Warehouse Productivity at Lineage: Growing with LinOS

December 8, 2025



Disclaimer

Forward-Looking Statements. Certain statements contained in this Presentation, other than historical facts, may be considered forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on current expectations, estimates and projections about the industry and markets in which Lineage operates, and beliefs of, and assumptions made by, the Company and involve uncertainties that could significantly affect Lineage's financial results. Such forward-looking statements generally can be identified by the use of forward-looking terminology such as "may," "will," "can," "intend," "anticipate," "estimate," "believe," "continue," "possible," "initiatives," "measures," "poised," "focus," "seek," "objective," "goal," "vision," "drive," "opportunity," "target," "strategy," "expect," "plan," "potential," "potentially," "preparing," "projected," "future," "tomorrow," "long-term," "should," "could," "would," "might," "help," "aimed", or other similar words. You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this Presentation. Such statements include, but are not limited to statements about Lineage's plans, strategies, initiatives, and prospects and statements about its future results of operations, capital expenditures and liquidity. Such statements are subject to known and unknown risks and uncertainties, which could cause actual results to differ materially from those projected or anticipated, including, without limitation: general business and economic conditions; the impact of tariffs and global trade disruptions on us and our customers; continued volatility and uncertainty in the credit markets and broader financial markets, including potential fluctuations in the Consumer Price Index and changes in foreign currency exchange rates; other risks inherent in the real estate business, including customer defaults, potential liability relating to environmental matters, illiquidity of real estate investments, and potential damages from natural disasters; the availability of suitable acquisitions and our ability to acquire those properties or businesses on favorable terms; our success in implementing our business strategy and our ability to identify, underwrite, finance, consummate, integrate and manage diversifying acquisitions or investments; our ability to meet budgeted or stabilized returns on our development and expansion projects within expected time frames, or at all; our ability to manage our expanded operations, including expansion into new markets or business lines; our failure to realize the intended benefits from, or disruptions to our plans and operations or unknown or contingent liabilities related to, our recent and future acquisitions; our failure to successfully integrate and operate acquired or developed properties or businesses; our ability to renew significant customer contracts; the impact of supply chain disruptions, including the impact on labor availability, raw material availability, manufacturing and food production and transportation; difficulties managing an international business and acquiring or operating properties in foreign jurisdictions and unfamiliar metropolitan areas; changes in political conditions, geopolitical turmoil, political instability, civil disturbances, restrictive governmental actions or nationalization in the countries in which we operate; the degree and nature of our competition; our failure to generate sufficient cash flows to service our outstanding indebtedness; our ability to access debt and equity capital markets; continued increases and volatility in interest rates; increased power, labor or construction costs; changes in consumer demand or preferences for products we store in our warehouses; decreased storage rates or increased vacancy rates; labor shortages or our inability to attract and retain talent; changes in, or the failure or inability to comply with, government regulation; a failure of our information technology systems, systems conversions and integrations, cybersecurity attacks or a breach of our information security systems, networks or processes; our failure to maintain our status as a real estate investment trust for U.S. federal income tax purposes; changes in local, state, federal and international laws and regulations, including related to taxation, tariffs, real estate and zoning laws, and increases in real property tax rates; the impact of any financial, accounting, legal or regulatory issues or litigation that may affect us, and any other risks discussed in the Company's filings with the SEC, including our Annual Report on Form 10-K for the year ended December 31, 2024. Should one of more of the risks or uncertainties described above occur, or should underlying assumptions prove incorrect, actual results and plans could differ materially from those expressed in any forward-looking statements. Forward-looking statements in this Presentation speak only as of the date of this Presentation, and undue reliance should not be placed on such statements. We undertake no obligation to, nor do we intend to, update, or otherwise revise, any such statements that may become untrue because of subsequent events.

While the forward-looking statements are considered reasonable by the Company, they are subject to significant business, economic and competitive uncertainties and contingencies, many of which are beyond the control of the Company and cannot be predicted with accuracy and may not be realized. There can be no assurance that the forward-looking statements can or will be attained or maintained. Actual operating results may vary materially from the forward-looking statements included in this Presentation. The forward-looking statements included in this Presentation have been included for purposes of illustration only, and no assurance can be given that the actual results will correspond with the results contemplated in the forward-looking statements.

Market Data. We use market data throughout this Presentation that has generally been obtained from external, independent, and publicly available information and industry publications. None of Lineage, its affiliates, advisers, or representatives have verified such independent sources. Accordingly, neither the Company nor any of its affiliates, advisers or representatives make any representations as to the accuracy or completeness of that data or to update such data after the date of this presentation. Such data involves risk and uncertainties and are subject to change based on various factors. Capacity and market share data provided by the Global Cold Chain Alliance, or GCCA, reflects capacity of companies that report to GCCA. North American GCCA data includes GCCA's estimate of capacity owned and operated by U.S. customers themselves based on data from U.S. Department of Agriculture surveys. Global GCCA data also reflects GCCA's estimate of capacity of companies that do not report to GCCA.

Non-GAAP Measures. This Presentation includes certain financial information that is not presented in accordance with generally accepted accounting principles in the United States ("GAAP"). Such non-GAAP financial measures should not be considered alternatives to net income as a performance measure or cash flows from operations as reported on Lineage's statement of cash flows as a liquidity measure and should be considered in addition to, and not in lieu of, GAAP financial measures. You should be aware that Lineage's presentation of these and other non-GAAP financial measures in this Presentation may not be comparable to similarly-titled measures used by other companies. We caution investors not to place undue reliance on such non-GAAP measures, but instead to consider them with the most directly comparable GAAP measures. Non-GAAP financial measures have limitations as analytical tools and should not be considered in isolation. These non-GAAP financial measures should be considered only as supplemental to, and not as superior to, financial measures prepared in accordance with GAAP. Lineage believes that in addition to using GAAP results, non-GAAP financial measures can provide meaningful insight in evaluating the Lineage's financial performance and the effectiveness of its business strategies. We are not able to provide forward-looking guidance for certain financial data that would make a reconciliation from the most comparable GAAP measure to non-GAAP financial measure for forward-looking Adjusted EBITDA and Adjusted FFO per share possible without unreasonable effort. This is due to unpredictable nature of relevant reconciling items from factors such as acquisitions, divestitures, impairments, natural disaster events, restructurings, debt issuances that have not yet occurred, or other events that are out of our control and cannot be forecasted. The impact of such adjustments could be significant.

Our Agenda Today



Greg Lehmkuhl
President & Chief Executive Officer

Lineage and the state of the industry



Jeff Rivera
Global Chief Operating Officer

Achieving warehouse productivity



Sudarsan Thattai
Chief Information Officer & Chief Transformation Officer

Lineage's technology edge



Elliott Wolf
Vice President & Chief Data Scientist

Unlocking value with LinOS



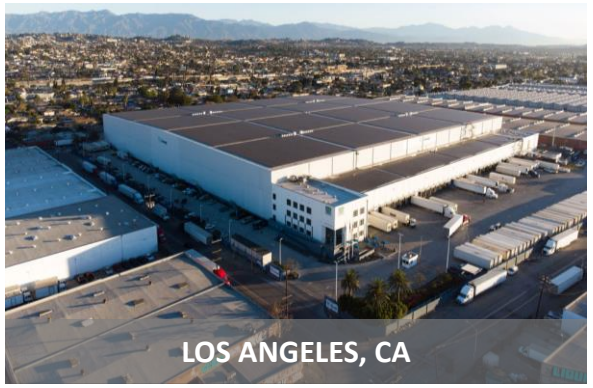
Robb LeMasters
Chief Financial Officer

Drivers of shareholder value creation

Lineage: the Largest Temperature-Controlled Warehouse REIT

3.1B Cubic Feet	**~86M** Square Feet	**19** Countries
488 Warehouses	**244** Port-Centric Warehouses	**82** Automated Warehouses[1]
26,000+ Team Members	**$1.3B** 2024 Adj. EBITDA[2]	**2B kWh** Annual Energy Consumption
$1.4B Annual Labor Expense	**$2.4B** Annual Operating Expense[3]	**$0.2B** Annual Energy Expense


MIAMI, FL


LOS ANGELES, CA


PETERBOROUGH, UNITED KINGDOM



NEWARK, NJ

Our high-quality portfolio located in key strategic locations, comprehensive set of integrated solutions and differentiated technology-enabled capabilities drive long-term value for both customers and shareholders

As of December 31, 2024, unless noted otherwise.
1. Automated warehouses include fully-automated and semi-automated.
2. This is a non-GAAP financial measure. Refer to our fourth quarter 2024 earnings presentation and supplemental information, available at ir.onelineage.com, for a reconciliation of this non-GAAP financial measure to the most directly comparable GAAP financial measure.
3. Global Warehouse Segment Cost of Operations, Dec 31, 2024.

Our Difference… Leading with Purpose and Values

Purpose

To transform
the food supply chain to
eliminate waste and help
feed the world

Values



Safe



Trust



Respect



Innovation



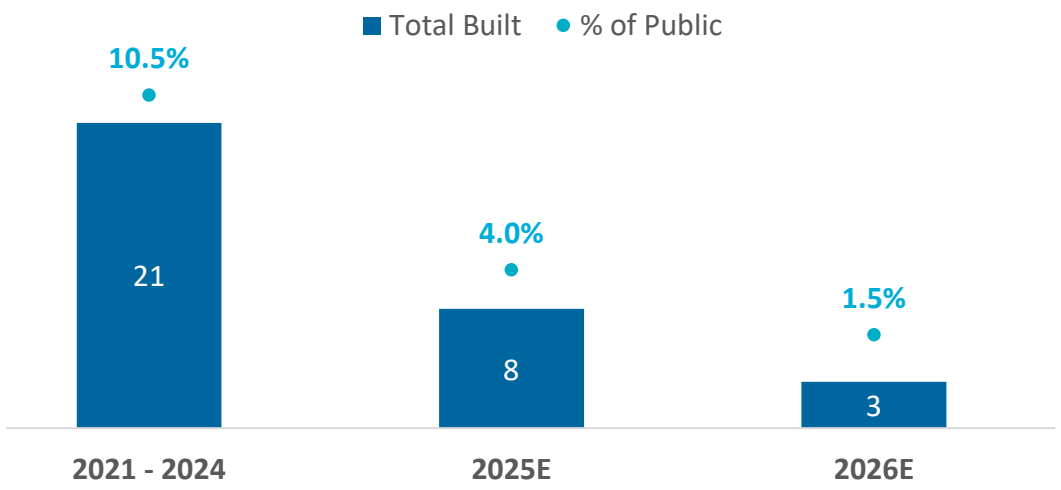
Bold



Servant
Leadership

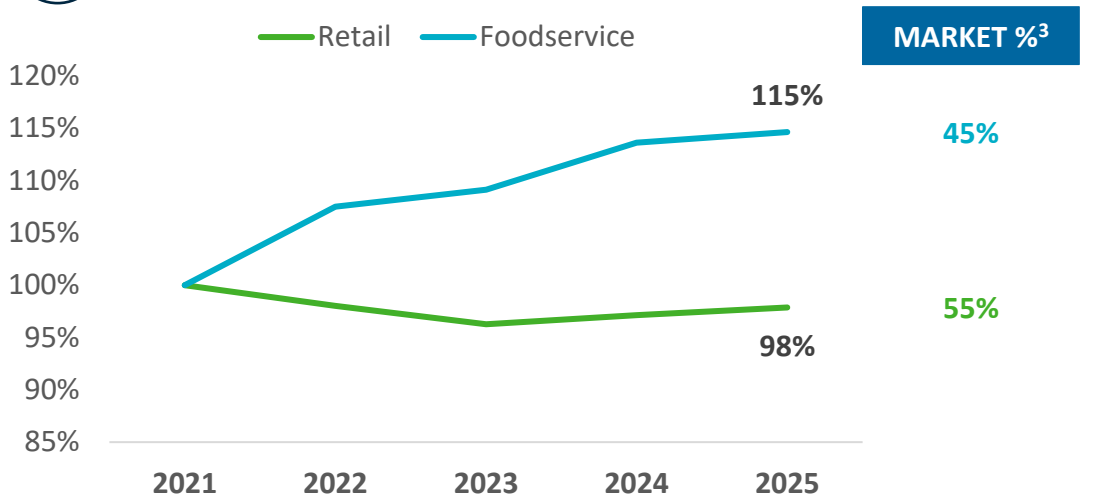
Retaining Occupancy in Excess Capacity Environment

A US NEW PRW CAPACITY ADDED TO MARKET[1], *MILLIONS OF SQUARE FEET*



A *Estimated US New PRW Supply 2021-2025: 10.5% + 4.0% = 14.5%*

B US RETAIL AND FOODSERVICE VOLUME[2], *RELATIVE GROWTH VS. 2021*



B *Estimated Demand: (15% x .45) + (-2% x .55) = 5%*

EXCESS CAPACITY | 2021 – 2025E

A		B		C
US New PRW Supply	−	*Estimated Demand*	=	*Excess Capacity*
14.5%		***5%***		***9.5%***

LINE TOTAL PHYSICAL OCCUPANCY

2021A	*2025E*
78%	***75%***

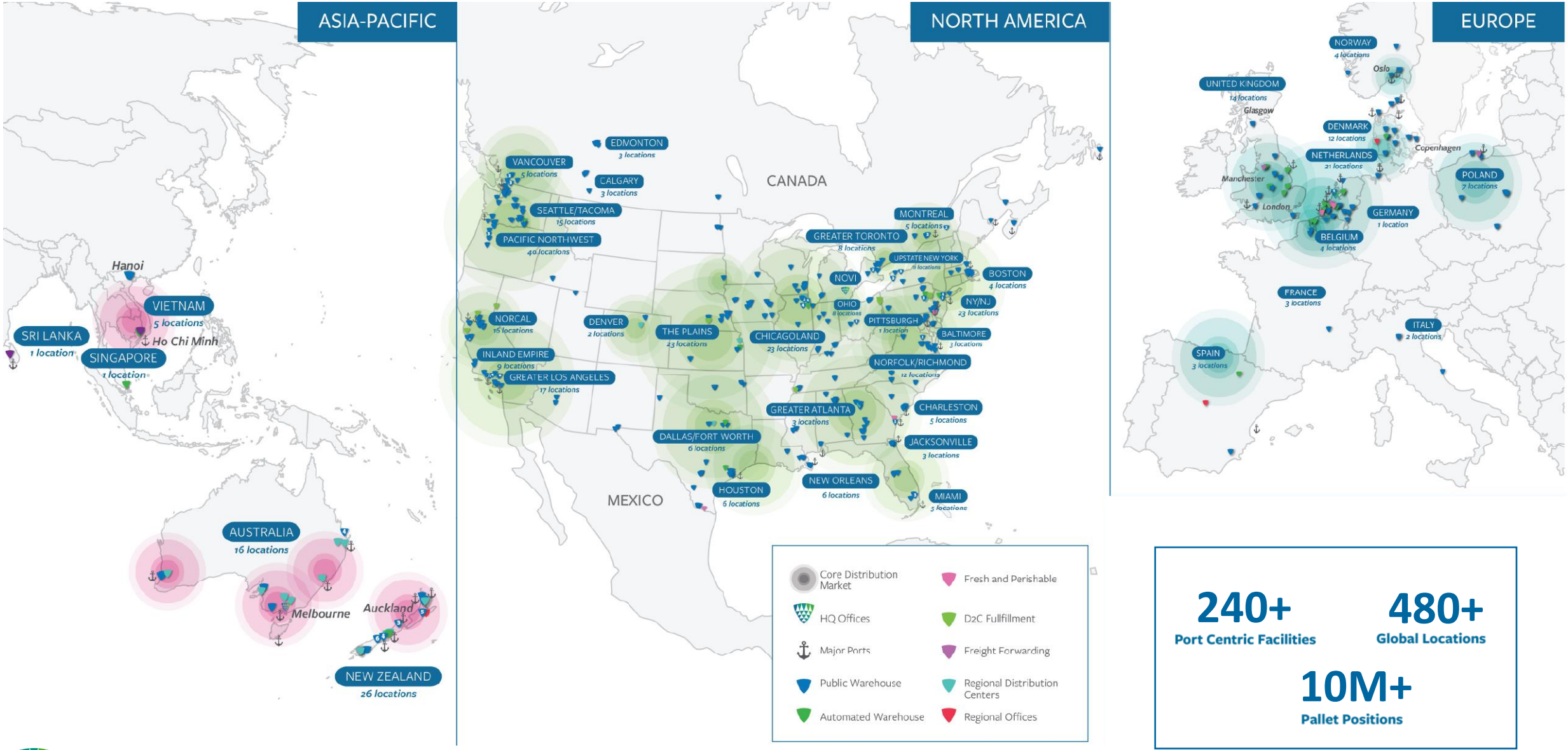
SUPPLY + DEMAND BALANCE LEVERS

SUPPLY
Idling
Alternative Uses
Exits / Bankruptcies
Obsolescence

DEMAND
Tariff Resolution
Interest Rates
Lower Inflation

1. Source: CBRE. Includes PRW or potential PRW projects completed, actively under construction or anticipated as of October 2025, where square footage is known. Excludes private built-to-suit projects and spec space taken by private users.
2. Source: For Retail figures, calculation is based on NIQ US Database for the Total Frozen, Dairy, Deli, Meat, Produce and Seafood categories for yearly 2021 thru YTD 2025 time periods, for the Total XAOC+ Convenience market. Copyright © 2025, Nielsen Consumer LLC. For Foodservice figures, Circana, LLC. Circana Foodservice Total Category Sizing.
3. LINE management estimate of Foodservice and Retail split in market consumption.

Our Scale and Network Creates a Durable Advantage



240+
Port Centric Facilities

480+
Global Locations

10M+
Pallet Positions

Note: Figures based on 2024 Lineage portfolio.

…and is Best Positioned to Win in the Long-term



Strong Real Estate Fundamentals

- **Scale and Network Advantage That Is Difficult to Replicate:** 488 warehouses with 96% of revenue from #1 positions[1]
- **Modern Assets Concentrated in Some of the Most Strategic Locations Around the World:** 49% of NOI from warehouses located near ports; 77% from Distribution Centers[2]

Global Integrated Solutions Offer Potential to Reduce Overall Landed Cost for Customers

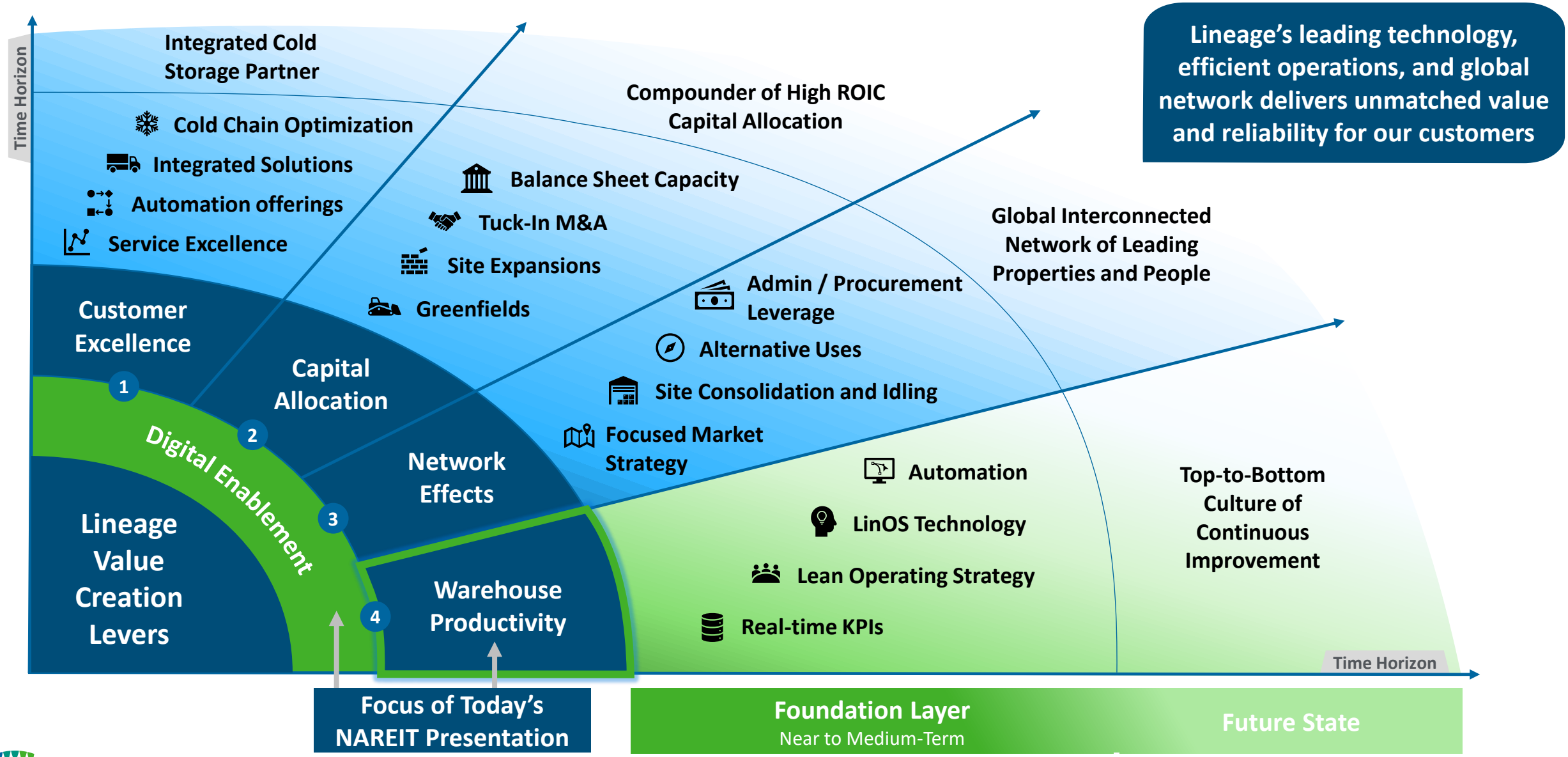
- **Customers Spend ~25% of their Refrigerated Supply Chain Costs on Cold Storage**
- **Lineage GIS can Optimize the Remaining ~75% of Costs:** Using data science driven optimization to bundle GIS services with Lineage's warehouse network can deliver substantial cost reduction for customers and drive volume for Lineage

Operational Excellence Magnified by Technology

- **Lean Foundation for High-Quality Operations:** Lean certification continues to expand across Lineage network with 80+ locations on a Lean journey
- **Run Time Operations and Transformational Technology Drive the Cold Chain Forward:** Lineage's innovative approach spans all aspects of the operation – customer interactions, warehouse control, operational planning, and building design

1. Per public filings and GCCA. Reflects the percent of each company's global warehouses revenues the come from counties in which each company holds a #1 positions as measured by cubic feet.
2. As of 3Q25.

Lineage Levers: Our Roadmap to Value Creation



Our Agenda Today



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President & Chief Executive Officer

Lineage and the state of the industry



Jeff Rivera
Global Chief Operating Officer

Achieving warehouse productivity



Sudarsan Thattai
Chief Information Officer & Chief Transformation Officer

Lineage's technology edge



Elliott Wolf
Vice President & Chief Data Scientist

Unlocking value with LinOS



Robb LeMasters
Chief Financial Officer

Drivers of shareholder value creation

Our approach to **people and processes built the foundation** for our **digitized future**

People | Building a Scalable, High-Ownership Operating Culture

PURPOSE AND VALUES DRIVEN

Purpose

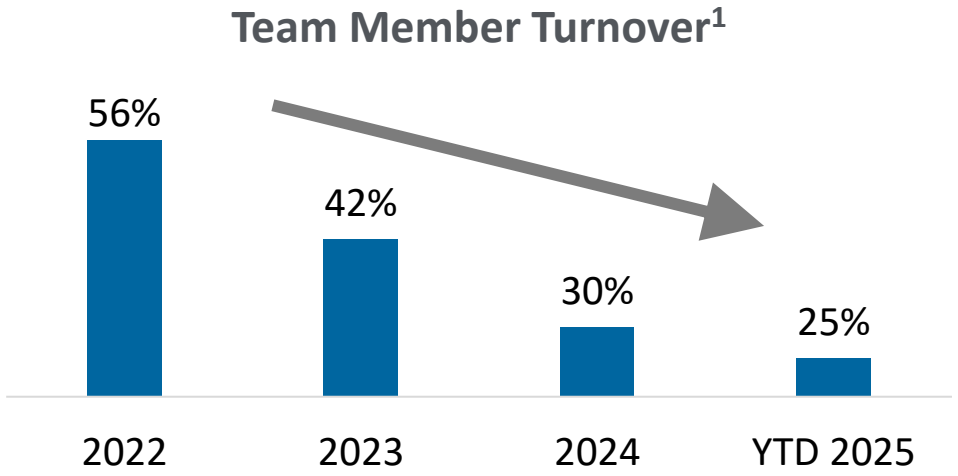


To transform the food supply chain to eliminate waste and help feed the world

Values



TALENT DEVELOPMENT & RETENTION



Impact

- Clear, lived purpose aligns teams around the outcomes that matter most
- Shared values among 26,000+ team members guides consistent decision-making
- Team member stock ownership encourages engagement, accountability, and long-term thinking in daily work

Impact

- High-performance talent pipelines support faster growth and culture consistency
- Standardized development pathways allow us to upskill internal talent faster
- Over 50% reduction in turnover preserving institutional knowledge, consistency, and improved customer experience

1. Global warehousing employee turnover.

Process | Our Lean Journey

LEAN WAREHOUSE | FOUNDATION OF OUR APPROACH



LEAN PROGRESSION MODEL



Lean Progression from Bronze to Diamond

- Superior site EBITDA
- Improved inventory accuracy
- Best in class customer service satisfaction scores and truck turn times
- Standard Work instructions across the warehouse
- Reduced incident rate (accidents, injuries)

80+ Lineage Facilities
Currently on Lean Journey Globally

9,000+ Team Members
Engaged in Lean Journey

Process | Lean Drives Lower Cost and Higher Capital Efficiency

STANDARD WORK



Continuous Improvement Roadmap (CIR)

- Lean standardizes execution for predictable and high performance
- Over 450 buildings have Continuous Improvement Roadmaps (CIR) in-place
- Interchangeable workforce between facilities

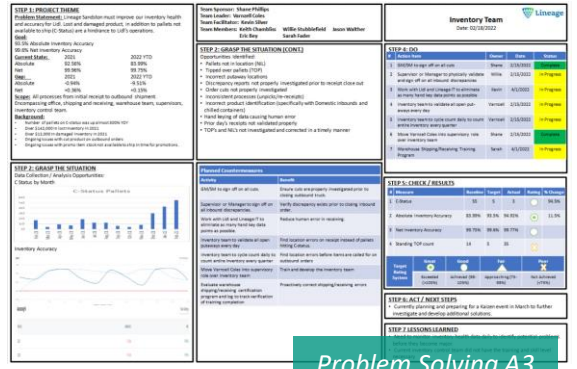
VISUAL MANAGEMENT

metricsOne



- Our MetricsOne platform allows us to monitor and assess facility performance in real-time
- Over **100 metrics** refreshed every **15 seconds**

PROBLEM SOLVING



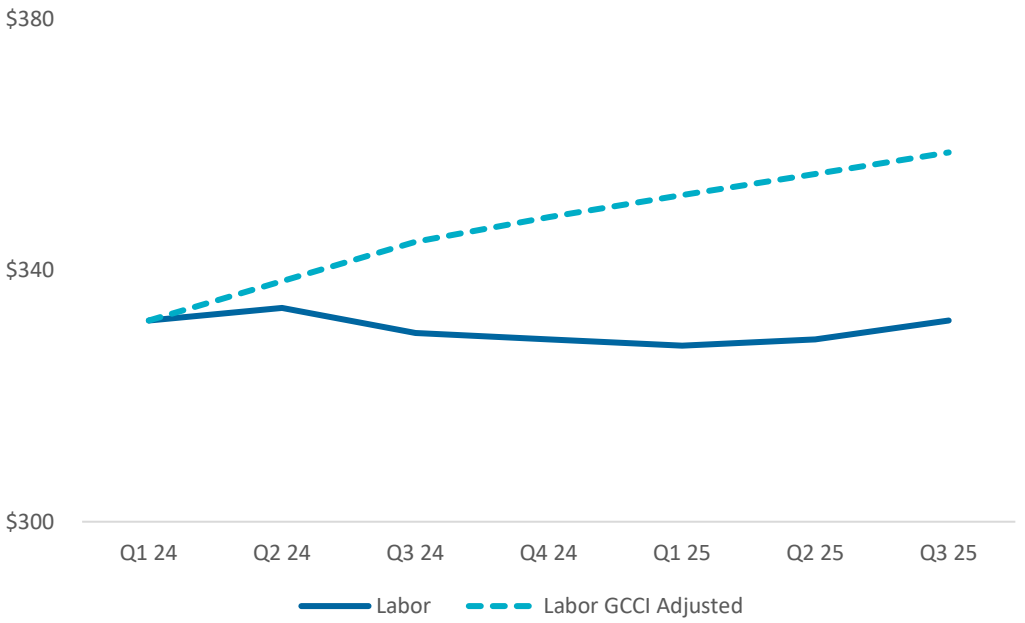
Problem Solving A3

- Standardized, cross-functional approach to realizing opportunities and problem-solving
- **~1000** Kaizen events conducted to improve operations and eliminate waste[1]

1. Since 2022.

Productivity Offsetting Inflation in Challenging Environment

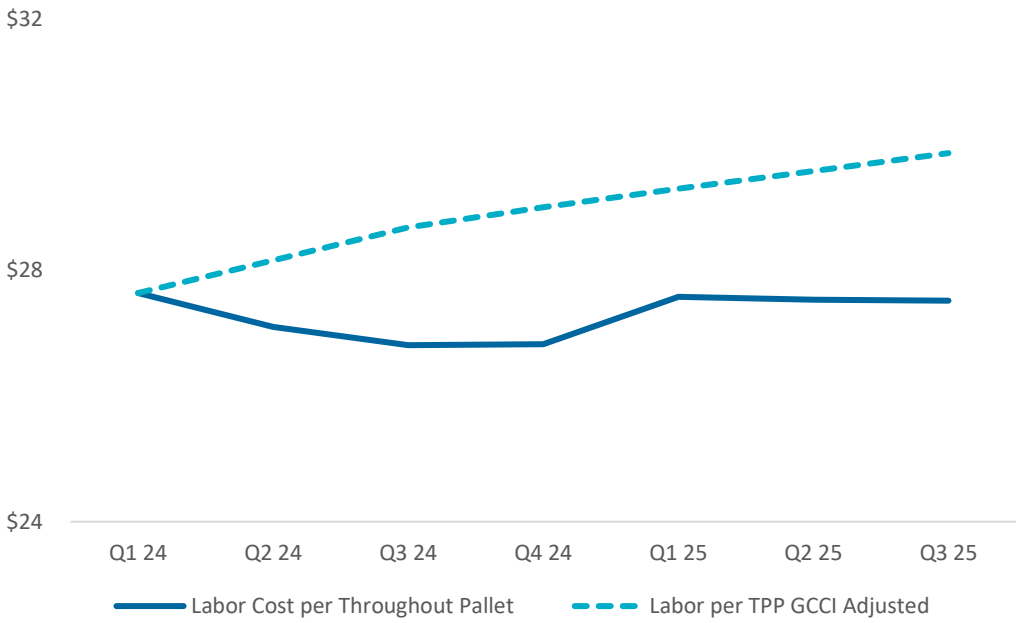
Same WH Labor Expense



Labor

- Productivity improvements more than offsetting inflation

Same WH Labor Expense per Throughput Pallet[1]



Labor per Throughput Pallet

- Productivity muted the impact of inflation to slight YOY increases

Note: Based on the Q3 2025 same warehouse pool. GCCI adjusted utilizes Global Cold Chain Alliance's Cold Chain Index (CCI).

1. Labor per Throughput Pallet excludes facilities owned or leased by the customer for which we manage the warehouse operations on their behalf ("managed sites").

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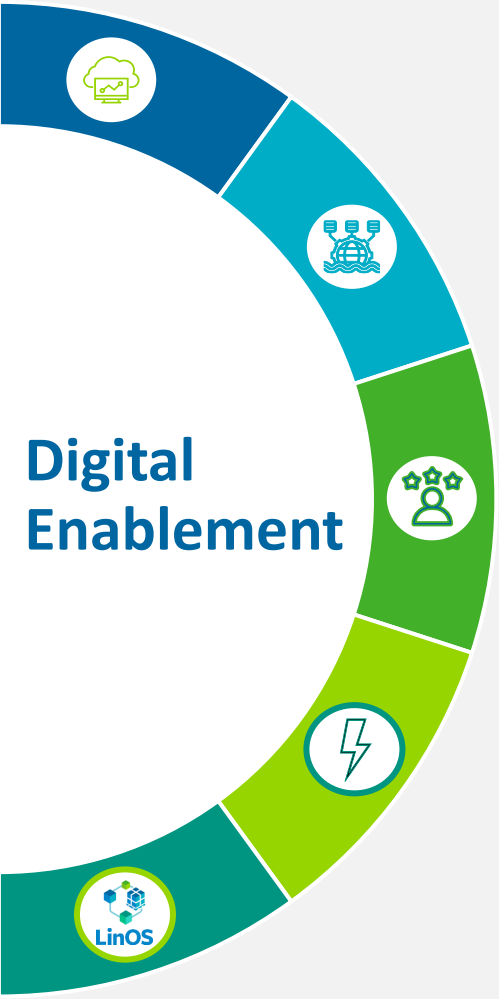


Robb LeMasters
Chief Financial Officer

Drivers of shareholder value creation

Lineage's Technology Edge: Digital Enablement of the Cold Chain

Digital enablement of the cold chain is underpinned by 5 strategic pillars



- Build a Scalable Digital Core
- Operationalize Decision Algorithms
- Deliver a Connected Customer Experience
- Develop Energy Intelligence
- Engineer the Future of Warehouse Automation

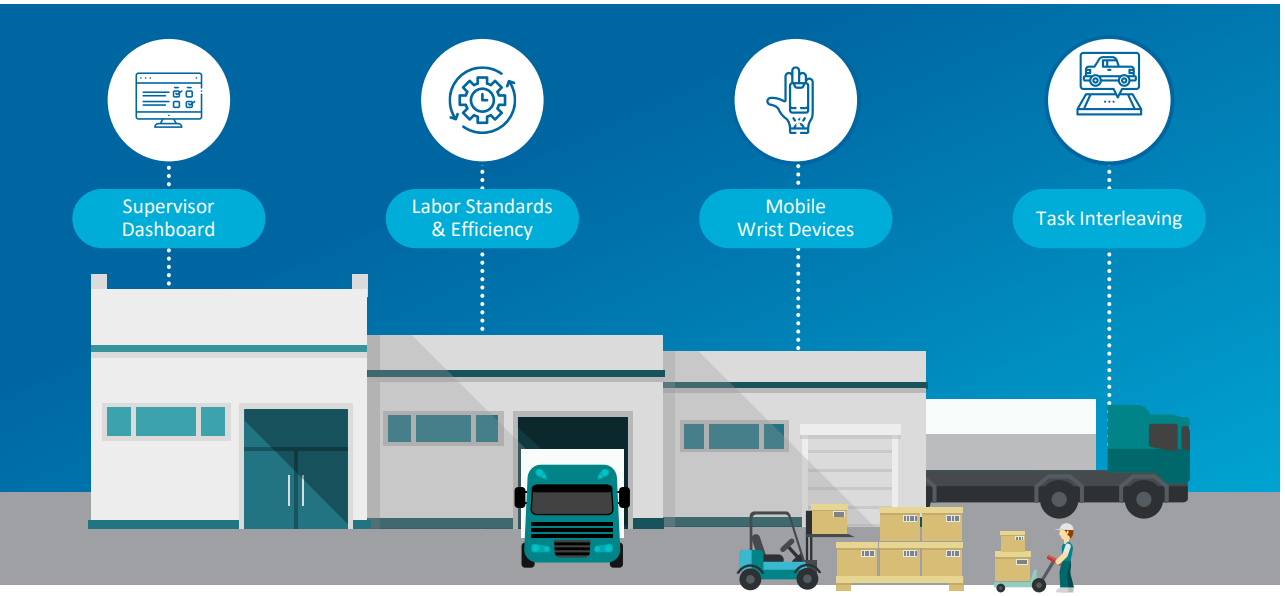
Lineage's Digital Enablement Journey

Strategic Pillar	What We Did	Where We Are Going
Build a Scalable Digital Core	▪ **Modern enterprise backbone**: Workday, Salesforce, CPQ ▪ **Central data lake** that connects operational and commercial data	▪ **Deploy AI across back-office functions**
Operationalize Decision Algorithms	▪ Embedded **advanced analytics, machine-learning** into operations ▪ **157 patents issued, 126 pending**	▪ **Algorithms manage flow and labor in real-time**
Deliver a Connected Customer Experience	▪ Developed **Lineage Link**, a unified customer visibility platform	▪ **Lineage Link to autonomously resolve 80%+ of inquiries**
Develop Energy Intelligence	▪ **ATLAS, an AI energy optimization platform, at 52 warehouses** ▪ **Alternative energy generation now live in 130 warehouses**	▪ **Continue expanding AI-driven energy optimization across the network**
Engineer the Future of Warehouse Automation	▪ Developed **LinOS**, a proprietary **warehouse execution system** ▪ **Established in automated warehouses and piloting in conventional warehouses**	▪ **LinOS at ~250+ warehouses by 2029**

LinOS transforms warehouse execution – decisions optimized by AI

Overview of LinOS

LinOS transforms warehouse execution – decisions optimized by AI



- Increased labor productivity
- Increased value-add revenue
- Improved customer performance
- Maximize asset utilization



Janus
Assigns trucks to dock doors to minimize forklift travel distance and forklift cross-traffic



Demeter
Schedule replenishments to ensure inventory availability to case-pickers



Apollo
Choose put away location to reconcile: cube, velocity, digging and other dimensions



Lego
Assigns case-pick order lines to outbound pallets to maximize system throughput and utilization of pallets



Sybil
Predicts duration of pallet's stay in the warehouse upon its arrival, allowing fast pallets up front



Artemis
Choose the outbound inventory in compliance with customer contracts as to minimize picking labor



Athena
Assign tasks to operators to maximize labor utilization

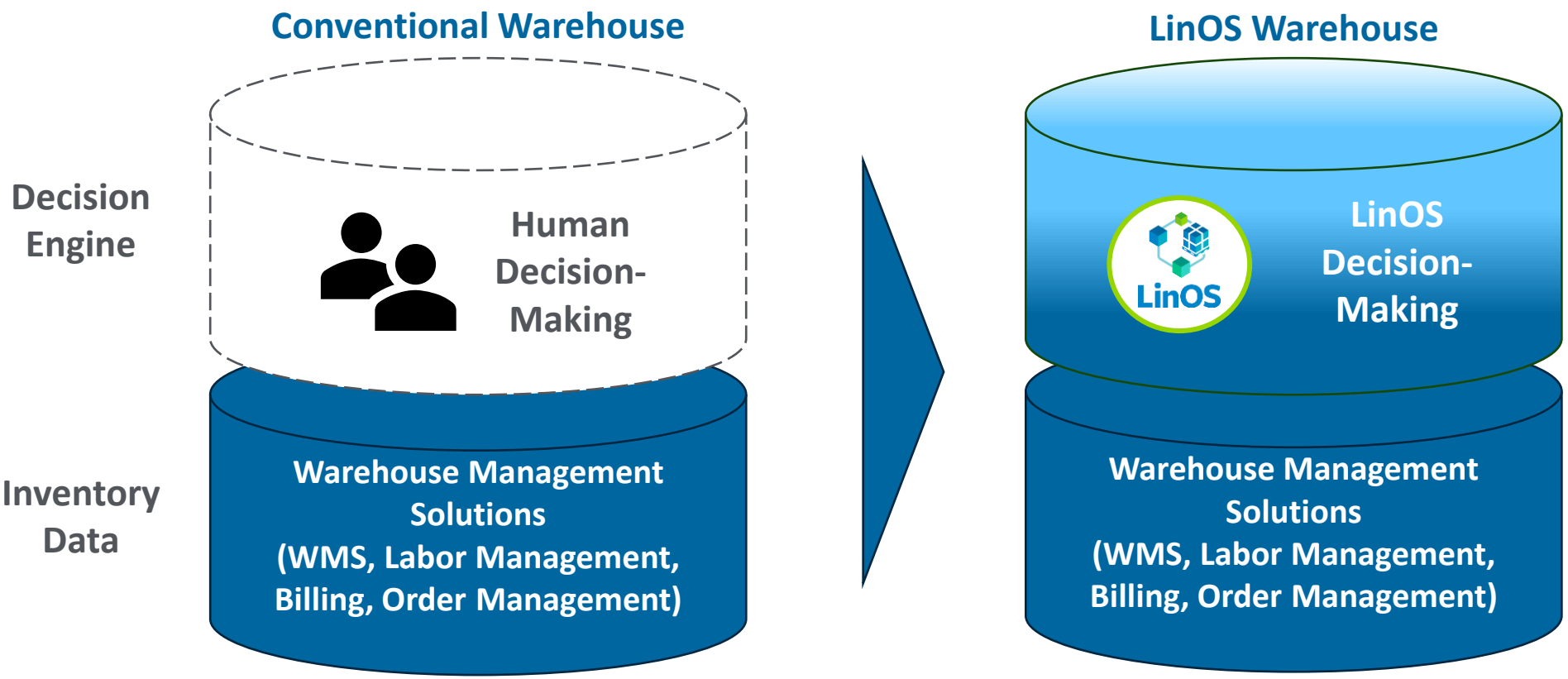


Libra
Orders retrieval of pallets to maximize utilization of trucks in compliance with weight + balance requirements



Fred
Size and arrange pick lines to minimize operator travel distance

LinOS Streamlines Complex Warehouse Processes



	Conventional Warehouse	LinOS Warehouse
Warehouse Processes	✗ 1 workload per trip ✗ Human tasking	✓ Multiple workloads per trip ✓ Optimized automated tasking, which drives: ✓ Reduced travel time ✓ Reduced idle time ✓ Fewer missed tasks ✓ Improved service levels

Note: WMS stands for warehouse management system.

LinOS Can Orchestrate Both Humans and Robots

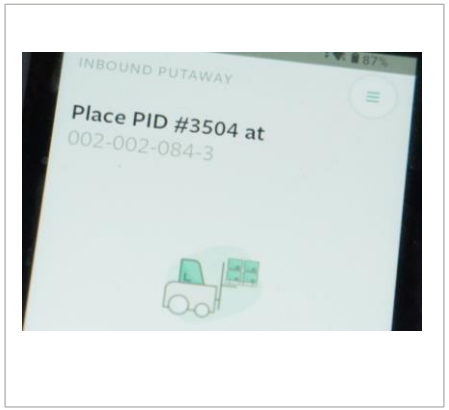
- LinOS builds on human-based Lean management processes with technology to orchestrate both humans and robots
- Today, the opportunity is orchestration of humans in conventional warehouses
- In time, Lineage can leverage LinOS to replace labor intensive processes with automation in conventional warehouses



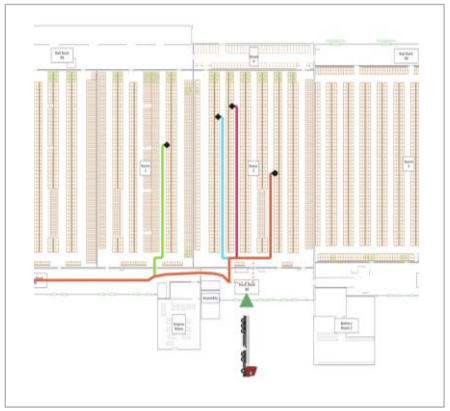
Lean



Localization



Decision



Routing



Automation

LinOS

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Our LinOS Journey: Phase One – Innovating for Automation

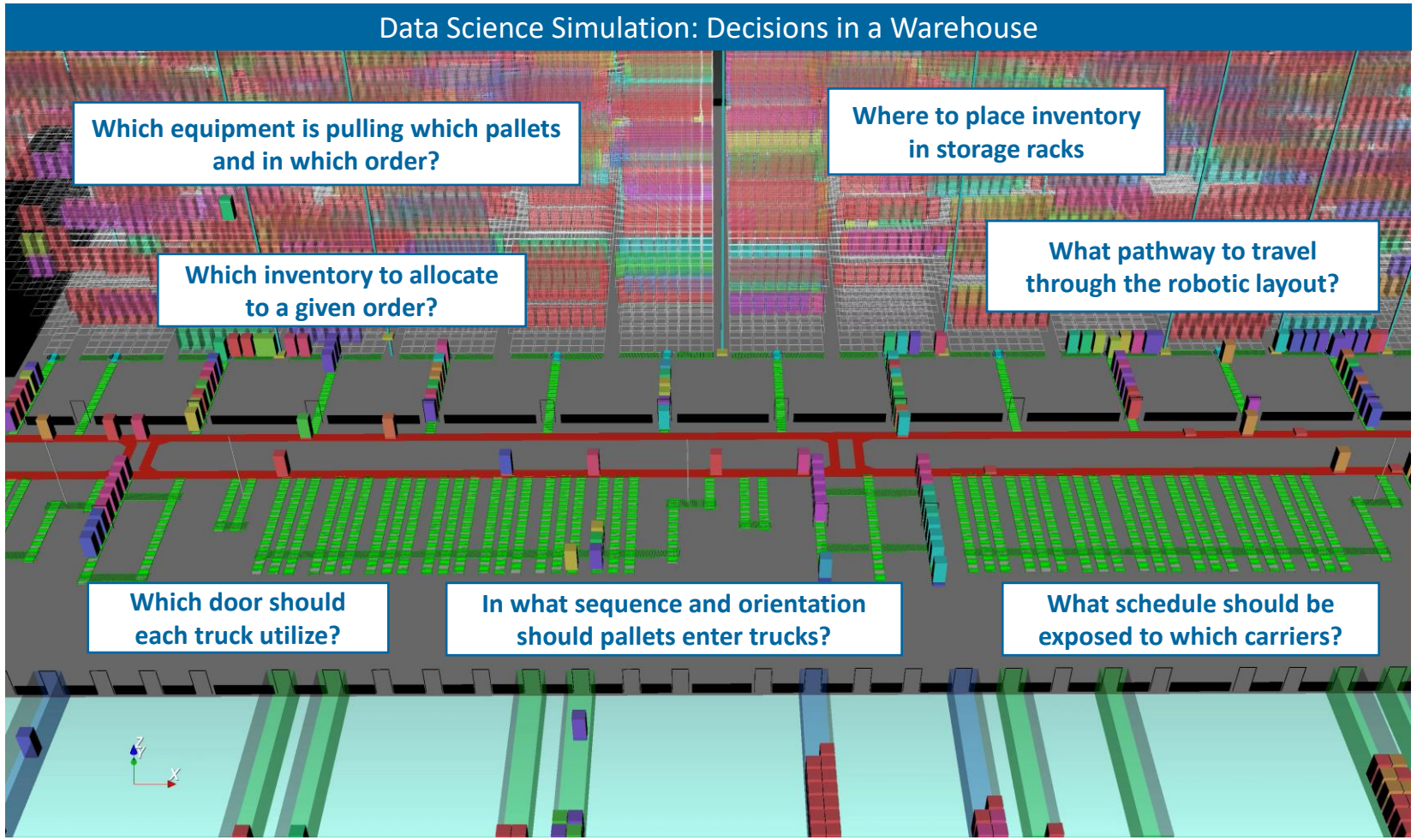
Early Lineage Automated Site Design



Early automated greenfield development in 2016 identified several significant challenges

- Robots do not have the intuition of human labor
- Interaction between humans and robots is complex and needs thoughtful orchestration
- Higher-volume automated buildings either require larger docks or higher dock efficiency

Our LinOS Journey: Unlocking Efficiency Beyond our Automated Facilities



We modeled most physical decisions in a warehouse and created a fully integrated decision-making system – we named our analytics LinOS

As our human team began to adopt LinOS in automated sites, their productivity also improved on manual tasks

Our critical discovery

LinOS optimized decision making for robots could significantly increase human labor efficiency in conventional warehouses

Our LinOS Journey: Phase Two – Digitizing the Conventional Warehouse

We target warehouse processes and prioritize development by addressable costs and revenue

High-Reach Operations



25% Addressable % of Labor Costs

Value-Added Activity



10% Addressable % of WH Services Rev.

Case Pick



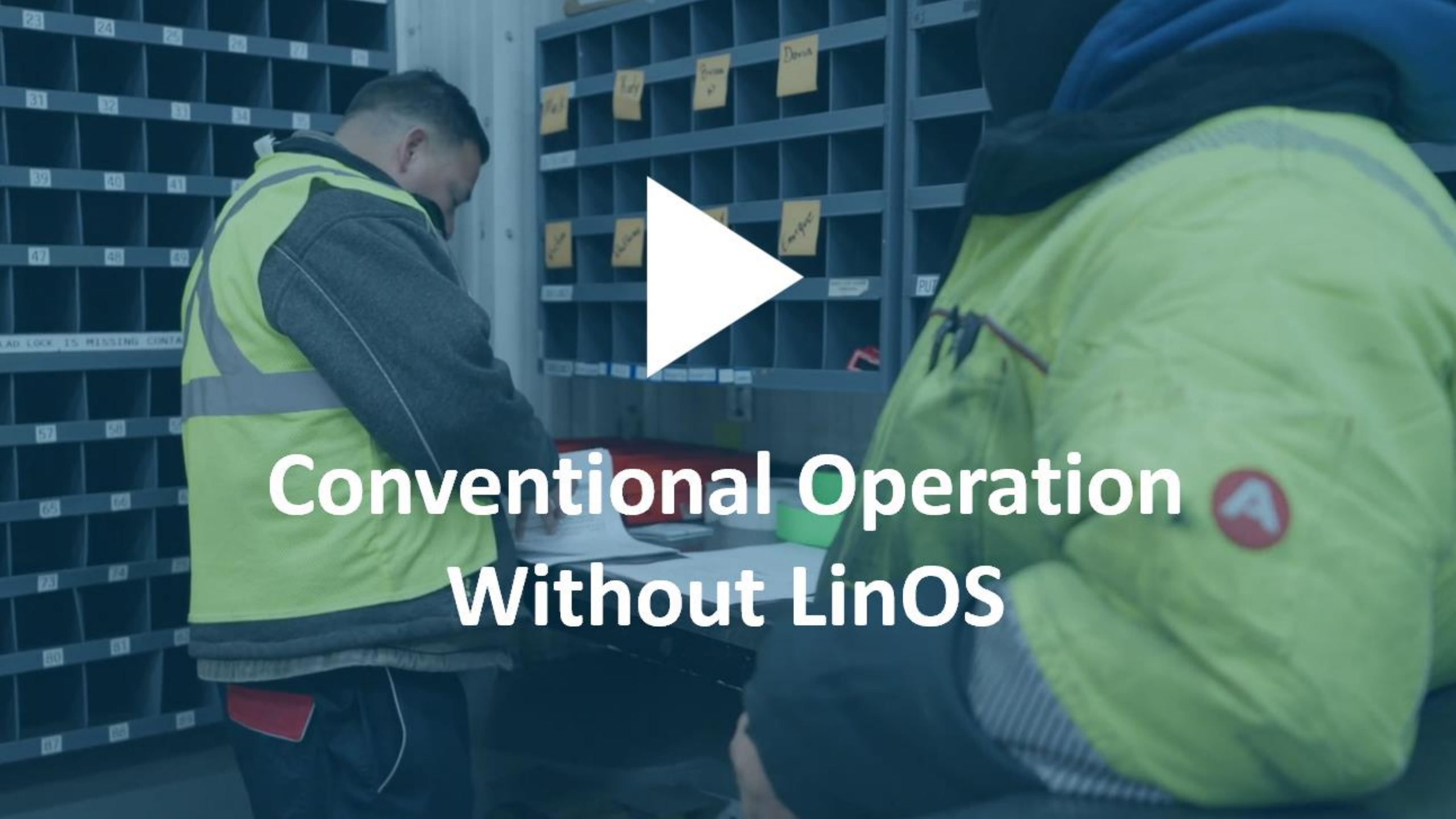
10% Addressable % of Labor Costs

Dock



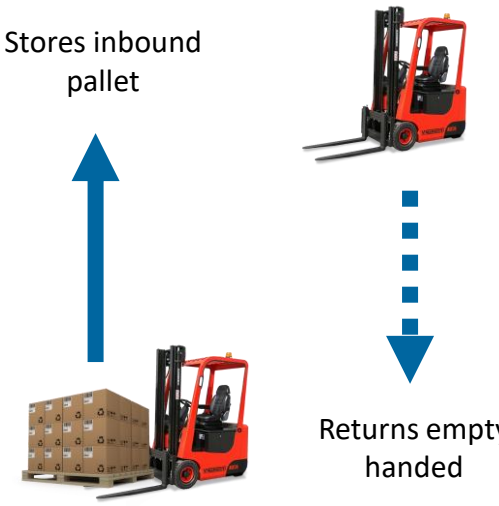
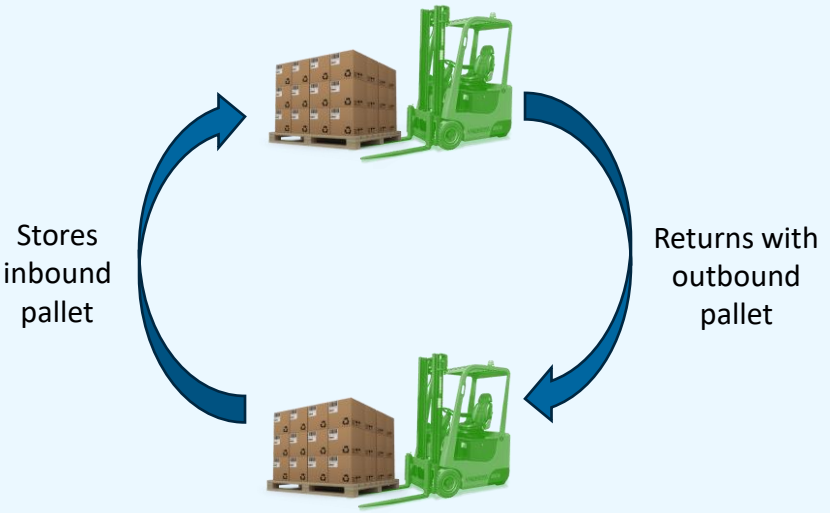
20% Addressable % of Labor Costs

Additional upside savings levers: Indirect labor, reduced capex and energy efficiency


Conventional Operation
Without LinOS

Our LinOS Journey: Phase Two – Digitizing the Conventional Warehouse

Example 1: Optimizing inbound and outbound moves with interleaving

Warehouse Type	Conventional Warehouse Two operators moving two loads	LinOS Optimized One operator moving two loads - Interleaving
Example Workflow		
Tasks Accomplished	**1 Task** Inbound and outbound completed by different operators	**2 Tasks** Inbound and outbound completed by the same operator

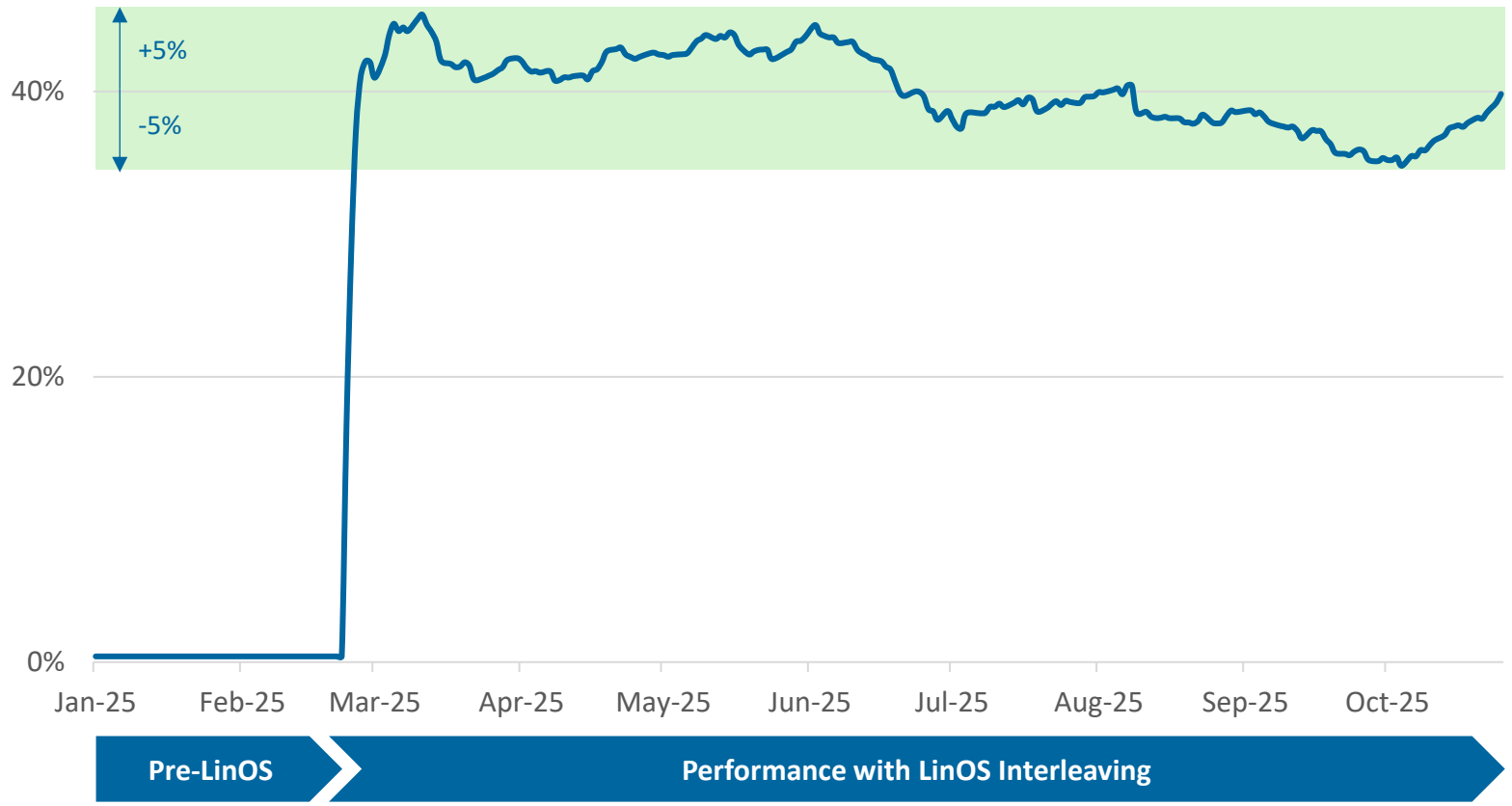
By pairing inbound and outbound moves, we require fewer people to do the same work

Our LinOS Journey: Phase Two – Digitizing the Conventional Warehouse

Example 2: Optimizing inbound and outbound moves with interleaving

Case Study: % Interleaved Moves (paired inbound and outbound simultaneous tasking)

30-day rolling average; 2025 YTD



Case Study

Before LinOS at this warehouse, inbound and outbound moves were only paired if by chance

+40%

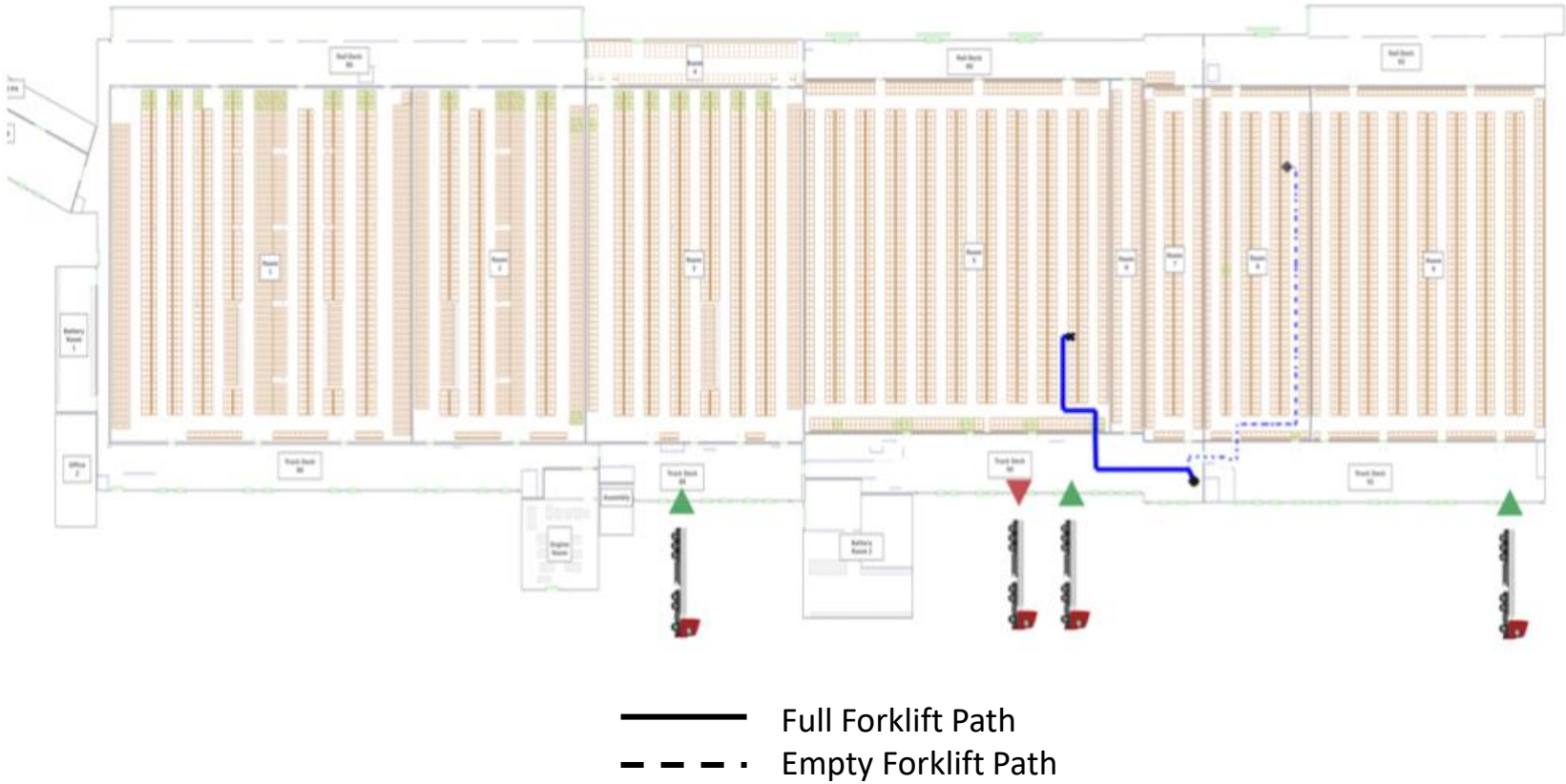
With LinOS, we consistently pair +40% of moves and eliminate redundant effort

Our LinOS Journey: Phase Two – Digitizing the Conventional Warehouse

Example 3a: Optimizing switching distance with task assignment

By optimizing who in the warehouse should do each task, we minimize time and labor

Visualization of forklift travel throughout a warehouse



Full Forklift Path

Empty Forklift Path

LinOS maximizes productivity by selecting operators at any given time who are best positioned to perform a certain a task.

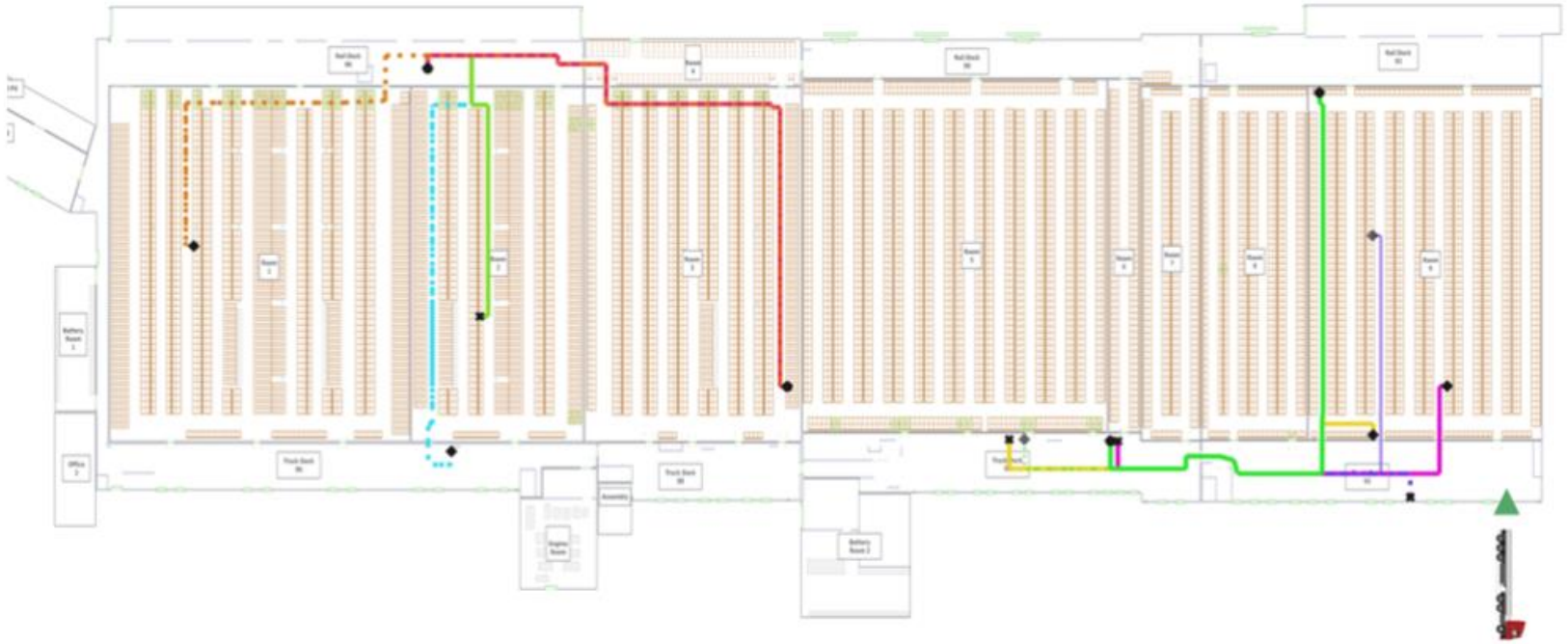
We continuously optimize task assignment so that forklifts remain active – and assigned to the most efficient tasks

Our LinOS Journey: Phase Two – Digitizing the Conventional Warehouse

Example 3b: Optimizing switching distance with task assignment

By optimizing who in the warehouse should do each task, we minimize time and labor

Visualization of forklift travel throughout a warehouse



Full Forklift Path

Empty Forklift Path

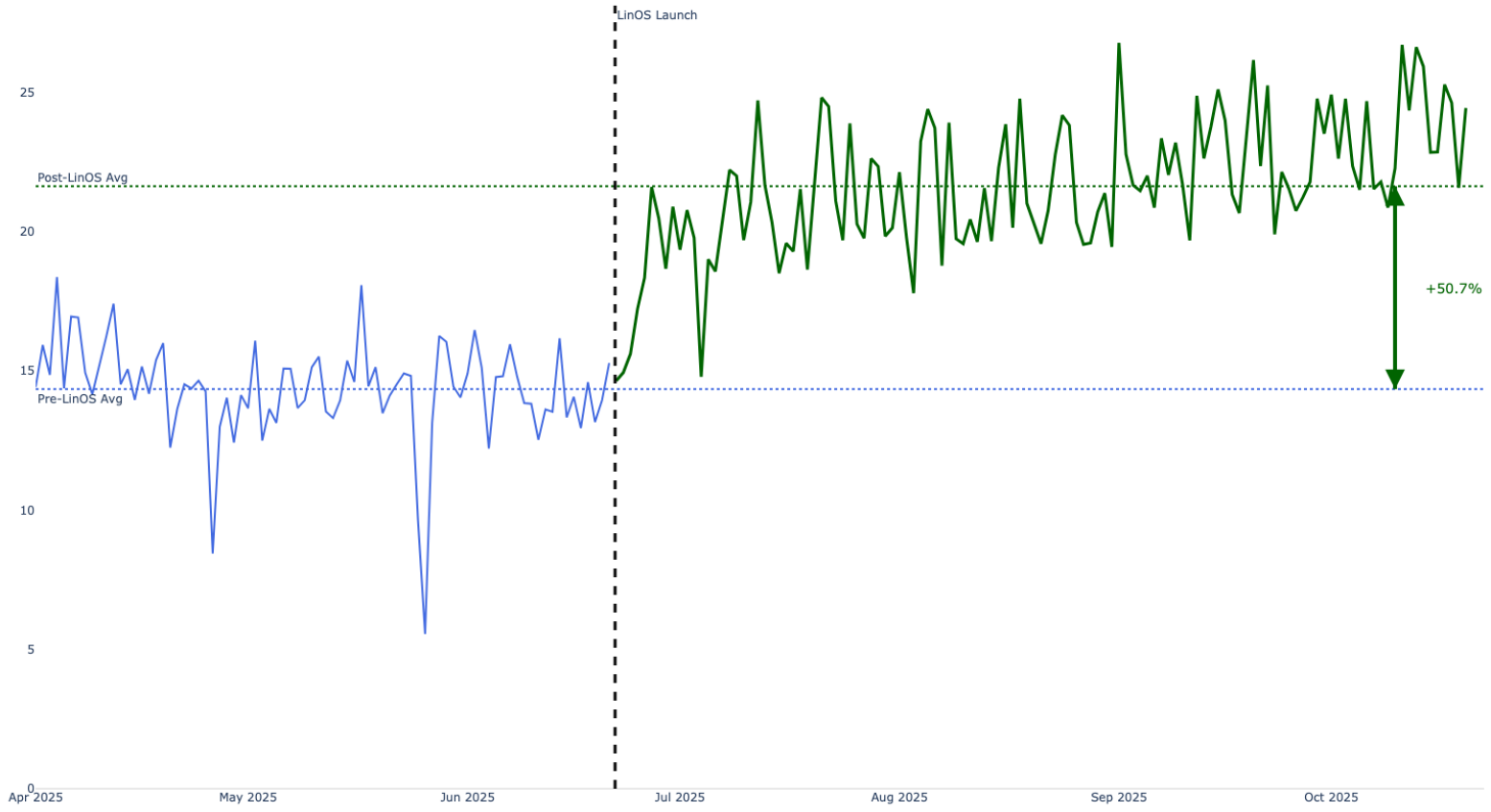
LinOS maximizes productivity by selecting operators at any given time who are best positioned to perform a certain a task.

We continuously optimize task assignment so that forklifts remain active – and assigned to the most efficient tasks

LinOS Drives Clear Impact in the Conventional Warehouse

Our productivity jumps higher when we introduce LinOS to a conventional warehouse

HRO productivity (pallets moved per hour) pre- and post-LinOS



+50%

Pilot site results: Increase in pallets moved per hours spent on high reach operations with LinOS

Note: Above mentioned data refers to select case study.



Conventional Operation Using LinOS

LinOS HRO is Live, and Early Returns are Promising

# of Sites Live	HRO Productivity	Total Labor Impact
	Average Units Per Hour	Average Total Labor / Throughput Pallet[1]
11	▲ 30%	▼ 5%

- Initial High Reach Operations pilots have driven +30% average unit per hour improvement
- Average improvement to average total labor / throughput pallet has been 5%
  - We anticipate significant additional improvement upside to Labor as Case Pick and Dock modules are rolled out

Note: Results reflective of 8 sites at which LinOS has been live for at least a month.

1. Average weighted by throughput pallets.



LinOS: Warehouse Case Study

HRO Productivity

Units Per Hour (UPH)

▲ 35%

Pallets Moved (Putaway + Staged + Drops)

Hours Logged In

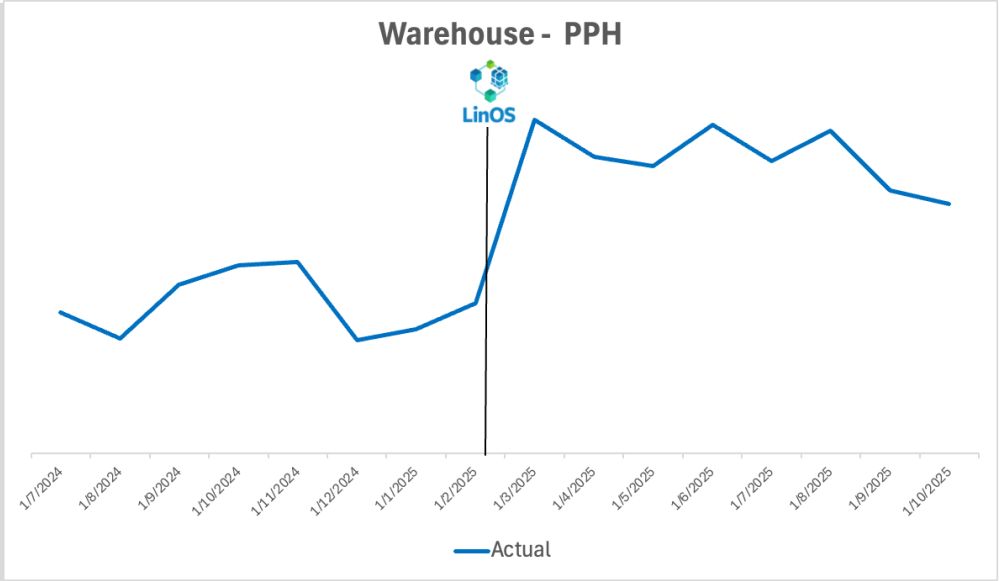
Site Productivity

Pallets Per Hour (PPH)

▲ 25%

Total Pallets (Inbound + Outbound)

Direct Labor Hours Paid



Big lift in productivity post LinOS, continue to exceed expectations in units per hour and overall pallet per hour productivity

Our Agenda Today



Greg Lehmkuhl
President & Chief Executive Officer

Lineage and the state of the industry



Jeff Rivera
Global Chief Operating Officer

Achieving warehouse productivity



Sudarsan Thattai
Chief Information Officer & Chief Transformation Officer

Lineage's technology edge



Elliott Wolf
Vice President & Chief Data Scientist

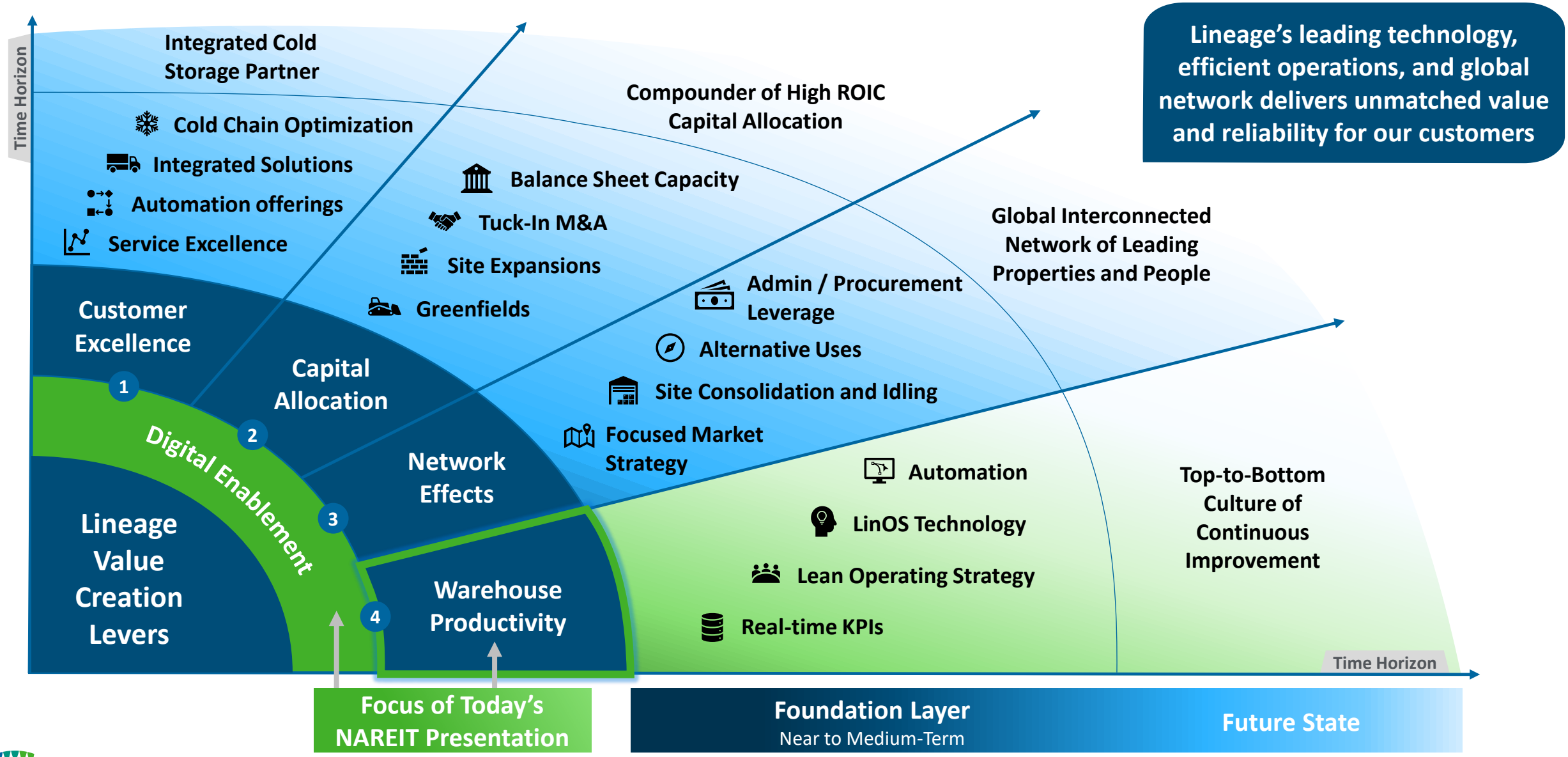
Unlocking value with LinOS



Robb LeMasters
Chief Financial Officer

Drivers of shareholder value creation

…In the Meantime, Lineage is Using All Levers to Create Value



Our Team has Real-time Visibility into LinOS KPIs

HRO Productivity	Site Productivity	Direct Labor Costs	Total Labor Savings
How does efficiency of HRO (High Reach Operator) change with LinOS?	How does efficiency of the overall warehouse change with LinOS?	How does LinOS impact our direct labor costs?	What are the run-rate savings at the site from LinOS?

How we know LinOS is driving results: **Reduced Labor per Throughput Pallet**

Elements of LinOS Projected Economics Impact and Business Case

Figures rounded for illustrative purposes

Cost Elements

Labor Component	% of Total Labor		Potential Reduction		% Reduction in Labor[1]
High Reach Operations	25%	X	20% to 25%	=	~6%
Case Pick	10%	X	5% to 15%	=	~1%
Dock	20%	X	5% to 15%	=	~3%
Maintenance and Indirect[2]	45%	X	5%	=	~2%
Total Labor	100%				~10-14%

Revenue Elements

Revenue Component	% of WH Service Rev.		Potential Increase		% Incr. in WH Service Rev.
Value-Added Services and Billing	10%	X	+5%	=	~1%

Base Case Impact	~10% Total Labor Savings to $1.0B Warehousing Labor Spend[1]	+	~1% Revenue Uplift to $1.0B Warehousing Service Revenue	=	Base Case Est. $110M Annualized EBITDA Achieved in 3 to 5 years

1. Projected Year 5 Warehousing Labor Spend and Warehousing Revenue at in-scope sites prior to LinOS Savings.
2. Reflects warehouse level operational costs only.

Figures and estimates are rounded for illustrative purposes.

Overview of Investments and ROIC

LinOS Historical and Forecast Investment

$mms	Cumulative Through 2025E	2026E-2030E	Total Project
Growth Capex	$225	$150	$375
Non-recurring Opex	$25	$50	$75
Total Investment	**$250**	**$200**	**$450**
Base Case Est. Annualized Savings in 3-5yrs			**$110**
ROIC			**24%**

Key Takeaways

~$200M

Required additional investment in LinOS through 2030

~$450M

Total cumulative project investment; inclusive of initial and foundational investments for fully automated sites

24% ROIC

Base Case Estimate

LinOS: Future Upside Layers

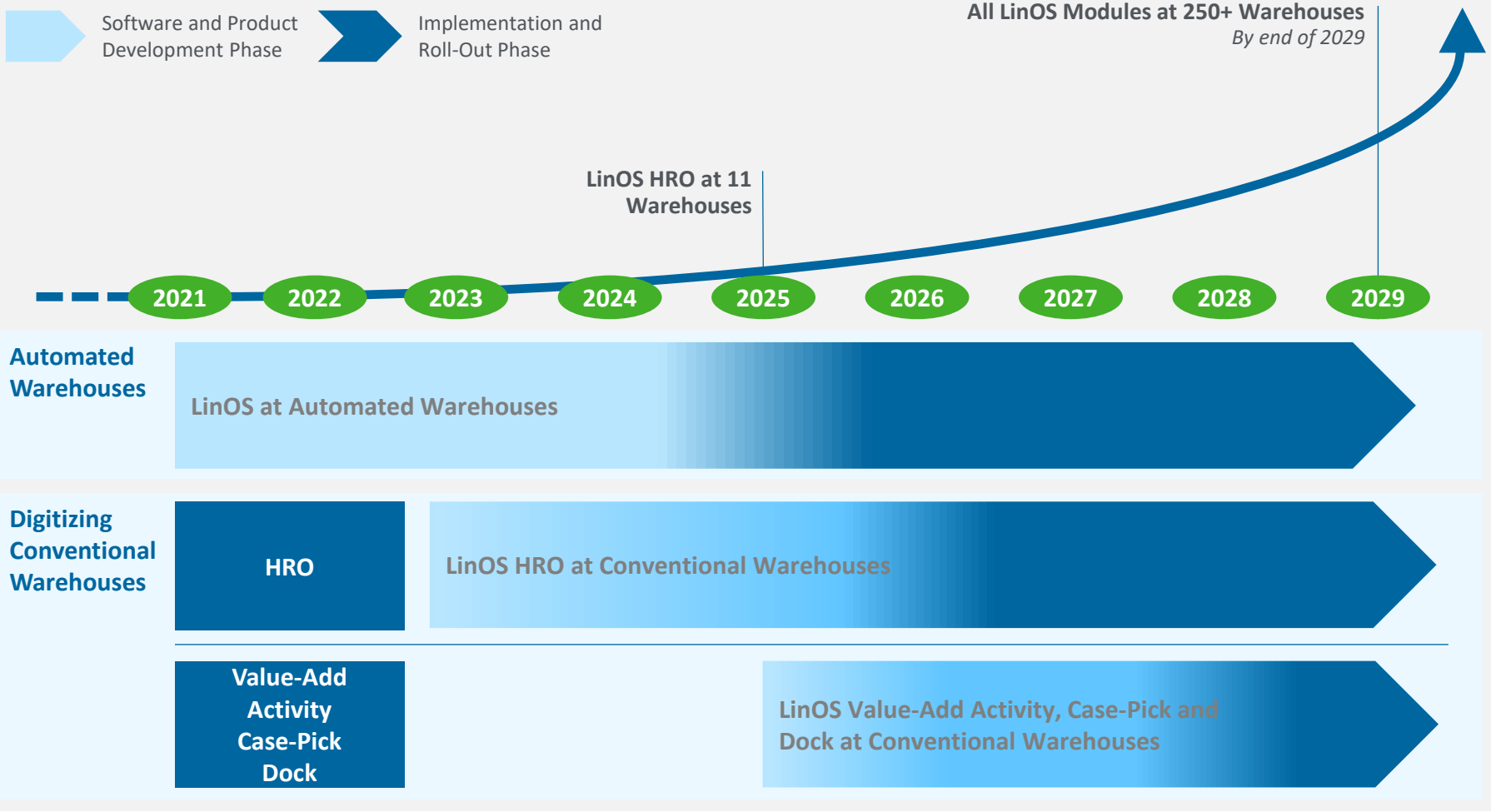
Energy savings, capex reductions, external growth synergies

LinOS at 250+ Warehouses in the Next 3 to 5 Years

We will unlock value as LinOS reaches higher penetration levels across our portfolio

Our phased development approach increases NOI potential as new modules roll-out

Timeline for LinOS roll-out by module and site count



LinOS Rollout Poised to Feed our Growth Flywheel

UNDERWRITTEN IMPROVEMENT

LinOS

- Direct Labor Productivity Improvement
- Increased Revenue Capture
- Reduced Indirect Labor Need

NEAR-TERM HALO EFFECT

- Building Density Improvements
- Reduced Labor Support Costs (e.g. Hiring, Training, Admin)
- Lower Maintenance Expense
- Increased Energy Efficiency

LONG-TERM HALO EFFECT

- Exceptional Customer Impact
- Growing Market Share
- GIS Segment Growth
- Upside to Future M&A

Executive Summary

While Lineage is still early in implementation, we see significant upside ahead as we scale our technology globally and activate key value levers to drive growth and deepen customer impact:

- Warehouse productivity enables cost effective, customer-oriented solutions
- Early innovation in digital infrastructure provides a distinct competitive advantage
- Proprietary systems make us the industry automation leader
- Use of automation technologies in a conventional warehouse context allows us to drive full-automation-like-gains across our existing network

Lineage will emerge from this challenging period even more differentiated:

Efforts to double down on a superior network, faster response times, and efficient cost-to-serve will further enhance our right to grow with our valued customers

Thank you

CONTACT

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ir@onelineage.com