



Investor Day

December 2021

ir.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 the proposed business combination (the "Transaction") between ECP Environmental Growth Opportunities Corp. ("ENNV") and Fast Radius, Inc. ("Fast Radius"), 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 or the Transaction. 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.

Cautionary Statement Regarding Forward-Looking Statements. This Presentation contains certain forward-looking statements within the meaning of the federal securities laws with respect to the proposed Transaction between ENNV and Fast Radius. These forward-looking statements generally are identified by the words "believe," "project," "expect," "anticipate," "estimate," "intend," "strategy," "future," "scales," "representative of," "valuation," "opportunity," "plan," "may," "should," "will," "would," "will be," "will continue," "will likely result," and similar expressions. 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 ENNV's proposed private offering of public equity is not completed, (vi) the occurrence of any event, change or other circumstance that could give rise to the termination of the agreement and plan of merger (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, (xxiv) the risk that 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 and (xxv) 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 ENNV's Quarterly Reports on Form 10-Q, the registration statement on Form S-4 and the proxy 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 exchange or the solicitation of an offer to buy or exchange any securities, nor shall there be any sale or exchange of securities in any jurisdiction in which such offer, solicitation, sale or exchange would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction.

Disclaimer and Risk Factors (cont'd)

Additional Information and Where To Find It. This Presentation relates to the proposed Transaction between ENNV and Fast Radius. ENNV filed a registration statement on Form S-4 relating to the Transaction with the SEC on September 3, 2021, as amended on October 8, 2021 and November 24, 2021 (the "Registration Statement"), which included a proxy statement/prospectus that will be sent to all ENNV 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 Registration Statement, the proxy 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/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 the 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 included in the proxy 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.

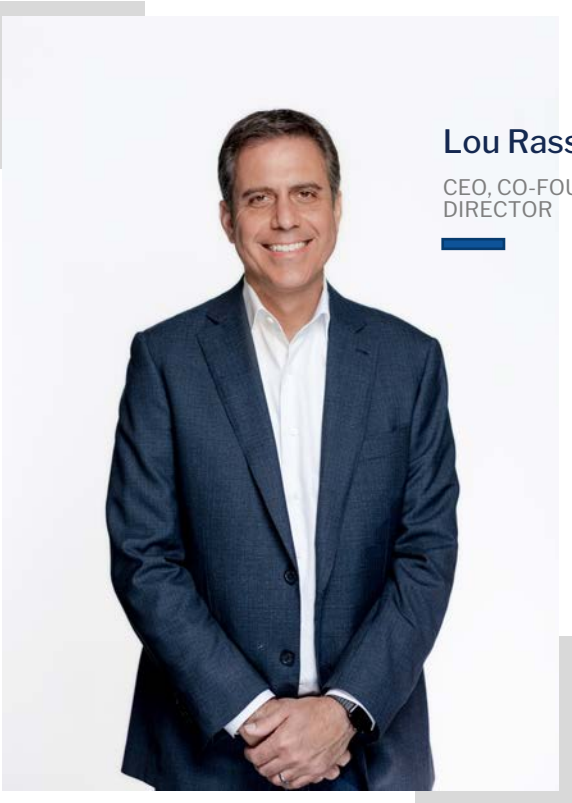
Use of Projections. This Presentation contains financial forecasts with respect to Fast Radius' projected gross revenue, cost of goods sold, operating expenses, gross profit, EBITDA and Free Cash Flow for 2021, 2022, 2023, 2024 and 2025. The financial and operation forecasts and projections contained 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 included in the Registration Statement.

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. 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 slides 60-61 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 are 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.

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Today's Speakers



Lou Rassey
CEO, CO-FOUNDER, &
DIRECTOR



Prithvi Gandhi
CFO





OUR PURPOSE:

Make New Things Possible™

OUR VISION:

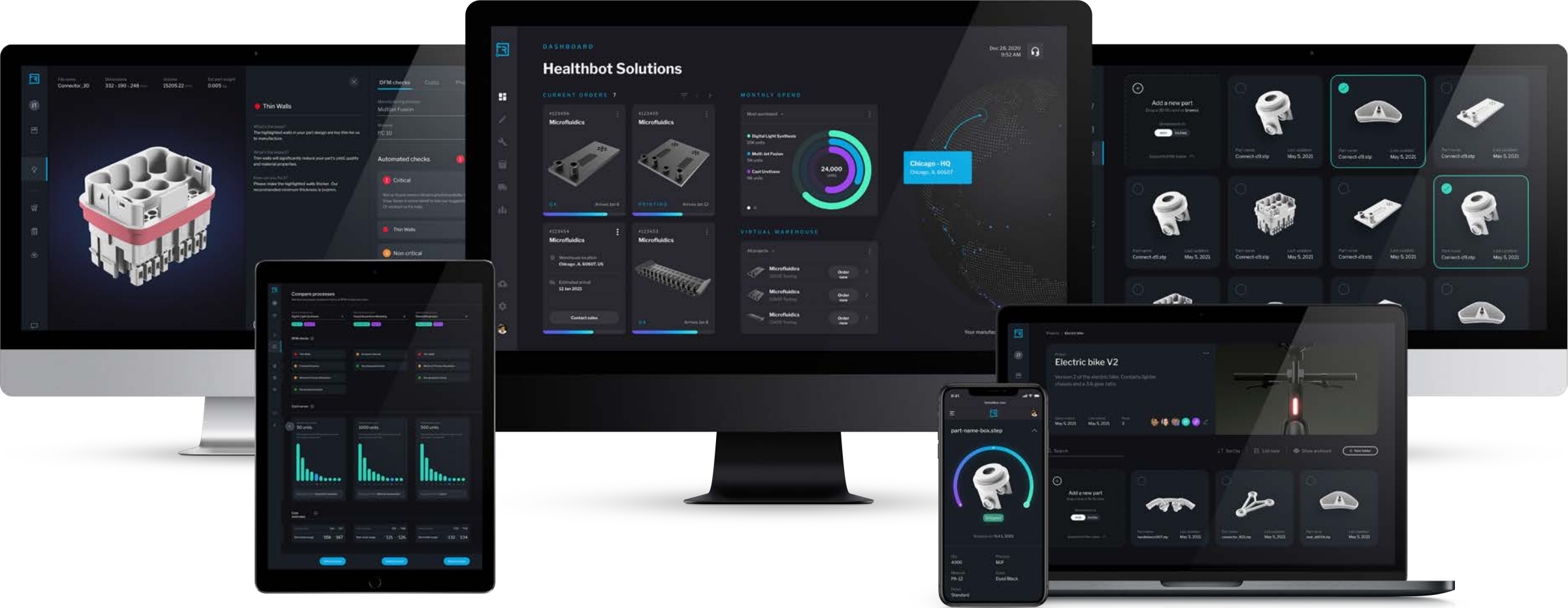
To build a new infrastructure
that empowers everyone
to design, make, and move
what they need, when and where they need it

OUR PRODUCT:

First-of-its-kind Cloud
Manufacturing Platform™

We are a software company...

We are building self-serve tools that will allow customers to more effectively and sustainably design, make, and move parts



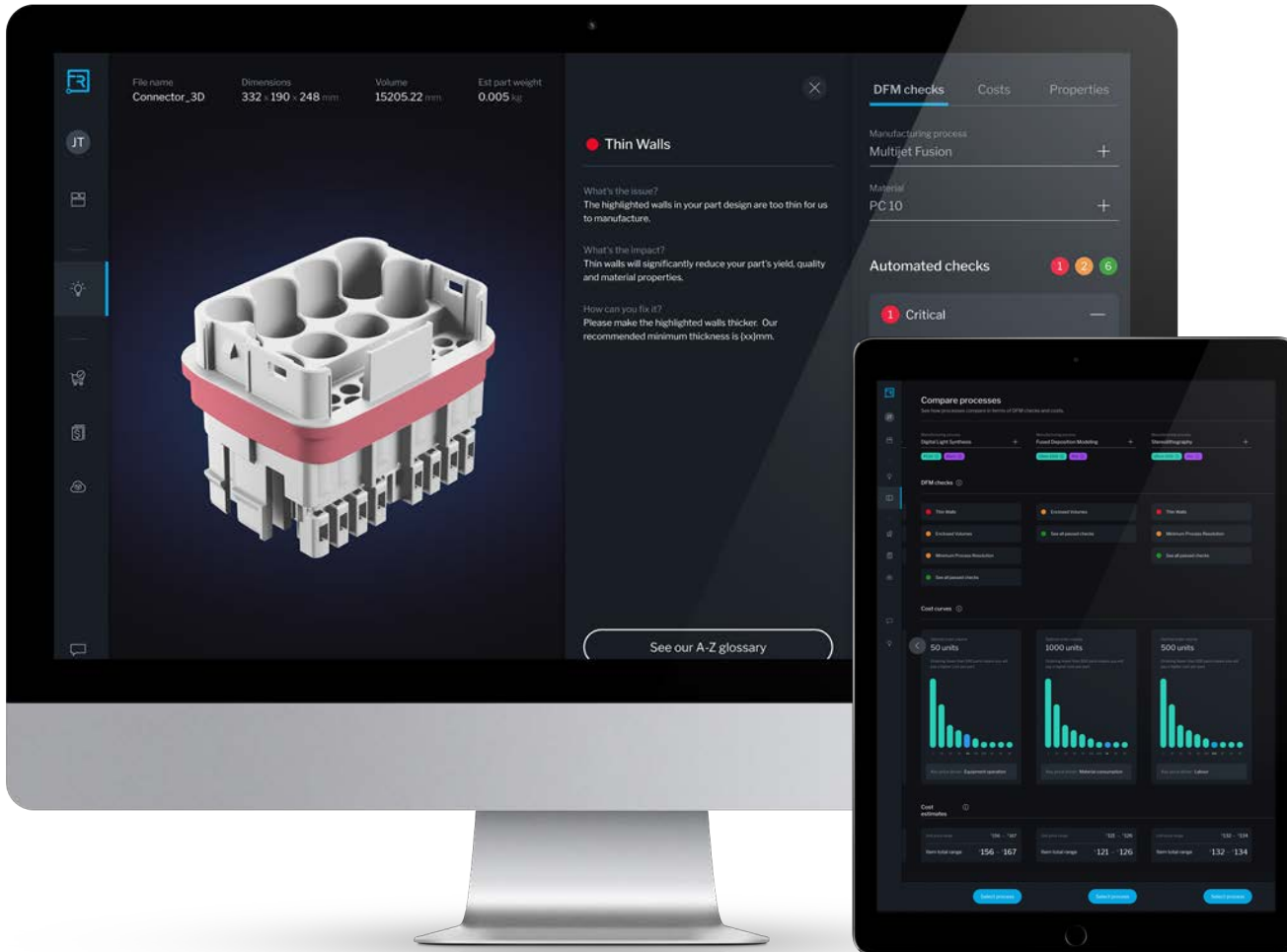
We are a software company...

We are building software to help people bring new ideas and products to life—to better design, make, and move what the world needs

DESIGN

MAKE

MOVE



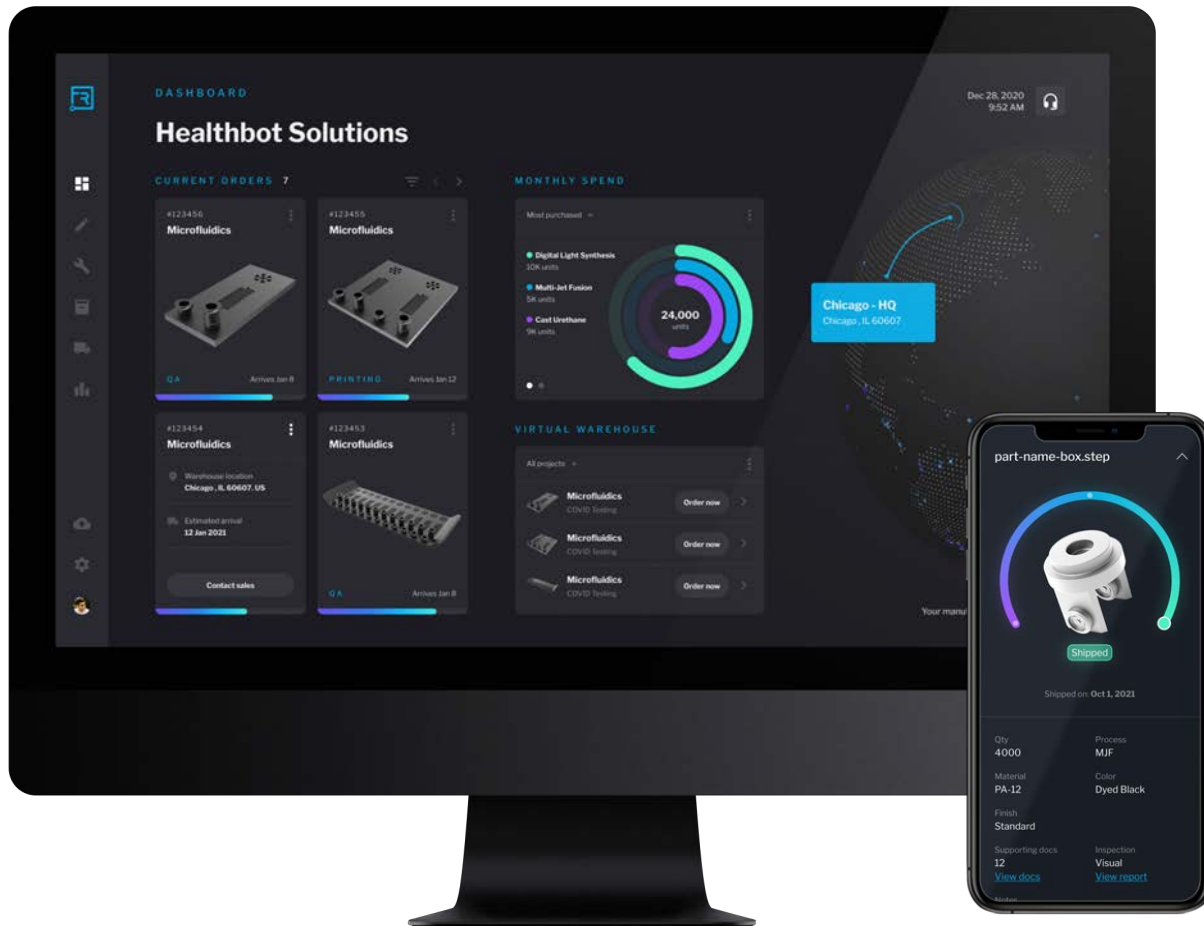
We are codifying the world's manufacturing knowledge and making it accessible to everyone

Highlights:

- Discover new technologies
- Design with experts on your shoulder

We are a software company...

We are building software to help people bring new ideas and products to life—to better design, make, and move what the world needs



We are empowering everyone to make what they need, when and where they need it

Highlights:

- Virtual factory
- Easy ordering—prototyping through production
- Insights—visibility into parts being made, as if you owned the assets

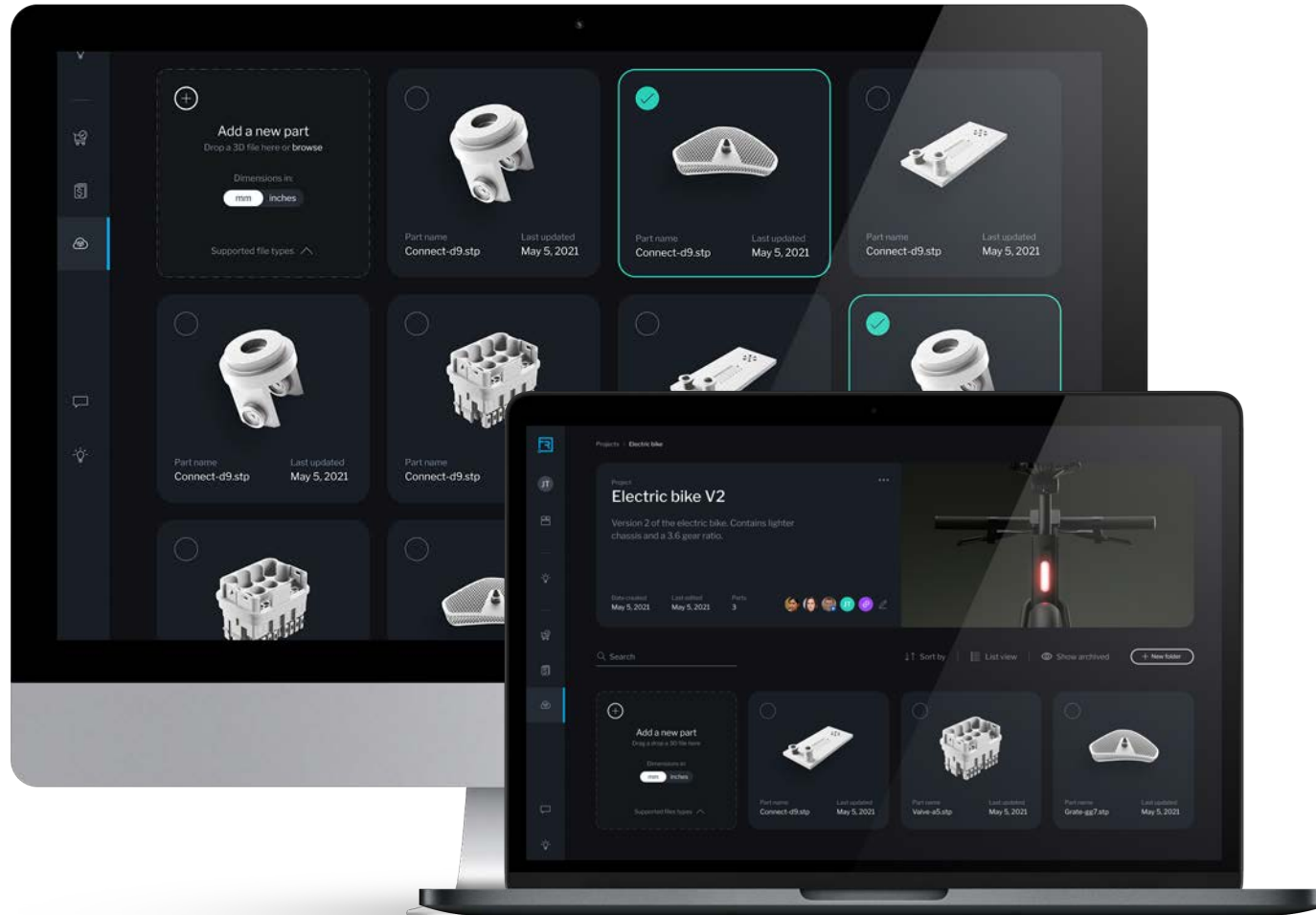
We are a software company...

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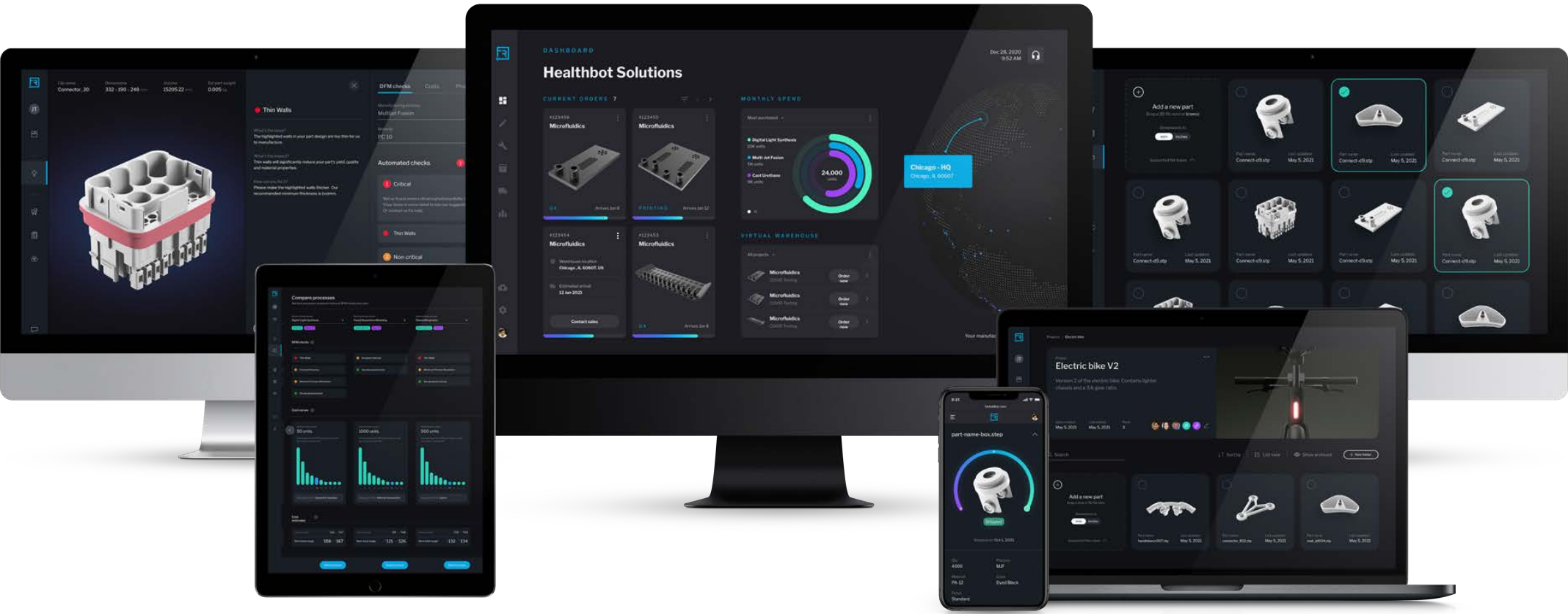
We are driving speed, flexibility, and a more sustainable model for storing and moving parts

Highlights:

- Virtual warehouse
- Supply chain insights—fulfillment, shipments, inventory

We are a software company...

We are building self-serve tools that will allow customers to more effectively and sustainably design, make, and move parts



+ Like cloud computing, the Cloud Manufacturing Platform will host applications and services built by Fast Radius and 3rd parties

...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

12 million
PARTS PRODUCED ⁽¹⁾

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



SATAIR

Automotive & Transportation



• **A P T I V** •

Consumer



Industrial



Medical



Technology



Served 45 Fortune 500 companies

About a third of revenue is from start-ups

...Both in our microfactories and using a highly vetted network of 3rd party manufacturers

- ✓ 4 micro-factories and expanding



- ✓ Recognized by World Economic Forum as one of most advanced factories globally



- ✓ Global supplier network
- ✓ Brings production closer to demand

(1) Source: Fast Radius Operating System, as of 12/13/2021. All numbers are cumulative since 2017

Our plan is to build the first
\$100+ Billion
cloud manufacturing and
digital supply chain company



We are a software company...
and we make parts

- | | |
|--|---|
| 01 The Next Era of Manufacturing Offers Massive Opportunity | <ul style="list-style-type: none">• \$18T sector being re-set by Industry 4.0 & massive secular forces• \$350B+ addressable market today |
| 02 The Industry Faces a Universal Problem | <ul style="list-style-type: none">• Rigid, wasteful, outdated manufacturing & supply chain infrastructure leads to slow, inefficient product development processes |
| 03 Our Solution is a Cloud Manufacturing Platform™ | <ul style="list-style-type: none">• 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, FR Custom Microfactory... with a robust pipeline in development |
| 04 We have a Highly Defensible and Scalable Model | <ul style="list-style-type: none">• Proprietary data architecture and microfactories, designed to 'copy and paste' to enable a distributed, digitally connected network• Compelling moat driven by proprietary technology, operations advantage, and sticky network effects• Software apps and services platform create unique flywheel |
| 05 We are a World-recognized Leader | <ul style="list-style-type: none">• Validated and trusted by Fortune 500 customers across industries• Recognized by World Economic Forum as one of the most advanced factories in the world• Approximately 87% CAGR past 4 years. 2,000+ customers served |
| 06 Our Growth Plan is Proven and Attractive | <ul style="list-style-type: none">• Plan estimated to generate \$600M+ in capital-efficient revenue in 2025 with compelling unit economics; 50% gross margins at scale ⁽¹⁾ |
| 07 The Team is Uniquely Equipped to Succeed | <ul style="list-style-type: none">• Highly-experienced, visionary team to pursue the opportunity |

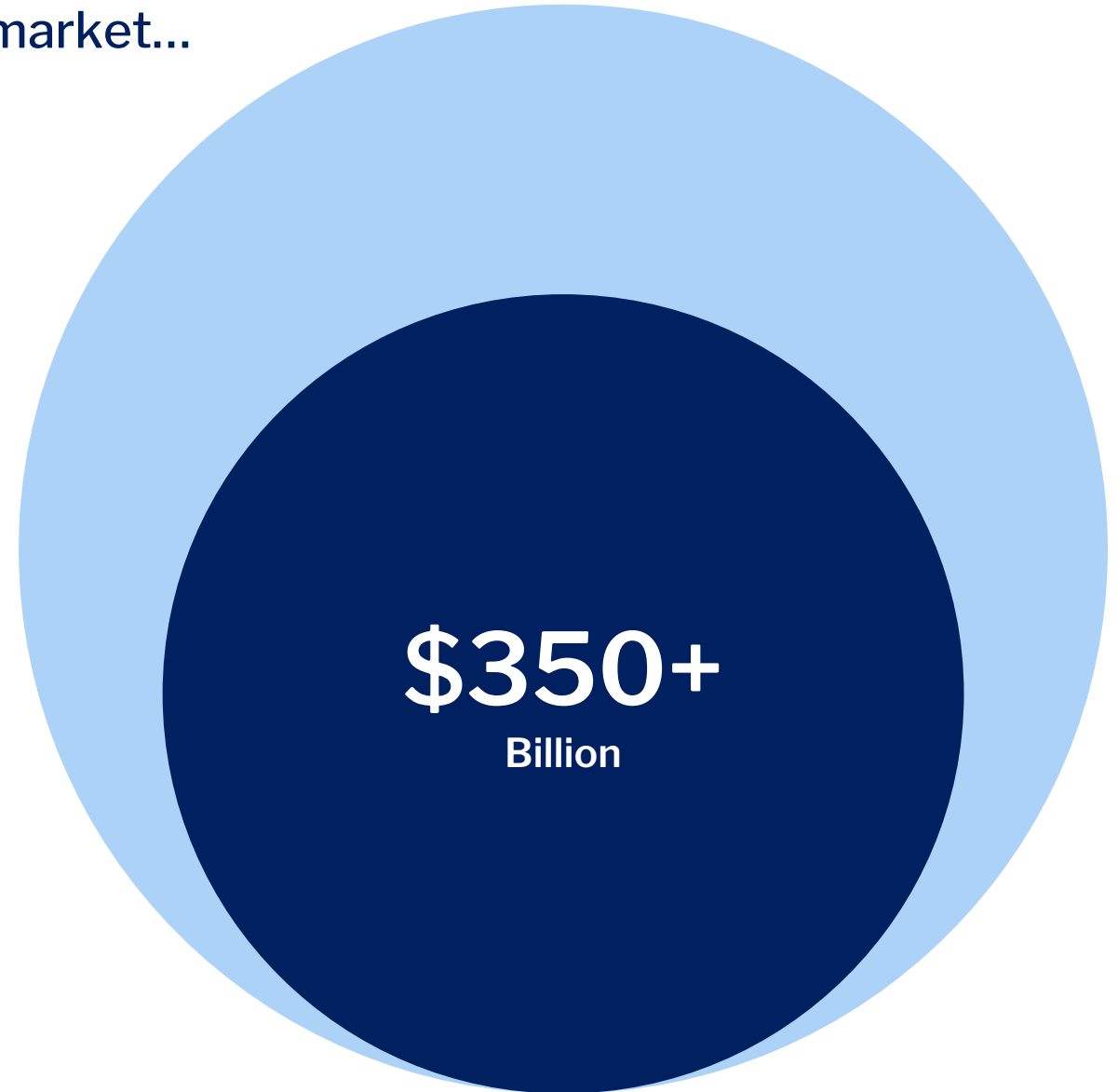
(1) Based on a number of assumptions, including (a) a mix shift of production revenue from external, third-party suppliers to higher-margin, internally-produced parts; (b) improvements in utilization rates of internal manufacturing assets; (c) improvements in operational efficiency, including adopting automation and robotics to reduce labor costs in factory operations as well as upstream business processes (e.g., costing, design feedback, etc.); (d) pricing optimization

01

Opportunity: *Next Era of Manufacturing*

Making parts presents a massive addressable market...

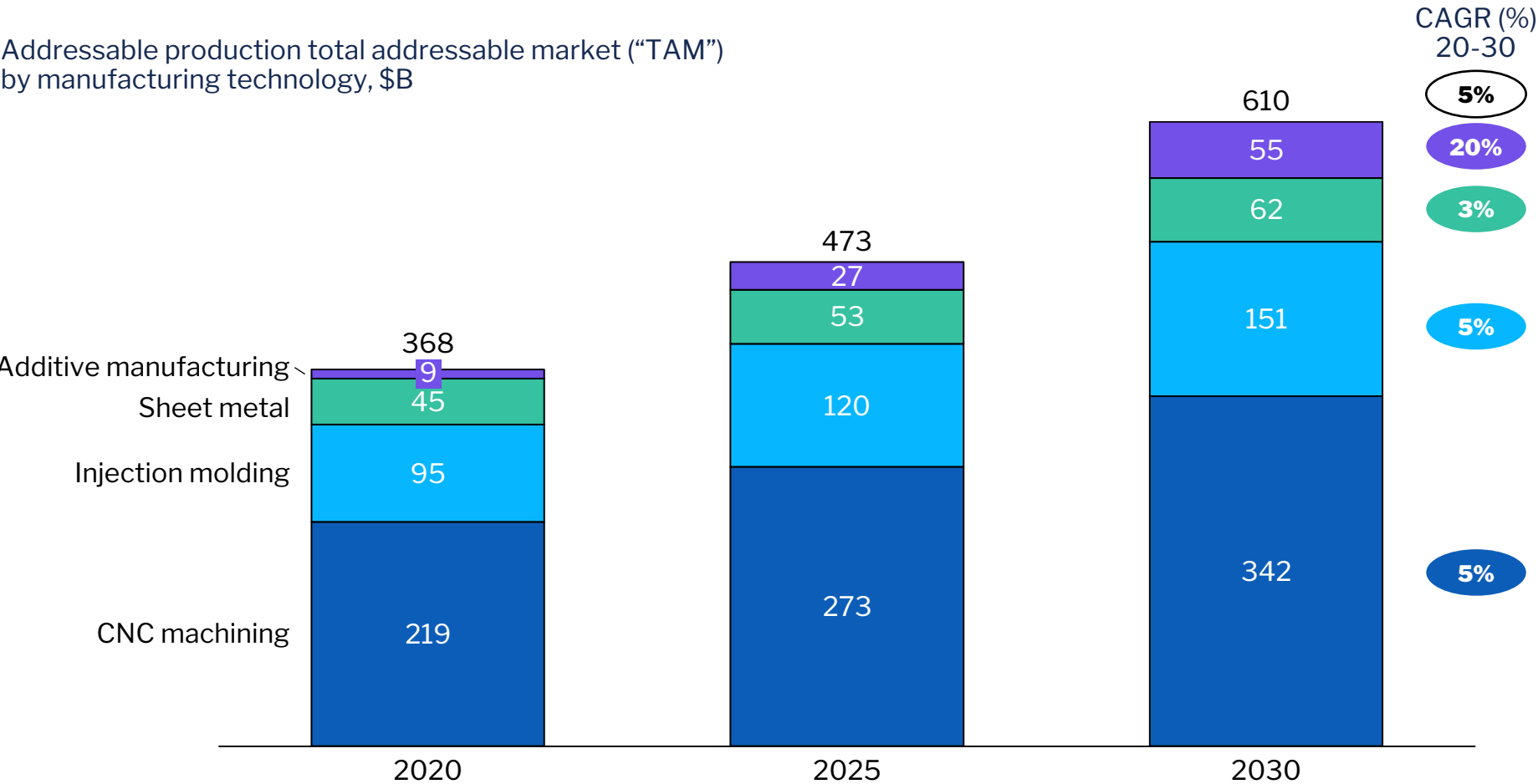
Today, we're operating in a \$350B+
addressable market of making component parts



The addressable market for making parts is \$350B+ today, growing to \$600B+ by 2030

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

Addressable production total addressable market (“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

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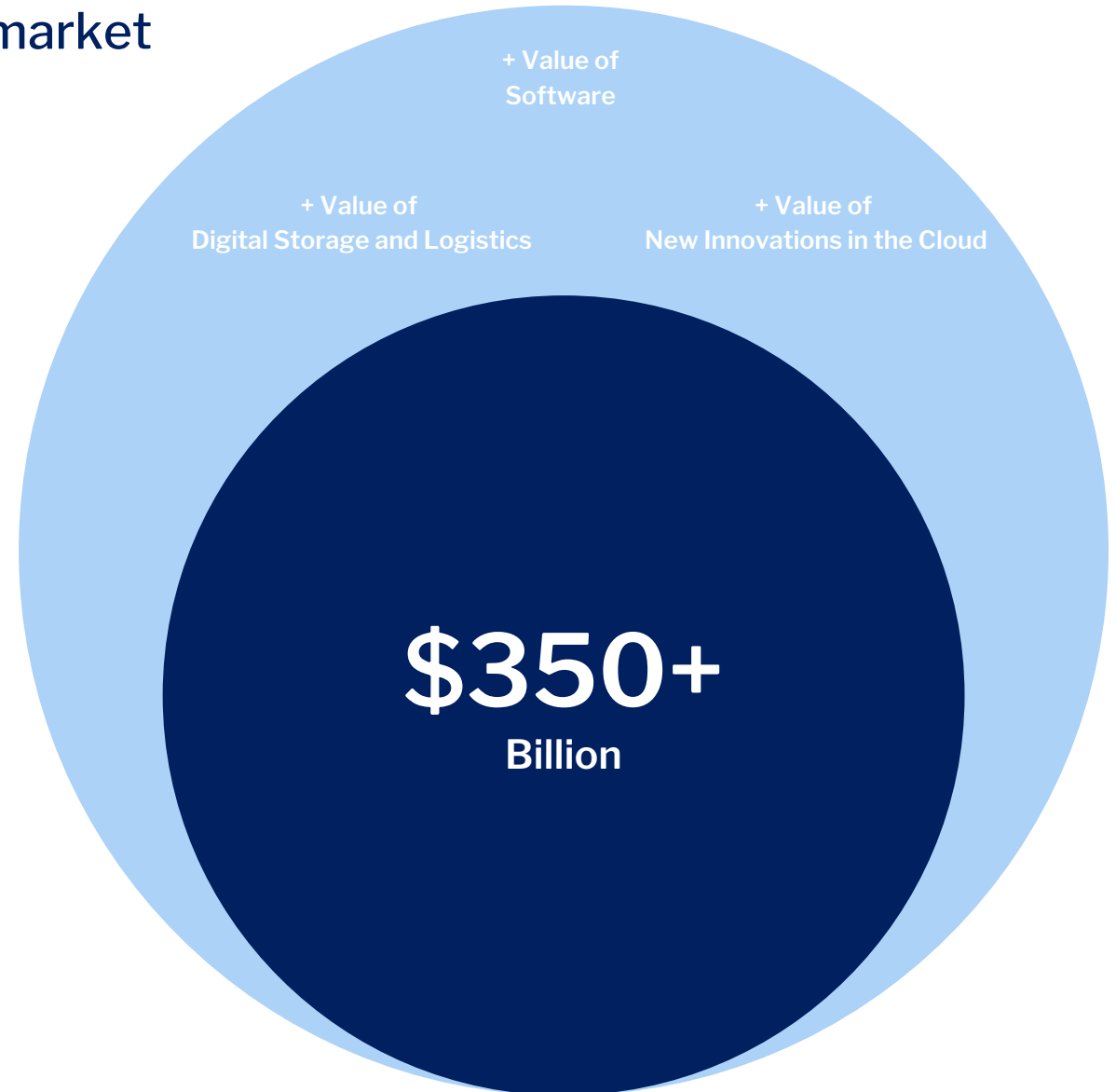
Making parts presents a massive addressable market

...with upside as cloud manufacturing continues to evolve

Today, we're operating in a \$350B+ addressable market of making component parts.

Our business strategy and product roadmap for the next five years opens us up to a larger addressable market—factoring in:

- Software for design engineering, manufacturing, and fulfillment
- New supply chain and digital logistics solutions
- New business models as cloud manufacturing matures



Why now? 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

Why now? 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

Outdated infrastructure

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

DESIGN

MAKE

MOVE



Fragmented, siloed and inaccessible knowledge

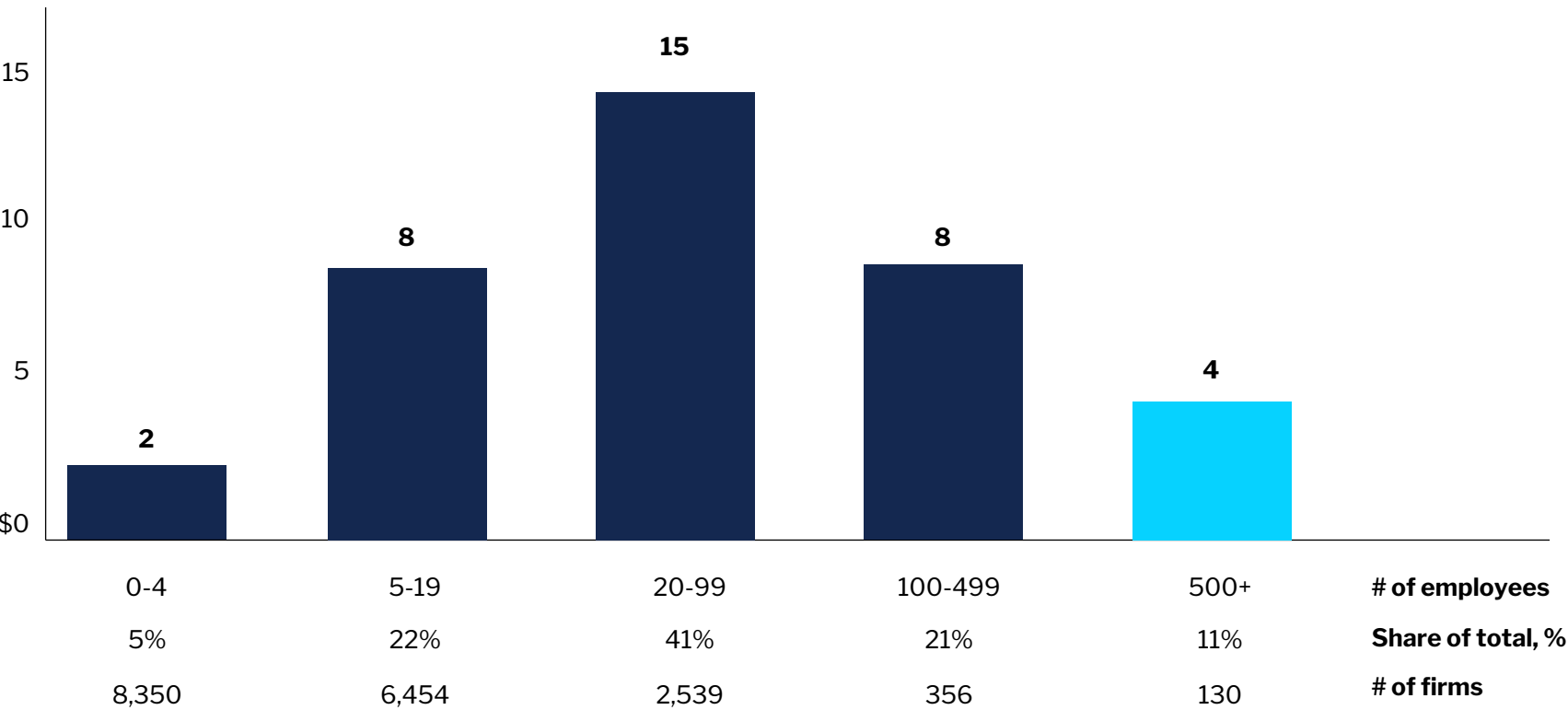


Sub-scale operators

The \$350B+ addressable market is fragmented

Approximately 90% of U.S. machining output is via small-to-medium businesses

US machining production TAM¹, \$B



Challenges to meet today's opportunities and needs:

- Traditional expertise is fragmented and hard to access
- Lack of expertise in Industry 4.0
- Lack pf capital to invest
- Lack modern digital customer experience
- Work force is aging / retiring

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.

Outdated infrastructure

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



Fragmented, siloed and inaccessible knowledge



Centralized mega-factories



Massive physical inventory



Sub-scale operators



Slow-moving, carbon intensive supply chains

03

Solution:
*Cloud Manufacturing
Platform*

Cloud Manufacturing creates a new industrial infrastructure

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



Fragmented, siloed, and inaccessible knowledge



Codified knowledge, universally accessible



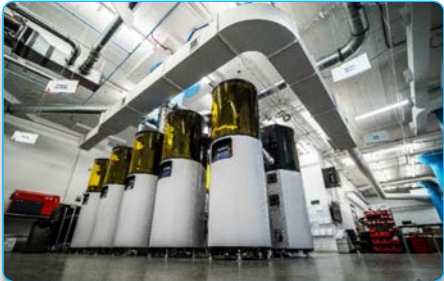
Sub-scale operators



At-scale Industry 4.0, with real-time insights



Centralized Mega-factories



Localized micro-factories



Slow-moving, carbon-intensive supply chains



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



Massive physical inventory



Digital inventory

A model built to scale: The Fast Radius Cloud Manufacturing Platform

Software and microfactories to design, make, and move industrial parts in the modern age

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



Software & Manufacturing Solutions

Customer-facing application and services platform.

FAST RADIUS.
On Demand

FAST RADIUS.
Additive Launch

FAST RADIUS.
Custom Microfactory

FAST RADIUS.
Virtual Warehouse™

Operating System

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, and customer success.

Learning Engine & Digital Thread

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.

Infrastructure (factories + data)

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

Manufacturing Solutions



Additive Launch



On Demand



Virtual Warehouse™



Custom Microfactory





Additive Launch

We partner with customers 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





Additive Launch

Re-inventing the baseball glove for Rawlings.

Problem Wanted to create a new type of baseball glove desired by pros and youth athletes, alike

Solution Rawlings leveraged Fast Radius Additive Launch to perfect and validate designs using additive manufacturing for new pinky and thumb globe inserts

Impact The glove inserts are now being produced at scale, and Rawlings REV1X gloves are being used by professionals and regular consumers





On Demand

Customers upload their design, get insights in minutes, 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.





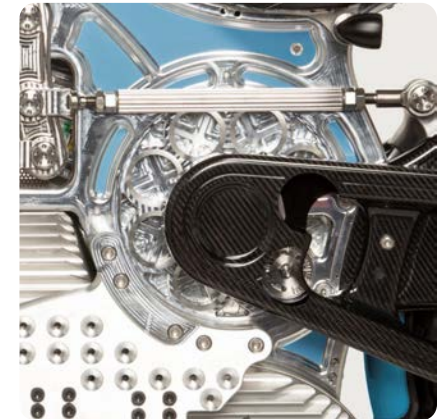
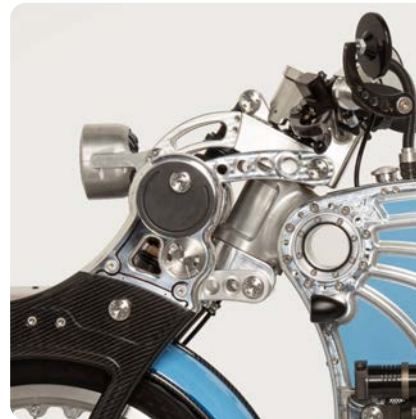
On Demand

Bringing a new motorcycle to life for Curtiss

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 225 parts on 2 bike across 8 manufacturing technologies

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





Custom Microfactory

Customers partner with Fast Radius to stand up microfactories that meet their specific manufacturing needs. Owned and operated by Fast Radius but built to optimize the value of components produced by the customer

- Access to state-of-the-art technology
- A software suite that allows for full transparency
- Ability to dictate your own manufacturing technology
- Ease of scalability; copy and paste





Custom Microfactory

Building a next-gen supply chain

- | | |
|-----------------|---|
| Problem | Manufacturers are building next-generation supply chains, valuing sustainability, flexibility, and new manufacturing technology |
| Solution | Custom Microfactory for a category of CNC components: employs state-of-the-art machining, automation, and quality, coupled with proprietary software tools to provide visibility and insight |
| Impact | Allows customer to onshore component production near assembly, while reducing carbon emissions and total landed cost. Microfactories are designed for technology integration, and to copy and paste to support global network |





Virtual Warehouse™

Production parts are certified 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





Virtual Warehouse™

Making faster maintenance possible for Satair

Problem Needed to reduce the lead time for the tools they used to perform maintenance on Airbus aircraft while adhering to strict quality standards. Shipping from overseas was too slow and unreliable

Solution Fast Radius onboarded key maintenance parts to the Virtual Warehouse™, reducing turnaround times from weeks to days

Impact Satair has a certified Virtual Warehouse™ that continues to expand.



Manufacturing Solutions



 FAST RADIUS

Additive Launch

 FAST RADIUS

On Demand

 FAST RADIUS

Virtual Warehouse™

 FAST RADIUS

Custom Microfactory



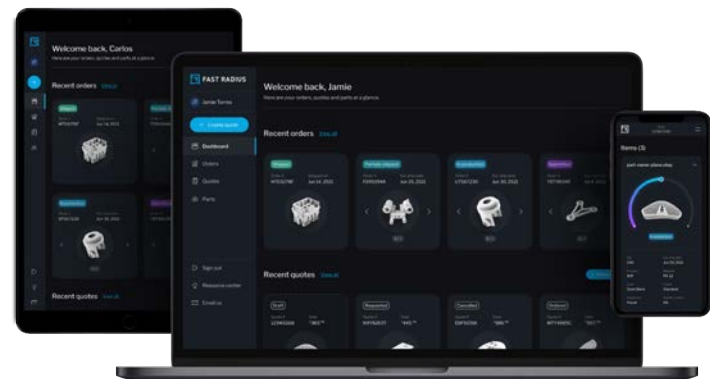
Software Products



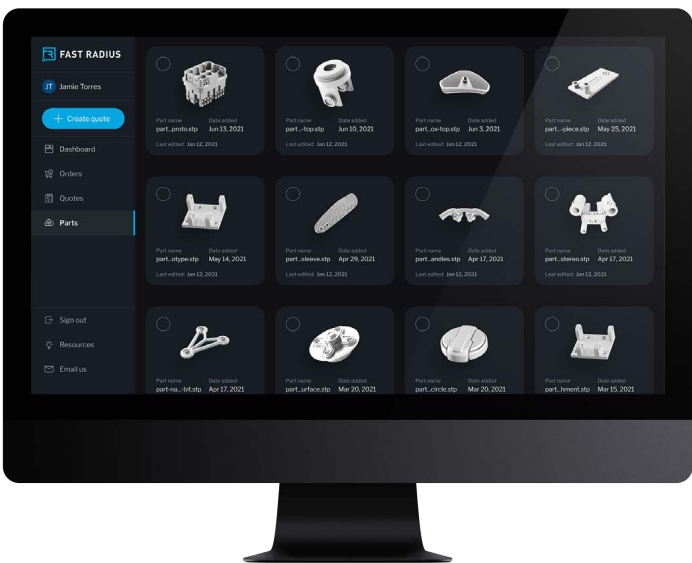
Intelligence engine and collaborative space for designing parts



Digital experience for ordering parts and getting insight



Digital tools for supply chain and fulfillment



Design: An intelligence engine and collaborative space for designing parts

We are codifying the world's manufacturing knowledge and making it accessible to everyone

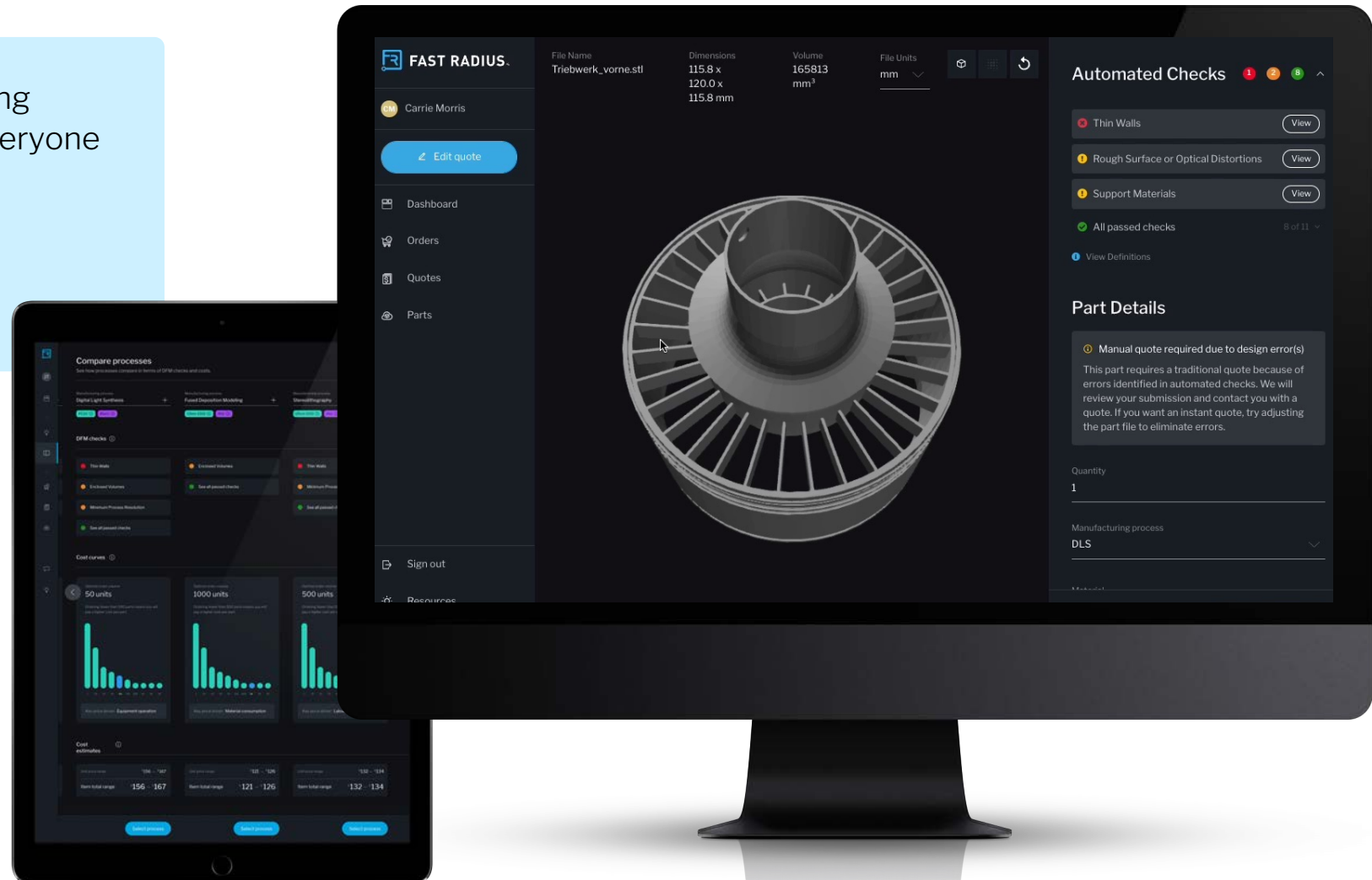
Discover new technologies

Design with experts on your shoulder

Key features & benefits

- Discover materials and technologies
- Get real-time feedback on manufacturability and costs
- Compare designs
- Collaborate with team members and Fast Radius experts

*Shown features available now.
Next major feature release: Q2 2022*



Make: A digital experience for ordering parts and getting insight

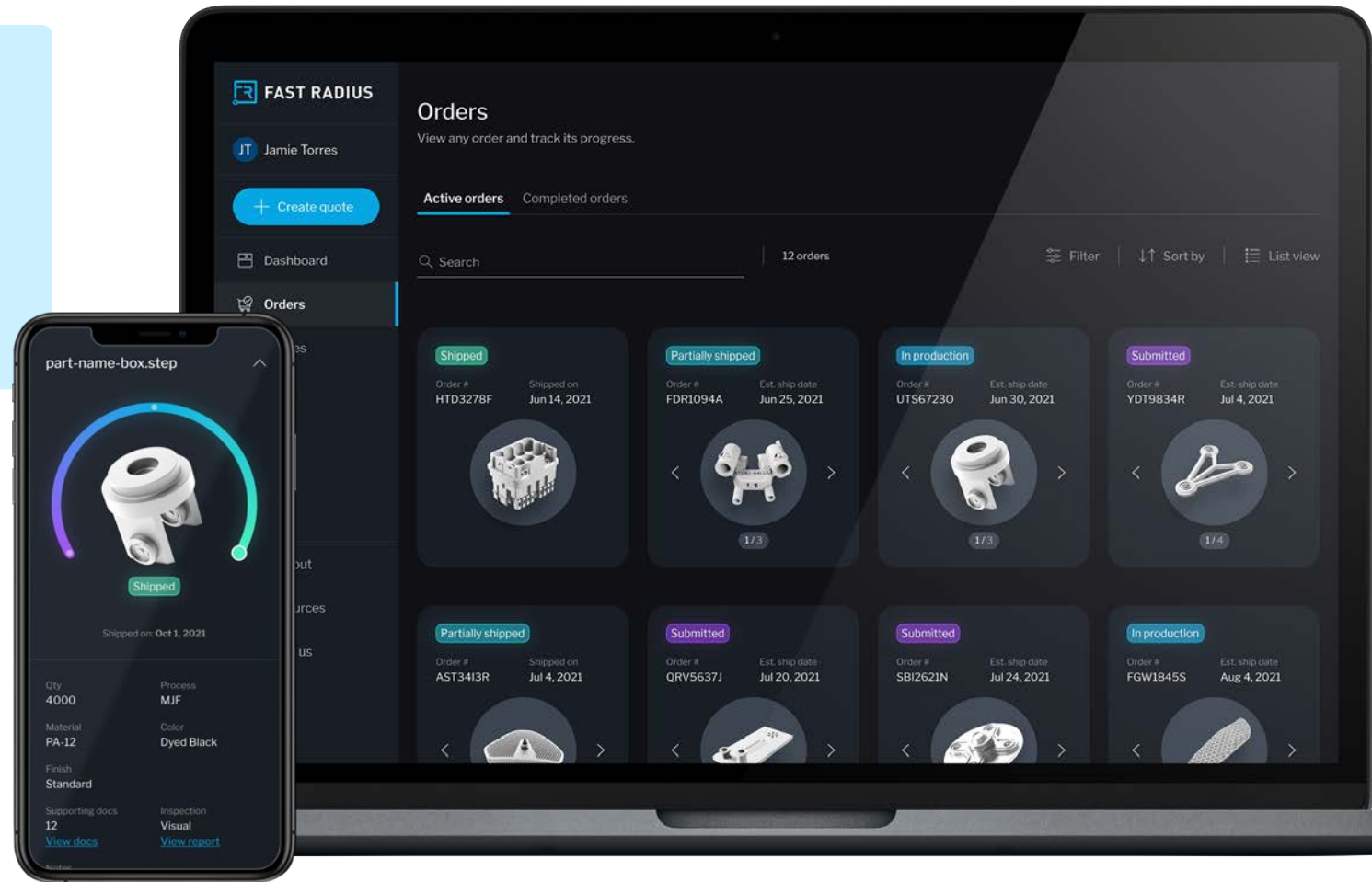
We are empowering everyone to make what they need, when and where they need it

Ordering portal – not just for prototyping, but through production and scale-up

Insights from your parts being made

Key features & benefits

- Seamless e-commerce experience
- Instant quotes for growing number of manufacturing processes
- High quality parts, at competitive pricing, delivered fast
- Real-time, in-depth order tracking and notifications



*Shown features available now.
Next major feature release: Q2 2022*

Move: Digital tools for fulfillment and supply chain

We are driving speed, flexibility, and a more sustainable model for storing and moving parts

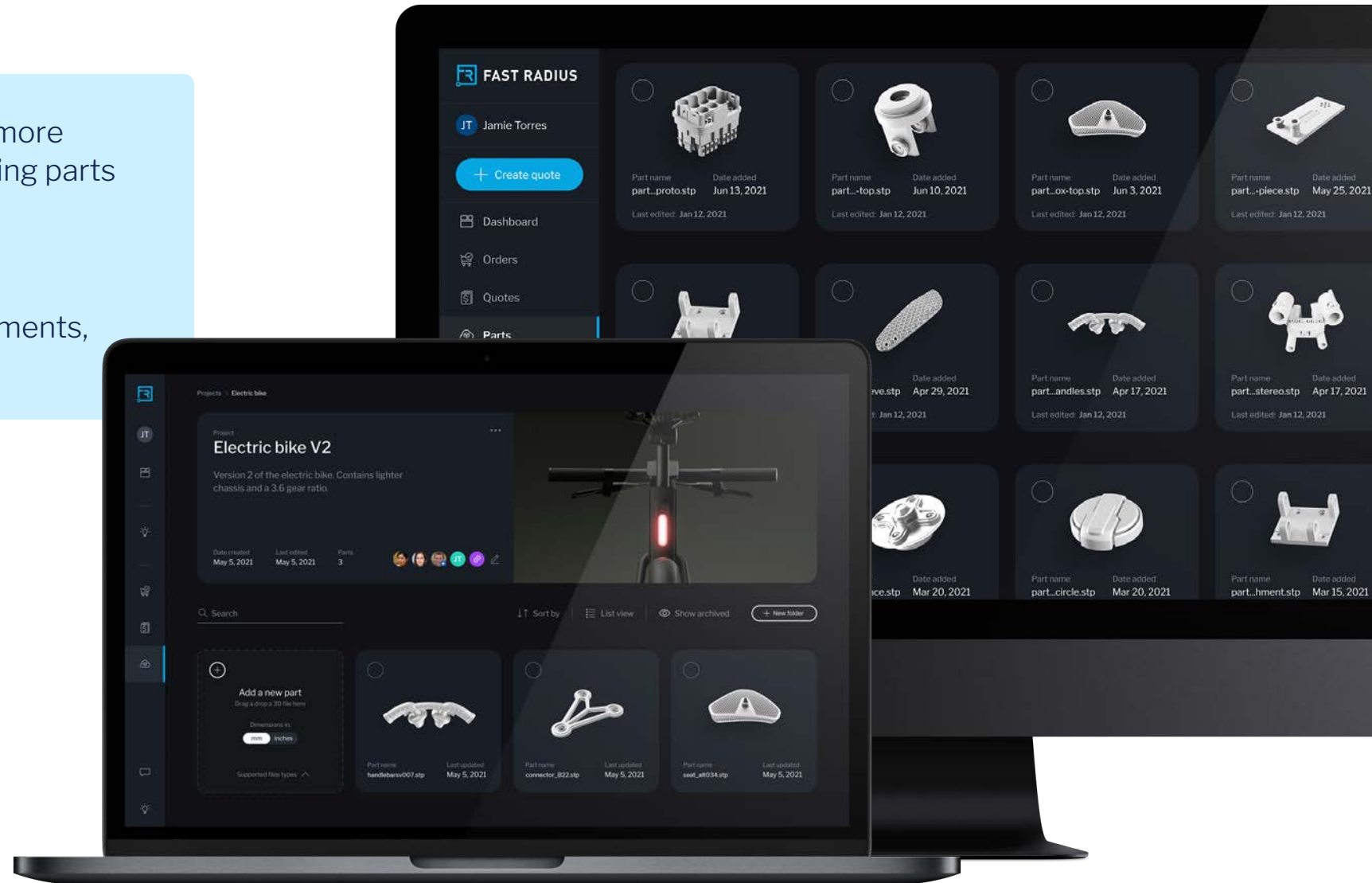
Virtual warehouse

Supply chain insights—fulfillment, shipments, inventory

Key features & benefits

- Certified digital storage with 'build package' allowing re-supply of industrial-grade parts
- Easy, automatic reordering
- Control access
- View existing documentation and project data

*Shown features available now.
Next major feature release: 2H 2022*



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

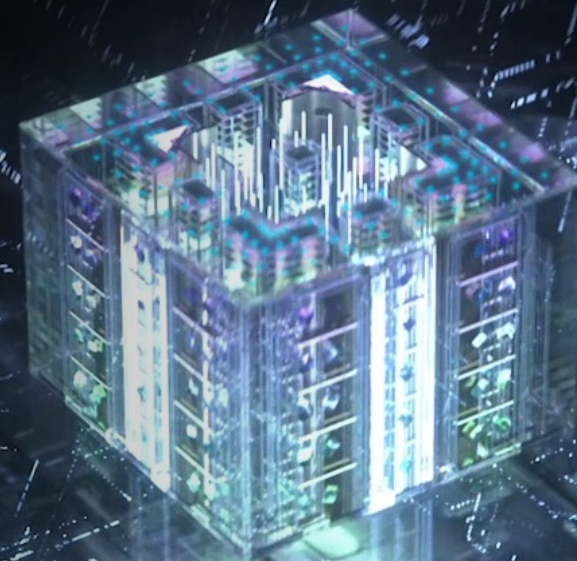
With a combination of our growing network of internal **micro-factories** and our extensive international **supplier network**, parts are where you need them when you need them.

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.

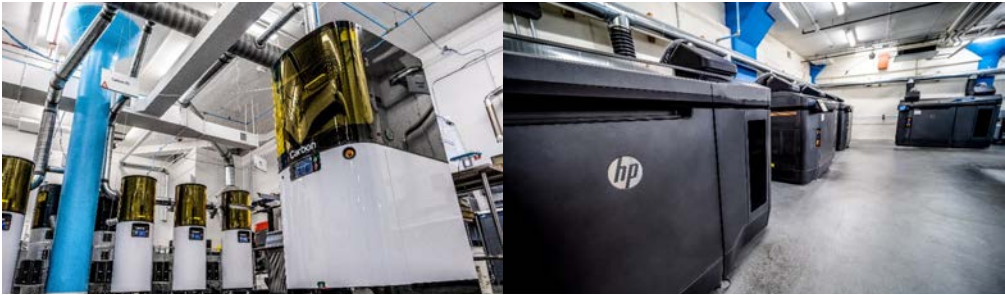
04

Defensible Model Built to Scale



Manufacturing infrastructure 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



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



Chicago, USA



Garbagnate, Italy



Le Vaudreuil, France



Qingdao, China



Rakona, Czech Republic



Cork, Ireland



Bad Pyrmont and Blomberg, Germany



Wuxi, China



Chengdu, China

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

Fast Radius Microfactory

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

- 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

How do Microfactories scale?

The global cloud infrastructure provides production scale, capacity, and resiliency

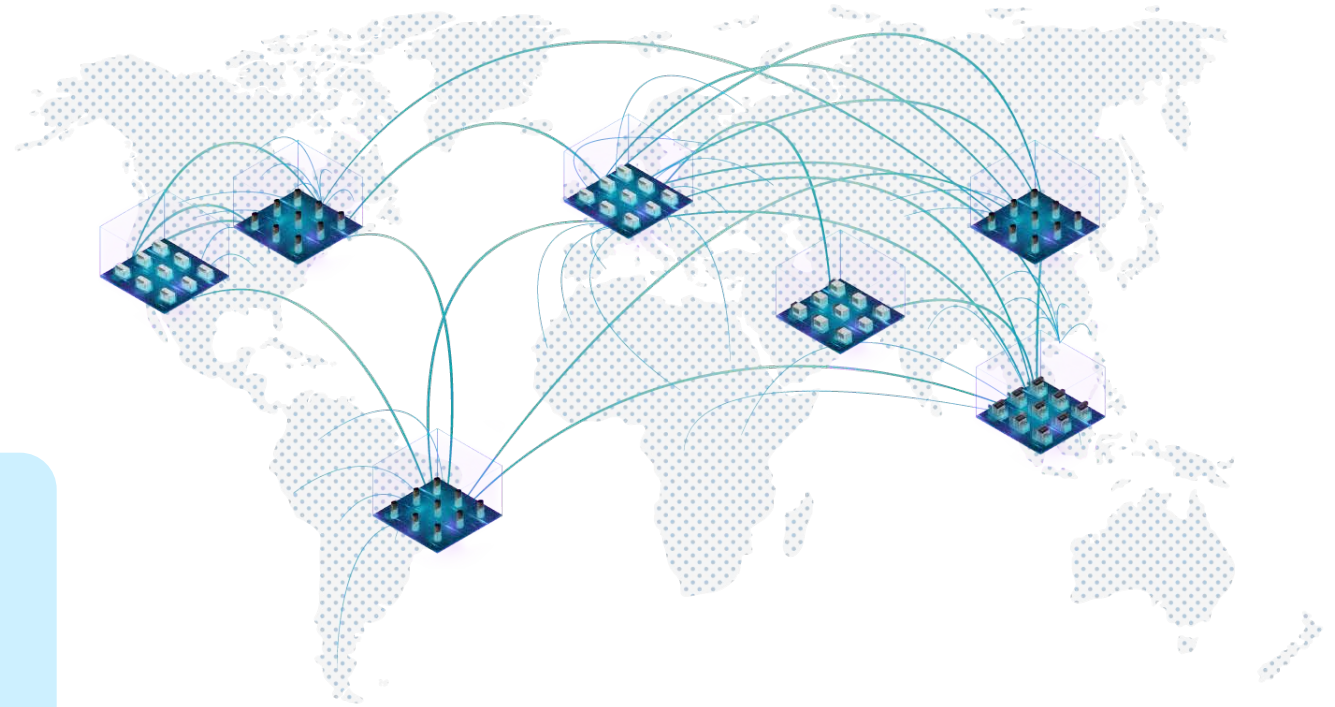
Standard physical infrastructure and workflows to enable a common, proven way of working globally

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

Digital orchestration from Chicago HQ

Benefits at scale

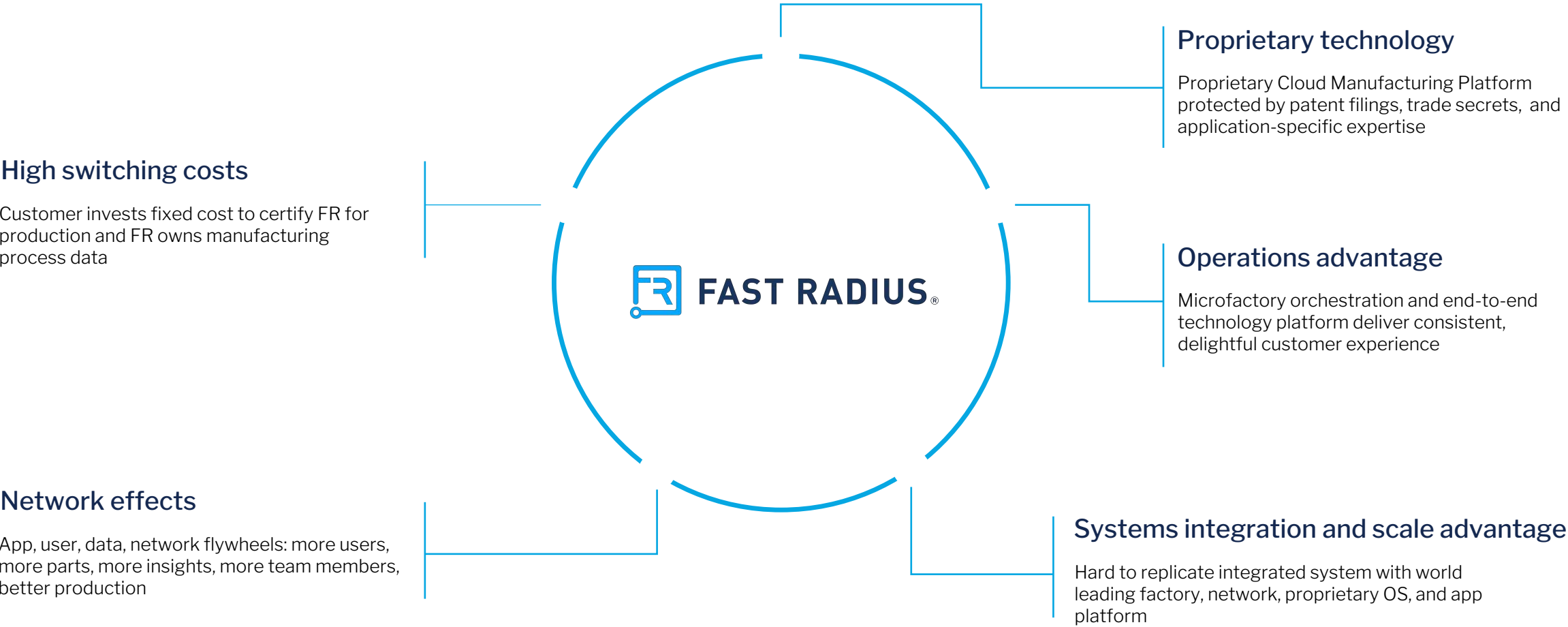
- Attractive unit economics with minimal capital – efficiencies in cost, operations, and ability to tightly match supply with demand
- Learning Engine allows the network to get smarter with every part
- Supply chain sustainability via more localized production
- Production network resiliency and cost 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

Cloud manufacturing moat

Multiple sources of sustainable competitive advantage will enable attractive, defensible share and margin



05

World-recognized Leader



Validation from partners, customers, and broader ecosystem

Exclusive
partnership with
UPS



Micro-factory located at
UPS Worldport in
Louisville, KY

Industry-leading Net
Promoter Score

73
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⁾

12 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 11/22/2021

(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

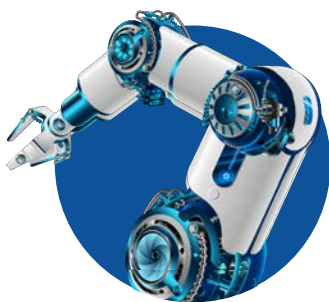
Six major industries are experiencing value from Fast Radius

Over 2,000 customers served, including 45 Fortune 500 companies



INDUSTRIAL

Example customers:



TECHNOLOGY

Example customers:



CONSUMER

Example customers:



AUTOMOTIVE & TRANSPORTATION

Example customers:



AEROSPACE & DEFENSE

Example customers:



MEDICAL

Example customers:



Electric vehicle manufacturers are redefining supply chains with Fast Radius

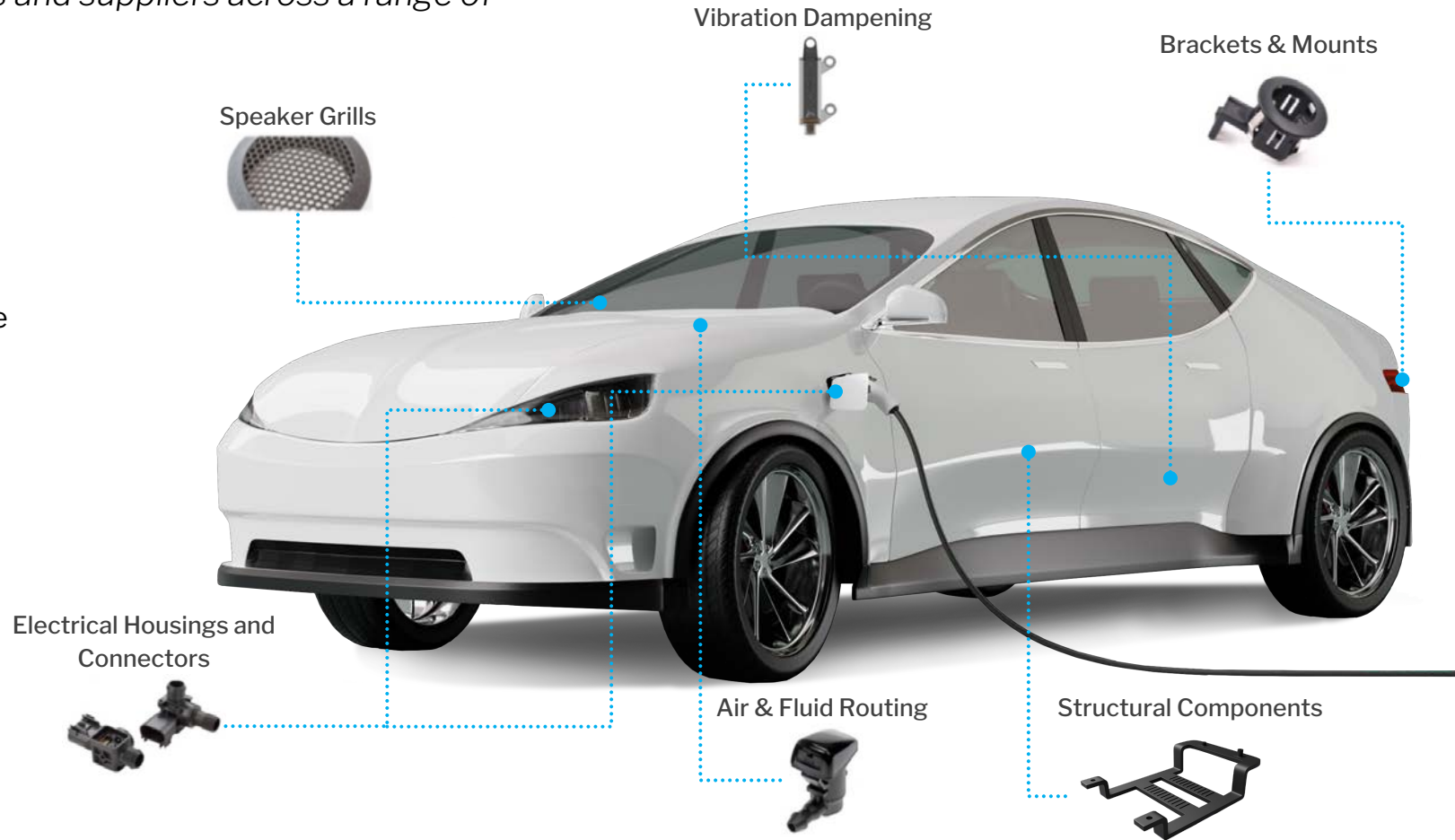
Currently partnering with eight major EV OEMs and suppliers across a range of components and solutions⁽¹⁾

EV industry is poised for rapid growth:

- 7.2% of global car sales in the first half of 2021, up from 2.6% in 2019 and 4.3% in 2020⁽²⁾
- EV expected to make up 20-30% of sales in the United States, European Union and China by 2025⁽³⁾

One Use Case: Connectors and guides

- single EV can require 5-10k feet of wiring
- Electrical wiring is one of the most problematic issues of auto assembly, specifically wire harnessing—something Fast Radius has perfected for customers



(1) Source: Fast Radius Operating System, as of 12/13/2021

(2) Source: BloombergNEF, Nov 2021

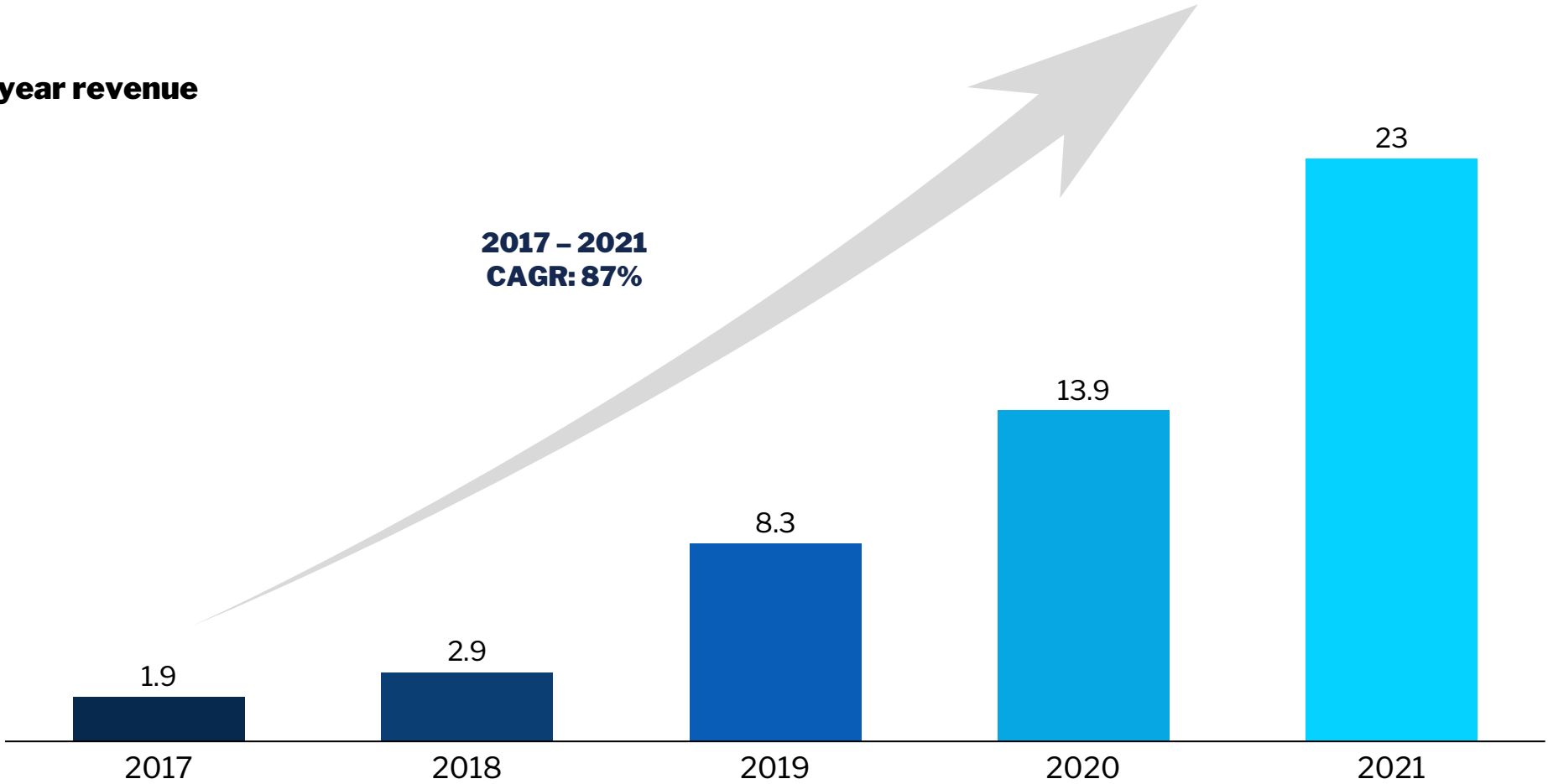
(3) Source: BloombergNEF, Nov 2021

06

Attractive Growth Plan

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

Year-on-year revenue
(\$ millions)



Note: Represents unaudited financials.

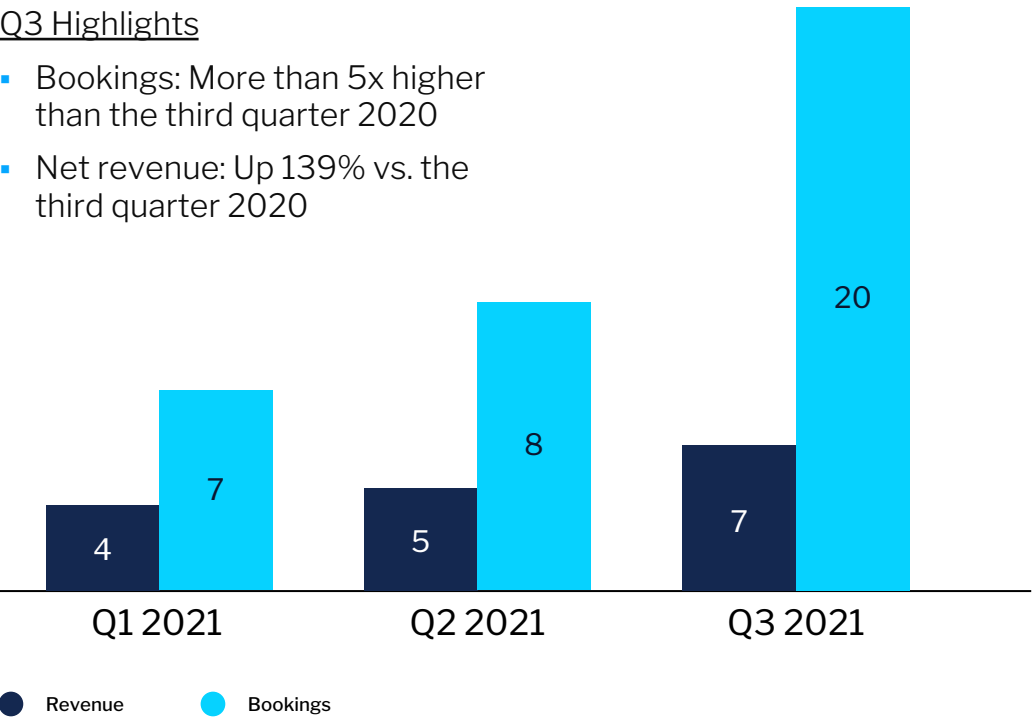
Strong 2021 Performance

Quarterly breakdown

(\$ millions)

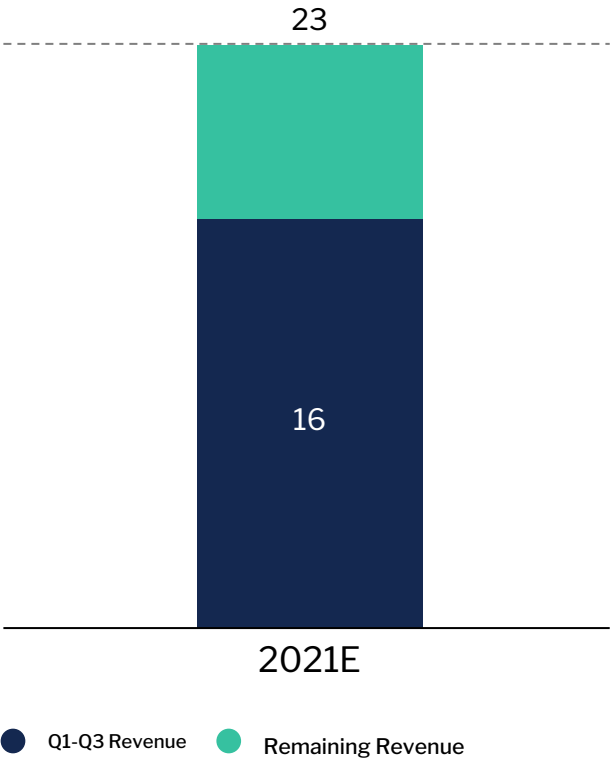
Q3 Highlights

- Bookings: More than 5x higher than the third quarter 2020
- Net revenue: Up 139% vs. the third quarter 2020



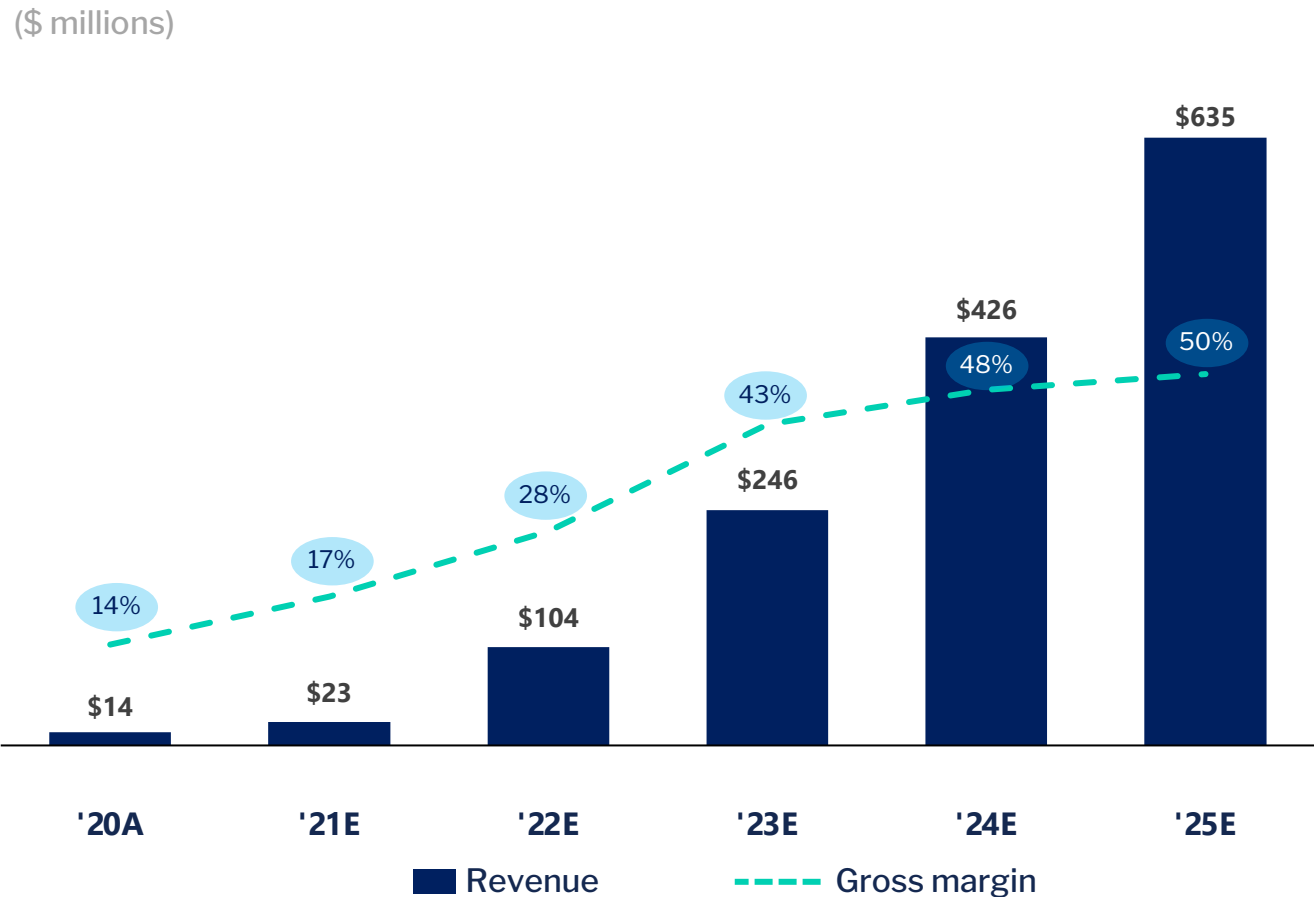
2021E revenue breakdown

(\$ millions)



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



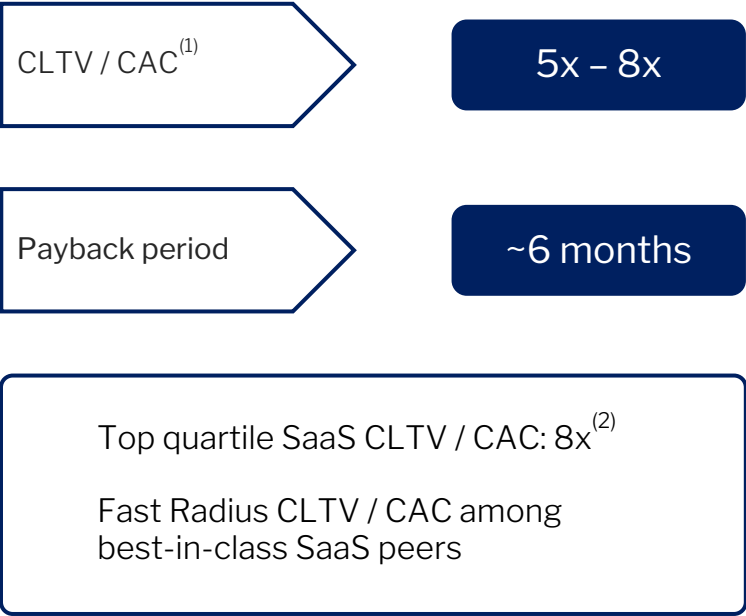
Continued implementation of microfactory expansion projected to reach steady-state gross margins of 50%+



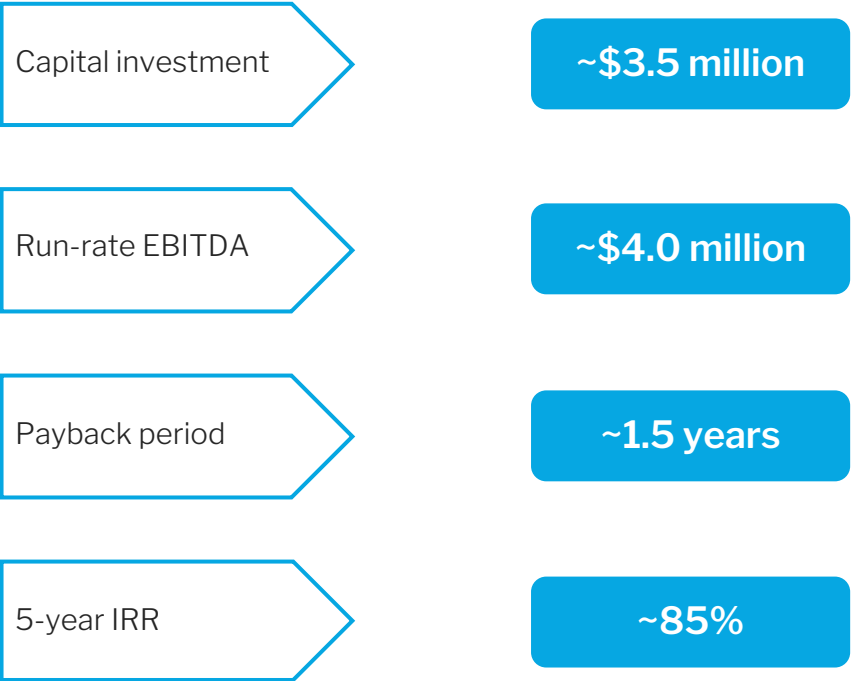
Opportunistic acquisitions to further accelerate capability and geographic expansion

Top tier unit economics for customer acquisition and microfactory scale

Established customer acquisition model



Established unit economics of a typical microfactory⁽³⁾



(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

07

Team Uniquely Equipped to Succeed

Leadership Team



Lou Rassey
CEO, Co-Founder, and Director
Founded McKinsey's Digital Manufacturing Practice, globally renowned expert on Industry 4.0



Pat McCusker
COO and Co-Founder
Experience growing public-company and tech-driven businesses; President, North America of INWK, successful tech entrepreneur



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



John Nanry
Chief Manufacturing Officer and Co-Founder
Led McKinsey's Digital Manufacturing Practice, broad expertise implementing new technologies



Prithvi (Prith) Gandhi
Chief Financial Officer
Leadership with Fortune 500, including industrial technology companies.



Julie Springer
Chief Marketing Officer
Helped bring TransUnion to the public market, scale business, introduced new products to market.



Heather Baker
VP, People
Extensive experience scaling strong people function within high-growth technology companies



Gus Pinto
Chief Product Officer
Serial tech platform builder; led development of spatial computing platform at Magic Leap, mobile and cloud infrastructure at Citrix



Brian Simms
VP, Sales
Scaled multiple companies through hyper growth and IPOs; led sales at Groupon to fastest ever ramp to \$1B in revenue



Bobby Bott
VP, Manufacturing
Bobby leads our Manufacturing and Quality teams, bringing expertise in building world-class operations.



2022 Board Nominees



Matt Maloney
Founder and former CEO, GrubHub

Disrupted a traditional industry, public company and M&A experience



Betsy Ziegler
CEO, 1871

Experienced in technology, start-ups, service operations, and driving innovation



Steve Koch
Former Deputy Mayor of Chicago and Head of M&A at Credit Suisse

Capital markets and industrial technology expertise, long-time advisor to Fast Radius



Matt Flanigan
Board Member, Jack Henry and Performance Food Group

Seasoned board member, unique combination of manufacturing and software experience



Our plan is to build the first
\$100+ Billion
cloud manufacturing and
digital supply chain company



We are a software company...
and we make parts

- | | |
|--|---|
| 01 The Next Era of Manufacturing Offers Massive Opportunity | <ul style="list-style-type: none">• \$18T sector being re-set by Industry 4.0 & massive secular forces• \$350B+ addressable market today |
| 02 The Industry Faces a Universal Problem | <ul style="list-style-type: none">• Rigid, wasteful, outdated manufacturing & supply chain infrastructure leads to slow, inefficient product development processes |
| 03 Our Solution is a Cloud Manufacturing Platform™ | <ul style="list-style-type: none">• 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, FR Custom Microfactory... with a robust pipeline in development |
| 04 We have a Highly Defensible and Scalable Model | <ul style="list-style-type: none">• Proprietary data architecture and microfactories, designed to 'copy and paste' to enable a distributed, digitally connected network• Compelling moat driven by proprietary technology, operations advantage, and sticky network effects• Software apps and services platform create unique flywheel |
| 05 We are a World-recognized Leader | <ul style="list-style-type: none">• Validated and trusted by Fortune 500 customers across industries• Recognized by World Economic Forum as one of the most advanced factories in the world• Approximately 87% CAGR past 4 years. 2,000+ customers served |
| 06 Our Growth Plan is Proven and Attractive | <ul style="list-style-type: none">• Plan estimated to generate \$600M+ in capital-efficient revenue in 2025 with compelling unit economics; 50% gross margins at scale ⁽¹⁾ |
| 07 The Team is Uniquely Equipped to Succeed | <ul style="list-style-type: none">• Highly-experienced, visionary team to pursue the opportunity |

(1) Based on a number of assumptions, including (a) a mix shift of production revenue from external, third-party suppliers to higher-margin, internally-produced parts; (b) improvements in utilization rates of internal manufacturing assets; (c) improvements in operational efficiency, including adopting automation and robotics to reduce labor costs in factory operations as well as upstream business processes (e.g., costing, design feedback, etc.); (d) pricing optimization

08

Q & A

Appendix

The background of the slide is a dark, deep blue. It features several glowing, ethereal light trails in shades of cyan and light blue. These trails are curved and fluid, resembling smoke or energy flows. In the lower right quadrant, there is a very faint, light-colored map of the world, showing the continents. The overall aesthetic is futuristic and high-tech.

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

- ENNV SPAC focuses on (i) beneficial electrification and (ii) sustainable technology & services
- Fast Radius, a category-creator spanning manufacturing technologies and software, electrifies and distributes the manufacturing process through reshoring manufacturing capacity
 - ✓ Unlocks value across the industrial landscape, enabling more sustainable ways of making, storing and moving parts
 - ✓ Focused on a fragmented \$350B+ total addressable market
 - ✓ 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



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⁾

Fast Radius is building a defensible, full-stack tech platform for both manufacturing solutions and standalone software, focused on serving a massive TAM (certified production)

Attribute		Fast Radius' Cloud Manufacturing Platform	Traditional small shops	Manufacturing on-demand services	Digital brokers	Private equity roll-ups	CAD & engineering software
Customers	Prototyping	✓ On-demand prototype solutions (i.e., upload CAD file, get a cost, have part made)	✗	✓	✓	✓	✗
	Certified, volume production capabilities	✓ Certified production supply partner to Fortune 500s; (larger TAM vs prototyping)	✓	✗	✗	✓	✗
Market & scope	Platform for software-driven manufacturing and supply chain solutions	✓ Platform for software-driven manufacturing and supply chain solutions, not just “on-demand”, but platform includes: Virtual Warehouse + Additive Launch Custom Microfactories + more over time Re-imagining how parts are designed, made & moved (e.g., UPS partnership, Louisville microfactory, Virtual Warehouse)	✗	✗	✗	✗	✗
	Platform for software tools across lifecycle	✓ Platform for standalone software apps and tools to be built (by FR and 3rd parties) across lifecycle of bringing a physical product to life Network effect from more users, more parts, more intelligence, more offerings, etc. Note: ~1/3rd of FR employees are in software/engineering	✗	✗	✗	✗	✗
Business model	Full-stack platform infrastructure	✓ Full-stack platform infrastructure with software + physical (e.g., like AWS + network integration) builds strong moat Data infrastructure integrates data across the lifecycle, creating foundation for software tool ecosystem Network includes state-of-the-art, digital-driven micro-factories; “copy exactly” playbook + capital-efficient scale	✗	✗	✗	✗	✗

Cloud manufacturing moat: Multiple sources of sustainable competitive advantage will enable attractive, defensible share and margin

High switching costs

- Certification stickiness: customers invest fixed cost to certify FR
- Part stickiness: FR owns manufacturing process data, revision data and user metadata
- Virtual warehouse : customers need exact same part every time

Network effects

- App flywheel: apps across lifecycle make platform more valuable
- User flywheel: more users, more parts, more insights, more team members
- Data flywheel: better with every part we make (more data, more insights, more apps)
- Network flywheel: every node gets better with the others



Proprietary technology

- Cloud manufacturing platform for apps and services
- Operating System: software layer to power end to end customer experience
- Microfactory in a box (design, deployment, operations, and network integration)
- Digital thread: data ingestion, analytics, and learning platform
- Patent filings, trade secrets, application-specific expertise

Operations advantage

- Microfactory (efficiency / effectiveness)
- Network orchestration (efficiency / effectiveness)
- End to end connectivity (design-make-fulfill)
- User experience: modern, consumer-like experience

Systems integration and scale advantage

- Hard to replicate integrated system (world leading factory, network, proprietary OS, app platform)
- Production redundancy and resiliency
- More and better infrastructure (e.g., leading edge additive)
- Consolidated purchasing power

Summary pro forma Income Statement

<i>\$ millions</i>	2019A	2020A	2021E	2022E	2023E	2024E	2025E
Total Revenue	8	14	23	104	246	426	635
<i>YoY growth %</i>	<i>188%</i>	<i>67%</i>	<i>67%</i>	<i>348%</i>	<i>136%</i>	<i>73%</i>	<i>49%</i>
Cost of Goods Sold	8	12	19	75	140	223	319
Gross Profit	0.4	2	4	29	106	203	316
<i>Gross Margin %</i>	<i>5%</i>	<i>14%</i>	<i>17%</i>	<i>28%</i>	<i>43%</i>	<i>48%</i>	<i>50%</i>
Operating Expenses	15	22	43	83	106	156	181
EBITDA	(15)	(20)	(39)	(53)	0.3	47	135
<i>% EBITDA margin</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>0%</i>	<i>11%</i>	<i>21%</i>

Reconciliation of non-GAAP financials

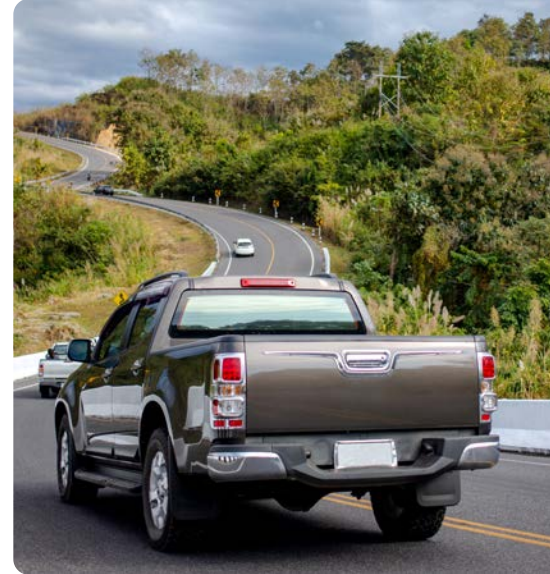
<i>\$ millions</i>	2019A	2020A	2021E	2022E	2023E	2024E	2025E
Net income (loss)	(18)	(22)	(41)	(64)	(20)	15	94
(+) Tax expenses	-	-	-	-	-	-	-
(+) Depreciation & amortization	0.3	0.4	2	11	21	32	41
EBITDA	(18)	(21)	(39)	(53)	0.3	47	135
(-) Cash flow from investing activities	(1)	(1)	(11)	(81)	(47)	(71)	(46)
Free cash flow	(19)	(22)	(50)	(134)	(47)	(24)	89

We have built a platform for certified production

Certified parts are parts that are **actually used in the field**. We have invested in our ability to easily offer our customers the requirements needed for certified parts, including:

- Site audits
- Competitive unit economics at scale
- Systems and quality controls
- Scale of production from 1 part → 100,000+ parts

Today, our parts are used in some of the most regulated industries: automotive, aerospace, and medical devices



Fast Radius beyond

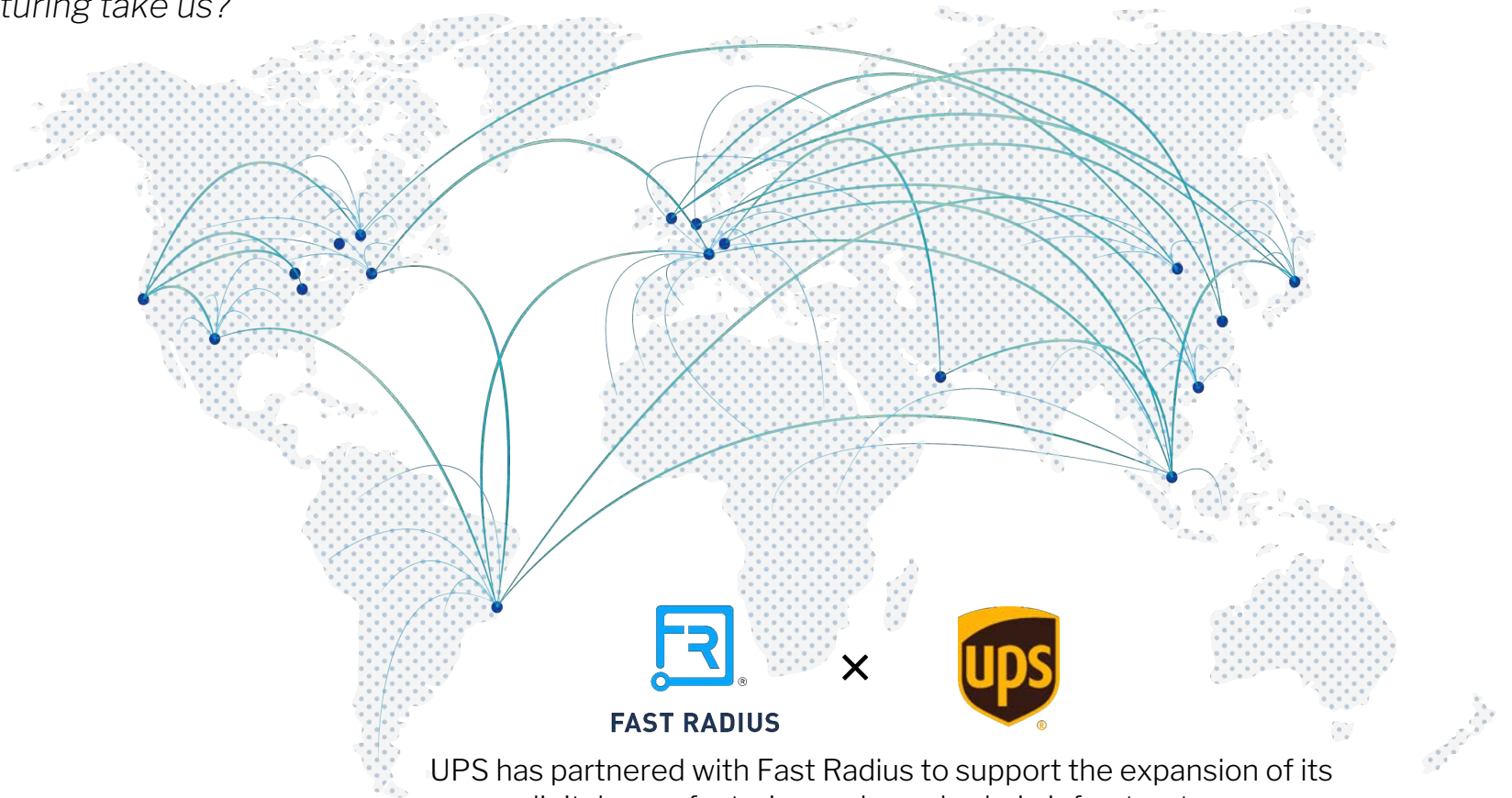
Where will Fast Radius and cloud manufacturing take us?

4th Modality of Logistics

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 allows parts to move digitally

Parts can be shipped digitally and made where they are needed



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"

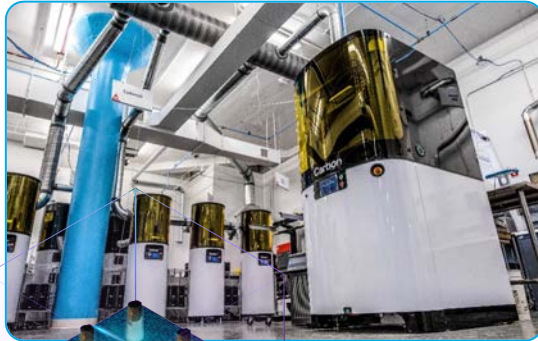
- Scott Price, EVP International UPS⁽¹⁾

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

Current microfactories

Four microfactories currently power our cloud

Carbon Digital
Light Synthesis



Chicago

HP Multi
Jet Fusion



Chicago

Stratasys Fused
Deposition Modeling



Louisville / UPS Worldport

CNC
machining



Chicago

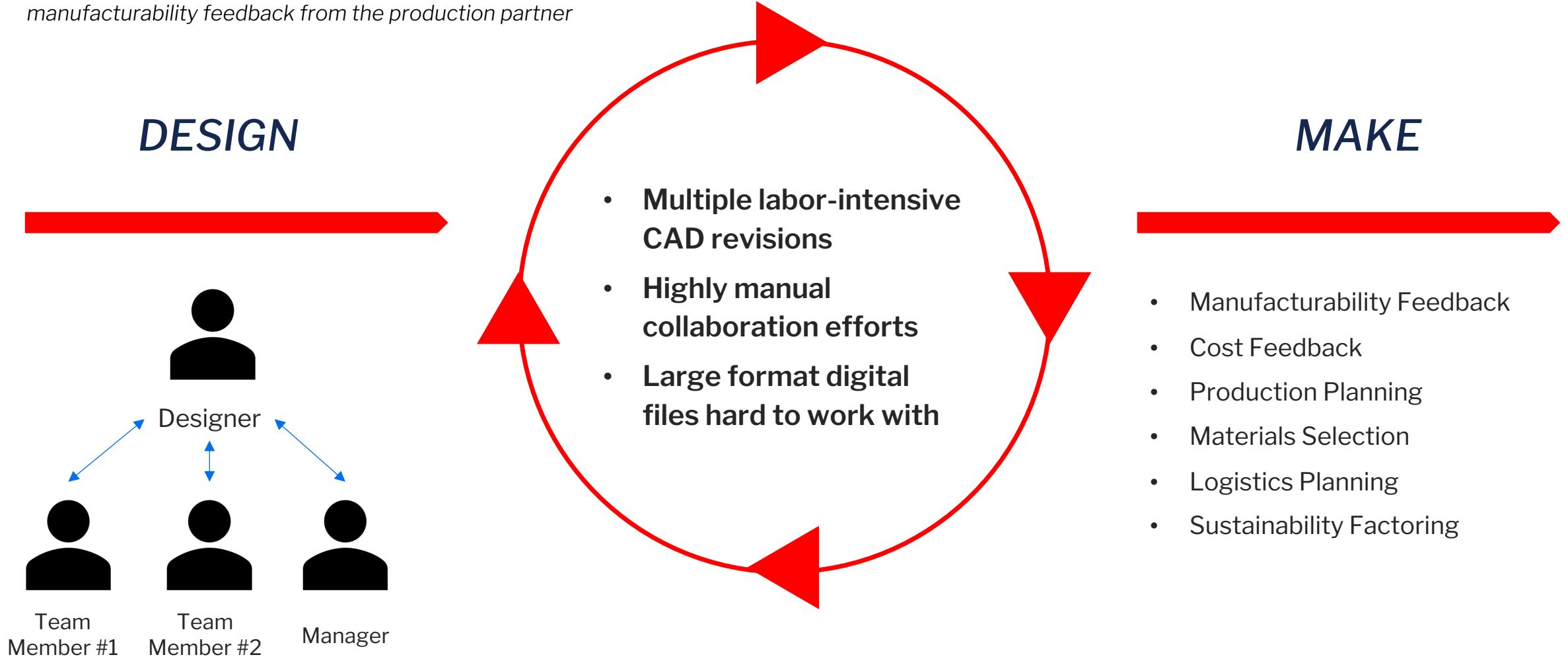
Other operational technologies include Carbon L1, Desktop Metal Studio System, Formlabs Stereolithography, HP MJF 580, Doosan CNC, and Faro Metrology.

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 microfactories are complemented by a global network of curated suppliers.

Design for manufacturing is highly inefficient

Product design requires teamwork and coordination, along with iterative revisions based on manufacturability feedback from the production partner



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

“Over the life of a product, cloud manufacturing can lead to a total emissions reduction of 19%” ⁽¹⁾

Transportation emissions

Local on-demand microfactory model enables on-shore production, cutting significant amounts of transportation emissions

Energy consumption

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

Material extraction

Additive manufacturing enables optimized part design, and reduction in material consumption

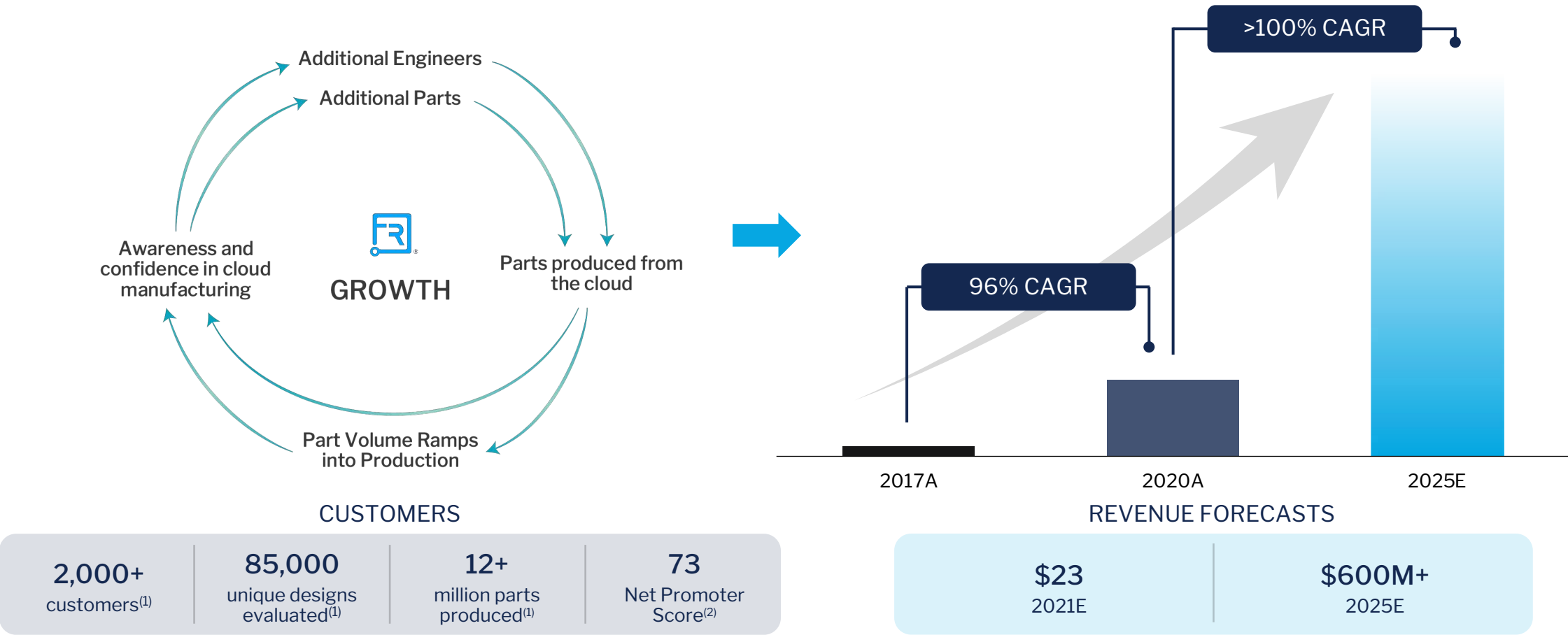
Making, storing and moving parts through the Cloud Manufacturing Platform **reduces emissions** from transportation, **reduces waste** from storage and obsolete inventory, all while empowering engineers to **make smarter design choices** from the start

(1) Source: Fast Radius independent study conducted by ERM*

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

Fast Radius flywheel drives account expansion...

...fueling rapid topline growth



(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

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

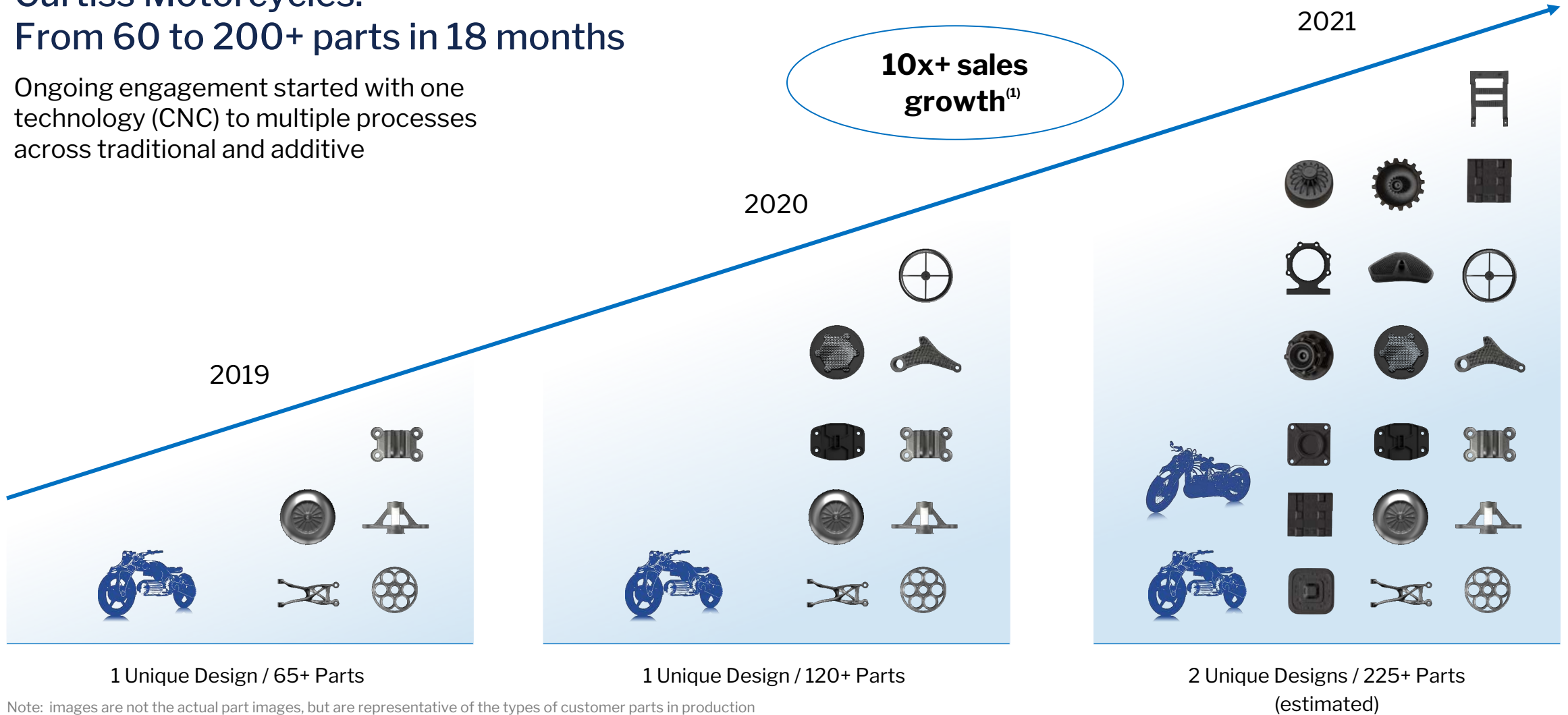
47 parts, 5 engineers



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



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

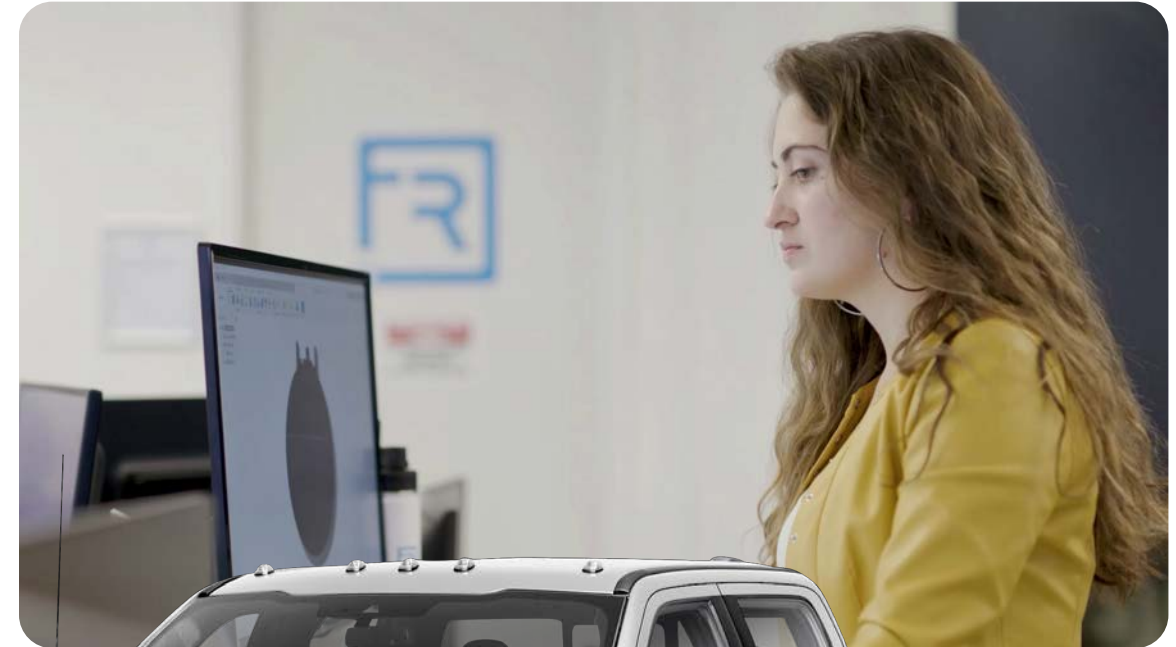
(1) YTD 2021 sales growth of ~7.5x, but based on verbal commitments, estimated sales growth of 10x+ in 2021 vs. 2019

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.



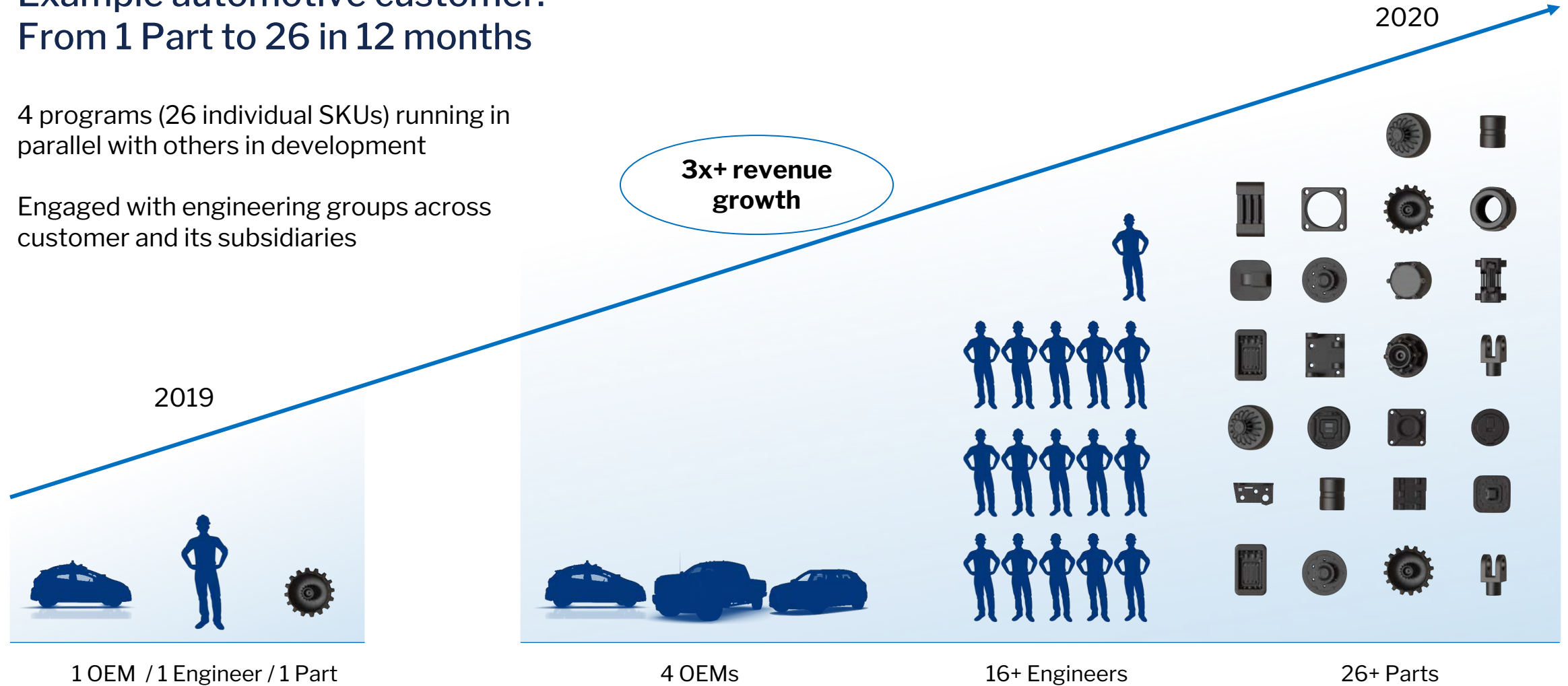
Note: Video accessible at fastradius.com/aptiv-video

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

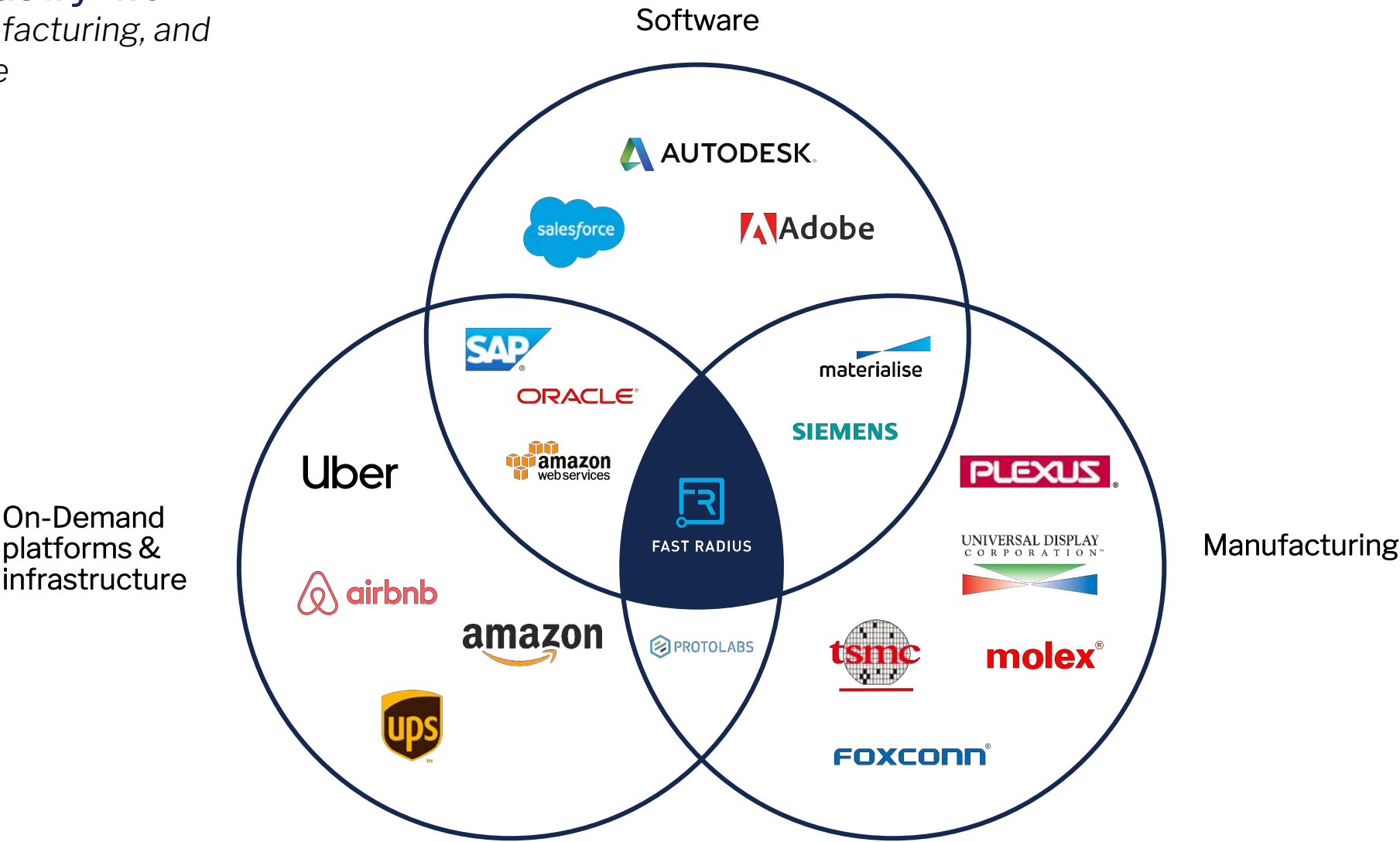
Engaged with engineering groups across customer and its subsidiaries



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

Fast Radius is creating an entirely new category in Industry 4.0

Spanning software, manufacturing, and on-demand infrastructure



Fast Radius Beyond

Where will Fast Radius and cloud manufacturing take us?

... 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

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?



Appendix

Virtual Warehouse™ XR

Globally coordinated
infrastructure to advance
the human condition

Strategic National Bank
for Crisis Response
Space Exploration



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.