FAST RADIUS®

The First-of-its Kind Cloud Manufacturing and Digital Supply Chain Company

Investor Presentation

July 19, 2021

fastradius.com

Disclaimer and Risk Factors

General. This presentation (this "Presentation") is provided solely for informational purposes and has been prepared to assist interested parties in making their own evaluation with respect to (i) the proposed business combination (the "Transaction") between ECP Environmental Growth Opportunities Corp. ("ENNV") and Fast Radius, Inc. ("Fast Radius") and (ii) ENNV's proposed private offering of public equity (the "PIPE Offering"), and for no other purpose. This Presentation is subject to update, completion, revision, verification and further amendment. None of ENNV, Fast Radius, or their respective affiliates has authorized anyone to provide interested parties with additional or different information. No securities regulatory authority has expressed an opinion about the securities discussed in this Presentation and it is an offense to claim otherwise. The information contained herein does not purport to be all-inclusive or contain all of the information that may be required to make a full analysis of Fast Radius, the Transaction or the PIPE Offering. Viewers of this Presentation should each make their own evaluation of Fast Radius and of the relevance and adequacy of the information and should make such other investigations as they deem necessary. Nothing herein shall be deemed to constitute investment, legal, tax, financial, accounting or other advice, and you should consult with your own attorney, business advisor and tax advisor as to legal, business, tax and other matters related hereto. No representations or warranties, express or implied, are given in, or in respect of, this Presentation. To the fullest extent permitted by law, in no circumstances will ENNV, Fast Radius, or any of their respective subsidiaries, stockholders, affiliates, representatives, partners, directors, officers, employees, advisers or agents be responsible or liable for any direct, indirect or consequential loss or loss of profit arising from use of this Presentation, its contents, its omissions, reliance on the information contained within it, or on opinions communicated in relation thereto or otherwise arising in connection therewith.

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Forward-looking statements are predictions, projections and other statements about future events that are based on current expectations and assumptions and, as a result, are subject to risks and uncertainties. Many factors could cause actual future events to differ materially from the forward-looking statements in this Presentation, including but not limited to: (i) the risk that the Transaction may not be completed in a timely manner or at all, which may adversely affect the price of ENNV's securities, (ii) the risk that the Transaction may not be completed by ENNV's business combination deadline and the potential failure to obtain an extension of the business combination deadline if sought by ENNV, (iii) the failure to satisfy the conditions to the consummation of the Transaction, including the requisite approvals of ENNV's and Fast Radius' stockholders, the satisfaction of the minimum trust account amount following any redemptions by ENNV's public stockholders and the receipt of certain governmental and regulatory approvals, (iv) the lack of a third party valuation in determining whether or not to pursue the Transaction, (v) the risk that the PIPE Offering is not completed, (vi) the occurrence of any event, change or other circumstance that could give rise to the termination of the merger agreement relating to the Transaction, (vii) the effect of the announcement or pendency of the Transaction on Fast Radius' business or employee relationships, operating results and business generally, (viii) the risk that the Transaction disrupts current plans and operations of Fast Radius, (ix) the risk of difficulties in retaining employees of Fast Radius as a result of the Transaction, (x) the outcome of any legal proceedings that may be instituted against Fast Radius or against ENNV related to the merger agreement or the Transaction, (xi) the ability to maintain the listing of ENNV's securities on a national securities exchange, (xii) changes in the competitive industries in which Fast Radius operates, variations in operating performance across competitors, changes in laws and regulations affecting Fast Radius' business and changes in the combined capital structure, (xiii) the ability to implement business plans, forecasts, and other expectations after the completion of the Transaction, and the ability to identify and realize additional opportunities, (xiv) risks related to the uncertainty of Fast Radius' projected financial information, (xv) risks related to Fast Radius' potential inability to become profitable and generate cash, (xvi) current and future conditions in the global economy, including as a result of the impact of the COVID-19 pandemic, (xvii) the risk that demand for Fast Radius' cloud manufacturing technology does not grow as expected, (xviii) the ability of Fast Radius to retain existing customers and attract new customers, (xix) the potential inability of Fast Radius to manage growth effectively, (xx) the potential inability of Fast Radius to increase its cloud manufacturing capacity or to achieve efficiencies regarding its cloud manufacturing process or other costs, (xxi) the enforceability of Fast Radius' intellectual property rights, including its copyrights, patents, trademarks and trade secrets, and the potential infringement on the intellectual property rights of others, (xxii) Fast Radius' dependence on senior management and other key employees, (xxiii) the risk of downturns and a changing regulatory landscape in the highly competitive industry in which Fast Radius operates, and (xxiv) costs related to the Transaction and the failure to realize anticipated benefits of the Transaction or to realize estimated pro forma results and underlying assumptions, including with respect to estimated stockholder redemptions. The foregoing list of factors is not exhaustive. You should carefully consider the foregoing factors and the other risks and uncertainties which will be more fully described in the "Risk Factors" section of the proxy statement / [consent solicitation statement /] prospectus discussed below and other documents filed by ENNV from time to time with the Securities and Exchange Commission (the "SEC"). These filings identify and address other important risks and uncertainties that could cause actual events and results to differ materially from those contained in the forward-looking statements. Forward-looking statements speak only as of the date they are made. Readers are cautioned not to put undue reliance on forward-looking statements, and Fast Radius and ENNV assume no obligation and do not intend to update or revise these forward-looking statements, whether as a result of new information, future events, or otherwise. Neither Fast Radius nor ENNV gives any assurance that either Fast Radius or ENNV, or the combined company, will achieve its expectations.

No Offer or Solicitation. This Presentation shall not constitute an offer to sell or the solicitation of an offer to buy any securities, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offering of securities shall be made except by means of a prospectus meeting the requirements of the U.S. Securities Act of 1933, as amended.

Disclaimer and Risk Factors (cont'd)

Use of Projections. This Presentation contains financial forecasts with respect to Fast Radius' projected gross revenue, cost of goods sold, operating expenses, gross profit, EBITDA and Free Cash Flow for 2021, 2022, 2023, 2024 and 2025. The financial and operation forecasts and projections contained herein represent certain estimates of Fast Radius as of the date hereof and are included herein for illustrative purposes only. Neither ENNV's independent auditors nor Fast Radius' independent public accountants have audited, examined, reviewed or compiled the forecasts or projections and, accordingly, do not express an opinion or other form of assurance with respect thereto. These projections should not be relied upon as being necessarily indicative of future results. In this Presentation, certain of the above-mentioned projected information has been repeated (in each case, with an indication that the information is an estimate and is subject to the qualifications presented herein) for purposes of providing comparisons with historical data. The assumptions and estimates underlying the prospective financial information are inherently uncertain and are subject to a wide variety of significant business, economic and competitive risks and uncertainties that could cause actual results to differ materially from those contained in the prospective financial information. Accordingly, there can be no assurance that the prospective results are indicative of the future performance of ENNV, Fast Radius, or the combined company after completion of the Transaction, or that actual results will not differ materially from those presented in the prospective financial information. Inclusion of the prospective financial information in this Presentation should not be regarded as a representation by any person that the results contained in the prospective financial information will be achieved. The "pro forma" financial data included herein have not been prepared in accordance with Article 11 of Regulation S-X of the SEC, are presented for informational purposes only and may differ materially from the Regulation S-X compliant pro forma financial statements of Fast Radius for the year ended December 31, 2020 to be included in ENNV's proxy statement in connection with the Transaction (when available).

Financial Information; Use of Non-GAAP Financial Measures. The financial information and data contained in this Presentation is unaudited and does not conform to Regulation S-X. Such information and data may not be included in, may be adjusted in or may be presented differently in the Registration Statement to be filed relating to the Transaction and the proxy statement / [consent solicitation statement /] prospectus contained therein. This Presentation includes certain financial measures that have not been prepared in accordance with generally accepted accounting principles in the United States ("GAAP"), including EBITDA and Free Cash Flow. EBITDA is defined as net income (loss) plus interest expense, net, provision for income taxes plus depreciation and amortization, net. Free Cash Flow is defined as EBITDA minus acquisitions and capital expenditures. Except as otherwise noted, all references herein to full-year periods refer to Fast Radius' fiscal year, which ends on December 31. These non-GAAP measures are an addition to, and not a substitute for or superior to, measures of financial performance prepared in accordance with GAAP and should not be considered as an alternative to net income, operating income or any other performance measures derived in accordance with GAAP or as an alternative to cash flows from operating activities as a measure of Fast Radius' liquidity. Not all of the information necessary for a quantitative reconciliation of these non-GAAP financial measures to the most directly comparable GAAP financial measures is available without unreasonable efforts at this time, but see slide 70 for more details regarding EBITDA and Free Cash Flow, including the reconciliation of these measures to the nearest comparable GAAP measures. Fast Radius believes that these actual and forward-looking non-GAAP measures of financial results provide useful supplemental information about Fast Radius. Fast Radius' management uses these forward-looking non-GAAP measures to evaluate Fast Radius' projected financial and operating performance. However, there are a number of limitations related to the use of these non-GAAP measures and their nearest GAAP equivalents. For example, other companies may calculate non-GAAP measures differently or may use other measures to calculate their financial performance, and therefore Fast Radius' non-GAAP measures may not be directly comparable to similarly titled measures of other companies. You should review Fast Radius' audited financial statements, which will be included in the Registration Statement.

Industry And Market Data. This Presentation has been prepared by ENNV and Fast Radius and includes market data and other statistical information from third-party sources. Although ENNV and Fast Radius believe these third-party sources are reliable as of their respective dates, none of ENNV, Fast Radius, or any of their respective affiliates has independently verified the accuracy or completeness of this information and cannot guaranty its accuracy and completeness. Some data is also based on good faith estimates of ENNV and Fast Radius, which are derived from both internal sources and the third-party sources described above. None of ENNV, Fast Radius, their respective affiliates, nor their respective directors, officers, employees, members, partners, stockholders or agents make any representation or warranty with respect to the accuracy of such information.

Additional Information and Where to Find It. This Presentation relates to the Transaction. ENNV intends to file a registration statement relating to the Transaction with the SEC (the "Registration Statement"), which will include a proxy statement / [consent solicitation statement /] prospectus that will be sent to all ENNV [and Fast Radius] stockholders. ENNV will also file other documents regarding the Transaction with the SEC. Before making any voting decision, investors and security holders of ENNV and Fast Radius are urged to read the proxy statement / [consent solicitation statement /] prospectus and all other relevant documents filed or that will be filed with the SEC in connection with the Transaction as they become available because they will contain important information about the Transaction. Investors and security holders will be able to obtain free copies of the Registration Statement, the proxy statement / [consent solicitation statement /] prospectus, and all other relevant documents filed or that will be filed with the SEC by ENNV through the website maintained by the SEC at www.sec.gov. The documents filed by ENNV with the SEC also may be obtained free of charge upon written request to ENNV at 40 Beechwood Road, Summit, New Jersey 07901.

Participants in Solicitation. ENNV, Fast Radius and their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from ENNV's stockholders in connection with the Transaction. A list of the names of such directors and executive officers and information regarding their interests in the Transaction will be contained in the proxy statement / [consent solicitation statement /] prospectus when available. You can find more information about ENNV's directors and executive officers in the final prospectus relating to ENNV's initial public offering, which ENNV filed with the SEC on February 10, 2021. You may obtain free copies of these documents as described in the preceding paragraph.

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Today's presenters and transaction highlights

FAST RADIUS, INC

Lou Rassey

CEO, CO-FOUNDER, & DIRECTOR

McKinsey & Company · CHRYSLER

Pat McCusker

CFO/COO & CO-FOUNDER

INWK NASDAQ LISTED · 5th City

ECP ENVIRONMENTAL GROWTH OPPORTUNITIES ("ENNV")

Doug Kimmelman

CHAIRMAN

Tyler Reeder

PRESIDENT, CEO & DIRECTOR

TRANSACTION HIGLIGHTS:
Business combination of Fast Radius with ENNV

- ENNV has identified Fast Radius as a unique and compelling opportunity to invest behind the Industry 4.0 mega-trends.
- Fast Radius a category creator with a proprietary and defensible Cloud Manufacturing Platform™ that will enable sustainable ways of making, storing and moving parts.
- Fast Radius is well-aligned with ENNV's investment thesis.

Transaction structure	▪ ECP (NYSE: ENNV) is a publicly listed special purpose acquisition company with $345m cash held in trust. ▪ $100 million fully committed PIPE, including a $25 million forward purchase commitment from Goldman Sachs Asset Management, L.P. Other investors in the PIPE include UPS(3), ECP, and Palantir.
Valuation	▪ $995M pro forma enterprise value(1) with a strong balance sheet. ▪ Implied 1.6x 2025E revenue of $635M offers an attractive valuation for a high growth business.
Capital structure	▪ Post-transaction, ~$410M cash on balance sheet(1) enables significant optionality to enhance growth, profitability and diversification. ▪ Fully funded to expected positive free cash flow and profitability in 2025.
Ownership	▪ Existing Fast Radius shareholders will be rolling 100% of their equity and will own ~63% of the combined company at closing.(2)

(1) Pro forma for the transaction and assuming a $10 per share price.
(2) Assumes no redemptions by ECP Environmental Growth Opportunities Corp.'s existing shareholders and transaction expenses of approximately $35M. See slide 55 "Detailed transaction overview" for key assumptions and additional details.
(3) UPS is an existing investor and currently holds a seat on the Board of Directors of Fast Radius, Inc.

ECP's founders' long history of investing

- Chairman / Officers of ENNV have >100 years of experience in disruptive technologies
- Shifting industry tailwinds moving business interactions closer to the customer, from electricity to manufacturing and beyond
- Focus on assets with a sustainability-linked footprint
- Increasing digitalization of traditional industries

FAST RADIUS ® × ECP ENVIRONMENTAL GROWTH OPPORTUNITIES

ECP | $20B+ COMMITTED CAPITAL SINCE 2005 | 60+ TRANSACTIONS CONSUMMATED OVER LAST 10 YEARS | ~$2B+ INVESTED IN SUSTAINABLE TECHNOLOGY & SERVICES | MANAGEMENT TEAM HAS HELD 5 CUMULATIVE PUBLIC COMPANY BOARD SEATS

CALPINE® CONVERGENT CORMETECH RELIABILITY. DELIVERED. sunnova Gopher Resource Wheelabrator TECHNOLOGIES ADA CARBON SOLUTIONS ENERGYSOLUTIONS Liberty TIRE RECYCLING

ENNV's investment thesis for sustainable industrial innovation aligns well with Fast Radius

- ENNV is a special purpose acquisition company focused on (i) Beneficial Electrification and (ii) Sustainable Technology & Services
- Fast Radius, a category-creator Cloud Manufacturing and Digital Supply Chain Company, electrifies and distributes the manufacturing process through reshoring manufacturing capacity
  - ✓ Unlocks value across the industrial landscape, while enabling more sustainable ways of making, storing and moving parts
  - ✓ Focused on a fragmented, but massive – and growing – total addressable market of $350B+
  - ✓ Proven business model, clear path to scale
  - ✓ Experienced management team to execute the plan
  - ✓ ECP conducted PE buyout-level diligence across all key functions of the business, TAM, and readiness for scale

Sustainability Driven Model

⇩ **Transportation Emissions**

⇩ **Energy Consumption**

⇩ **Material Extraction / Waste**

FAST RADIUS®

OUR PURPOSE:

Make New Things Possible™

OUR VISION:

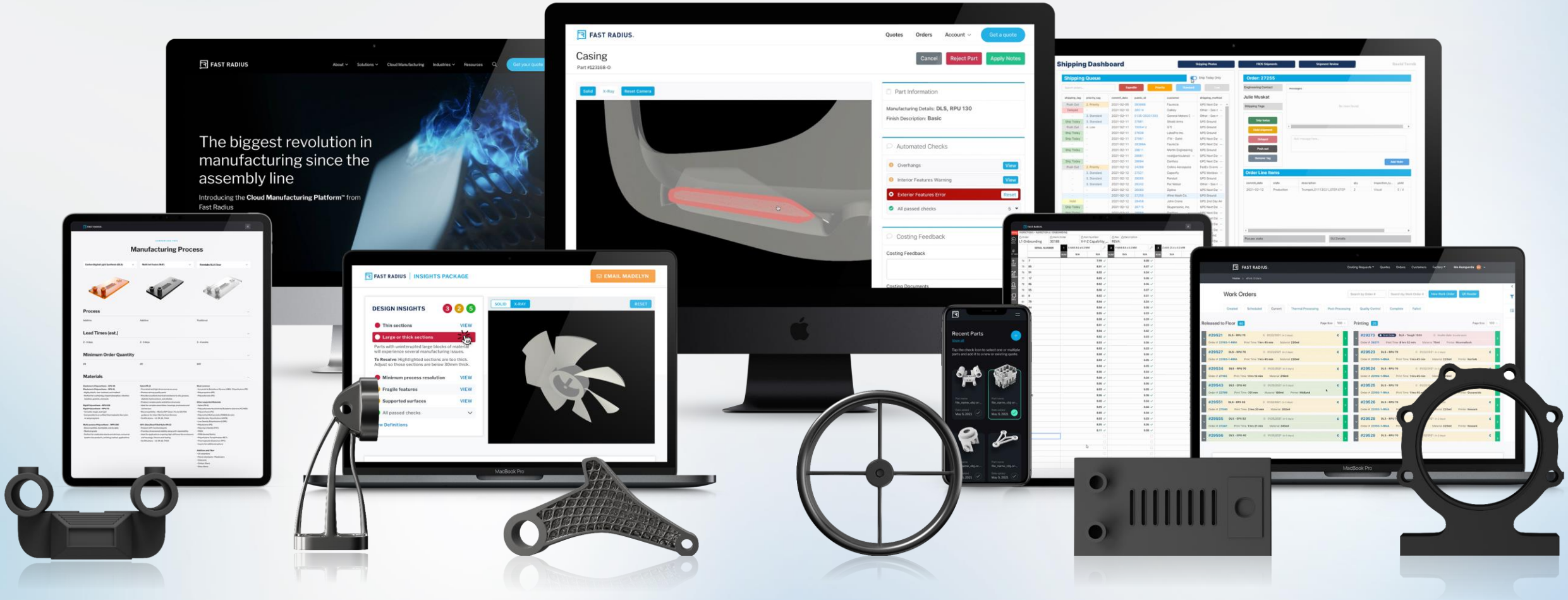
To build a new infrastructure to design, make, and move things in the digital age

OUR PRODUCT:

First-of-its-kind Cloud Manufacturing Platform™

Fast Radius at a glance

We have built the Cloud Manufacturing Platform™: First-of-its-kind infrastructure to design, make, & move industrial-grade parts in the digital age

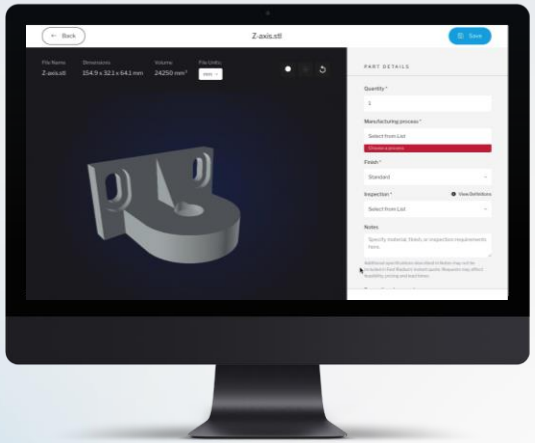


We are a software company…

We have built the first Cloud Manufacturing Platform™ and infrastructure

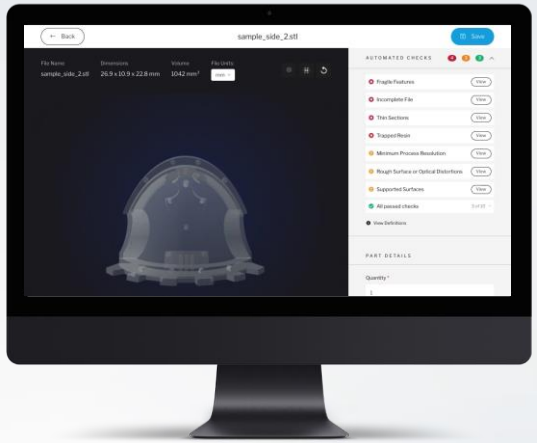
Examples of the software-enabled customer experience

DISCOVER



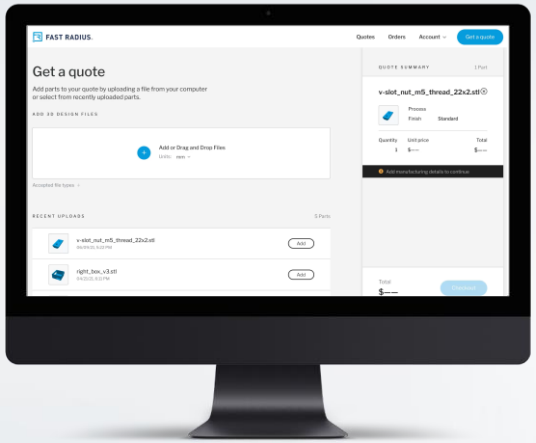
Compare technologies and materials early in the design and engineering process.

DESIGN



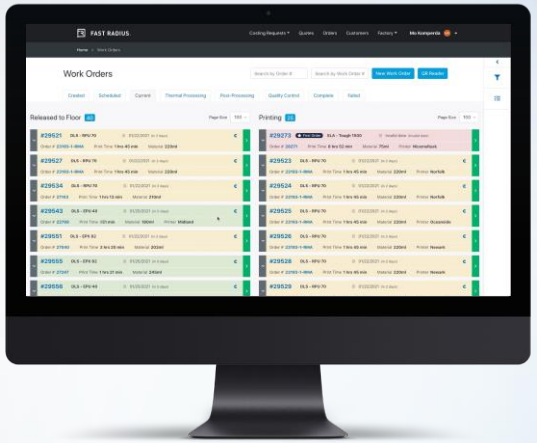
Get design insights and feedback before you manufacture. Powered by data captured in our micro-factories.

MAKE



Use a modern, on-demand user experience to order industrial-grade parts for production.

FULFILL



Store certified parts in our Virtual Warehouse™ and eliminate the need for expensive and wasteful physical storage.

… like cloud computing, the Cloud Manufacturing Platform™ will host applications and services built by Fast Radius and 3rd parties

(1) Note: Videos accessible at: Discover: fastradius.com/cmp-discover; Design: fastradius.com/cmp-design; Make: fastradius.com/cmp-make; Fulfill: fastradius.com/cmp-fulfill

… and we make industrial-grade parts

…Using a wide range of manufacturing technologies

Broad Tech Menu
One-Stop Shop

- ✓ Additive manufacturing
- ✓ CNC machining
- ✓ Injection molding
- ✓ Sheet metal
- ✓ Urethane casting

…At commercial scale, not just prototyping

11 million
PARTS PRODUCED

85,000
UNIQUE DESIGNS EVALUATED

- Production runs in the 1000's
- Certified production supplier for top OEMs
- In many cases, first and only production additive supplier

…For established blue-chip industrial clients and high-growth start-ups

Aerospace & Defense
Collins Aerospace
SATAIR

Automotive & Transportation
Yanfeng
APTIV

Consumer
Rawlings
Colgate

Industrial
TOYOTA ADVANCED LOGISTICS
Danfoss

Medical
axial3D
COAPT

Technology
COBALT
TE connectivity

Served 45 Fortune 500 companies

About a third of revenue is from start-ups

…Both in our micro-factories and using a highly-vetted network of 3rd party manufacturers

- ✓ 4 micro-factories and expanding


CHICAGO


LOUISVILLE / UPS WORLDPORT

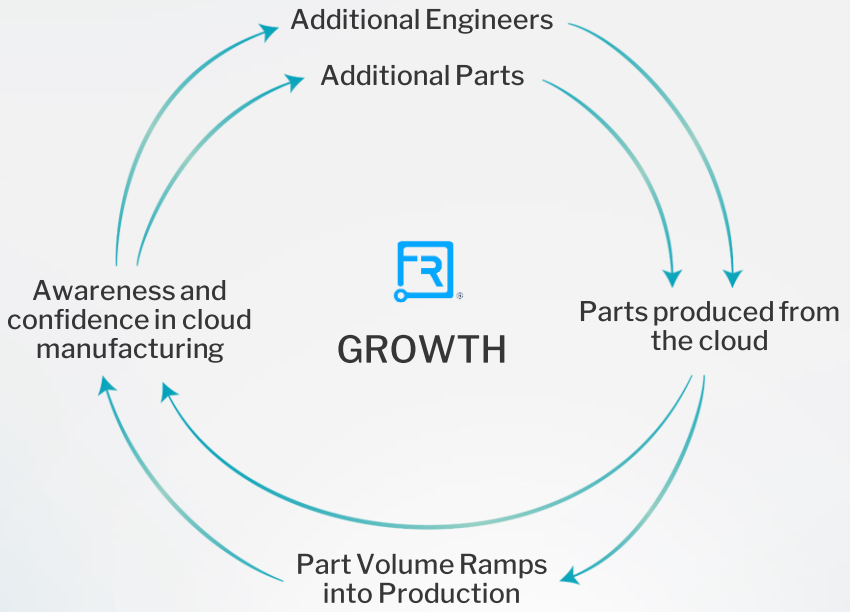

CHICAGO


CHICAGO

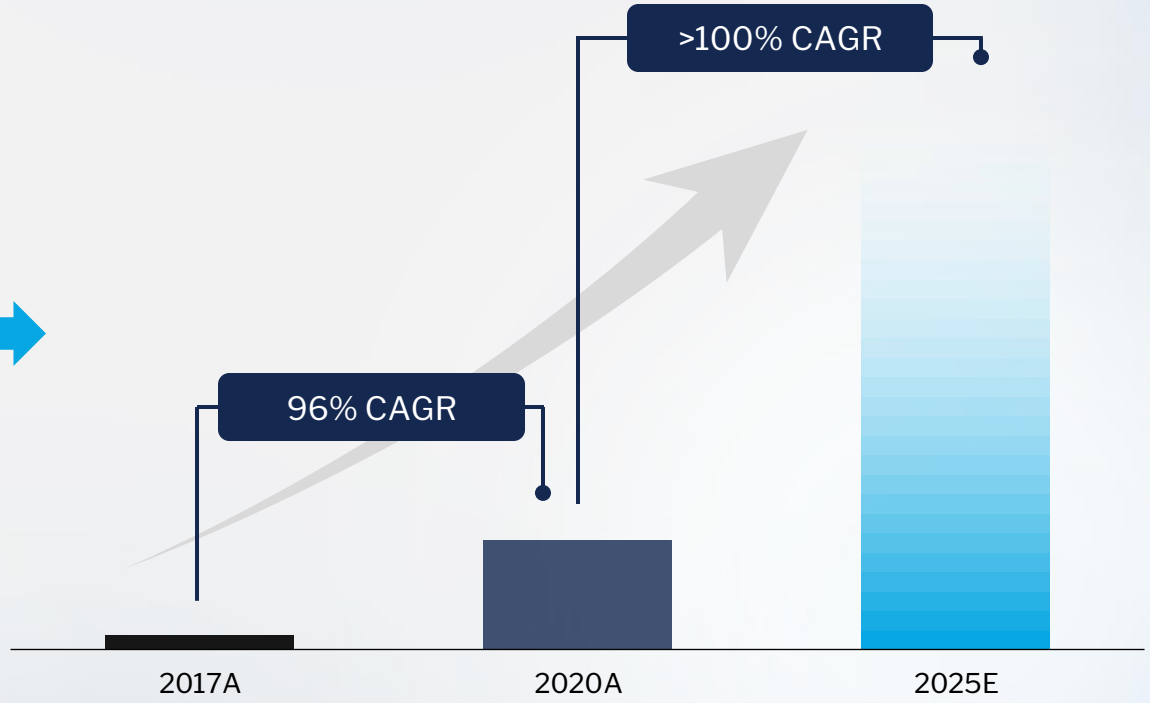
- ✓ Recognized by World Economic Forum as one of most advanced factories globally
- ✓ Global supplier network
- ✓ Brings production closer to demand

Proof points of a quick-to-scale and resilient revenue growth engine

Fast Radius flywheel drives account expansion…



…fueling rapid topline growth



CUSTOMERS

2,000+	85,000	11+	71
customers(1)	unique designs evaluated(1)	million parts produced(1)	Net Promoter Score(2)

REVENUE FORECASTS

$24.5M	$600M+
2021E	2025E

(1) All numbers are cumulative since 2017; customers refers to the number of unique companies served
(2) Based on regular, automated surveys of customers; rolling average as of 4/13/2021

The Fast Radius solution at work:

Medical device demand spike during COVID-19 pandemic

Problem: COVID-19 pandemic created urgent need for additional production. Incumbent supplier said no.

Solution: Fast Radius was already an approved production supplier for customer. Cloud platform evaluated part requirements – and Fast Radius said yes.

Impact: Fast Radius provided 2,000 parts in a matter of weeks, enabling shipment of life-saving medical devices in the first wave of COVID-19.

Note: images are representative of a disguised customer case study

Our plan is to build the first

$100+ Billion

Cloud Manufacturing and digital supply chain company

FAST RADIUS®

We are a software company…
and we make parts

01	**Opportunity: Next era of Manufacturing**	• $18T sector being re-set by Industry 4.0 & massive secular forces • $350B+ addressable market today
02	**Universal Problem**	• Rigid, wasteful, outdated manufacturing & supply chain infrastructure … leads to slow, inefficient product development processes
03	**Solution: Cloud Manufacturing Platform™**	• First-of-its-kind platform, delivering design, manufacturing & supply chain services over the internet • Like cloud computing, but for the physical world. Infrastructure includes physical factories + software OS + apps and services platform • Apps today include FR On-Demand, FR Virtual Warehouse, FR Additive Launch… with a robust pipeline in development
04	**Model built to scale**	• Proprietary data architecture and micro-factories, designed to 'copy & paste' to enable a distributed, digitally connected network • Software apps and services platform create unique flywheel • New physical + digital infrastructure to make & move parts globally
05	**World-recognized leader**	• Validated and trusted by Fortune 500 customers across industries • Recognized as one of the most advanced factories in the world • Nearly 100% revenue CAGR past 4 years. 2,000+ customers served
06	**Attractive growth path**	• Plan estimated to generate $600M+ revenue in 2025 with compelling unit economics
07	**Team uniquely equipped to execute**	• Highly-experienced, visionary team to pursue the opportunity

01

Market Context:

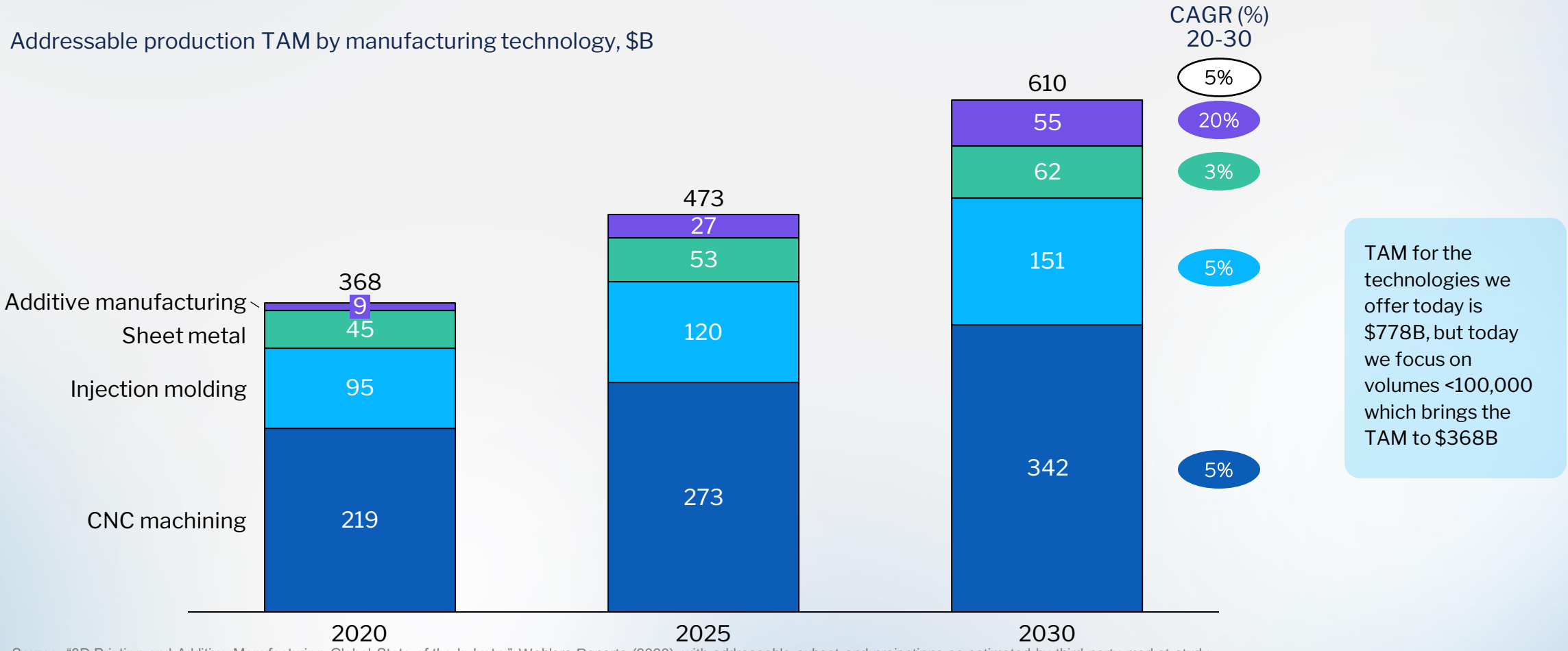
$350B+ growing TAM being reset by Industry 4.0 and massive secular forces

FAST RADIUS.

Our addressable market is $350B+ today and expected to grow to $600B+ by 2030

Our Cloud Manufacturing Platform™ allows us to participate across all manufacturing technologies

Addressable production TAM by manufacturing technology, $B



TAM for the technologies we offer today is $778B, but today we focus on volumes <100,000 which brings the TAM to $368B

Source: "3D Printing and Additive Manufacturing Global State of the Industry" Wohlers Reports (2020), with addressable subset and projections as estimated by third-party market study
"Injection Molded Plastics Analysis and Segment Forecasts To 2027" Grand View Research (2020)", with addressable subset and projections as estimated by third-party market study
"Category Intelligence on Machining" Beroe (2020)", with addressable subset and projections as estimated by third-party market study
"Metal Stamping Market Analysis" Grand View Research (2020), "Global Metal Stamping Market 2020 – 2027" Acumen Research (2020); with addressable subset and projections as estimated by third-party market study

Large menu of technology advances is driving Industry 4.0

Combination of tools, technology, and expertise changing how we make and move things around the world

✓ *Elements of Fast Radius platform*

FAST RADIUS IS CONSTRUCTING THE DIGITAL THREAD THAT UNLOCKS NEW BUSINESS MODELS

DIGITAL DESIGN

- ✓ Digital design and simulation
- ✓ Industrial collaboration platforms
- ✓ Knowledge automation
- ✓ Artificial Intelligence / Machine Learning

ADVANCED EQUIPMENT

- ✓ 3D printing
- ✓ Industrial robotics/ automation
- ✓ Machine tool innovations
- ✓ Testing and measurement
- ✓ Advanced materials

DIGITAL FACTORIES & OPERATIONS

- ✓ Industrial Internet of Things (IOT)
- ✓ Smart worker tech
- ✓ Workflow automation

Industrial wearables

Industrial drones & satellites

AR/VR

SUPPLY CHAIN

- ✓ Digital warehousing
- ✓ Next-gen supply chain/ERP

Warehouse automation technologies

Autonomous transport

INDUSTRIAL INFRASTRUCTURE

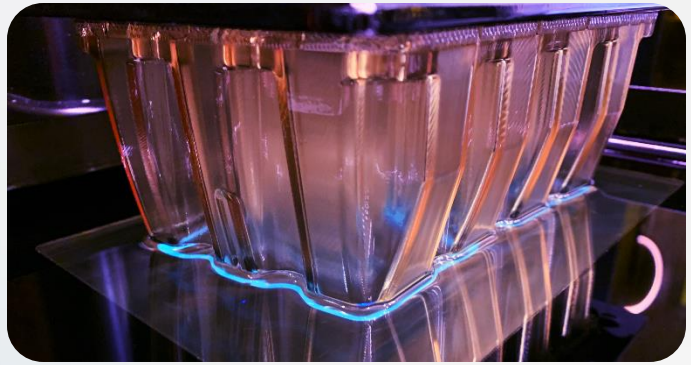
- ✓ Digital production networks
- ✓ Industrial cybersecurity
- ✓ IOT sensors
- ✓ IOT connectivity

BREAKTHROUGH BUSINESS MODELS

- ✓ Software platforms and cloud-based application ecosystem
- ✓ On-demand manufacturing and supply chain apps
- ✓ Digital-first customer experience and business processes
- ✓ Data and insight flywheels

Market is undergoing fundamental disruption with multiple strong tailwinds behind Cloud Manufacturing

Industry 4.0 is here. Expertise is scarce.



Industry 4.0 brings unprecedented innovation across tools of AI, design, production, fulfillment, including **industrial-grade additive manufacturing**

There is a **skills gap** for Industry 4.0

Traditional manufacturing **expertise is being lost** as "mom and pop" shops close down

People want (expect) easy and modern experiences.

- **"Consumerization of B2B"** and digital-first experiences
- **On-Demand fulfillment** is now expected
- 2020 pandemic accelerating **new ways of working** and collaborating remotely

Global appetite for more agile, local and sustainable supply chains.

- Need for a **cleaner, more sustainable industry**
- **Supply chain insecurities** and inefficiencies made evident by COVID-19 pandemic
- Push for **local sourcing / reshoring**
- Global **trade tensions** threaten supply

02

Universal Problem:

Lack of new, trusted manufacturing & supply chain infrastructure... leads to slow, inefficient product development processes.

Outdated infrastructure

Current state of making and moving physical products is rigid, wasteful, and inaccessible

Centralized mega-factories

Minimum order sizes in the millions

Slow-moving, carbon intensive supply chains

Moving parts by air, land, and sea is slow and expensive

Massive physical inventory

Trillions of dollars tied up; hugely inefficient

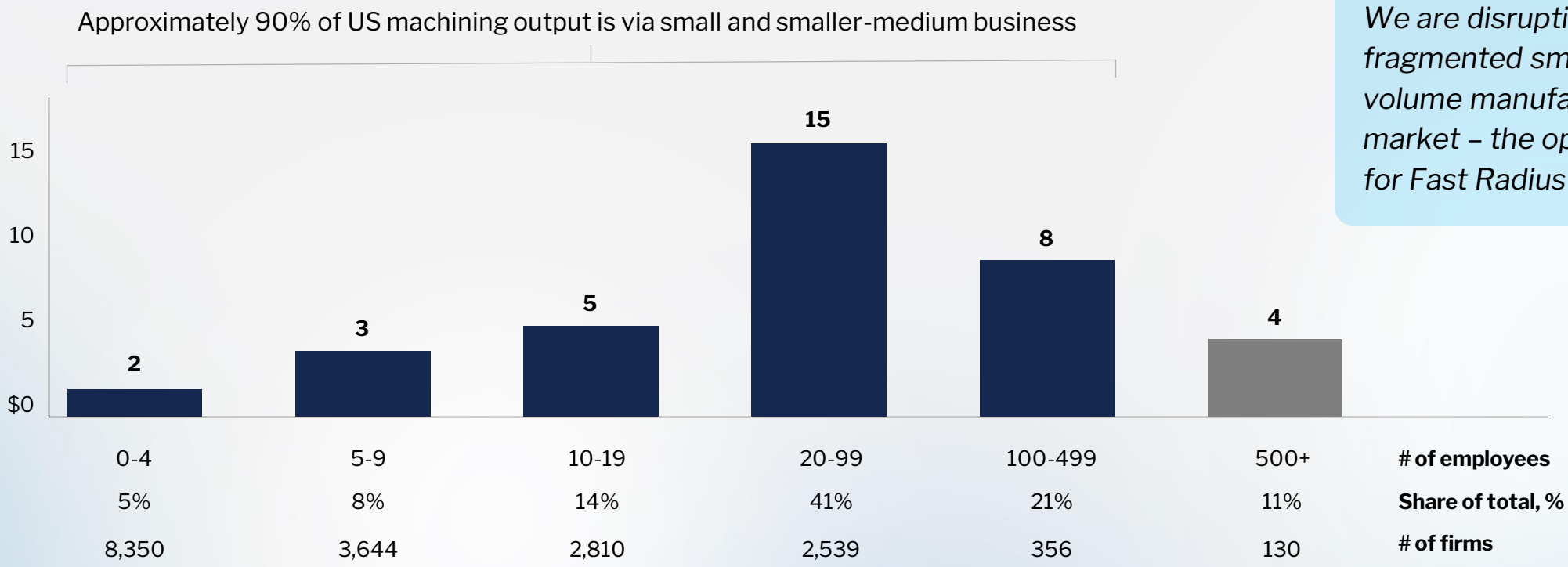
Sub-scale operators

Minimal investment in Industry 4.0; limited transparency / insights

Outdated infrastructure

Most component manufacturing is done by a highly-fragmented set of small suppliers

US machining production TAM[1], $B



We are disrupting the highly fragmented small-to-medium volume manufacturing market – the opportunity set for Fast Radius is significant

Source: Third party market study.
1. Figures represent revenue and is a proxy for the respective mfg. process based on 2017 U.S. Census.
2. Business organization consisting of one or more domestic establishments in the same geographic area and industry that were specified under common ownership or control.

Painful product development processes

This industry structure creates pain across the lifecycle for an engineer – entire experience is rigid, outdated, and the needed expertise and infrastructure is out of reach

DISCOVER	DESIGN	MAKE	FULFILL
"I read something new about additive every day, but where do I start?"	"I don't need 1 million; why can't I economically design product variants I know my customers want?"	"My supplier can't serve my demand spike for COVID supplies?"	"I can order my cereal on-demand, but my custom parts are going to take months?"
"How do I best design this part so it can be made well at the right price?"	"The process to communicate with my suppliers feels like 1995."	"Additive sounds great, but we have no certified production suppliers."	"Why can I see where my pizza is, but not my part?"

Example customers

Yanfeng · Rawlings · APTIV · Danfoss · Colgate · SATAIR · TOYOTA ADVANCED LOGISTICS

Note: Quotes are representative sentiments of specific customers, but not direct quotes

03

Fast Radius' Cloud Manufacturing Platform™:

New digital and physical infrastructure to design, make and move industrial parts in the digital age

Cloud Manufacturing creates a new industrial infrastructure

Shifts the manufacturing industry from being rigid, wasteful and inaccessible....
to flexible, sustainable, and accessible

From **Rigid**
Wasteful
Inaccessible

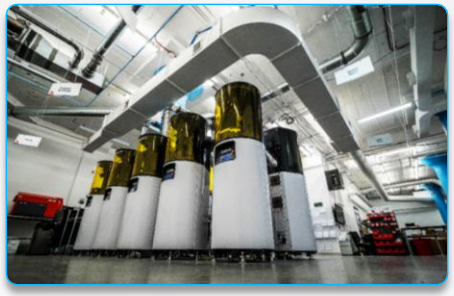
Centralized
Mega-factories

Slow-moving, carbon-intensive
supply chains

Massive
physical inventory

Sub-scale
operators

To **Flexible**
Sustainable
Accessible



Localized
micro-factories

Shipping at the speed
of light, in a more
sustainable way

Digital
inventory

At-scale Industry 4.0,
with real-time insights

Next generation customer experience

Cloud Manufacturing Platform™ eases the pain across the lifecycle for an engineer – making manufacturing easier, smarter and more capable

DISCOVER

"Fast Radius helped us understand where additive fits in our supply chain and now we're using it."

"Fast Radius helped us understand how to make a new geometry previously impossible for a new product launch."

DESIGN

"Fast Radius helped us launch a new variant for Ford F-350 trucks that was previously not economically viable."

"The Fast Radius collaboration tools make so much sense – why wasn't this available before?"

MAKE

"When COVID hit, Fast Radius produced a mission-critical component when our incumbent suppliers said no."

"Two years ago we didn't have a certified supplier for additive. Now we do. Fast Radius is making parts we're putting on cars."

FULFILL

"Fast Radius cut lead times for critical parts from months to days."

"We've never seen this level of transparency into the production and fulfillment of our parts – and we buy a lot of parts!"

Example customers

Yanfeng · Rawlings · APTIV · Danfoss · Colgate · SATAIR · TOYOTA ADVANCED LOGISTICS

Note: Quotes are representative sentiments of specific customers, but not direct quotes

Introducing the Fast Radius Cloud Manufacturing Platform™

The first-of-its-kind platform for driving innovation in manufacturing… just as seen in cloud compute

Our platform

Our product is a Cloud Manufacturing Platform™ that allows engineers to get insights and parts on-demand when they need them

Provides scalable, cutting-edge access to manufacturing for everyone with a browser

Delivers real-time actionable intelligence across the product lifecycle

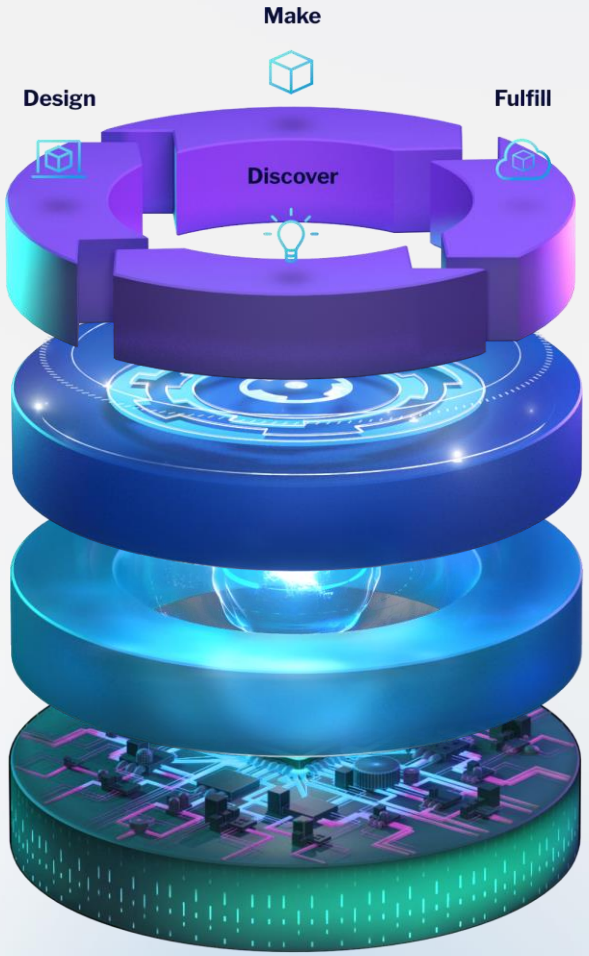
Platform designed for new applications and services to be built from Fast Radius and 3rd party developers

Applications & Services

Operating System

Learning Engine & Digital Thread

Infrastructure (factories + data)



Customer-facing application and services platform.

FAST RADIUS. On Demand FAST RADIUS. Additive Launch FAST RADIUS. Virtual Warehouse™

Software OS platform to power the end-to-end customer experience; designed for apps to be built on top.
Manufacturing and supply chain.
Marketing, sales, engineering, customer success.

Digital Thread is the DNA of how every part is made.

Learning Engine allows us to analyze the data we collect, getting smarter with every part we make.

Production centers (our factories + our suppliers) make parts through a software-driven workflow; collect data across the manufacturing process.

FAST RADIUS

On Demand

Upload your design, and you get insights in minutes, and parts within days... and whenever needed thereafter.

- From discovery through fulfillment
- Cutting-edge additive manufacturing tech and traditional machining and molding
- For prototypes to mid-volume production

Highlights:

- Our platform is Powered by Software. You Partner with People.

Curtiss COAPT COMPLETE CONTROL Danfoss Yanfeng Global Automotive Interiors Steelcase

FAST RADIUS

On Demand

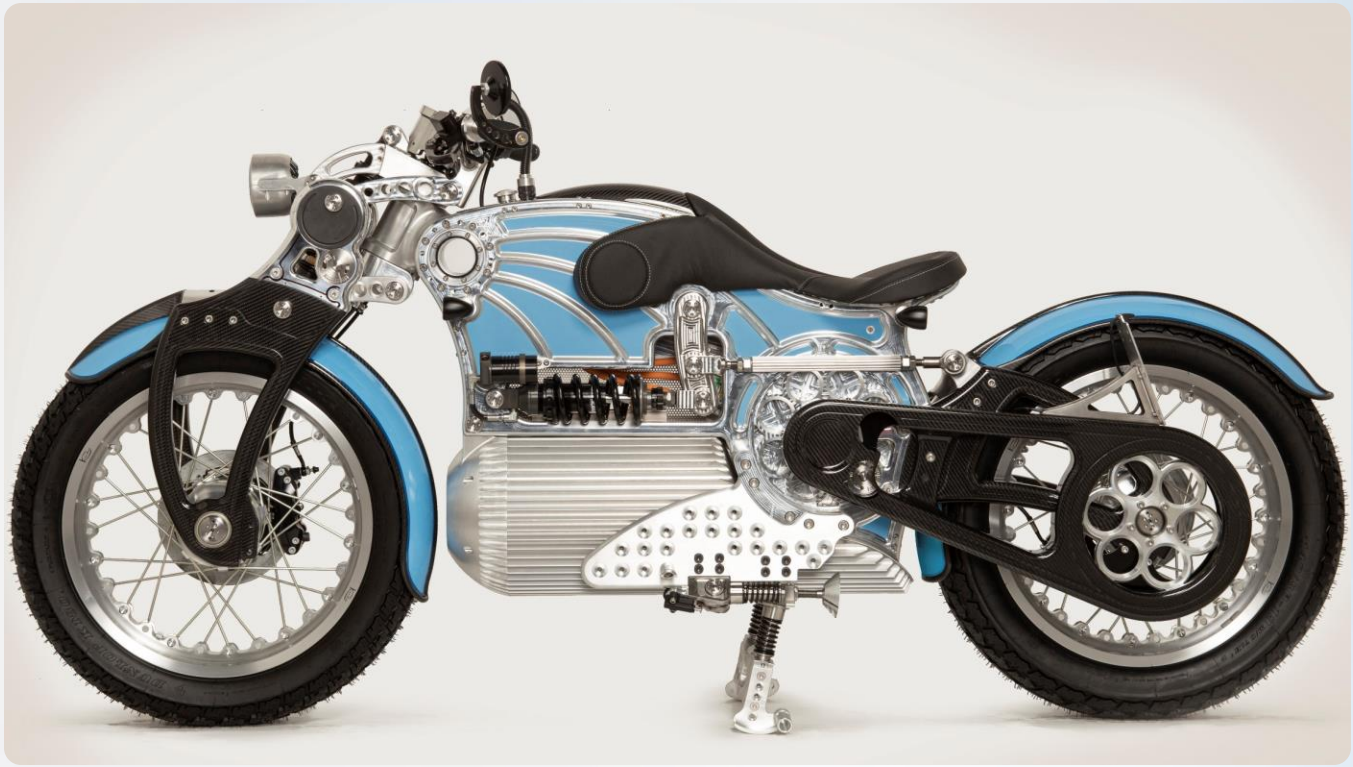
Customer Case Study:

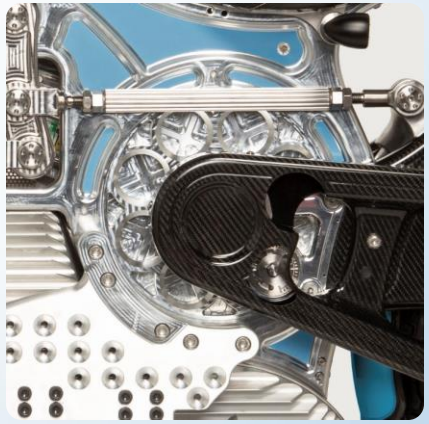
Curtiss Motorcycles

Problem Curtiss Motorcycle designed a new electric motorcycle but was struggling to manufacture various components.

Solution Curtiss relying on Fast Radius platform to manufacture over 100 parts on the bike across 8 manufacturing technologies.

Impact Curtiss brings a new electric motorcycle to the world in 2021.



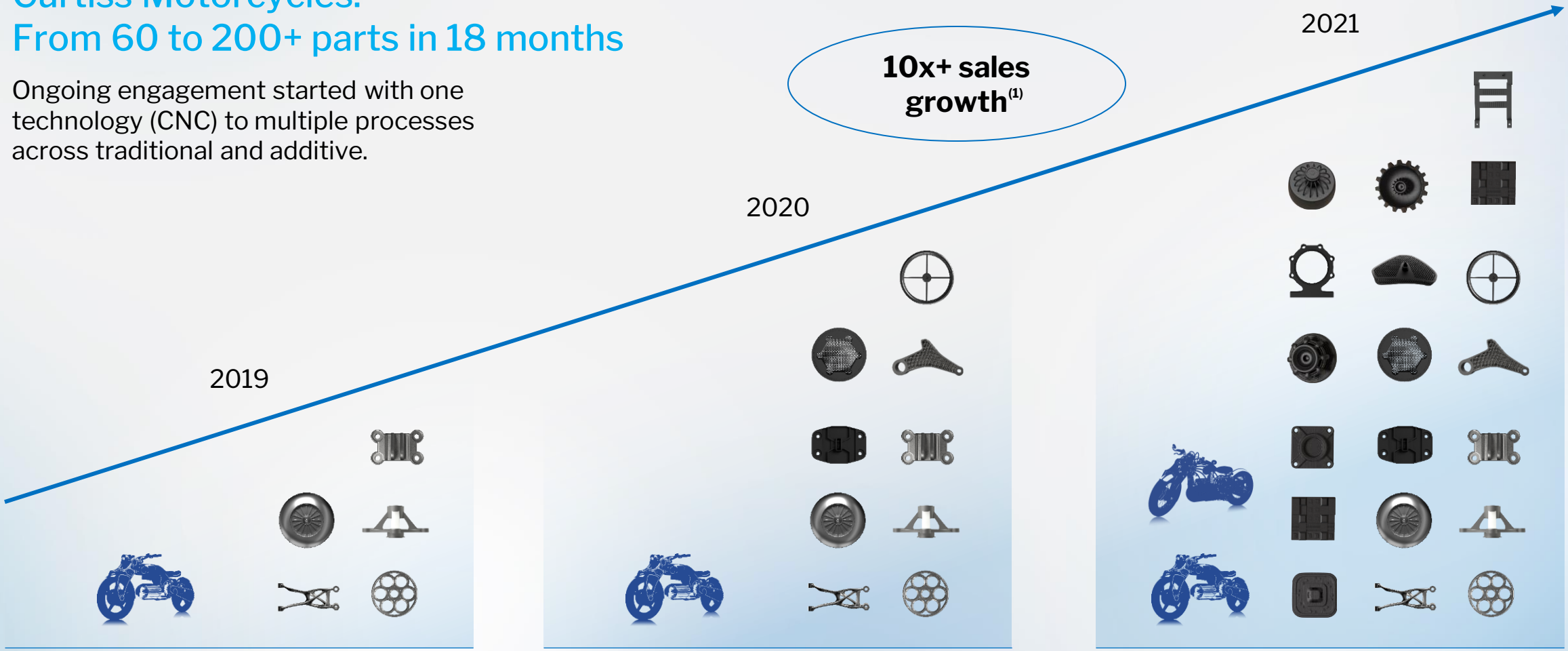


FAST RADIUS

On Demand

Curtiss Motorcycles: From 60 to 200+ parts in 18 months

Ongoing engagement started with one technology (CNC) to multiple processes across traditional and additive.



1 Unique Design / 65+ Parts

1 Unique Design / 120+ Parts

2 Unique Designs / 225+ Parts (estimated)

Note: images are not the actual part images, but are representative of the types of customer parts in production
(1) YTD 2021 sales growth of ~7.5x, but based on verbal commitments, estimated sales growth of 10x+ in 2021 vs. 2019

FAST RADIUS

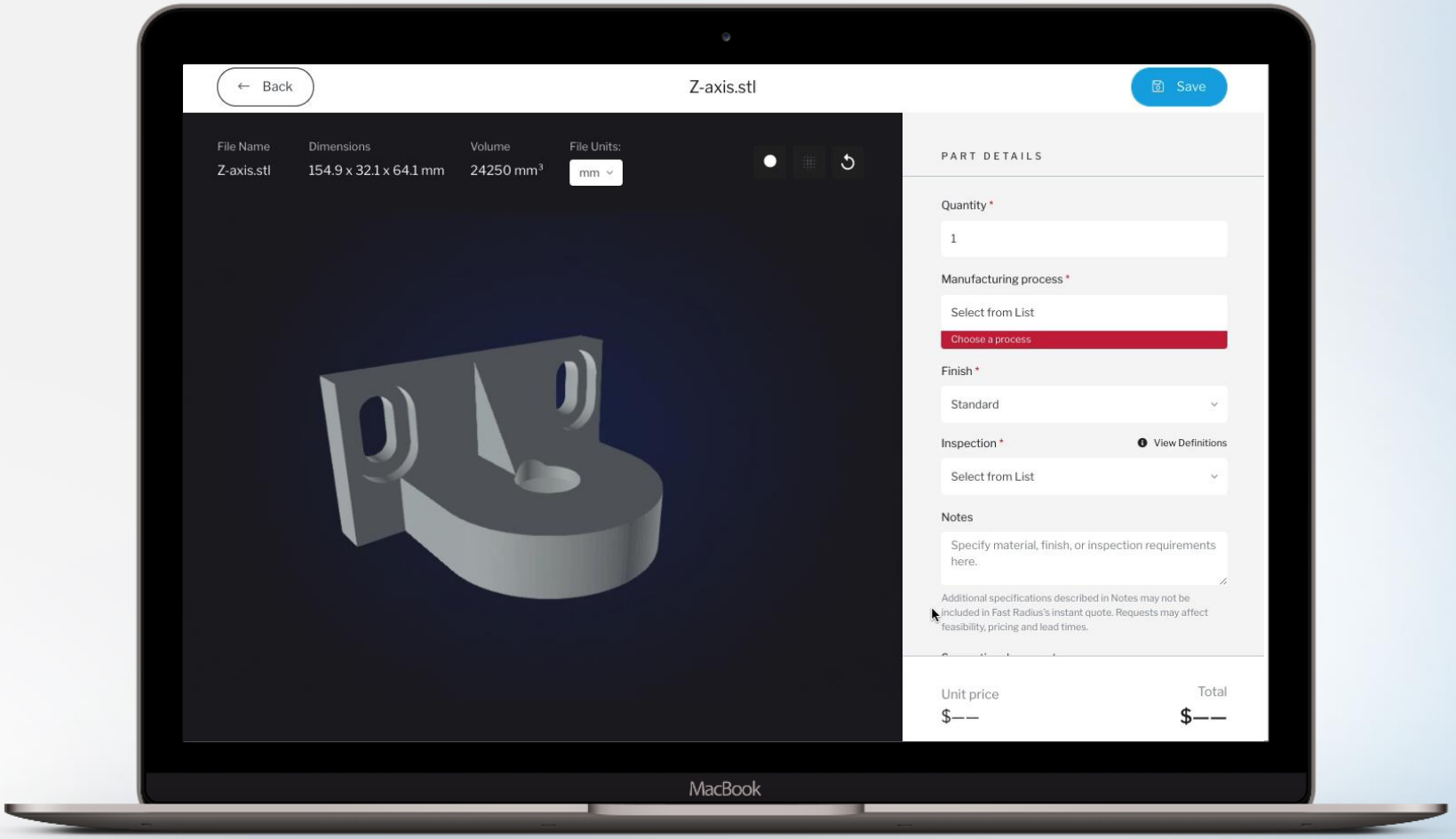
On Demand

Comparison Tool

A central question for every engineer is "what is the best way to make this part?"

Engineers can instantly compare manufacturability, price, and other key attributes across multiple technologies and material types.

Most engineers aren't familiar with the latest Industry 4.0 innovations and this allows them to learn and adopt new ways of making parts.



Note: Video accessible at: fastradius.com/cmp-discover

FAST RADIUS

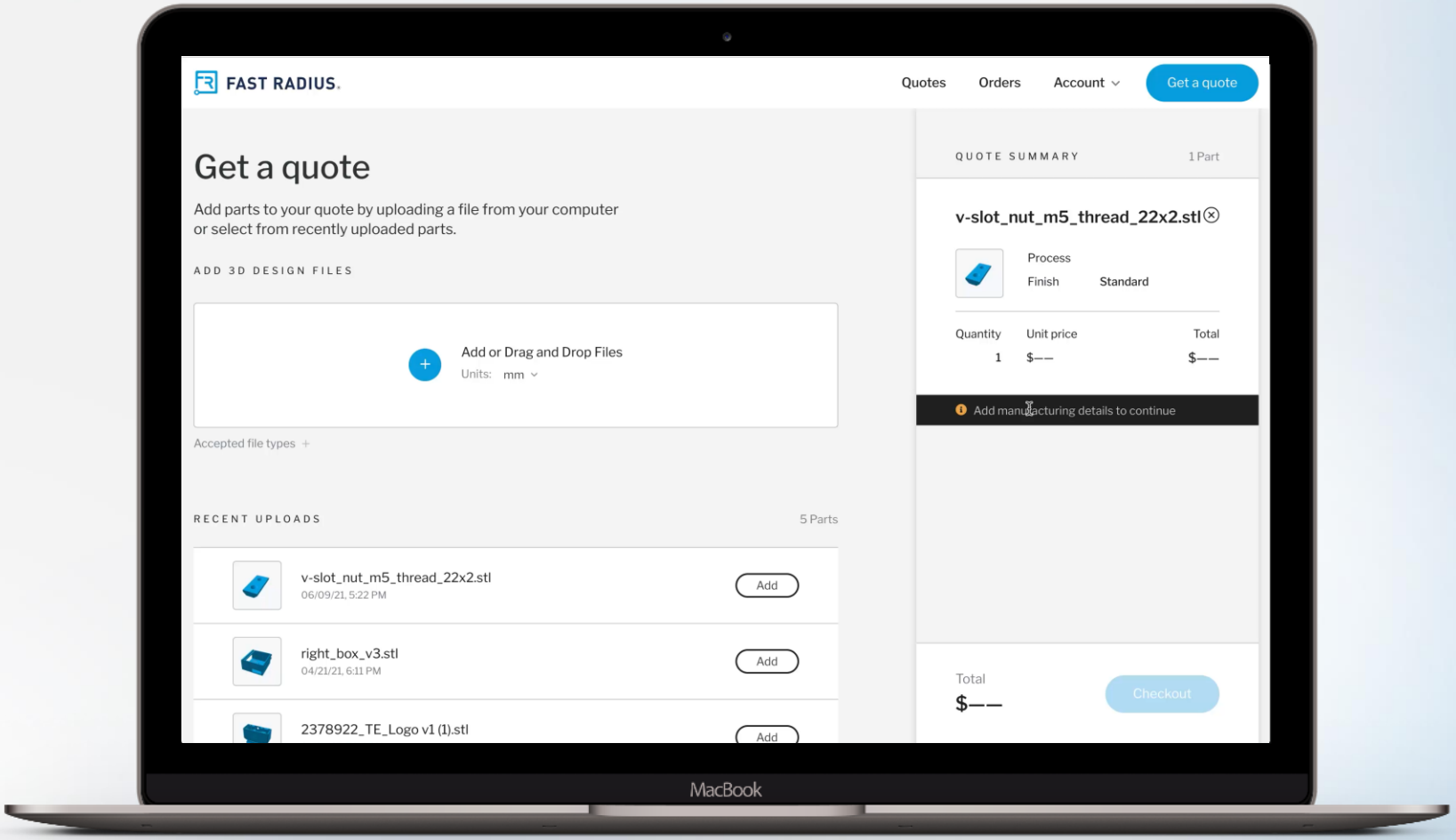
On Demand

Automated quoting and ordering portal

Platform uses machine learning to provide real-time design feedback and pricing across a range of manufacturing technologies and material types.

Once the design and quantities are finalized, platform guides the engineer through a modern ecommerce checkout process.

After the order is placed, platform provides transparency across the production and fulfillment stages.



Note: Videos accessible at: fastradius.com/cmp-make

FAST RADIUS

Additive Launch

We partner with you from design through launch to bring new products to market, embracing cutting-edge additive manufacturing and new tools of digital design, complemented by traditional manufacturing technologies.

Highlights:

- Design for additive manufacturing
- Digital / computational design tools (e.g., generative design)
- Industrial-grade production and quality system for additive

APTIV · Rawlings · United States Marine Corps · Toyota Advanced Logistics · TE connectivity

FAST RADIUS

Additive Launch

Customer Case Study:

Aptiv & Ford: Industrial-grade quality and production with additive manufacturing

Problem

Ford wanted to create a low-volume variant of the F-350 truck. Traditional molding economics and supply chain didn't work.

Solution

Fast Radius Cloud Manufacturing Platform™ helped Aptiv validate design and manufacture the part with industrial-grade additive.

Impact

Ford provided a new variant of the F-350 to meet latent demand. Fast Radius now a certified supplier for Aptiv, 1 part grew to 26+ in 2020.

Note: Video accessible at fastradius.com/aptiv-video

FAST RADIUS

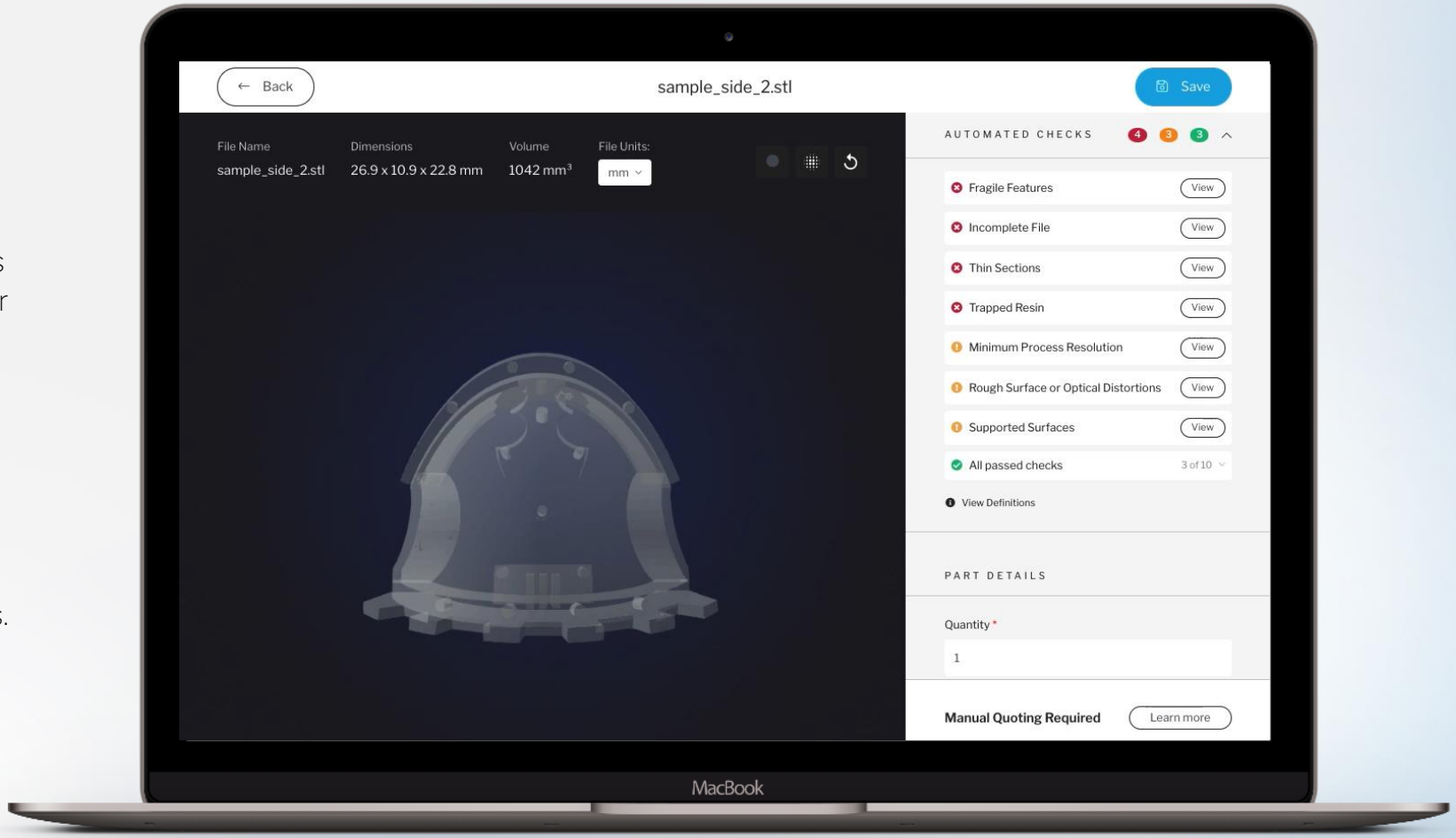
Additive Launch

Insights… Automated manufacturability feedback

We are using machine learning to codify a century's worth of manufacturing knowledge… and empower every engineer with it, on-demand.

Today's platform provides automated design and manufacturability feedback on cutting-edge additive manufacturing and CNC machining.

Platform continues to expand – new technologies, materials, manufacturing and supply chain analyses.



Note: Videos accessible at: fastradius.com/cmp-design

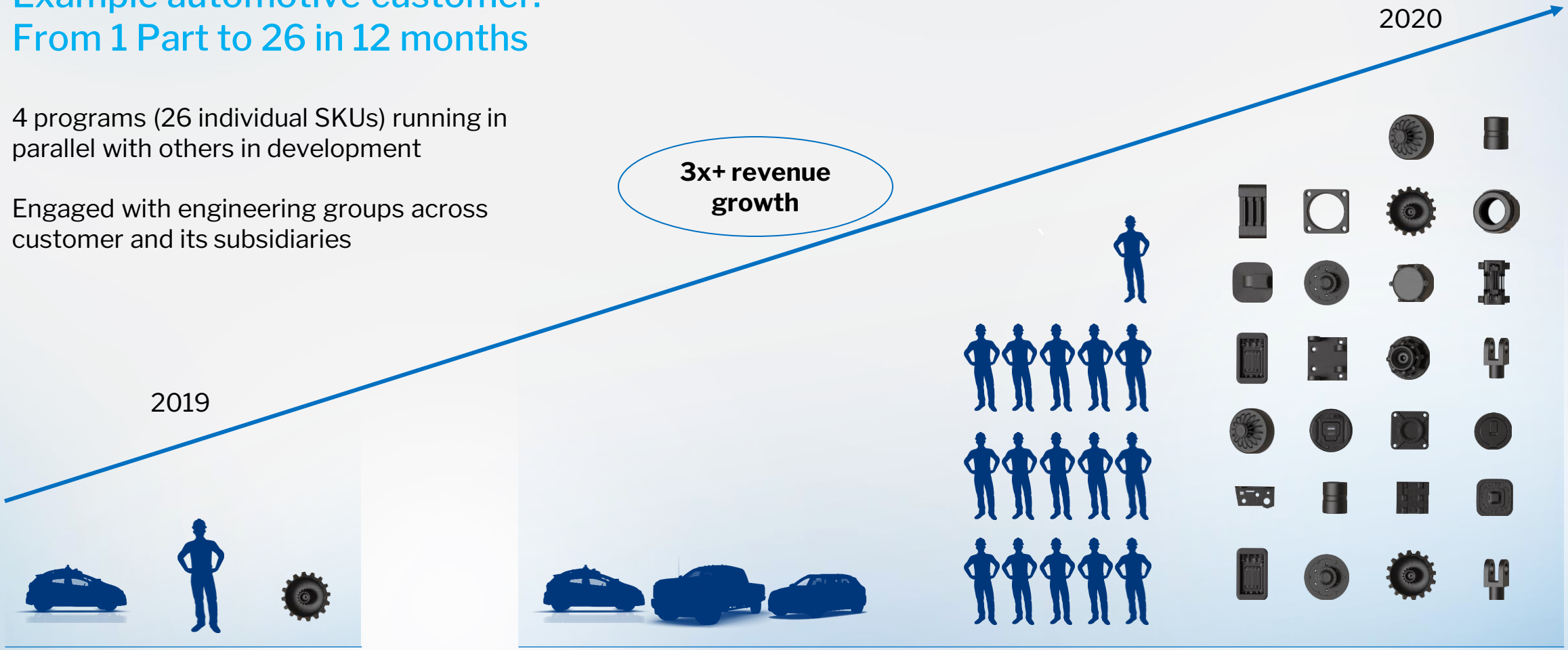
FAST RADIUS

Additive Launch

Example automotive customer: From 1 Part to 26 in 12 months

4 programs (26 individual SKUs) running in parallel with others in development

Engaged with engineering groups across customer and its subsidiaries

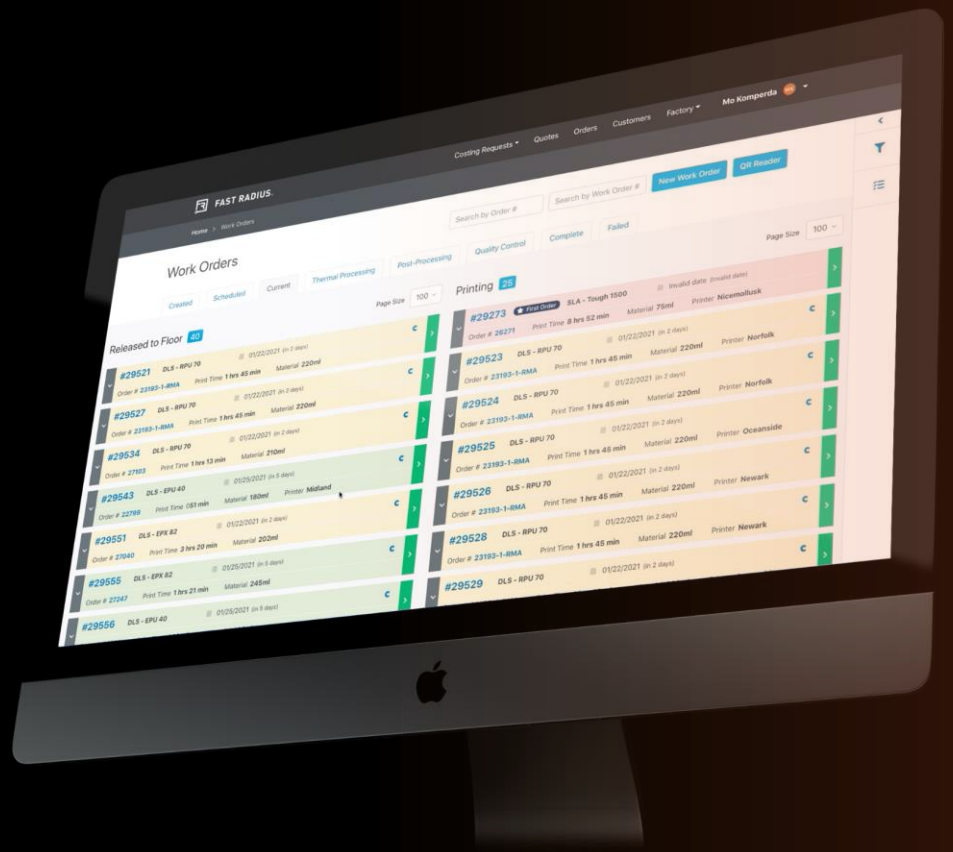


Note: images are not the actual part images, but are representative of the types of customer parts in production

FAST RADIUS

Virtual Warehouse™

Production parts certified ("Build Package") and can be produced when and where needed. No longer requires physical storage – can produce exactly how much is needed just in time.



Highlights:

- Reduces waste across supply chain –faster turnaround times, no obsolescence, no physical warehouse

Colgate Husqvarna SATAIR UPS

FAST RADIUS

Virtual Warehouse™

Customer Case Study:

Satair: The Virtual Warehouse™

Problem Satair (Airbus subsidiary) wanted to dramatically improve the months-long turnaround times for maintenance parts.

Solution Fast Radius on-boarded key maintenance parts to the Virtual Warehouse™, reducing turnaround times from weeks to days.

Impact On-demand tools when and where they're needed to keep planes flying. Satair has a certified Virtual Warehouse™ that continues to expand.

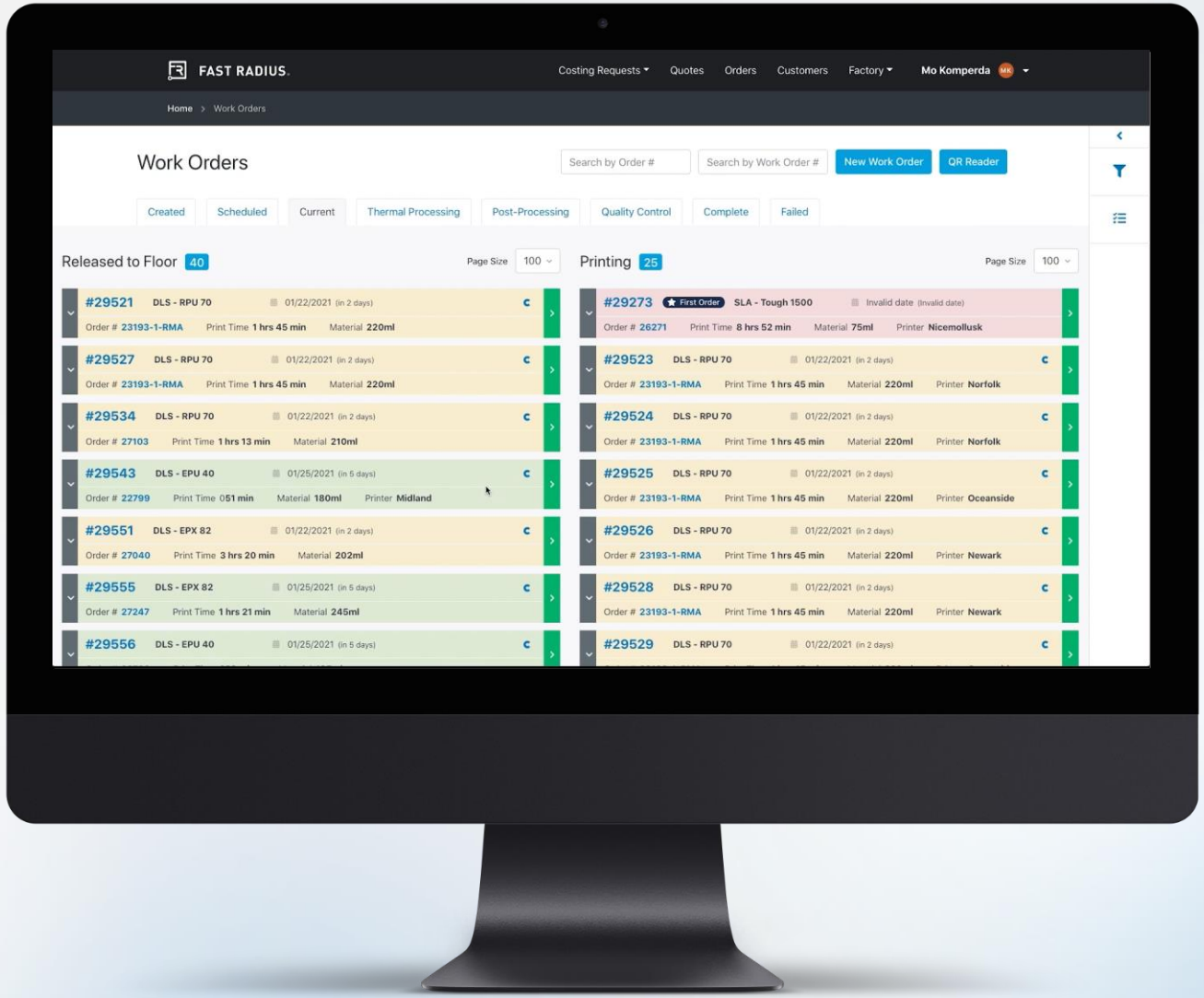
FAST RADIUS

Virtual Warehouse™

Internal workflow and orchestration powers Virtual Warehouse™

Parts are stored in our Cloud Manufacturing Platform™, including the full manufacturing instructions.

Customers can order replenishment parts from the Virtual Warehouse™ and have certainty that the part they order in two years will be the same quality part as what they order today.

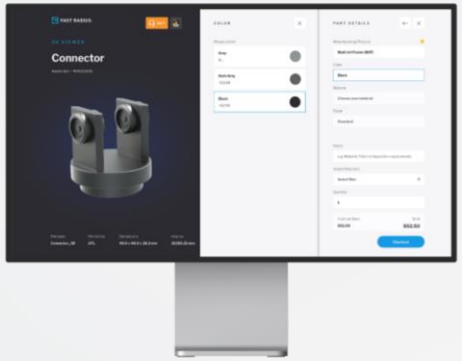


Note: Video accessible at: fastradius.com/cmp-fulfill

Fast Radius Beyond

Where will Fast Radius and Cloud Manufacturing take us?

... in the next year



Expanded Services and Apps

Virtual factory

Manufacturing comparison

Design collaboration

+ a portfolio of new apps on the roadmap

... in the next 5+ years

Personal AI Assistant

Data gathered from millions of different parts… and insights from millions of experts… organized and universally accessible in software.

Add-in conversational AI, e.g., What's the best way to make this? How long will it take? What is the carbon impact?

Virtual Warehouse™ XR

Millions of certified parts and products available in the cloud

Globally coordinated infrastructure to advance the state of the world; for example:

- Strategic National Bank for Crisis Response
- Space Exploration

Note: images shown are illustrative of software roadmap; not actual depictions of the user interface.

AI Assistant

Data gathered from millions of different parts… and insights from millions of experts… organized and universally accessible in software.

Add-in conversational AI, e.g.:

What's the best way to make this?

How long will it take?

What is the carbon impact?

Virtual Warehouse™ XR

Globally coordinated infrastructure to advance the human condition

Strategic National Bank for Crisis Response Space Exploration

Fast Radius Beyond

Where will Fast Radius and Cloud Manufacturing take us?

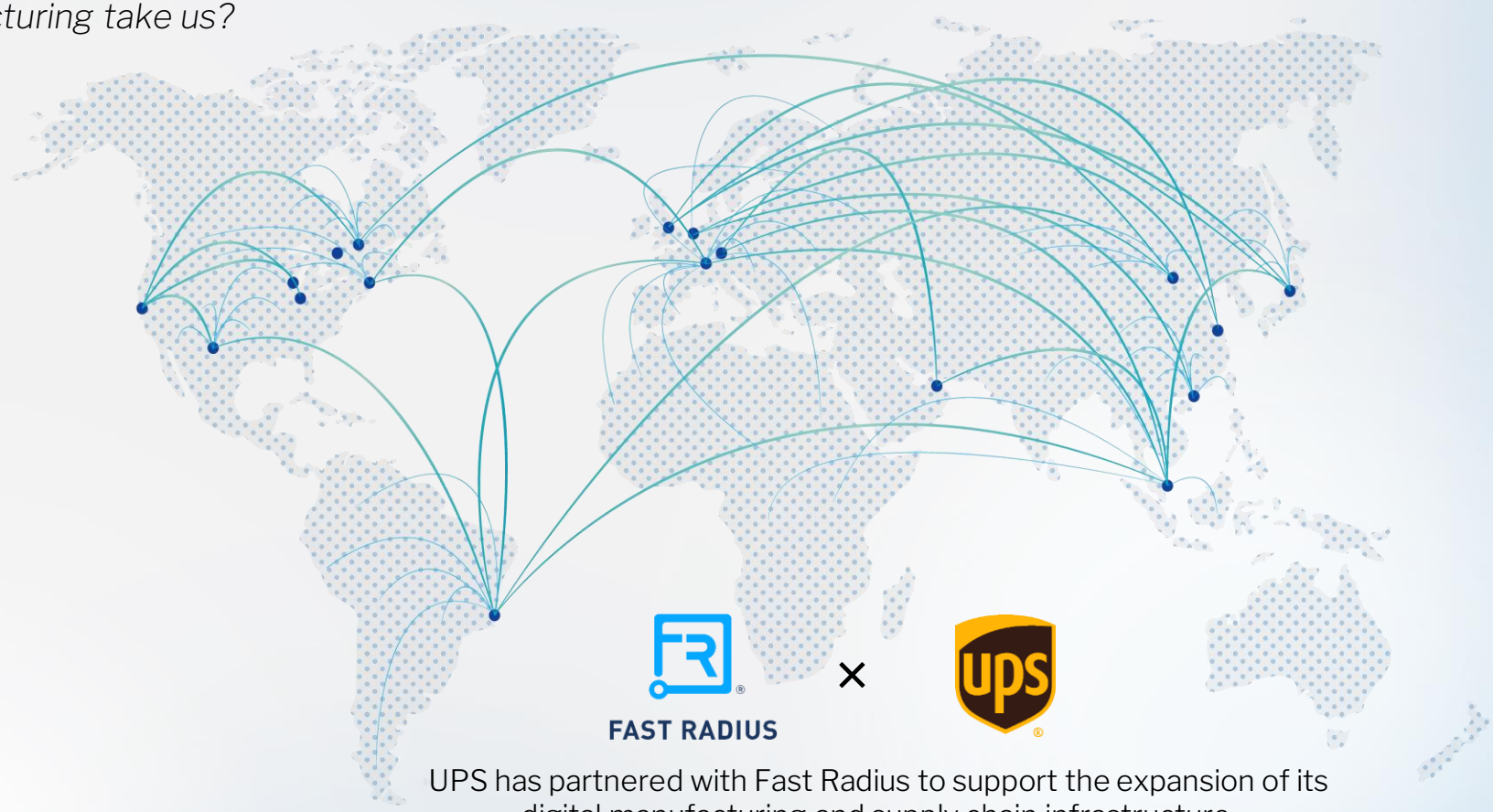
4th Modality of Logistics

By Fast Radius

Over the coming decade, a global network of interconnected micro-factories will take shape

Instead of moving parts by land, air, and sea… the Cloud Manufacturing Platform™ can allow parts to move digitally.

Parts can be shipped digitally and made where they are needed.



FAST RADIUS × UPS

UPS has partnered with Fast Radius to support the expansion of its digital manufacturing and supply chain infrastructure.

One of the Fast Radius micro-factories is located on UPS' Worldport hub in Louisville, KY.

"We're witnessing a transformation of manufacturing supply chains that's ushering in the fourth modality of logistics"
- Scott Price, EVP International UPS(1)

Note: https://www.ups.com/us/es/services/knowledge-center/article.page?kid=art16a43cf1d5c&articlesource=longitudes

Fast Radius' Cloud Manufacturing Platform™ provides tangible and powerful benefits

Similar to the benefits of cloud computing

ACCESS

Our cloud gives **anyone** access to manufacturing services across the product lifecycle that can be accessed **wherever** and **whenever** you need them.

SPEED

Innovation and production in manufacturing has never been faster. With access to groundbreaking new technologies like industrial-grade additive manufacturing, and simplified supply chains, customers can get their **parts in days instead of months**.

ELASTICITY

With our cloud, use only the resources you need: Scale-up with your demand. A few parts vs. a few thousand, infinite **digital warehouses** vs wasteful physical storage, and on-demand human **expertise when you need it** vs. constant hiring.

SUSTAINABILITY

Making, storing and moving parts through the Cloud Manufacturing Platform™ **reduces emissions** from transportation, **reduces waste** from storage and obsolete inventory… while empowering engineers to **make smarter design choices** from the start.

KNOWLEDGE

The data collected through our micro-factories and supplier network feeds our **learning engine** on top of which all of our apps and services are built. Software makes this knowledge **universally available**.

GLOBAL REACH

With a combination of our growing network of internal **micro-factories** and our extensive international **supplier network**, parts are where you need them when you need them.

COST ADVANTAGE

With our Cloud Manufacturing Platform™, **capital expenses** (factory equipment, physical storage, maintenance) are **traded for variable expenses** (production and virtual warehousing) when you need them. We bring **advanced manufacturing technologies** many companies couldn't afford to invest in alone.

The Cloud Manufacturing Platform™ can enable more sustainable ways of making, storing and moving physical products

Transportation Emissions ↓

Local on-demand micro-factory model enables on-shore production, cutting off significant amounts of transportation emissions

Energy Consumption ↓

Bundling together digital warehousing and local on-demand part production enables reduction in inventory reductions and cuts the emissions generated by the warehousing

Material Extraction ↓

Additive manufacturing enables optimized part design, and reduction in consumption of production materials

Making, storing and moving parts through the Cloud Manufacturing Platform™ reduces emissions from transportation, reduces waste from storage and obsolete inventory… while empowering engineers to make smarter design choices from the start.

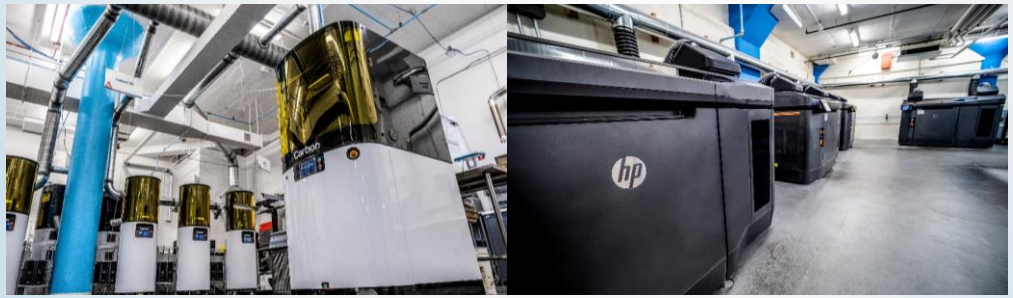
04

Model built to scale:

Proprietary micro-factories and go-to-market designed for hyper growth. Apps and services platform creates unique flywheel.

Footprint at a glance

CHICAGO	HQ and 3 micro-factories
LOUISVILLE	Factory on UPS North American hub
ATLANTA	Sales office
SINGAPORE	Regional office (Supply Chain)
HONG KONG	Regional presence (Supply Chain)[1]
PLUS	
Global network of trusted suppliers	Trusted suppliers across CNC machining, injection molding, urethane casting, and other manufacturing techniques



WORLD ECONOMIC FORUM

Fast Radius was recognized as a World Economic Forum “Lighthouse”

2018 1 of 9 most advanced factories in the world, only 1 in the US

- FAST RADIUS — Chicago, USA
- BAYER — Garbagnate, Italy
- Schneider Electric — Le Vaudreuil, France
- Haier — Qingdao, China
- P&G — Rakona, Czech Republic
- Johnson & Johnson — Cork, Ireland
- PHOENIX CONTACT — Bad Pyrmont and Blomberg, Germany
- BOSCH — Wuxi, China
- SIEMENS — Chengdu, China

2019 1 of 14 “End-to-End connected value chain lighthouses” for factory network + software platform

Source: https://www.weforum.org/press/2018/09/europe-asia-lead-the-way-to-the-factories-of-the-future
http://www3.weforum.org/docs/WEF_Global_Lighthouse_Network.pdf

(1) Fast Radius has independent contractors in Hong Kong

The Fast Radius Micro-factory

The “factory in a box” is designed to be copy and pasted for scale

Each micro-factory identifies and controls an extensive set of variables to drive reliability and repeatability

Includes detailed physical and digital architecture

Full integration with Cloud Manufacturing infrastructure and digital workflow

Chicago
Carbon DLS Micro-factory

Current micro-factories

Four micro-factories currently power our cloud

Digital Light Synthesis

Chicago

HP Multi Jet Fusion

Chicago

Fused Deposition Modeling

Louisville / UPS Worldport

CNC Machining

Chicago

Other operational technologies include Carbon L1, Desktop Metal Studio System, Formlabs Stereolithography, HP MJF 580, Doosan CNC, and Faro Metrology.

Technologies in evaluation include HP Metal Jet, Desktop Metal Production System, Velo3D and EOS Laser Powder Bed Fusion, Zeiss Metrology, and Fanuc Automation.

These owned and operated micro-factories are complemented by a global network of curated suppliers.

How do micro-factories scale?

The global cloud infrastructure provides production scale capacity and resiliency.

Overview

The “factory in a box” is designed to be copy and pasted for scale.

Standard physical infrastructure and workflows to enable a common, proven way of working globally.

Nodes deployed to expand capacity in existing locations and new geographics – some proximate to partners (e.g., UPS).

Digital orchestration from Chicago HQ.

Benefits at scale

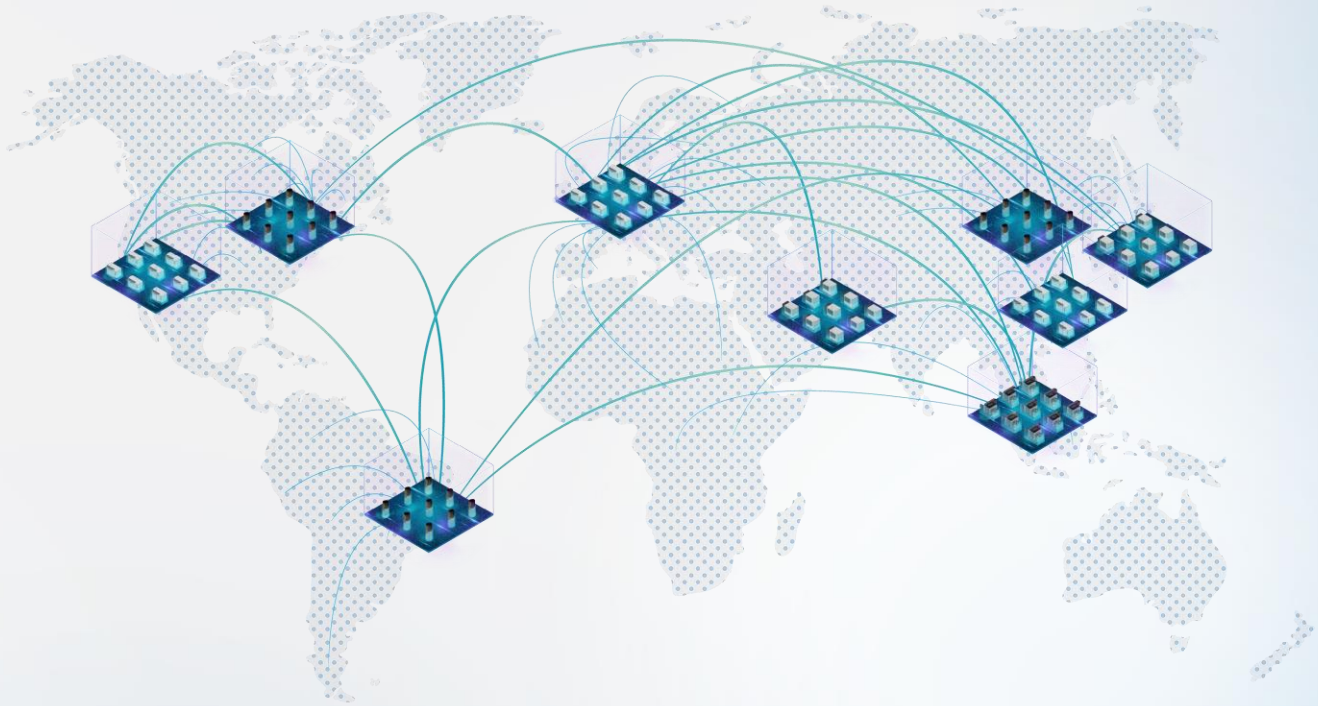
Attractive unit economics with minimal capital – efficiencies in cost, operations, and ability to tightly match supply with demand.

Learning Engine allows the network to get smarter with every part.

Supply chain sustainability via more localized production.

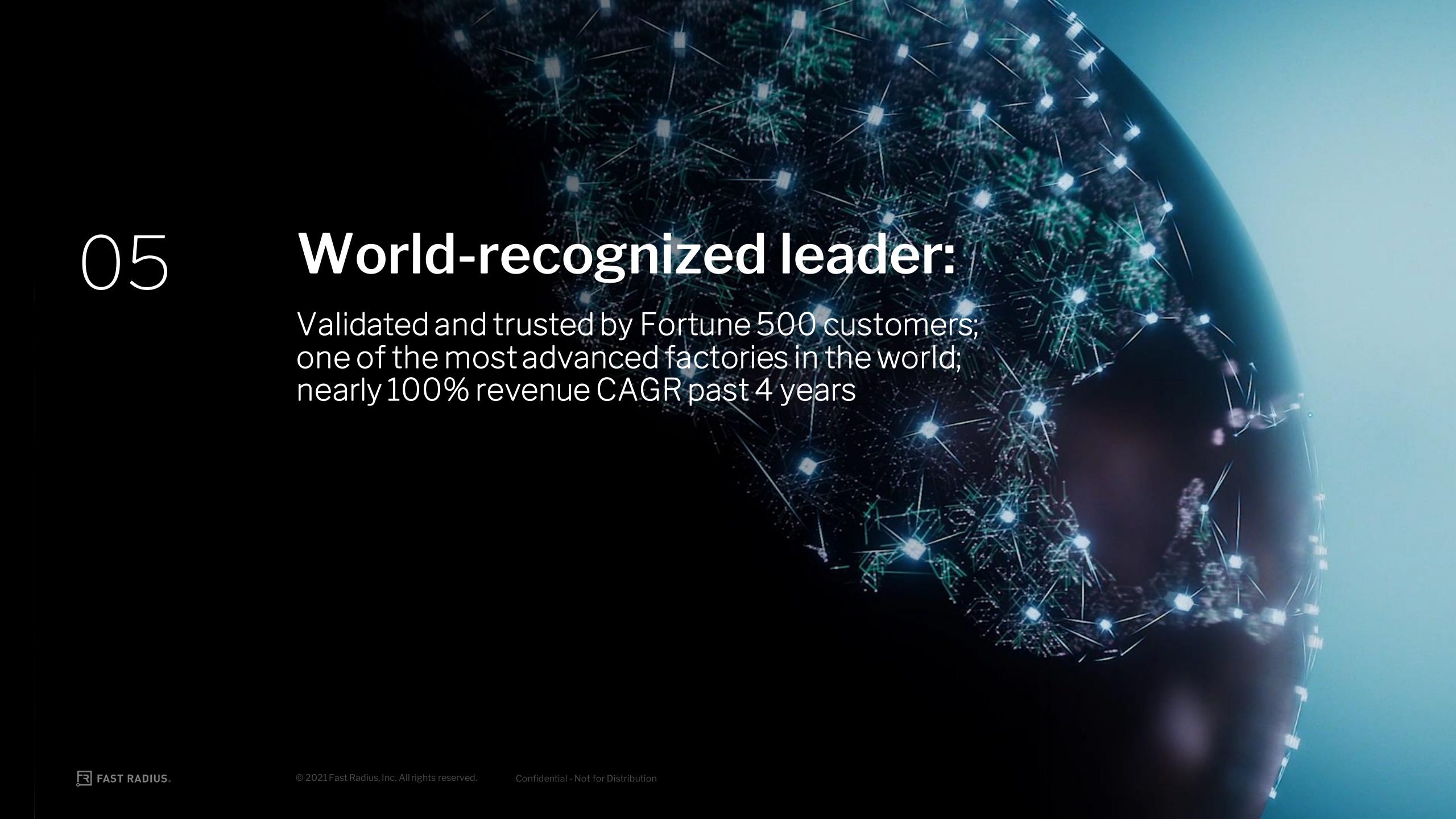
Production network resiliency and cost efficiencies.

Unlocks digital supply chain solutions – 4th Modality of Logistics and Virtual Warehouse™.



Making one of the world’s most advanced factories accessible to all

Illustrative roadmap; immediate focus in US, new geography sites TBC



05

World-recognized leader:

Validated and trusted by Fortune 500 customers; one of the most advanced factories in the world; nearly 100% revenue CAGR past 4 years

Validation from partners, customers, and broader ecosystem

Exclusive partner with UPS

Micro-factory located at UPS Worldport in Louisville, KY

Industry leading Net Promoter Score

71

NET PROMOTER SCORE[1]

NPS that rivals Apple, Nordstrom, and other top brands

Recognized by World Economic Forum

WEF recognized FR as one of the 9 most advanced factories in the world[3]

Real commercial and operational traction[2]

11 million

PARTS PRODUCED

85,000

UNIQUE PARTS EVALUATED

2,000+

CUSTOMERS SERVED

Certified production supplier for top OEMs

Passed rigorous quality audits with leading Fortune 500 OEMs across industries

In many cases, Fast Radius is the first and only production additive supplier providing parts to these customers

(1) Based on regular, automated surveys of customers; rolling average as of 4/13/2021
(2) All numbers are cumulative since 2017
(3) https://www.weforum.org/press/2018/09/europe-asia-lead-the-way-to-the-factories-of-the-future; http://www3.weforum.org/docs/WEF_Global_Lighthouse_Network.pdf

Fast Radius Customers

Over 2,000 customers served across 6 major industries, including 45 Fortune 500 companies.

INDUSTRIAL

Example Customers:

TOYOTA ADVANCED LOGISTICS · Danfoss

TECHNOLOGY

Example Customers:

COBALT · TE connectivity

CONSUMER

Example Customers:

Rawlings · Colgate

AUTOMOTIVE & TRANSPORTATION

Example Customers:

Yanfeng · APTIV

AEROSPACE & DEFENSE

Example Customers:

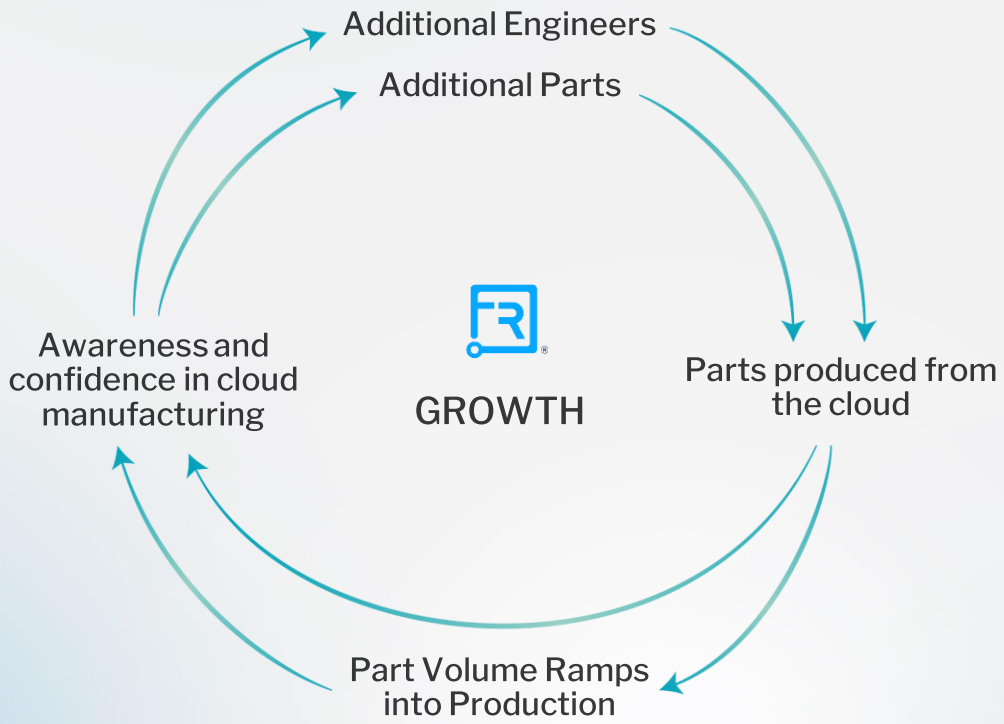
Collins Aerospace · SATAIR

MEDICAL

Example Customers:

axial3D · COAPT

Fast Radius flywheel drives account expansion



Example customers:

Over the past ~18 months, accounts grew from 1 part and 1 engineer to…

50+ parts, 2019 prototypes → 2020 production of $350k → 2021 forecast of $600k+

65 parts, $100k+ in quarterly bookings, 9 engineers

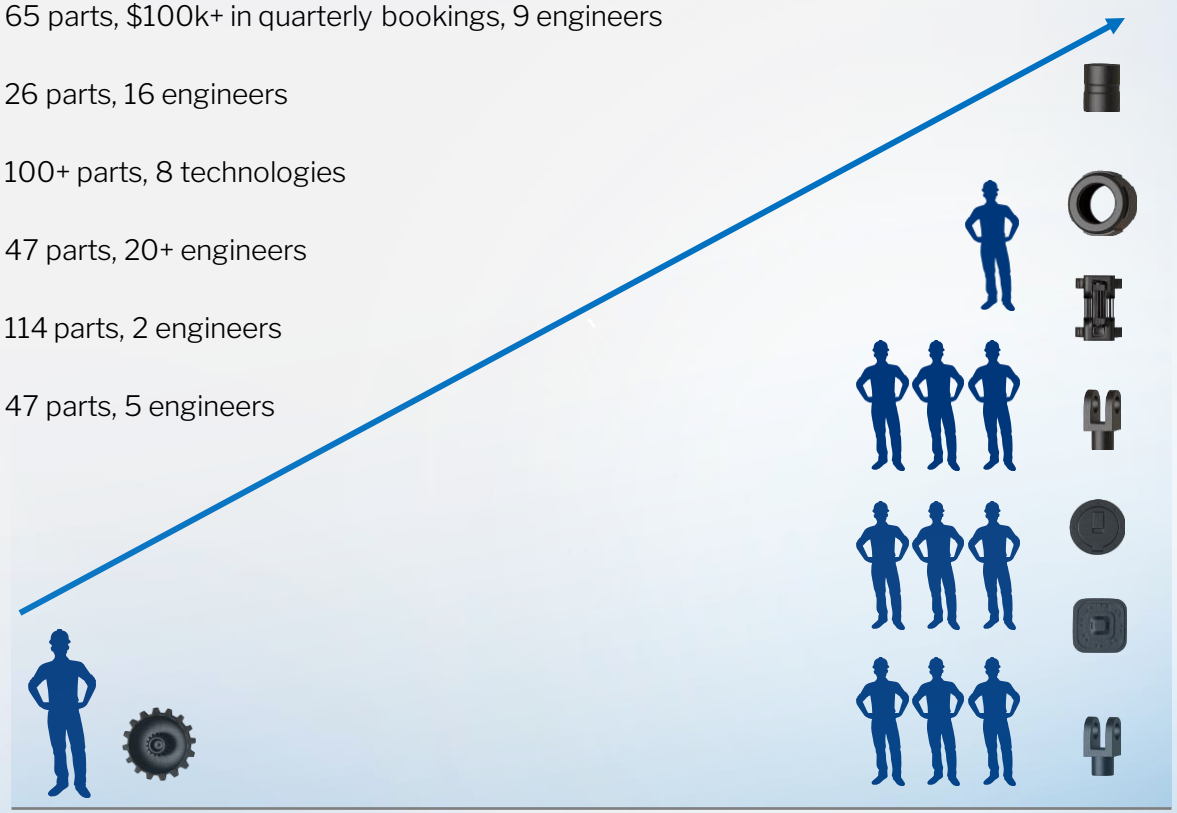
26 parts, 16 engineers

100+ parts, 8 technologies

47 parts, 20+ engineers

114 parts, 2 engineers

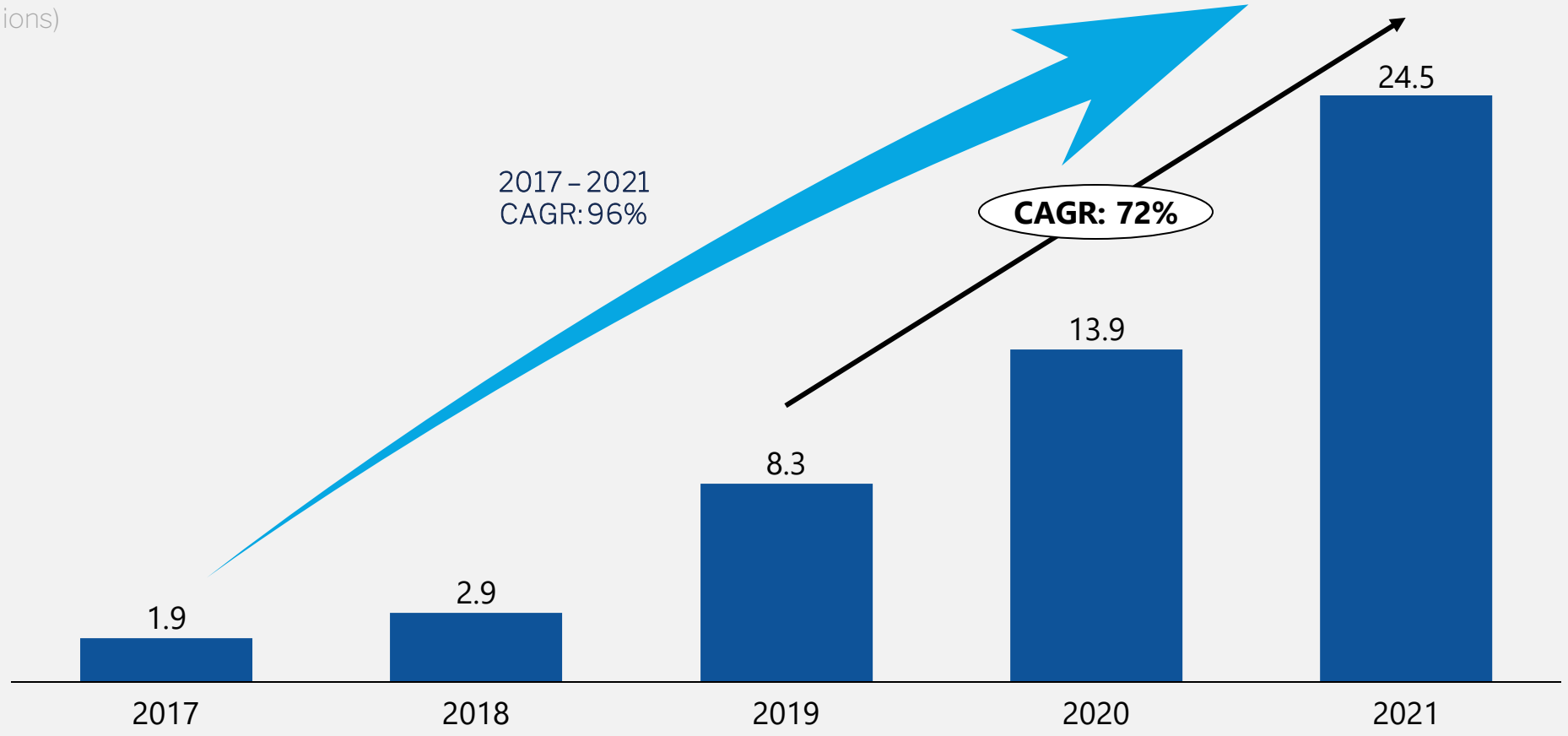
47 parts, 5 engineers



Early proof points of quick-to-scale and resilient revenue growth engine

Year-on-year Revenue

($ millions)



Note: Represents unaudited financials.

06

Attractive growth path:

Plan estimated to generate $600M+ revenue in 2025 with compelling unit economics

Established, top-tier unit economics for customer acquisition and micro-factory scale

Established customer acquisition model

CLTV / CAC[1]	5x – 8x
Payback period	~6 months

Top quartile SaaS CLTV / CAC: 8x[2]

Fast Radius CLTV / CAC among best-in-class SaaS peers

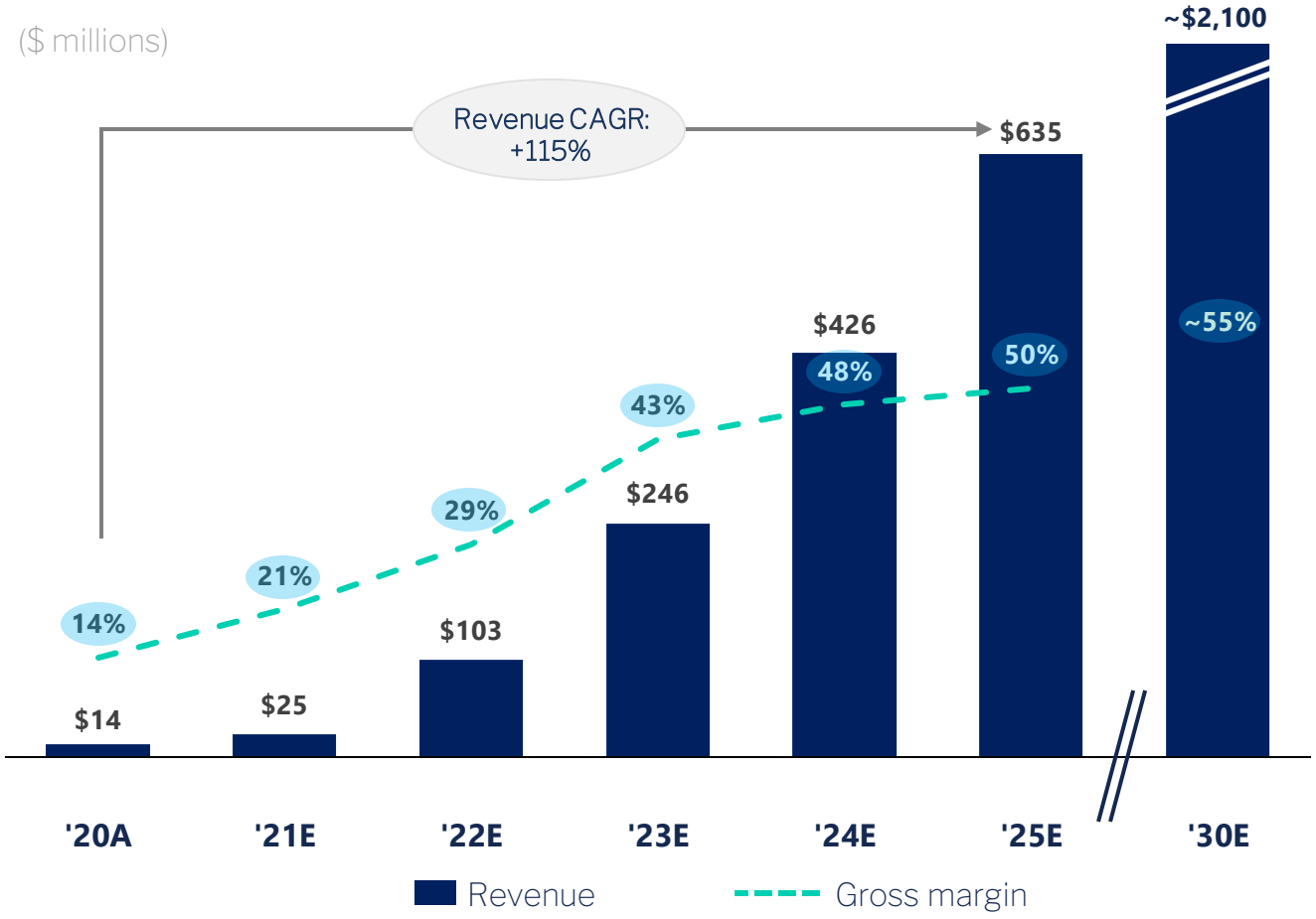
Established unit economics of a typical micro-factory[3]

Capital investment	~$3.5 million
Run-rate EBITDA	~$4.0 million
Payback period	~1.5 years
5-year IRR	~85%

(1) Represents customer lifetime value (CLTV) / customer acquisition cost (CAC); we define a "Customer" as an engineer or pod of engineers working on a product; CLTV based on projected 5-year revenue and gross margin, adjusted for projected customer retention rates and discounted at a 15% annual discount rate over 5 years; CAC calculated based on average cost per new customer opportunity across various acquisition channels adjusted for average win rate of these new opportunities.
(2) Source: 3rd party consulting firm industry survey
(3) Typical micro-factory profile; some variation by technology and scale

Positioned for accelerated growth and attractive profitability

Summary pro-forma financials



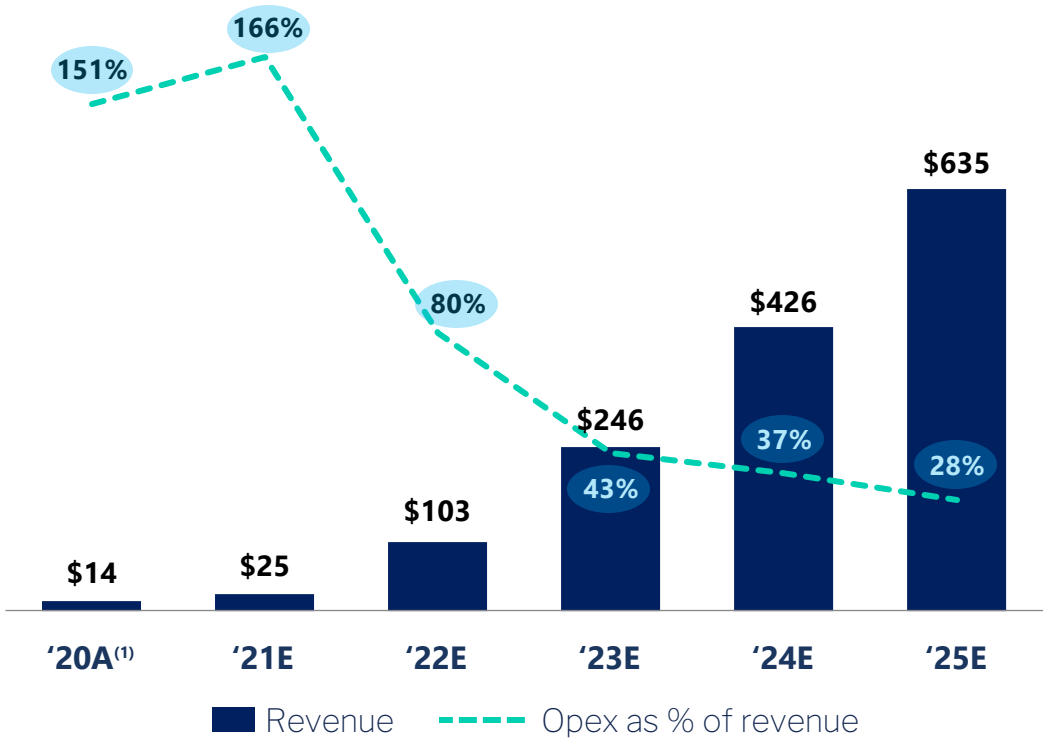
Key growth drivers

- $350+ billion addressable, growing market driven by next-gen manufacturing technologies, including additive
- Proven customer acquisition strategy to capture a larger share as the industry consolidates
- Network effect and a virtuous cycle from software platform (e.g., Virtual Warehouse™), which promotes customer stickiness
- Ongoing addition of services and apps on software platform provides significant software revenue upside
- Continued implementation of micro-factory expansion projected to reach steady-state gross margins of 50%+
- Opportunistic acquisitions to further accelerate capability and geographic expansion

Scalability of business expected to result in significant operating leverage and strong free cash flow generation

Operating expenses as % of revenue

($ millions)



EBITDA & Free Cash Flow

($ millions)

(1) 2020 numbers are pending final audit results

07

Team:

Highly-experienced, visionary team to pursue the opportunity

Highly-experienced, visionary team to pursue the opportunity

Lou Rassey

CEO, Co-Founder, and Director

Founded McKinsey's Digital Manufacturing Practice, globally renowned expert on Industry 4.0

McKinsey & Company · Chrysler

Pat McCusker

CFO/COO and Co-Founder

Experience growing public-company and tech-driven businesses; President, North America of INWK, successful tech entrepreneur

inwk NASDAQ LISTED · Circuit City

Bill King, PhD

Chief Scientist and Co-Founder

Architect and founding CTO of US national lab for digital manufacturing and design; former advisor to DARPA; professor at U of Illinois

Stanford University · University of Illinois Urbana-Champaign · DARPA

John Nanry

Chief Manufacturing Officer and Co-Founder

Led McKinsey's Digital Manufacturing Practice, broad expertise implementing new technologies

McKinsey & Company · Raytheon

Gus Pinto

Chief Product Officer

Serial tech platform builder; led development of spatial computing platform at Magic Leap, mobile and cloud infrastructure at Citrix

magic leap · citrix · Microsoft · cloud.com

James Levin

Chief Marketing Officer

Helped build Amazon's fastest startup to hit $1BN in sales; led marketing at SolarWinds through IPO

amazon BUSINESS · SWI LISTED NYSE

Heather Baker

VP, People

Extensive experience scaling strong people function within high-growth technology companies

InContext Solutions · Leapfrog Online

Brian Simms

VP, Sales

Proven sales leader, scaled multiple companies through hyper growth and IPOs; led sales at Groupon on way to fastest ever ramp to $1B in revenue

amazon · GROUPON · ECHO NASDAQ LISTED · RUBICON

Bobby Bott

VP, Manufacturing

Seasoned manufacturing executive; led manufacturing operations across multiple sites within the aerospace and defense industry

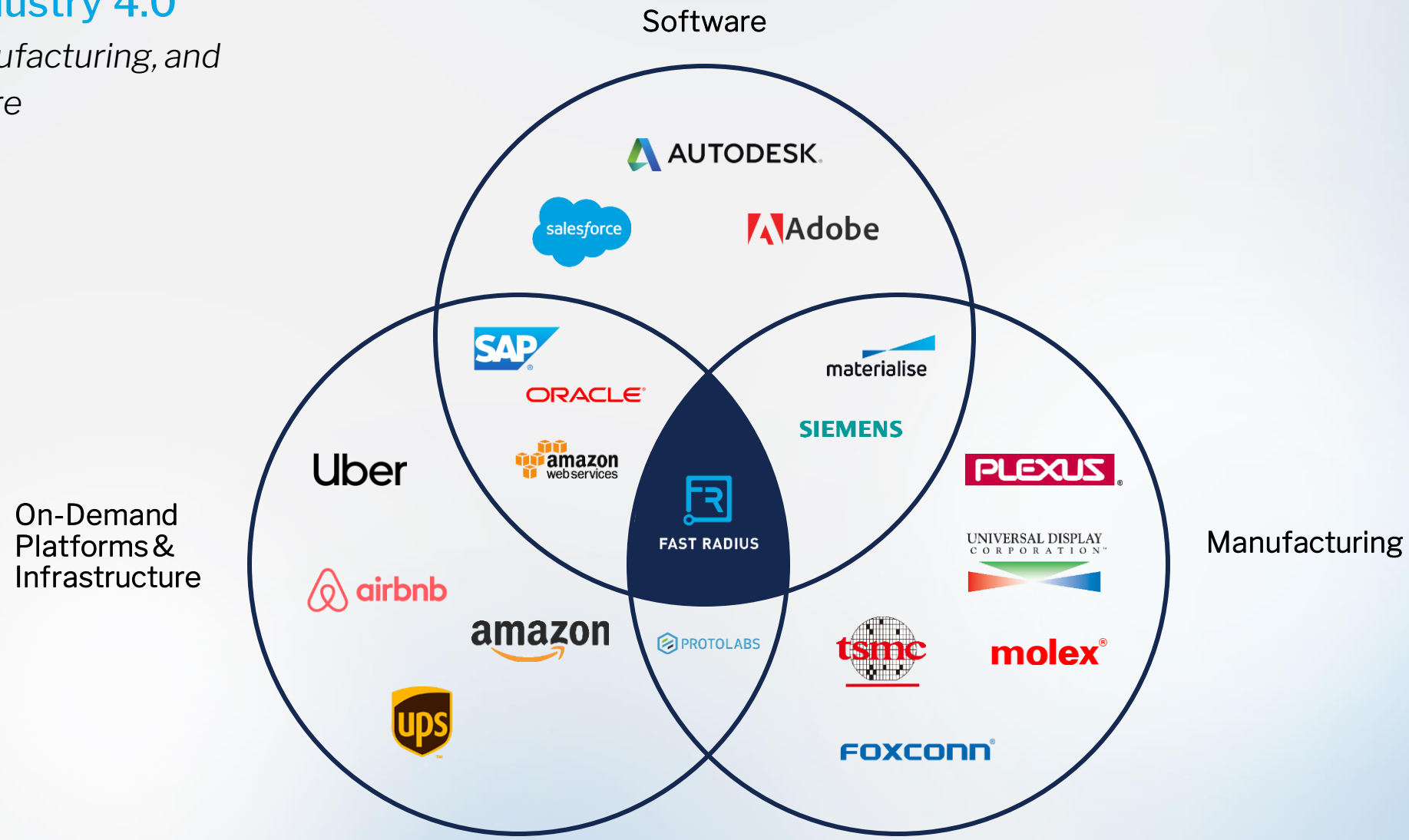
PCC · Berkshire Hathaway Inc.

Appendix A

Transaction & valuation overview

Fast Radius is creating an entirely new category in Industry 4.0

Spanning software, manufacturing, and on-demand infrastructure

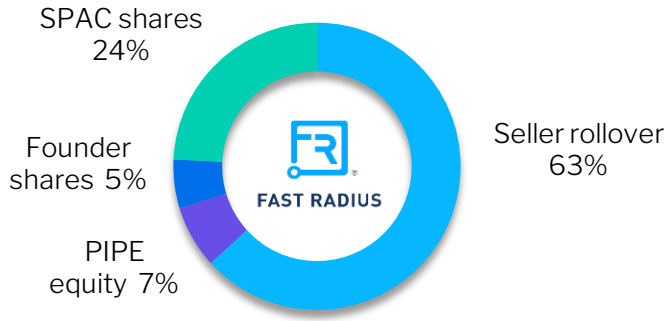


Detailed transaction overview

Key transaction terms

- Pro forma enterprise value of $995m (1.6x 2025E revenue)
- $410m cash proceeds inclusive of $100m PIPE proceeds and transaction expenses(1)
- $100 million fully committed PIPE, including a $25 million forward purchase commitment from Goldman Sachs Asset Management, L.P. Other investors in the PIPE include UPS, ECP, and Palantir.
- Fast Radius rolling 100% of equity ownership
- 10m earnout share to sellers with 50% earned at $15.00 and 50% earned at $20.00(2)

Pro Forma ownership @ $10.00 / share(1)



Illustrative pro forma valuation ($m)

Fast Radius share price	**$10.00**
Pro forma shares outstanding	**142.3**
Pro forma equity value	**$1,423**
(-) Assumed pro forma net cash (2)	**($428)**
Pro forma enterprise value	**$995**

Transaction Multiple	Metric	
EV / 2025E Revenue	**$635**	**1.6x**

Illustrative sources and uses ($m, except per share data)

Sources	$	%	Shares
Seller rollover (3)	**$900**	**63%**	**90.0**
SPAC cash in trust	**345**	**24%**	**34.5**
Additional PIPE equity	**100**	**7%**	**10.0**
Founder shares (4)	**78**	**5%**	**7.8**
Total sources	**$1,423**	**100%**	**142.3**

Uses	$	%
Seller rollover	**$900**	**63%**
Cash to balance sheet	**410**	**29%**
Founder shares	**78**	**5%**
Estimated fees and expenses	**35**	**2%**
Total sources	**$1,423**	**100%**

(1) Assumes no redemptions and excludes dilutive impact of 8,625,000 public warrants (strike price of $11.50) and 6,266,667 SPAC sponsor warrants (strike price of $11.50); illustrative amounts may fluctuate as a result of redemptions.
(2) Earnout vests upon the common stock trading above the relevant threshold for 20 trading days in any 30-day trading day period prior to the 5th anniversary of closing.
(3) Pro forma net cash calculated as Fast Radius's net cash balance of $18m as of 12/31/2020 and transaction proceeds of $410m.
(4) Seller rollover excludes deferred portion (5,000,000 shares are deferred until the combined company achieves a VWAP of $15.00, and another 5,000,000 shares are deferred until the combined company achieved a VWAP of $20.00).
(5) Founder shares exclude deferred portion (5% of ECP's promote, or 407,000 shares, is deferred until the combined company achieves a VWAP of $15.00, and another 5% of ECP's promote, or 407,000 shares, is deferred until the combined company achieves a VWAP of $20.00).

Selected public comparable universe for Fast Radius

Industry 4.0 industrial automation

- Disruptive, technology-enabled industrial automation companies
- Different business models to Fast Radius, but similar Industry 4.0 driving forces

Industry 4.0 additive manufacturing

- "New generation" additive manufacturing (i.e. 3D printing) machine makers: Desktop Metal, Markforged, Velo3D
- Software platforms enabling additive manufacturing: Materialise
- These are additive technology-focused businesses vs. Fast Radius, which is technology agnostic

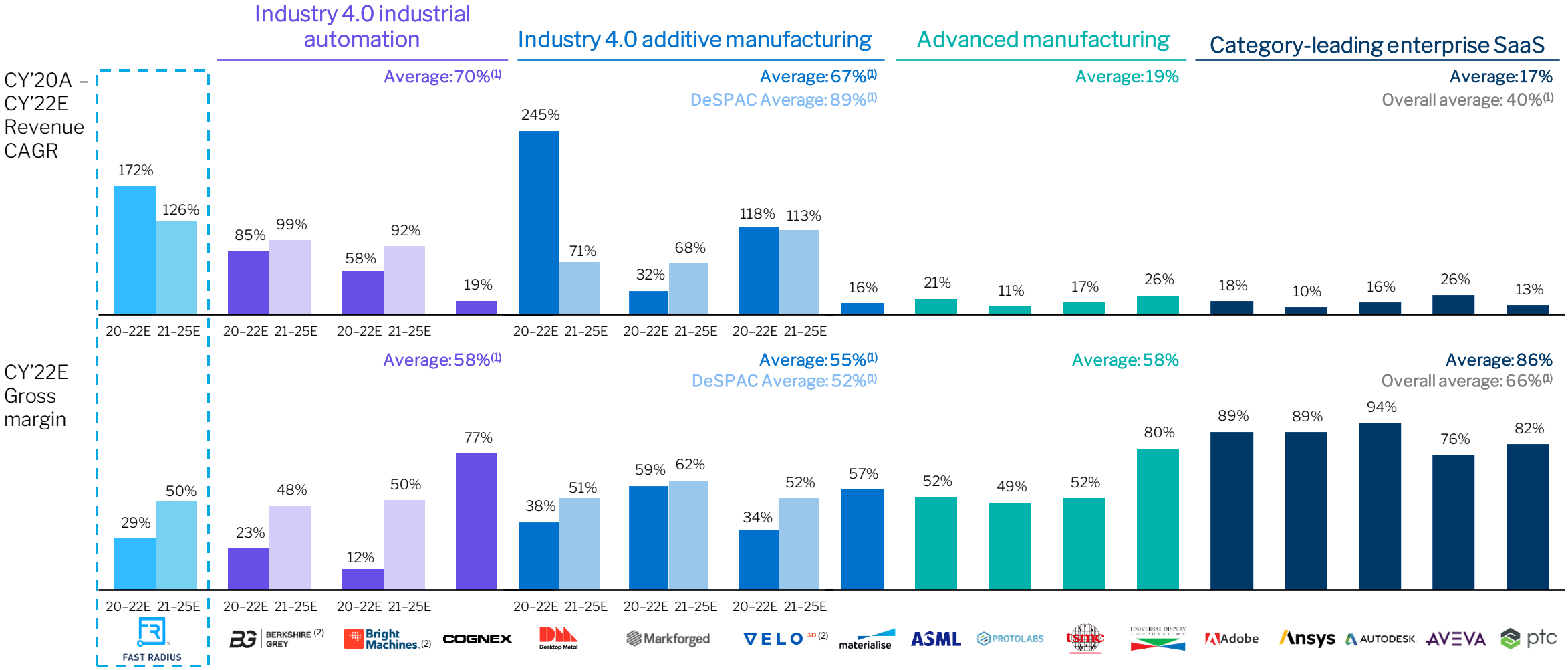
Advanced manufacturing

- Global leaders providing the technology backbone for complex products / processes by combining design, software and advanced manufacturing capabilities
- Typically oriented towards specific industries or use cases vs. Fast Radius which is industry agnostic and focused on industrial-grade production runs

Category-leading enterprise SaaS

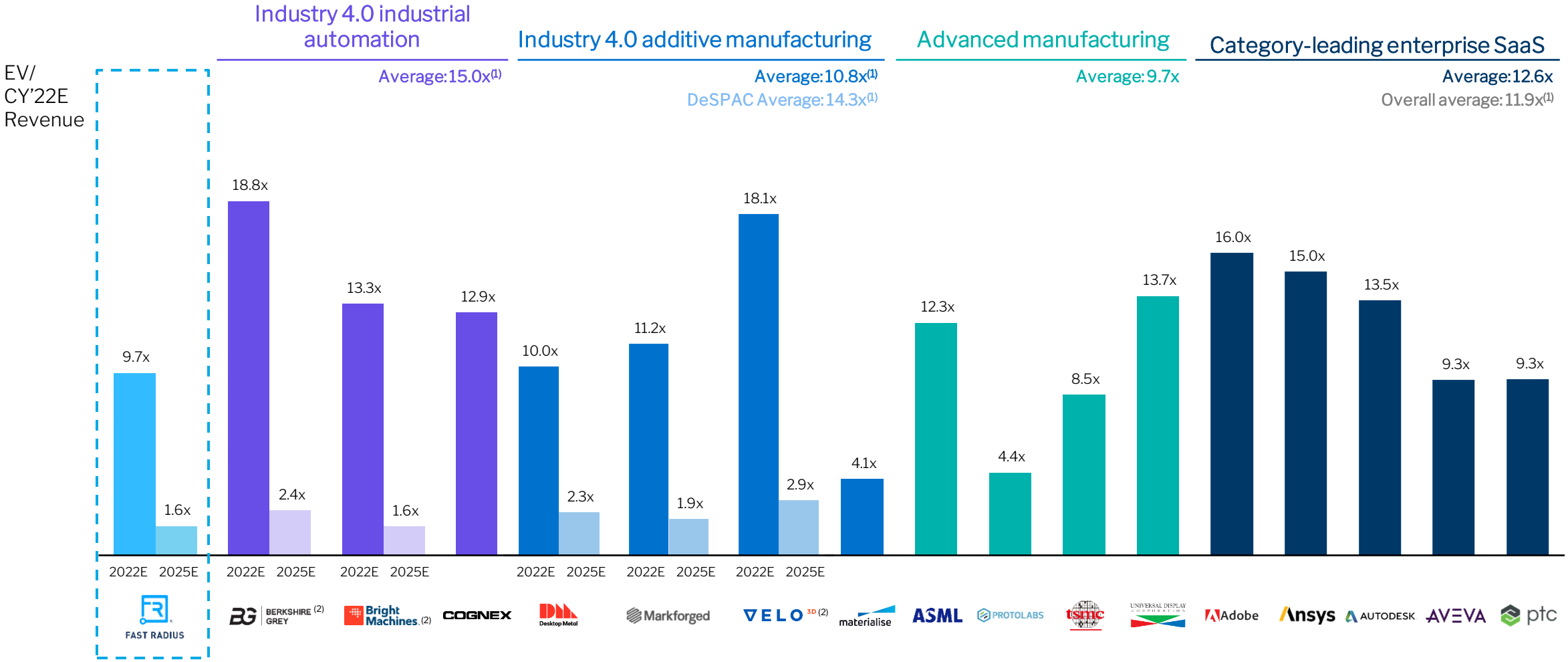
- Enterprise-focused SaaS platforms driving commercial / industrial innovation
- Different business models to Fast Radius, but similar cloud computing thematics

Selected peers operational benchmarking



Source: Fast Radius' projections based on management estimates; peer projections based on company filings and FactSet as of July 14, 2021.
Note: NA denotes "not available". NM denotes "not meaningful".
(1) Averages include Desktop Metal's, Markforged's, Berkshire Grey's, Velo3D's and Bright Machines' CY'21E-CY'25E sales CAGR and CY'25E gross margin.
(2) Berkshire Grey announced its merger with Revolution Acceleration on February 25,2021; Velo3D announced its merger with JAWS Spitfire on March 23, 2021; Bright Machines announced its merger with SCVX on May 19, 2021; projections for Markforged, Berkshire Grey, Velo3D and Bright Machines reflect management guidance from PIPE presentation.

Selected peers valuation benchmarking



Source: Fast Radius' projections based on management estimates; peer projections based on company filings and FactSet as of July 14, 2021.
Note: NA denotes "not available". NM denotes "not meaningful".
(1) Averages include Berkshire Grey's, Bright Machines', Desktop Metal's, Markforged's and Velo3D's EV / CY'22E revenue.
(2) Berkshire Grey announced its merger with Revolution Acceleration on February 25,2021; Velo3D announced its merger with JAWS Spitfire on March 23, 2021; Bright Machines announced its merger with SCVX on May 19, 2021; projections for Markforged, Berkshire Grey, Velo3D and Bright Machines reflect management guidance from PIPE presentation.

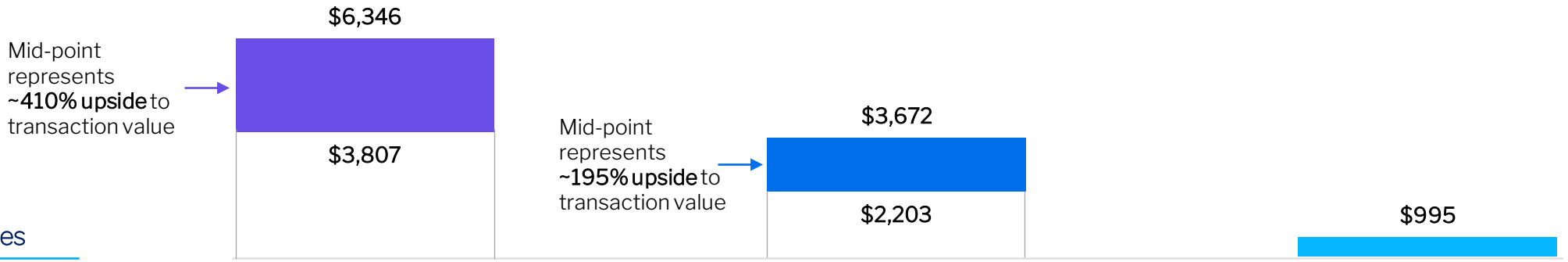
Transaction priced at a discount to selected peer multiples

Implied EV based on selected comparable companies trading

Transaction value

($ in millions)

Implied future EV	Implied discounted EV (Discount rate: 20%)	Implied post-money EV



Implied multiples

	Implied future EV	Implied discounted EV (Discount rate: 20%)	Implied post-money EV
EV / CY 2025E Revenue	6.0x – 10.0x	3.5x – 5.8x	1.6x

Valuation approach

- Using a future valuation date of 6/30/2024, Fast Radius is valued by applying 2025E revenue of $635m to an EV/ NTM revenue multiple of 6.0 – 10.0x based on peer multiples to arrive at an implied future EV
- The implied future EV is then discounted at a 20% discount rate over a 3-year period to arrive at an implied present value, which we believe to be appropriate and implies an attractive valuation entry point relative to other recent and successful Industry 4.0 de-SPAC transactions

Source: Fast Radius' projections based on management estimates; peer projections based on company filings and FactSet as of June 1, 2021.

Appendix B

The Fast Radius Cloud Manufacturing Platform™

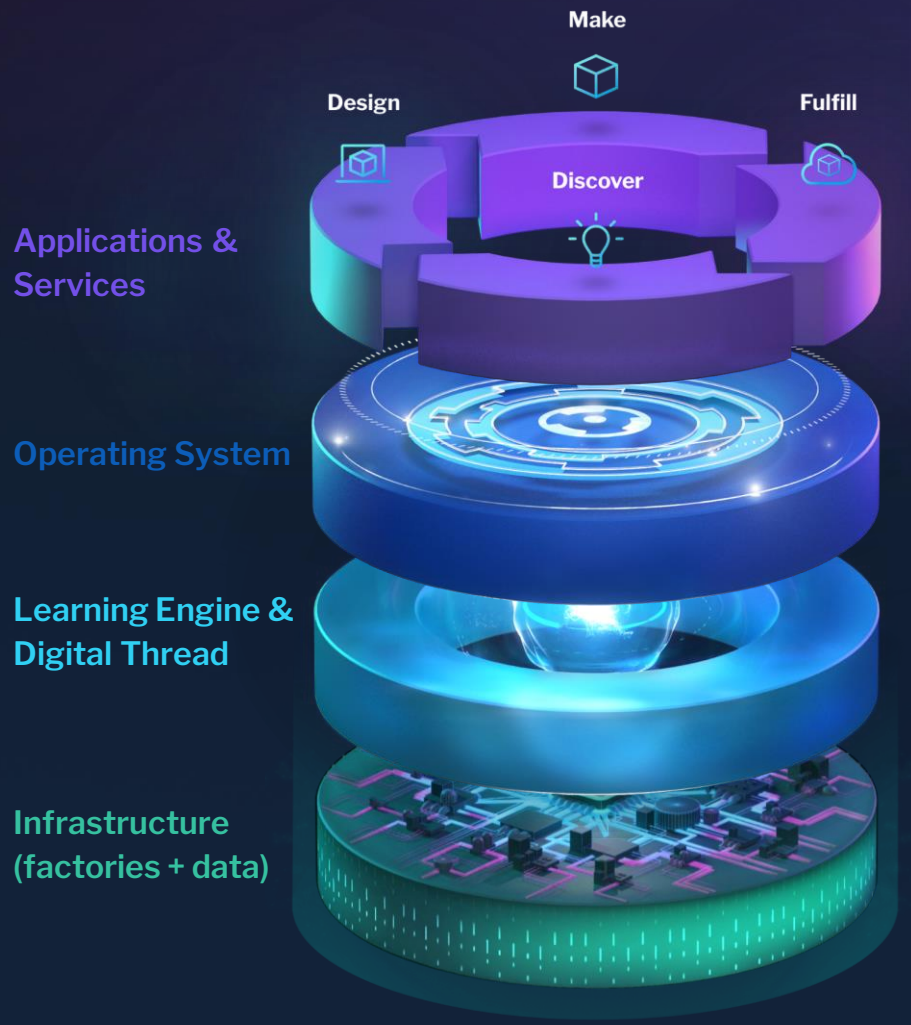
Introduction (CMP-101)

Fast Radius Cloud Manufacturing Platform™ – Introduction (CMP-101)

The Fast Radius

Cloud Manufacturing Platform™

At Fast Radius, we have built the world's first Cloud Manufacturing Platform™, delivering design, manufacturing & supply chain services over the internet.



Fast Radius Cloud Manufacturing Platform™ – Introduction (CMP-101)

What is the Cloud Manufacturing Platform™?

Cloud manufacturing is the delivery of manufacturing-related services over the internet.

Fast Radius has built the world's first Cloud Manufacturing Platform™.

- Software + Physical Factory Infrastructure
- Platform provides access to state-of-the art manufacturing capacity… and access to the data and insight from how and when things are made
- Services cover the end-to-end experience of bringing a physical, custom part to the world

DISCOVER DESIGN MAKE FULFILL

How does it work?

The Cloud Manufacturing Platform™ has an integrated tech stack that consists of physical and digital infrastructure.

It is just like cloud computing, but for physical parts.

	Cloud Computing	Cloud Manufacturing
Physical infrastructure	Data center network	Factory network
Software to orchestrate the work	Software to orchestrate data	Software to orchestrate data and part production
Software application layer	Designed for apps to be built on top	Designed for apps to be built on top

What can be done with cloud manufacturing?

The Cloud Manufacturing Platform™ has a set of applications and services provided by Fast Radius, accessible to anyone with a web browser.

Today, Fast Radius applications include:

FAST RADIUS On Demand

FAST RADIUS Additive Launch

FAST RADIUS Virtual Warehouse™

Similar to cloud computing, it is a platform for innovation and designed for others to build upon.

Fast Radius has a roadmap for expanding these core applications, while also launching new software and services through an application ecosystem.

Appendix B

Learning Engine: The ‘build package’ is a critical technology behind cloud manufacturing

Akin to the Manufacturing Genome – the DNA of every part

Contains manufacturing instructions

- Including part design, process instructions, material choice, quality information

Contains information on the life of the part

- Actual data from part production (machine data, materials lot, metrology) and supply chain

The build package allows us to digitally transport parts and produce them anywhere in the world in our certified micro-factories

- Enables portability through cloud manufacturing
- Ensures every part is correct, wherever it is made

Enables continuous improvement

- Users can update their designs
- We learn and get better from every part

Appendix C

Additional Information

Lou Rassey

CEO, Co-Founder & Director

Lou Rassey is Co-Founder and CEO of Fast Radius. He has had a 20-year career in the manufacturing sector, and is a recognized leader and advisor on matters related to manufacturing, technology and competitiveness.

Lou spent 11+years at McKinsey & Co., where he was a Partner focused on manufacturing, industrial innovation & private equity.

He also founded Two Roads Group, an industrial-tech focused investment firm, and spent the first chapter of his career as an engineer in the auto industry with Chrysler and BMW.

Prior experience and educational qualifications

- From 2003-2015, Lou was a Partner and helped lead the Manufacturing & Private Equity Practices at McKinsey & Company. Contributions include:
  - Co-led McKinsey's global research report and client advisory efforts on the 'Future of Manufacturing' and its implications on how countries and companies compete.
  - Architected and led the execution of many corporate performance transformations – across innovation, product development, manufacturing, purchasing, supply chain, commercial / go-to market
  - Led the development of McKinsey's playbooks and service lines for private equity due diligence and integrated corporate performance improvement.
  - Led McKinsey's global research and advisory efforts on digital in industry (Industry 4.0) – e.g., industrial internet, 3D printing, advanced robotics, breakthrough business models.
- Founder and CEO of Two Roads Group (TRG), an investment and advisory firm focused on industrial technologies.
- Lou started his career as a product and manufacturing engineer with Chrysler and then helped with the launch of a Chrysler-BMW joint venture (Tritec Motors) in Brazil.
- Lou has been a Board Member or Board Advisor to a number of industrial and technology companies, including Dedicated Computing (industrial computing), Sight Machine (digital analytics), and Rescale (digital design and simulation in the cloud).
- Lou helped set the strategy and 2015 launch of the Digital Design and Manufacturing Innovation Institute (DMDII, now called MxD) in Chicago.
- Lou holds a Bachelor of Science in Mechanical Engineering from Notre Dame; a Masters of Science in Engineering Management from the University of Michigan – Dearborn; a Masters of Science in Mechanical Engineering from MIT, and an MBA from MIT Sloan
- Lou lives in Chicago with his wife, Sarah, and their three children.

Appendix C

Our addressable market today is $350B+... with upside as the Cloud Manufacturing Platform™ evolves

$350B+

parts production
(in FR current tech scope[1])

Manufacturing and fulfillment of custom parts. Additive manufacturing, CNC Machining, Injection Molding + others

$20B+

design & manufacturing software[2]

Tools designers, engineers, manufacturing and supply chain professionals use across the lifecycle

++

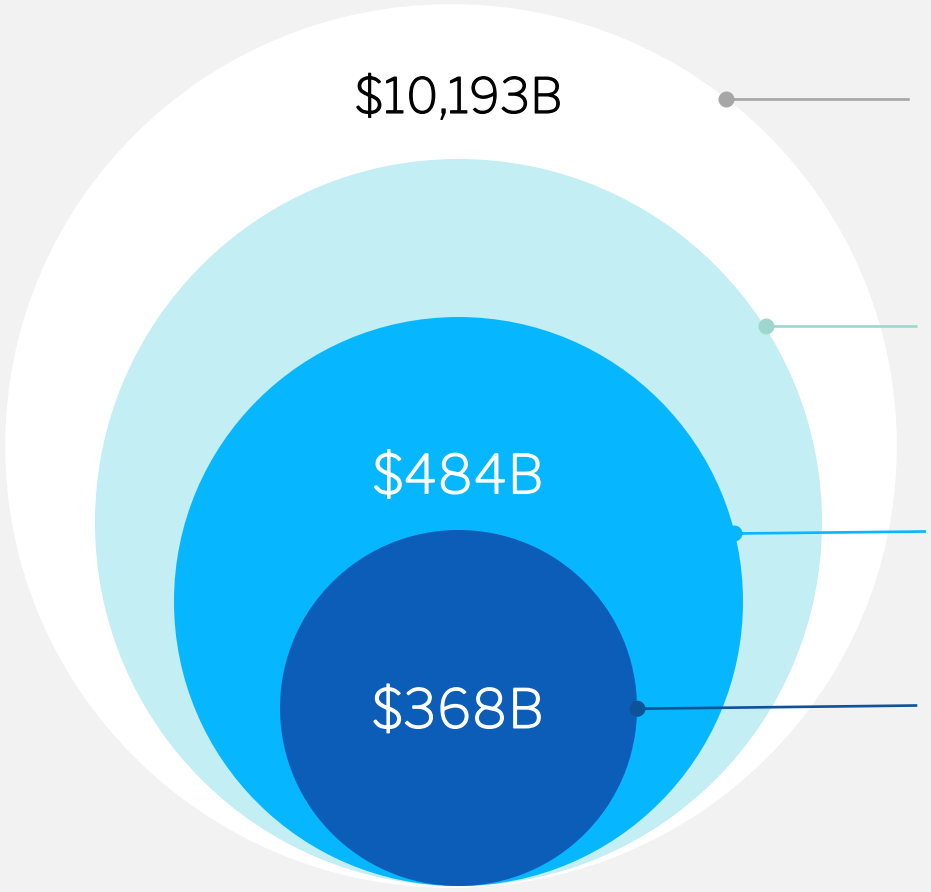
cloud-enabled innovation

Just as cloud computing unlocked entirely new business models and innovation, so too does cloud manufacturing

(1) Includes additive manufacturing, CNC machining, injection molding, sheet metal, and other techniques; excludes extremely high volume and large form factor manufacturing and assembly
(2) Estimated market size in 2025
Source: 3rd party market study; "3D Printing Market Global Forecast to 2023" Markets and Markets (2017); "3D Printing and Additive Manufacturing Global State of the Industry" Wohlers Reports (2020); "Category Intelligence on Machining" Beroe (2020); "2020 Additive Manufacturing Market Summary Report" Smartech (2019); "Metal Stamping Market Analysis" Grand View Research (2020); "Global Metal Stamping Market 2020 – 2027" Acumen Research (2020); "Injection Molded Plastics Analysis and Segment Forecasts To 2027" Grand View Research (2020); "Global Manufacturing Scorecard" Brookings Institute (2018); "Global Engineering CAD Software Industry Market Research Report" Maia Research (2020); "3D CAD Software Market" Grand View Research (2021); "World Population Prospects" United Nations (2020); "Engineering by the Numbers" American Society for Engineering Education (2019); "Occupational Outlook Handbook" Bureau of Labor Statistics (2019)

Our addressable market today is $350B+... with upside as the Cloud Manufacturing Platform™ evolves

Market opportunity, $B



2025 Worldwide manufacturing market + Potential Software and Services market

Upside: New Business Models enabled by Cloud Manufacturing

2025 expected production Total Addressable Market (TAM) + 2025 potential software and services market

2020 production TAM(1)

Production addressable market

Primary processes:

- Additive manufacturing
- CNC machining: prototyping to medium volume runs (<100k parts)
- Injection molding: prototyping to medium volume runs (<100k parts)
- Sheet metal: prototyping to small volume runs (<10k parts)

Software addressable market

Engineers, industrial designers, manufacturing and supply chain professionals using design/manufacturing software

(1) Includes additive manufacturing, CNC machining, injection molding, sheet metal, and other techniques; excludes extremely high volume and large form factor manufacturing and assembly
Source: 3rd party market study; "3D Printing Market Global Forecast to 2023" Markets and Markets (2017); "3D Printing and Additive Manufacturing Global State of the Industry" Wohlers Reports (2020); "Category Intelligence on Machining" Beroe (2020); "2020 Additive Manufacturing Market Summary Report" Smartech (2019); "Metal Stamping Market Analysis" Grand View Research (2020); "Global Metal Stamping Market 2020 – 2027" Acumen Research (2020); "Injection Molded Plastics Analysis and Segment Forecasts To 2027" Grand View Research (2020); "Global Manufacturing Scorecard" Brookings Institute (2018); "Global Engineering CAD Software Industry Market Research Report" Maia Research (2020); "3D CAD Software Market" Grand View Research (2021); "World Population Prospects" United Nations (2020); "Engineering by the Numbers" American Society for Engineering Education (2019); "Occupational Outlook Handbook" Bureau of Labor Statistics (2019)

Summary pro forma Income Statement

$ millions	2019A[(1)]	2020A[(1)]	2021E	2022E	2023E	2024E	2025E
Revenue	8	14	25	103	246	426	635
YoY growth %	*191%*	*66%*	*76%*	*320%*	*139%*	*73%*	*49%*
Cost of Goods Sold	8	12	19	73	140	223	319
Gross Profit	**$0.2**	**$2**	**$5**	**$30**	**$106**	**$203**	**$316**
Gross Margin %	*2%*	*14%*	*21%*	*29%*	*43%*	*48%*	*50%*
Operating Expenses	19	23	41	83	106	156	181
EBITDA	**($18)**	**($21)**	**($36)**	**($52)**	**$0.3**	**$47**	**$135**
% EBITDA margin	*N/A*	*N/A*	*N/A*	*N/A*	*0.1%*	*11%*	*21%*

(1) 2019 and 2020 are pending final audit

Reconciliation of non-GAAP financials

$ millions	2019A[(1)]	2020A[(1)]	2021E	2022E	2023E	2024E	2025E
Net income (loss)	(18)	(22)	(38)	(64)	(20)	15	94
(+) Tax expenses	-	-	-	-	-	-	-
(+) Depreciation & amortization	0.3	0.4	2	11	21	32	41
EBITDA	($18)	($21)	($36)	($52)	$0.3	$47	$135
(-) Cash flow from investing activities	(1)	(1)	(11)	(80)	(48)	(71)	(46)
Free cash flow	($19)	($22)	($47)	($133)	($47)	($24)	$89

(1) 2019 and 2020 are pending final audit

OUR PURPOSE:

Make New Things Possible™

OUR VISION:

To build a new infrastructure to design, make, and move things in the digital age

OUR PRODUCT:

First-of-its-kind Cloud Manufacturing Platform™

Risk Factors

Risks Related to Fast Radius' Business

- Fast Radius is an early-stage company with a history of losses. Fast Radius has not been profitable historically and may not be able to achieve profitability for any period in the future or sustain cash flow from operating activities.
- Fast Radius has a relatively limited operating history and has experienced rapid growth, which makes evaluating its current business and future prospects difficult.
- Fast Radius may not timely and effectively scale and adapt its existing technology, processes and infrastructure to meet the needs of its business.
- Fast Radius' operating results may fluctuate significantly from period-to-period and may fall below expectations in any particular period.
- Fast Radius faces intense and growing competition in the advanced manufacturing industry. Fast Radius' inability to compete effectively with its competitors could affect its ability to achieve its anticipated market penetration and achieve or sustain profitability.
- Increased consolidation among Fast Radius' customers, suppliers and competitors in the advanced manufacturing industry may have an adverse effect on Fast Radius' business and results of operations.
- The advanced manufacturing industry in which Fast Radius operates is characterized by rapid technological change, requiring continual innovation and development of new solutions and innovations to meet constantly evolving customer demands.
- Forecasts of Fast Radius' market and market growth may prove to be inaccurate and, even if the markets in which Fast Radius competes achieve the forecasted growth, there can be no assurance that its business will grow at similar rates, or at all.
- If demand for Fast Radius' solutions does not grow as expected, or if market adoption of advanced manufacturing does not continue to develop, or develops more slowly than expected, Fast Radius' revenues may stagnate or decline, and its business may be adversely affected.
- Declines in the prices of Fast Radius' solutions, or in Fast Radius' volume of sales, together with the company's relatively inflexible cost structure, may adversely affect Fast Radius' financial results.
- Fast Radius may experience significant delays in the design, production and launch of its advanced manufacturing solutions and enhancements to existing solutions, and Fast Radius may be unable to successfully commercialize solutions on its planned timelines.
- Changes in Fast Radius' product mix may impact its gross margins and financial performance.
- Defects in new solutions or in enhancements to Fast Radius' existing solutions that give rise to product returns or warranty or other claims could result in material expenses, diversion of management time and attention and damage to Fast Radius' reputation.
- Fast Radius may be unable to consistently manufacture its products to the necessary specifications or in quantities necessary to meet demand at an acceptable cost or at an acceptable performance level.
- Fast Radius expects to continue to experience rapid growth and organizational change. If Fast Radius fails to manage growth effectively, it may be unable to execute its business plan, maintain high levels of service and customer satisfaction or attract new employees and customers.
- Fast Radius is dependent on the continued services and performance of its senior management and other key employees, as well as on its ability to successfully hire, train, manage and retain qualified personnel.
- Fast Radius' failure to maintain proper and effective internal controls over financial reporting and otherwise comply with Section 404 of the Sarbanes-Oxley Act or prevent or detect misstatements in its financial statements in the future could harm its business.
- As Fast Radius acquires and invest in companies or technologies, it may not realize expected business, technological or financial benefits and the acquisitions or investments could prove difficult to integrate, adversely affect its business, results of operations, and financial condition.

Risk Factors

- Fast Radius relies on its software and information technology systems to manage numerous aspects of its business, including its cloud manufacturing platform, and a disruption of these systems could adversely affect its business.
- A real or perceived defect, security vulnerability, error or performance failure in Fast Radius' software or technical problems or disruptions caused by third-party service providers could cause Fast Radius to lose revenue, damage Fast Radius' reputation and expose Fast Radius to liability.
- Fast Radius may not be able to adequately protect its proprietary and intellectual property rights in its data or technology.
- If third parties claim that Fast Radius infringes upon or otherwise violates their intellectual property rights, Fast Radius' business could be adversely affected.
- Fast Radius may require additional funding for its growth plans and may not be able to obtain any additional financing on terms that are acceptable to Fast Radius, or at all. If Fast Radius fails to obtain additional financing on terms that are acceptable, Fast Radius will not be able to implement such plans fully if at all.
- Fast Radius' ability to obtain additional funding in the future, if and as needed, through loans or equity issuances, or otherwise meet its current obligations to third parties, could be adversely affected if the economic environment continues to be difficult.
- Fast Radius' indebtedness could adversely affect its financial condition, its ability to raise additional capital to fund operations, its ability to operate its business, its ability to react to changes in the economy or its industry and its ability to pay debts and could divert its cash flow from operations for debt payments.
- Changes in U.S. tax law may materially adversely affect Fast Radius' financial condition, results of operations and cash flows.
- Fast Radius' independent auditor has expressed substantial doubt about its ability to continue as a going concern.

Risks Related to Becoming a Public Company

- The combined company will be an emerging growth company and a smaller reporting company, and the reduced disclosure requirements applicable to emerging growth companies and smaller reporting companies may make our common stock less attractive to investors.
- If securities or industry analysts do not publish research or reports or publish unfavorable research or reports about our business, our stock price and trading volume could decline.
- If we fail to maintain proper and effective internal control over financial reporting, our ability to produce accurate and timely financial statements could be impaired, investors may lose confidence in our financial reporting and the trading price of our common stock may decline.
- Provisions in our proposed charter documents and under Delaware law could discourage a takeover that stockholders may consider favorable and may lead to entrenchment of management.
- Our proposed certificate of incorporation will provide that the Court of Chancery of the State of Delaware will be the exclusive forum for substantially all disputes between us and our stockholders and that the federal district courts shall be the exclusive forum for the resolution of any complaint asserting a cause of action arising under the U.S. Securities Act of 1933, as amended, which could limit our stockholders' ability to obtain a favorable judicial forum for disputes with us or our directors, officers or employees.

Risk Factors

Risks Related to the Transaction

- Each of ENNV and Fast Radius will incur significant transaction costs in connection with the Transaction.
- The consummation of the Transaction is subject to a number of conditions and if those conditions are not satisfied or waived, the merger agreement may be terminated in accordance with its terms and the Transaction may not be completed.
- The ability to successfully effect the Transaction and the combined company's ability to successfully operate the business thereafter will be largely dependent upon the efforts of certain key personnel of Fast Radius. The loss of such key personnel could negatively impact the operations and financial results of the combined business.
- There is no assurance that a stockholder's decision whether to redeem its shares for a pro rata portion of ENNV's trust account will put the stockholder in a better future economic position.
- If the Transaction's benefits do not meet the expectations of investors or securities analysts, the market price of ENNV's securities or, following the consummation of the Transaction, the combined company's securities, may decline.
- A market for the combined company's securities may not develop, which would adversely affect the liquidity and price of such securities.
- There can be no assurance that the combined company's securities will be approved for listing on the Nasdaq Capital Market ("Nasdaq") or that the combined company will be able to comply with the continued listing standards of Nasdaq.
- Directors of ENNV have potential conflicts of interest in recommending that ENNV's stockholders vote in favor of the adoption of the Transaction.
- ENNV may redeem unexpired warrants prior to their exercise at a time that is disadvantageous to the holders of ENNV warrants, thereby making such warrants worthless.
- Further, even if the Transaction is completed, there can be no assurance that ENNV's warrants will be in the money during their exercise period, and they may expire worthless.
- If ENNV seeks stockholder approval of the Transaction, its sponsor, directors, officers, advisors and their affiliates may elect to purchase shares or warrants from public stockholders, which may influence a vote on the Transaction and reduce the public "float" of ENNV's Class A common stock or warrants.
- If ENNV seeks stockholder approval of the Transaction, its sponsor, officers and directors have agreed to vote in favor of such Transaction, regardless of how its public stockholders vote.
- The ability of ENNV's public stockholders to exercise redemption rights with respect to a large number of its shares could increase the probability that the Transaction would be unsuccessful.
- ENNV is not required to obtain an opinion from an independent investment banking firm or from an independent accounting firm, and consequently, its stockholders may have no assurance from an independent source that the price it is paying for the business is fair to ENNV from a financial point of view.
- Legal proceedings in connection with the Transaction, the outcomes of which are uncertain, could delay or prevent the completion of the Transaction.
- The Transaction or combined company may be materially adversely affected by the recent COVID-19 outbreak.
- Changes in laws or regulations, or a failure to comply with any laws and regulations, may adversely affect ENNV's and the combined company's business, including ENNV's and the combined company's ability to consummate the Transaction, and results of operations.