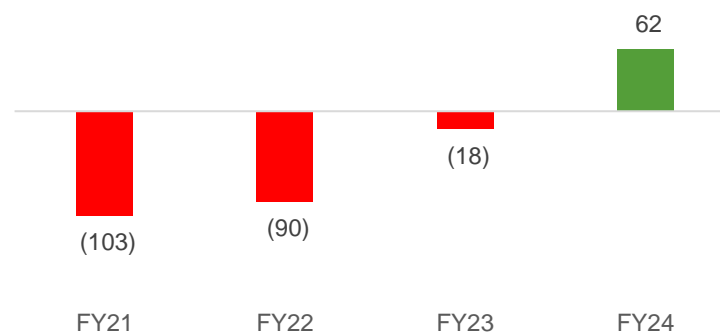
Total Revenue (\$M)



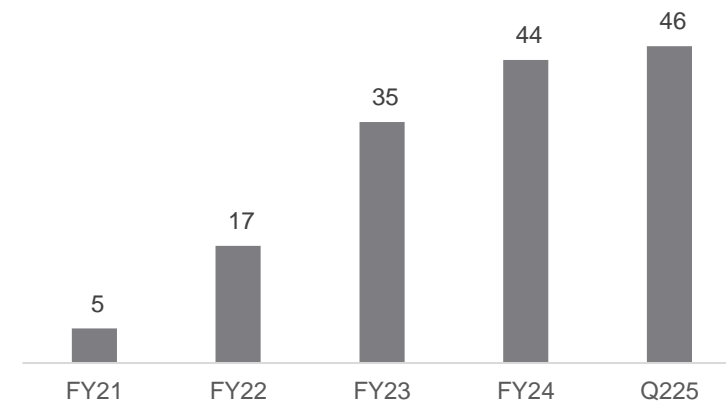
GAAP Net Loss (\$M)



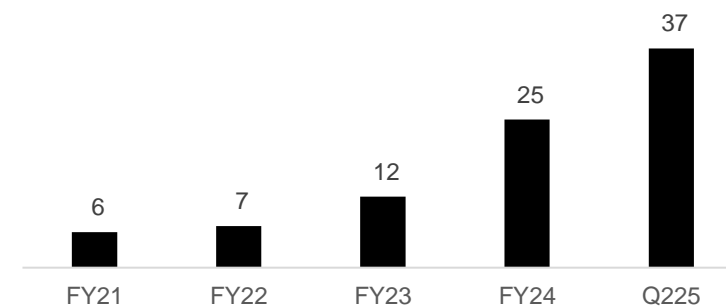
Adj. EBITDA (\$M)



Systems in Deployment



Systems Completed





**Appendix**

# Reconciliation of Net Loss to Adjusted EBITDA

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

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