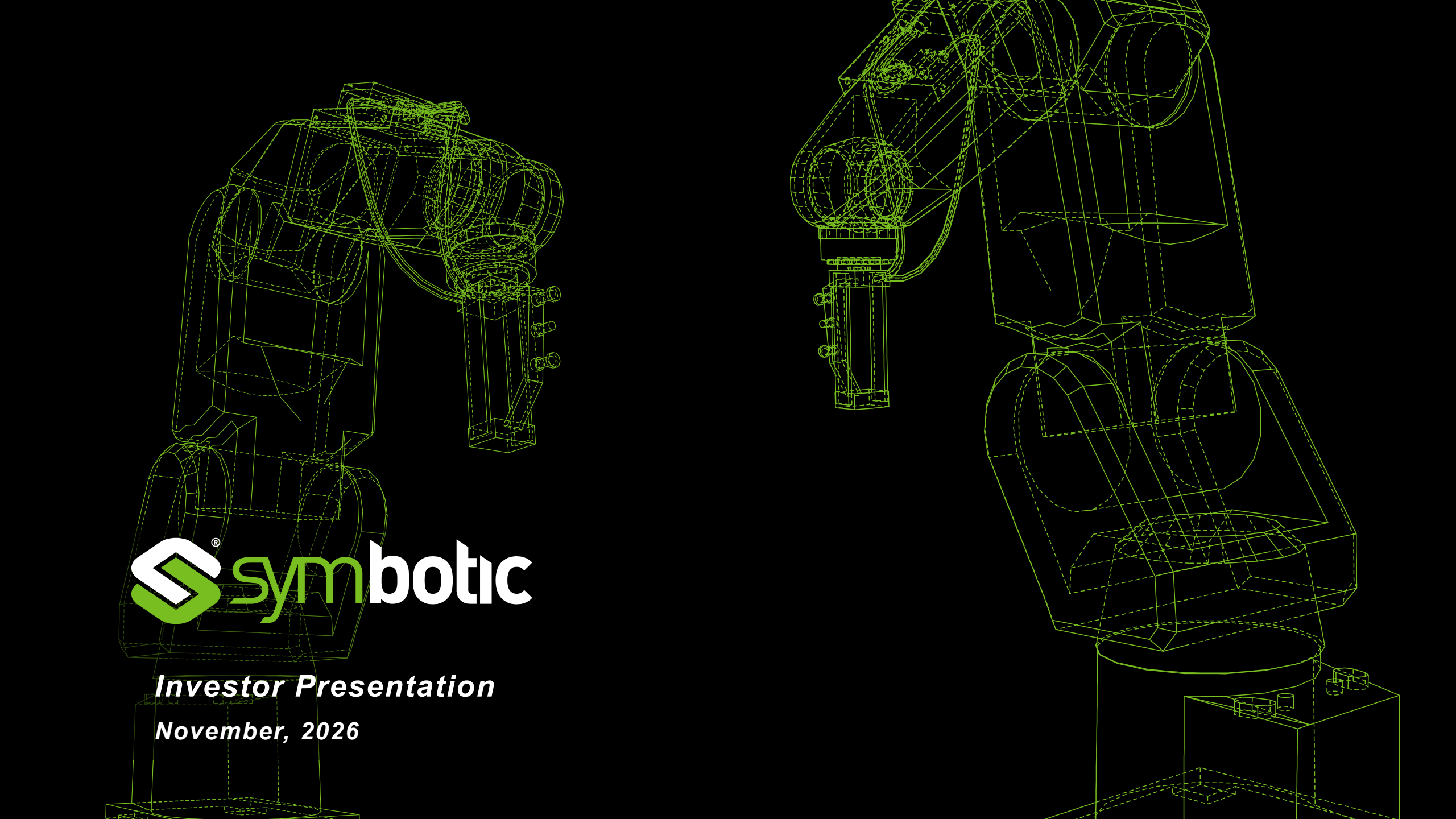


symbotic®

Investor Presentation

November, 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

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Addressing Existential Threats



EXISTENTIAL THREATS

LABOR PRESSURES

EVOLVING OMNI-CHANNEL STRATEGIES

SKU PROLIFERATION

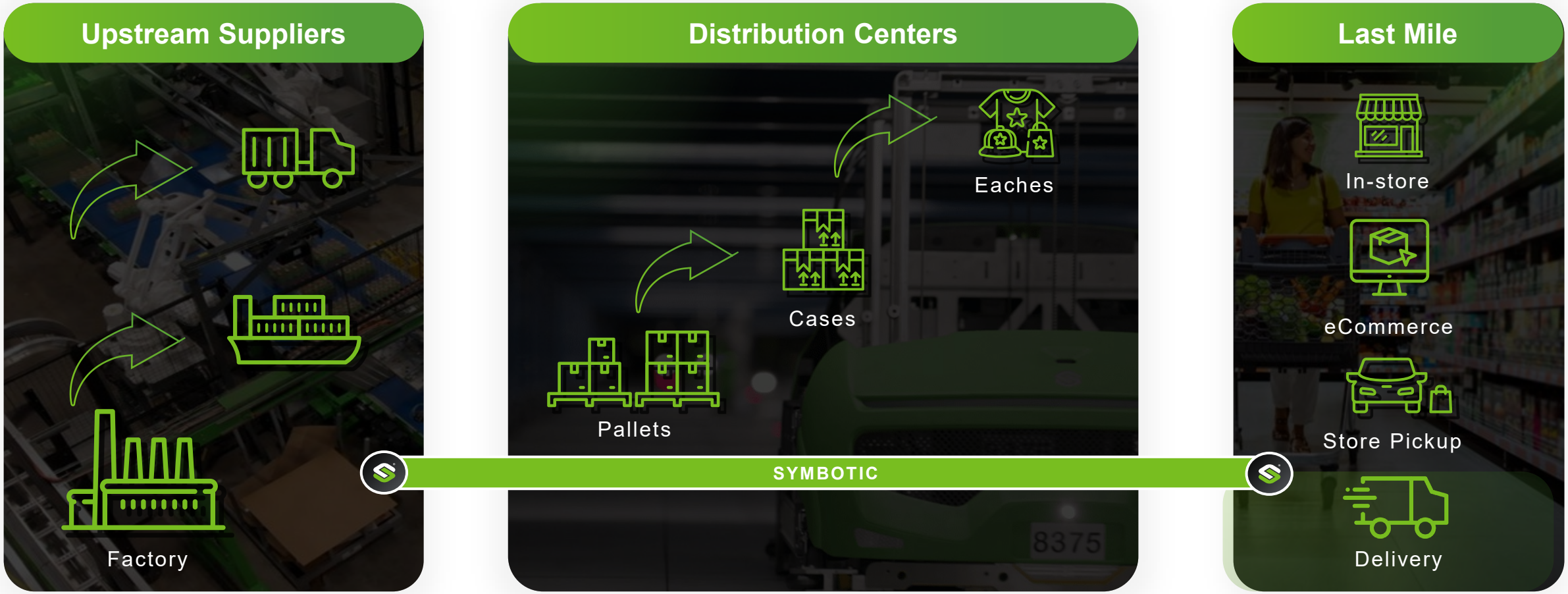
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SYMBOTIC'S A.I. ENABLED AUTOMATION



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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

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Symbotic at a Glance

Transformative Technology Platform

Key Operating Metrics

84
Systems in Deployment

59
Operational Systems

Named Customers

Key Financial Metrics

~25%
YoY Revenue Growth[1]

$22.3B
Total Backlog[2]

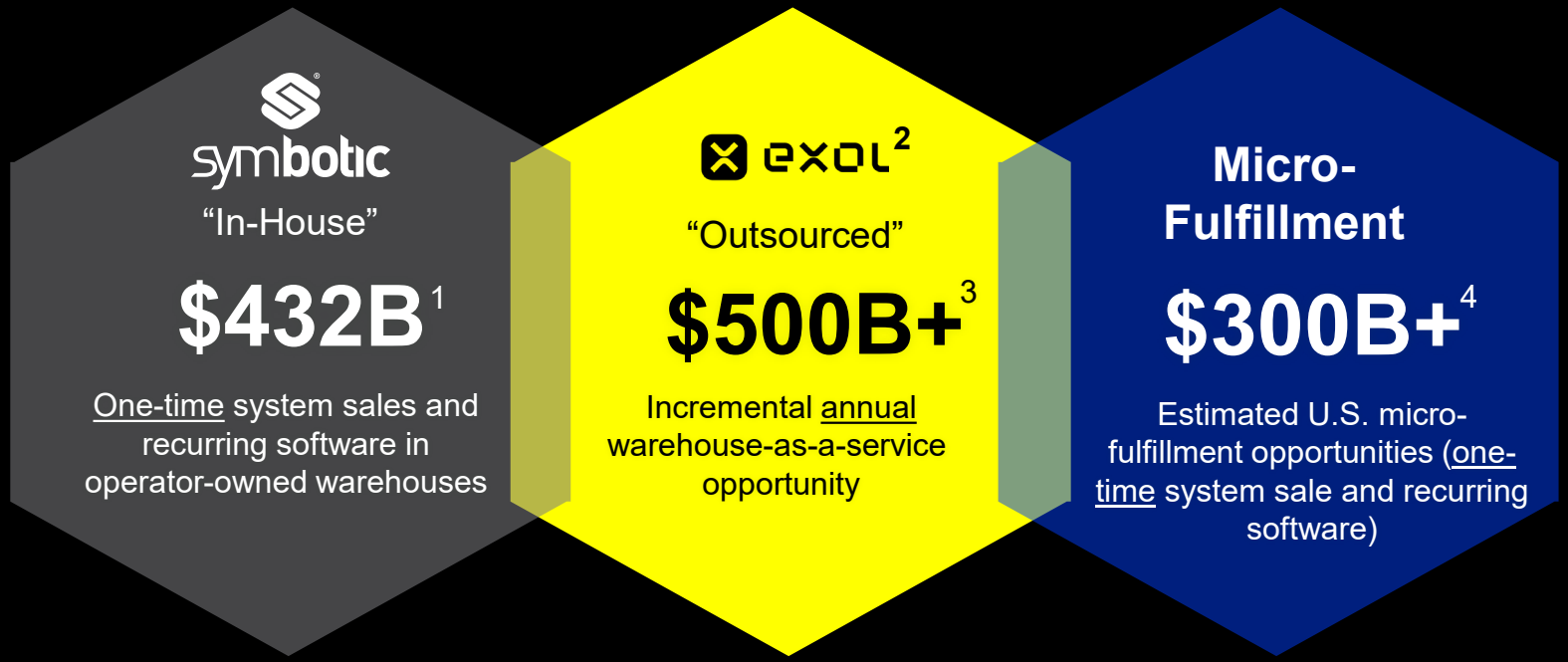
Expanding
Adj. EBITDA Margins[1]

Positive
Free Cash Flow[3]

[1] LTM as of Q4 2026. [2] As of Q4 2026.
[3] As of FY26. 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.

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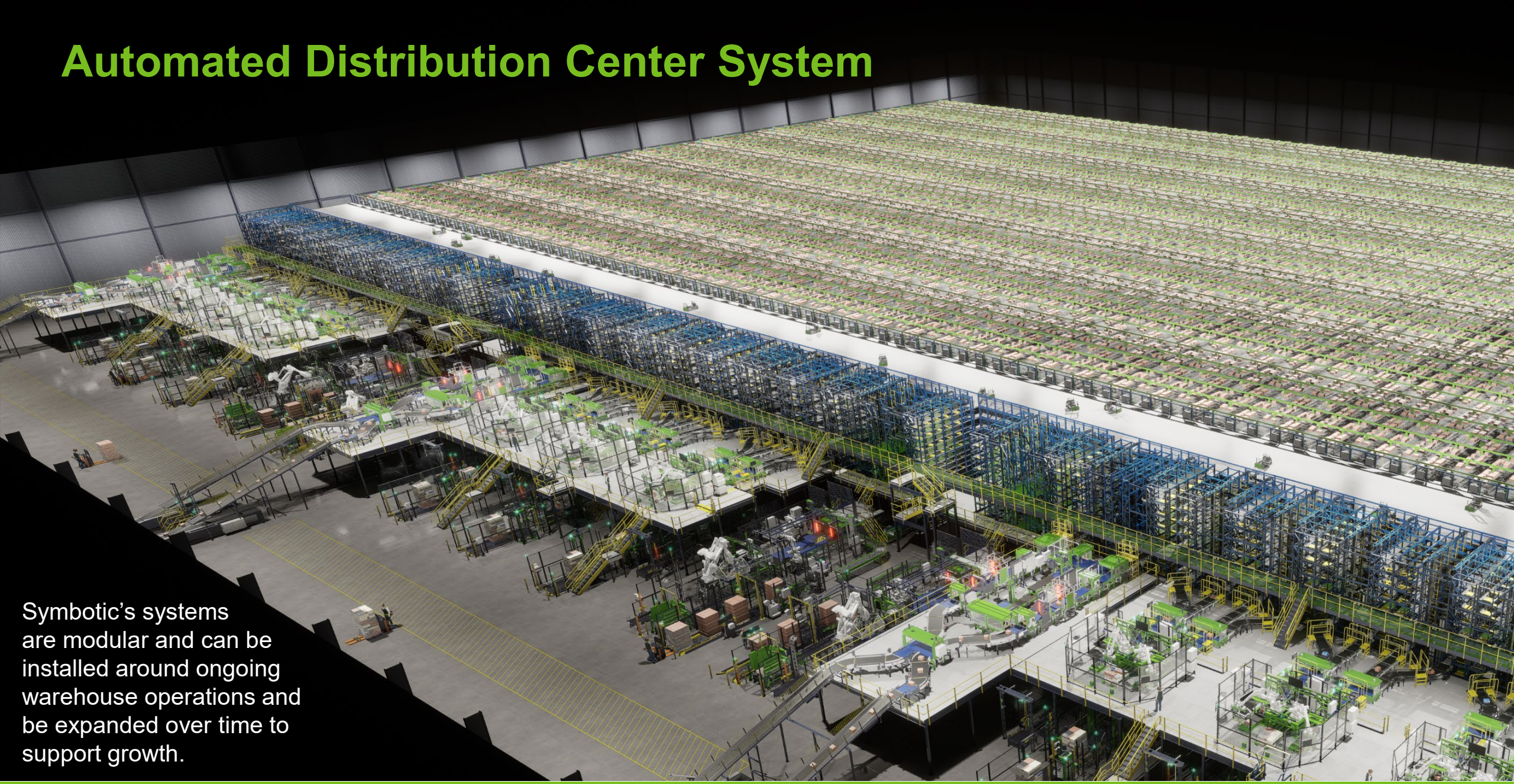
Large Addressable Markets



[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.

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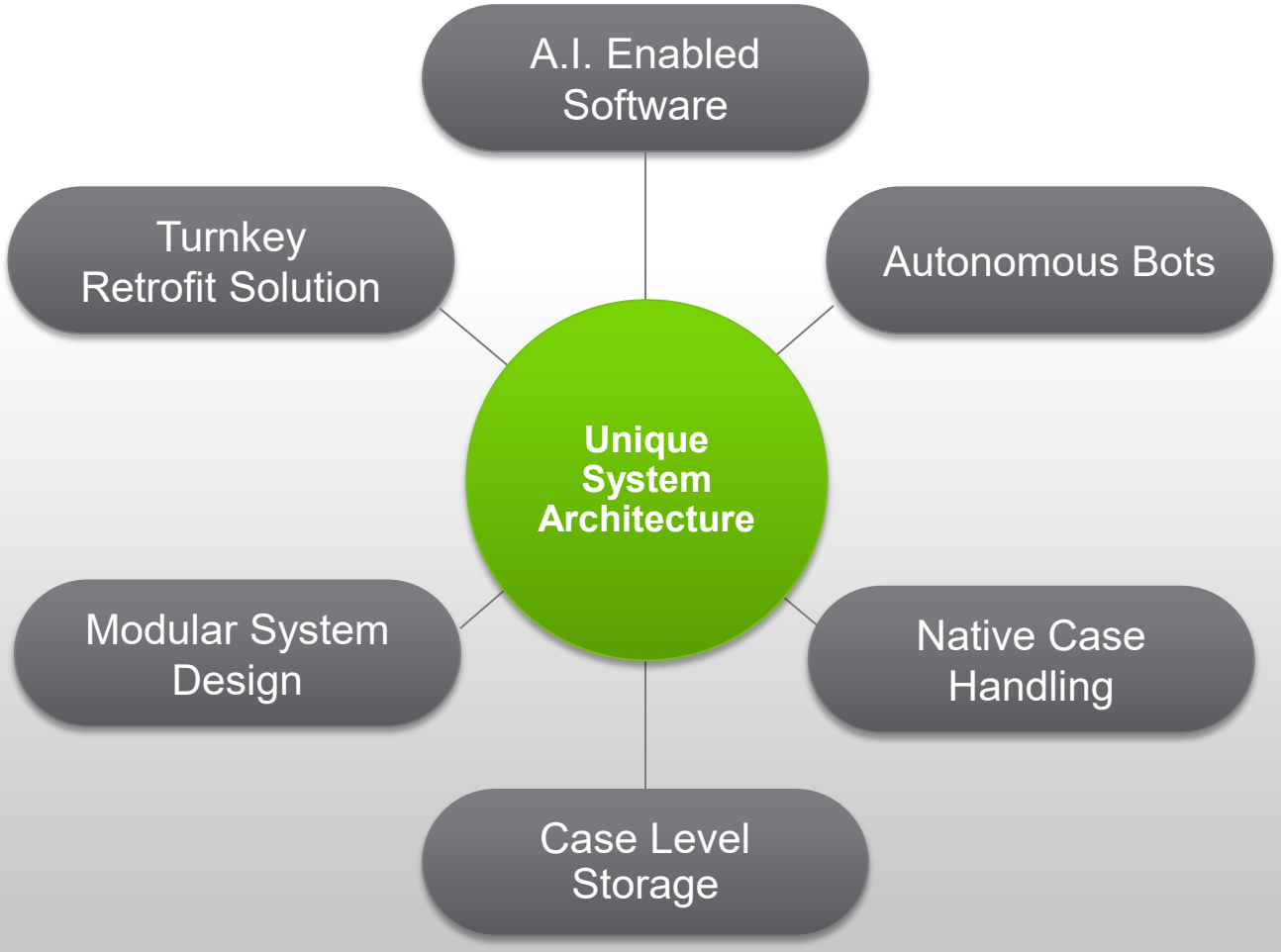
Automated Distribution Center System



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

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Solution Differentiators





IMPROVED

EFFICIENCY

SPEED

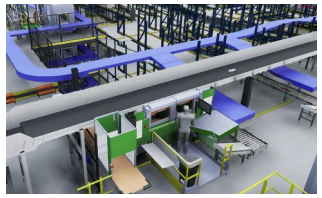
FLEXIBILITY

DENSITY

ACCURACY

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Symbotic Distribution Center System Components



BreakPack add-on for each picking and storage

1

Automated Storage

Case picking and storage

- Storage Structure
- Transfer Deck
- Inventory Lifts
- SymBots



2

Inbound / Outbound Cells

Automated order processing

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

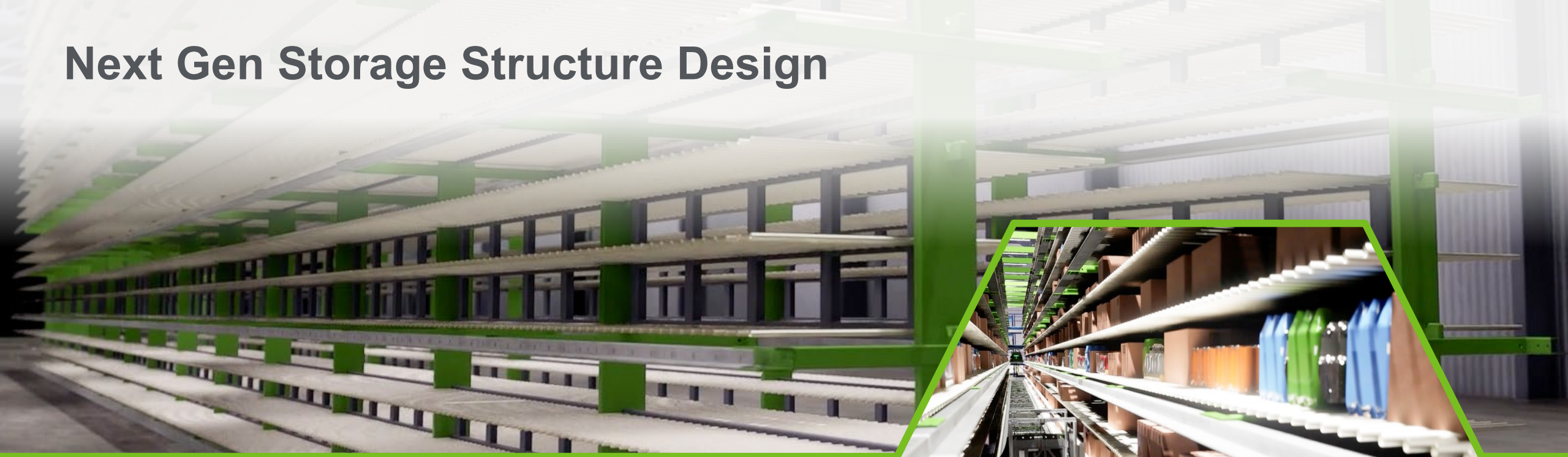
3

A.I.-Enabled Software

Optimizes tasks for enhanced operations

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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

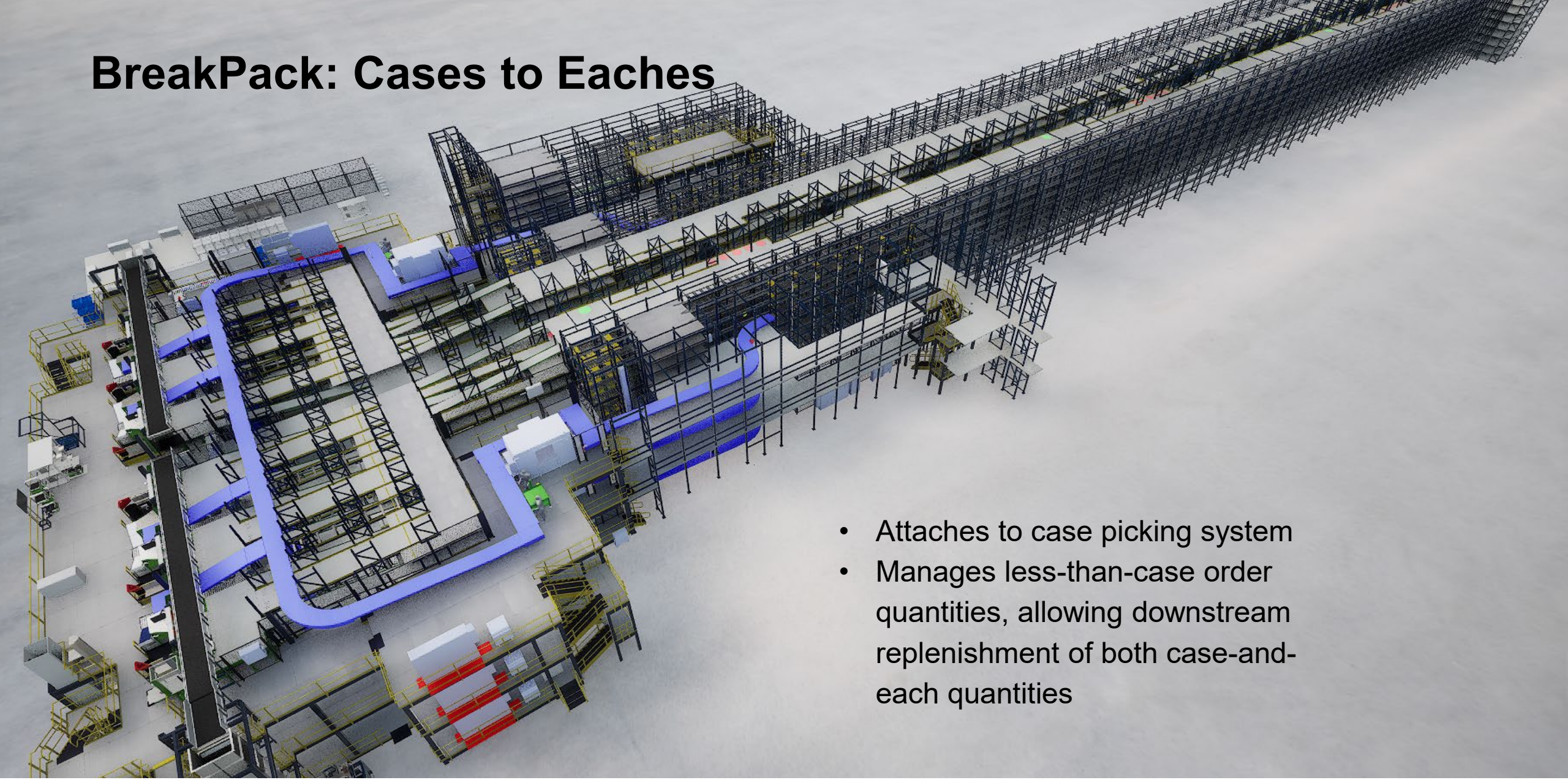
Enhanced Safety

Pre-engineered safety features

Integrated fire suppression and improved seismic adaptability

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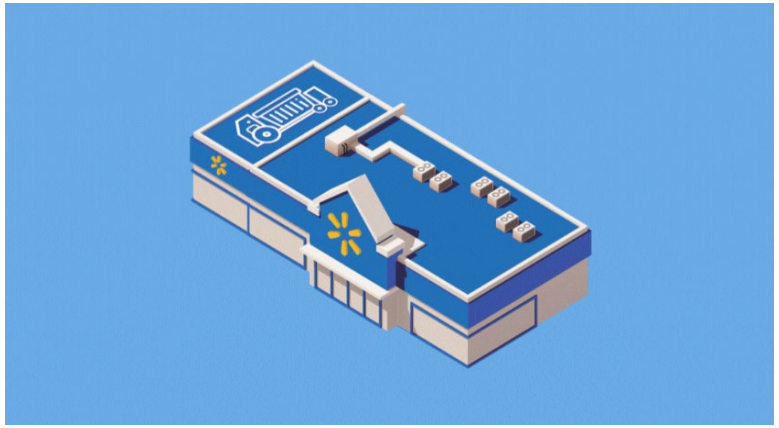
BreakPack: Cases to Eaches



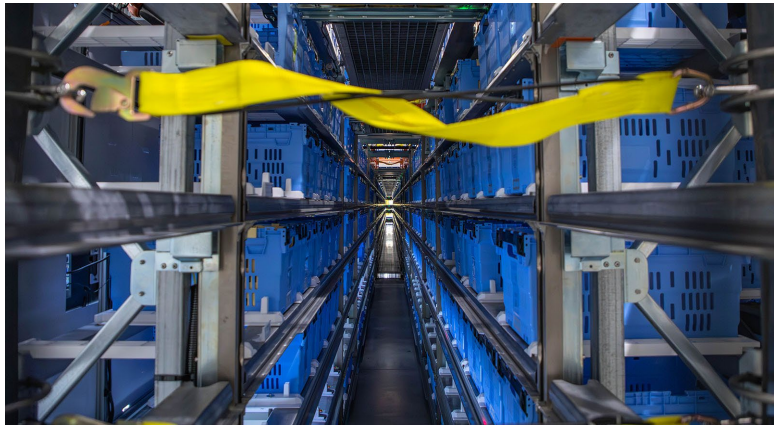
- Attaches to case picking system
- Manages less-than-case order quantities, allowing downstream replenishment of both case-and-each quantities

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Bringing Automation to the Last Mile, Enabling eCommerce

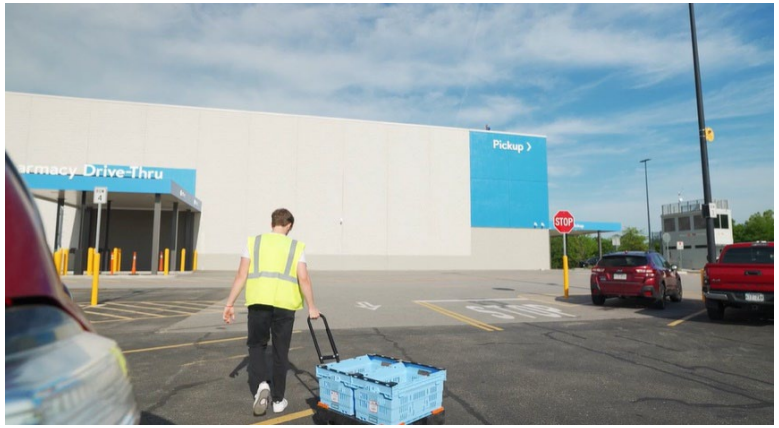












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Competitive Edge

700+
Patents Issued[1]

$1.3B+
Cumulative R&D Spend[1]

15+ years
R&D Development

Innovation is in our DNA

Patents Issued or Pending[1]: **~1,300**

$125+ Million[2] Annual R&D Budget[1]

On a Journey Toward **7 SIGMA**

[1] As of FY26
[2] As of FY26; GAAP R&D expenses

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Supply Chain Automation Technology Alternatives

symbotic

Upstream: Distribution Centers

Downstream: Order Fulfillment

Honeywell Intelligrated

KION GROUP DEMATIC

KNAPP

TOYOTA VANDERLANDE

SSI SCHÄFER

WITRON

swisslog

AutoStore

amazon.com

ocado

EXOTEC SOLUTIONS

KIVA Systems

Legacy Alternatives

Point Solutions

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Blue Chip Customers

C&S Wholesale Grocers

Largest U.S. Wholesale Grocery Distributor[1]

Albertsons

2nd Largest U.S. Supermarket Chain by Revenue[2]

Walmart

World's 2nd Largest Company by Revenue[3]

Owned & Operated Model

exol

Joint Venture between Symbotic and SoftBank

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

As-a-Service Model

[1] Source: Forbes Magazine, November 2026. 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 2026 Fortune Global 500 (July 2026)

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

Highly visible growth profile with $22.3B[1] of contracted backlog with blue-chip customers

[1] As of Q4 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
C&S
UNFI
ALBERTSONS
SOUTHERN GLAZER'S
MEDLINE

Win New Customers in Existing Verticals

GROCERY
GENERAL MERCHANDISE
BEVERAGE
MEDICAL

Add New Verticals and WaaS

3PL
APPAREL
CPG
HOME IMPROVEMENT
AUTO PARTS
EXOL

Add New Geographies



Expand Product Suite



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Recap of Symbotic's Business Model

Symbotic Sells Highly Advanced AI-enabled 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.*

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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 $22.3B[1] Contracted Backlog
- Strong Track Record of Scaling and Visionary Leadership for Symbotic's Future

[1] *As of Q4 2026*

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Symbotic's Key Financial Highlights



1. Visible growth profile at scale
2. Highly visible growth underwritten by ~$22.3B[1] contracted backlog
3. High margin, annual recurring revenue base building over time from software, parts, and services
4. Generating positive adjusted EBITDA with margin upside
5. Strong balance sheet and free cash flow generation[2]

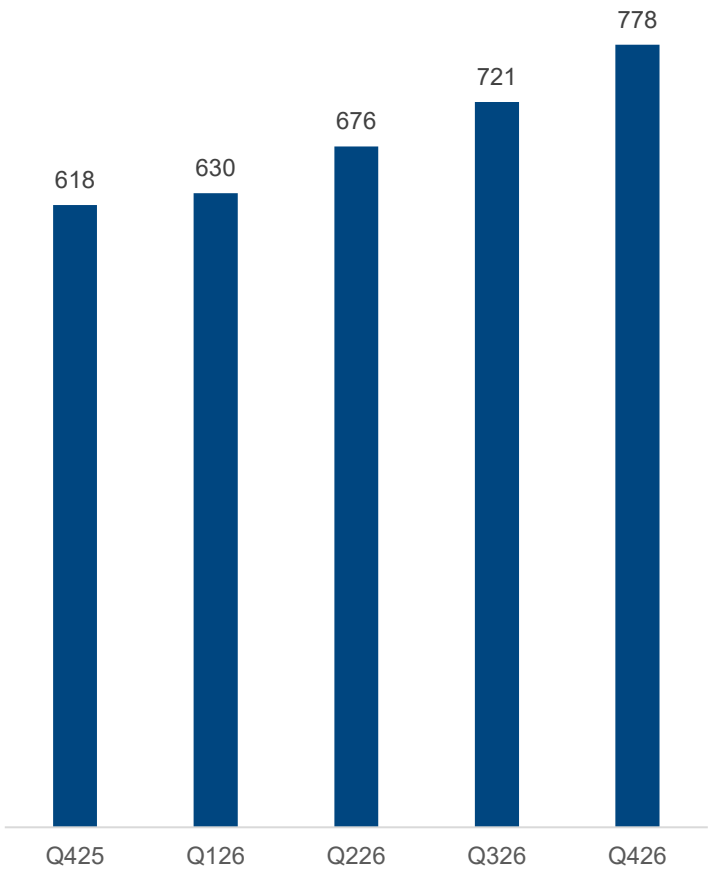
[1] *As of Q4 2026*

[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.*

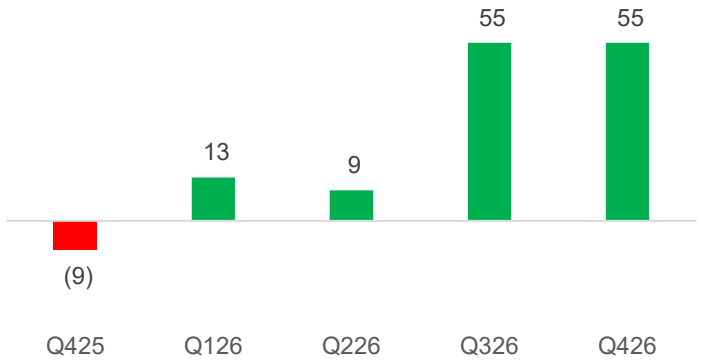
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Financials / Key Performance Indicators

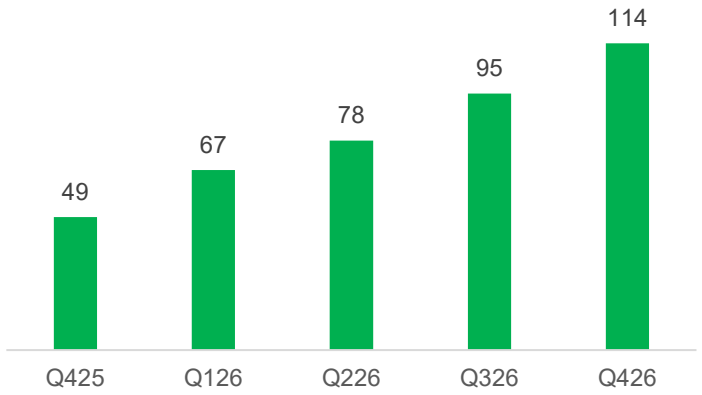
Total Revenue ($M)



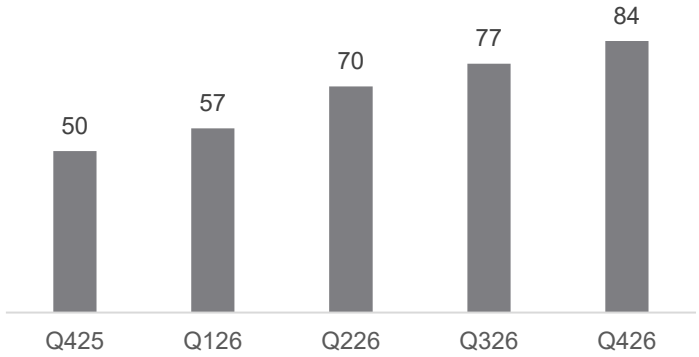
GAAP Net Income (Loss) - $M



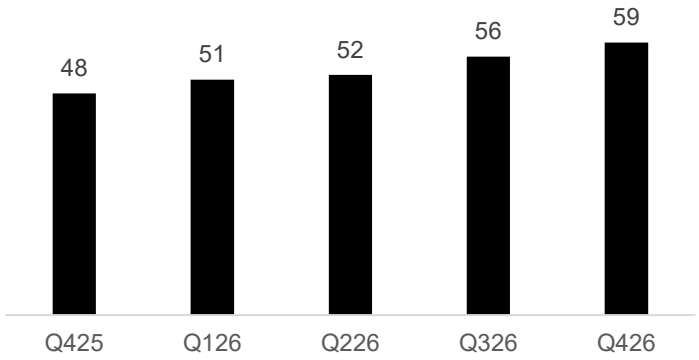
Adj. EBITDA ($M)



Systems in Deployment



Operational Systems



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Appendix

Reconciliation of Net Income (Loss) to Adjusted EBITDA

(in thousands)	Three Months Ended				
	September 27, 2025	**December 27, 2025**	**March 28, 2026**	**June 27, 2026**	**September 26, 2026**
Net income (loss)	(8,969)	13,358	9,429	55,000	55,002
Interest income	(8,085)	(11,600)	(10,906)	(11,335)	(11,382)
Income tax benefit	(423)	615	572	(1,149)	(513)
Depreciation and amortization	8,648	8,693	11,322	10,241	10,922
Stock-based compensation	43,671	44,118	57,188	50,519	38,840
Business combination transaction expenses	40	11	710	244	2,372
Restructuring and related charges	6,103	2,624	12	(76)	5,669
Internal control remediation	1,360	2,415	1,931	1,486	1,515
Business transformation costs	1,210	2,531	550	54	28
Fair value adjustments on strategic investments	-	(1,661)	-	(19,378)	(884)
Equity method investment	5,885	5,799	6,945	9,631	12,299
Adjusted EBITDA	49,440	66,903	77,753	95,237	113,868

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Reconciliation of Free Cash Flow

(in thousands)	Year Ended September 26, 2026	September 27, 2025	September 28, 2024
Net cash provided by (used in) operating activities	680,166	866,939	(58,077)
Purchases of property and equipment and capitalization of internal use software development costs	(84,244)	(79,030)	(44,374)
Free cash flow	595,922	787,909	(102,451)

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