

Desktop Metal Investor Presentation

March 2023



Disclaimers

Cautionary Note Regarding Forward-Looking Statements

This presentation and related communications contain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements other than statements of historical facts contained in these communications, including statements regarding Desktop Metal's future results of operations and financial position, financial targets, business strategy, plans and objectives for future operations, are forward-looking statements. These statements involve known and unknown risks, uncertainties and other important factors that may cause actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. In some cases, you can identify forward-looking statements by terms such as "may," "will," "should," "expect," "plan," "anticipate," "could," "intend," "target," "project," "contemplate," "believe," "estimate," "predict," "potential" or "continue" or the negative of these terms or other similar expressions. The forward-looking statements in this communication are only predictions. Desktop Metal has based these forward-looking statements on current information and management's current expectations and beliefs. These forward-looking statements speak only as of the date of this communication and are subject to a number of significant risks and uncertainties, including, without limitation, risks associated with our newly-launched Desktop Health business and the extensive regulatory schemes to which it may be subject. For additional information about other risks and uncertainties of Desktop Metal's business, financial condition, results of operations and prospects generally, please refer to Desktop Metal's reports filed with the Securities Exchange Commission ("SEC"). Although we believe that expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future results, performance, or achievements. The events and circumstances reflected in our forward-looking statements may not be achieved or occur, and actual results could differ materially from those projected in the forward-looking statements. Moreover, we operate in an evolving environment. New risk factors and uncertainties may emerge from time to time, and it is not possible for management to predict all risk factors and uncertainties. As a result of these factors, we cannot assure you that the forward-looking statements in these communications will prove to be accurate. Except as required by applicable law, we do not plan to publicly update or revise any forward-looking statements contained herein, whether as a result of any new information, future events, changed circumstances, or otherwise. We qualify all of our forward-looking statements by these cautionary statements



Desktop Metal Mission:

Enable mass production via AM 2.0 and achieve double digit share of the ~\$100B additive manufacturing market by the end of the decade⁽¹⁾

Desktop Metal (NYSE: DM) investment highlights

The leader in additive manufacturing for mass production

- 01 Large & expanding addressable market:**
 - Additive Manufacturing (AM) market estimated to grow **to ~\$100B** by end of decade⁽¹⁾ propelled by a shift from prototyping to mass production applications
 - Strong, long-term secular tailwinds around **onshoring and supply chain flexibility**

- 02 Industry-leading AM 2.0 solutions:**
 - Mass production solutions with **speeds up to 100x** those of legacy technologies (via Single Pass Jetting™)⁽²⁾
 - **Expansive library of materials** across metals, polymers, ceramics, biocompatibles, sands, wood, foams, and elastomers
 - **Defensible technology platforms** with IP protection across printers, software, processes, and materials

- 03 Global distribution & diverse installed base:**
 - **Prolific, global distribution network** with resellers serving 65+ countries augmented by 100+ internal go-to-market team
 - Diverse and **expanding installed base with 7,000+ customers** served across the globe, and no customer concentration
 - Combination of **horizontal and vertical focus** caters to array of industries – automotive, healthcare & dental, consumer products, aerospace, military & defense, heavy industry, and machine design

- 04 Compelling economics & financial profile:**
 - **High-margin recurring revenue streams** from consumables and services generate multiples of revenue and gross profit after initial system sale
 - Gross margin expansion and operating leverage **drive profitability over time**

- 05 Outsized returns from Killer Apps:**
 - Maximize share of final part value by delivering end-to-end platforms focused on **killer applications for AM** in addition to providing differentiated printer and materials technology platforms

1. Source: Wohlers Report 2022 (2000-2021 actuals); 2022-2031 from Management, based on several market size forecasts, including Wohlers Report 2022, Grand View Research (September 2022), Fortune Business Insights (April 2022), Emergen Research (March 2022), and Allied Market Research (March 2022).

2. Based on published speeds of single laser, mid-range laser powder bed fusion systems available as of May 6, 2022 and using comparable materials and processing parameters as applicable.

Desktop Metal at-a-glance

\$209M

2022 total revenue, representing 86% year-over-year revenue growth over 2021

24%

2022 revenue contribution from high-margin consumables, services, and subscription – continued growth year-over-year

250+

Materials library representing one of the industry's largest portfolios across metals, polymers, ceramics, biocompatibles, sands, wood, foams, and elastomers

15+

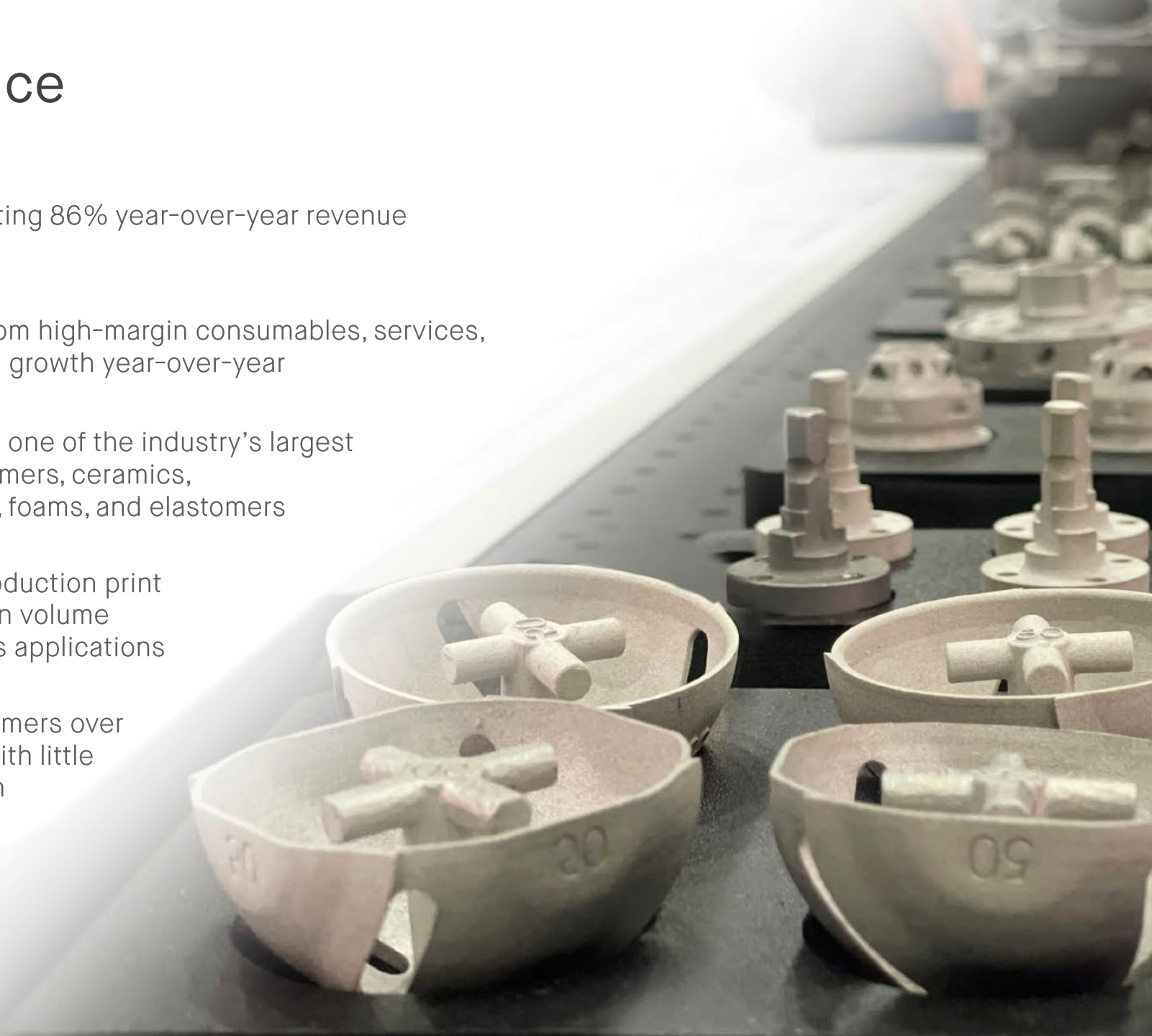
Industry's leading array of production print platforms focused primarily on volume production and end-use parts applications

7,000+

Global installed base of customers over diverse set of end markets, with little to no customer concentration

950+

Patents issued and patent applications pending



Growing customer installed base across the globe

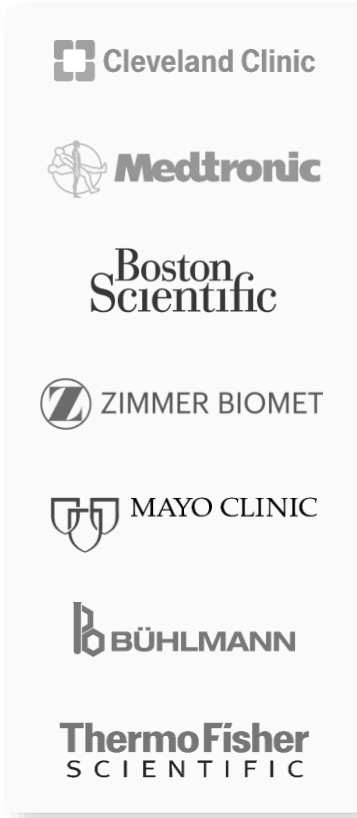
Selected customers across a range of industries



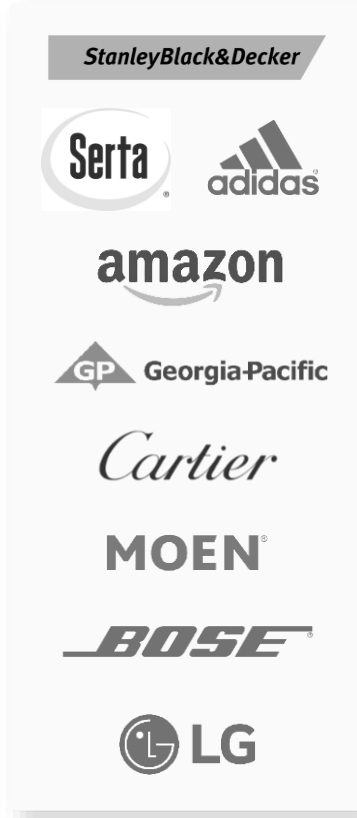
Automotive



Healthcare & dental



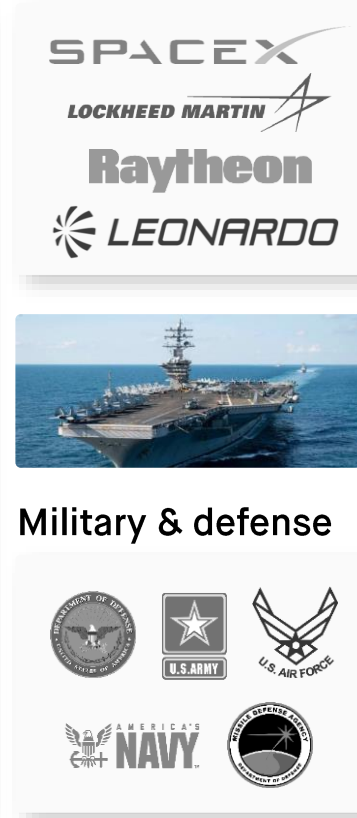
Consumer products



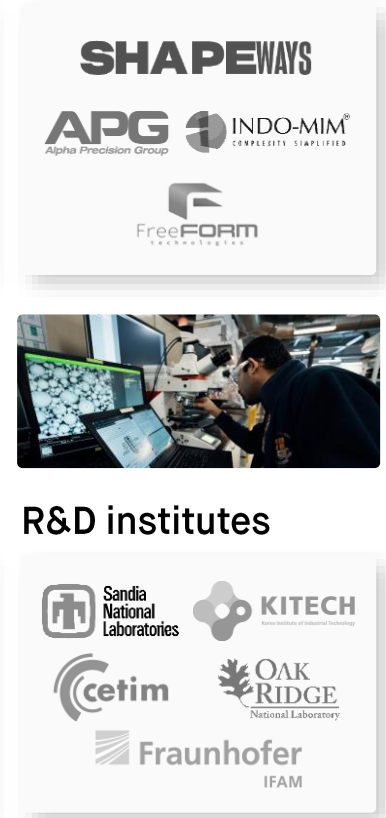
Heavy industry



Aerospace



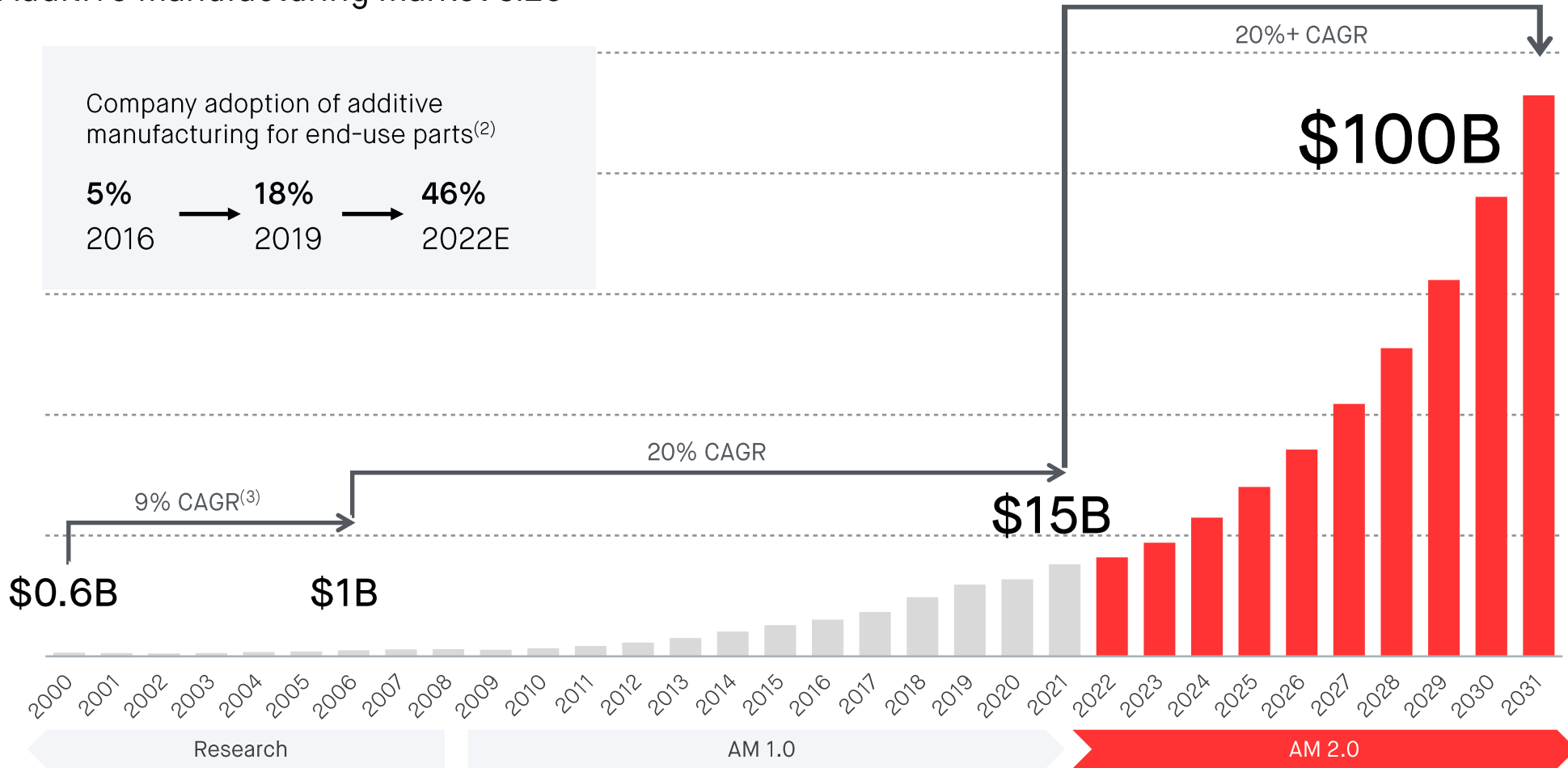
Mfg services



Growing AM 2.0 serviceable addressable market to drive growth

DM is focused on mass production, the fastest growing segment in the additive manufacturing space

Additive manufacturing market size⁽¹⁾

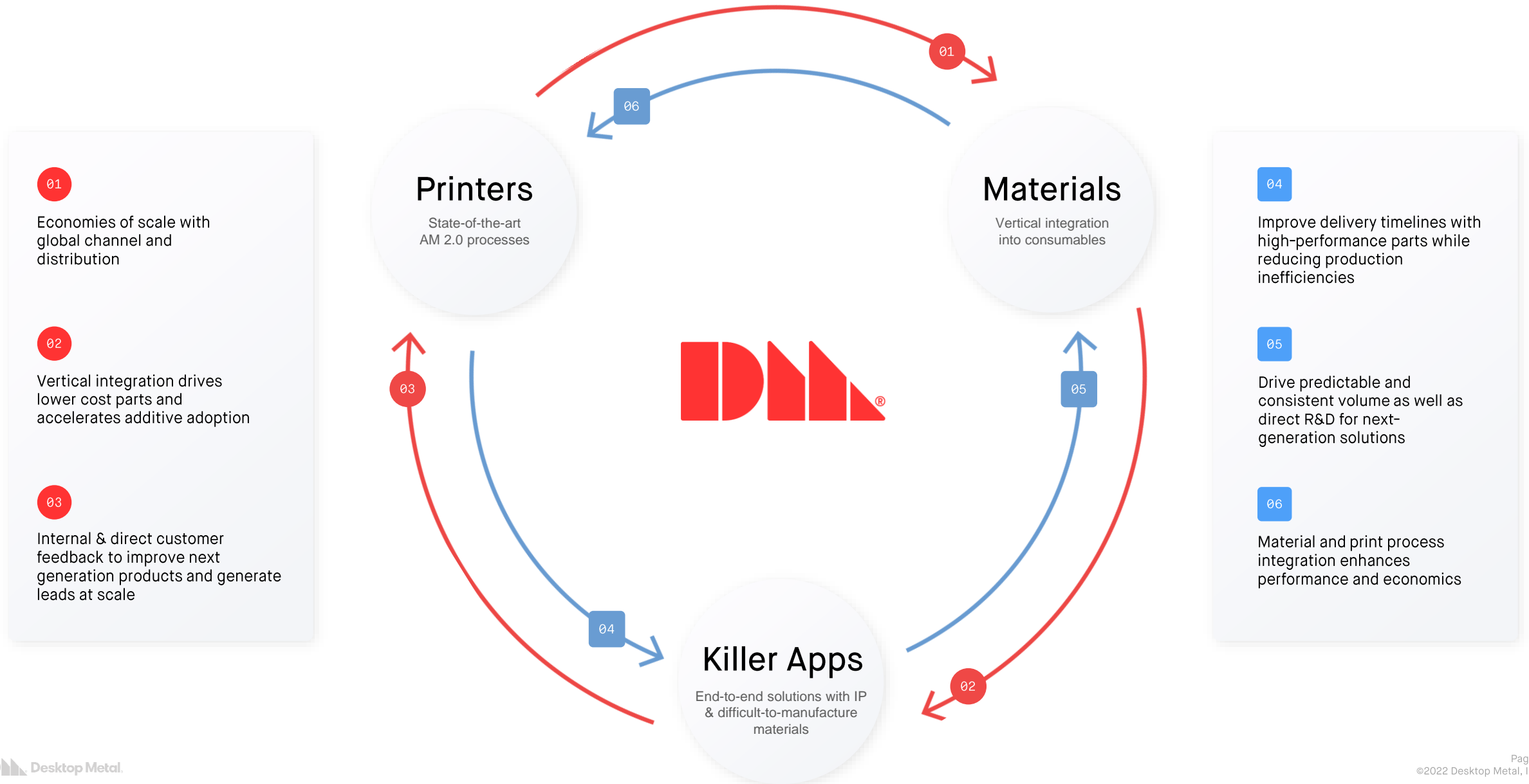


1. Source: Wohlers Report 2022 (2000-2021 actuals); 2022-2031 from Management, based on several market size forecasts, including Wohlers Report 2022, Grand View Research (September 2022), Fortune Business Insights (April 2022), Emergen Research (March 2022), and Allied Market Research (March 2022).

2. Source: "3D printing: hype or game changer?" Ernst & Young Global Report 2019.

3. Compound annual growth rate.

Desktop Metal's AM 2.0 growth strategy



Strategic pillars – how we win



Highly Differentiated Technologies

We have the fastest print platforms in additive manufacturing – leveraging area-wide, high-throughput, print processes up to 100x the speed and as low as 1/20th the cost of legacy AM⁽¹⁾ complemented by an extensive materials portfolio, and proprietary software & sintering technology



Deep Customer Engagement Model

Comprehensive AM 2.0 portfolio of mass production solutions to help our customers solve their manufacturing problems

Robust team of application engineers, support and services reps to support our diverse installed base of customers



Innovation & Passion Driven

We have built a team of the smartest people in 3D printing, and have become a destination for premier talent, a key ingredient to our success

One of the largest IP portfolios in the industry with 950+ patents and pending applications



High Growth Focused

Large total addressable market in additive manufacturing with multi-decade, secular growth drivers

We are the leader in the fastest growing segment of AM: mass production

Additive manufacturing is transformative for the manufacturing industry

Conventional manufacturing hurdles

Product innovation

- **Geometry:** machines & tooling encouraging simpler designs with reduced performance
- **Lack of customization:** tooling prevents producing products tailor to niche and local markets

Process innovation

- **Time-to-market:** lead-times associated with tooling slow down new product introductions
- **Volumes:** tooling is a fixed expense that must be amortized across large quantities of parts
- **Inventory:** tooling leads to minimum quantity builds, typically resulting in excess inventory
- **Cost:** machining is a time- and labor-intensive process that is costly at-scale
- **Scrap:** machining and casting have high levels of scrap, waste and pollution

Additive manufacturing benefits at-scale

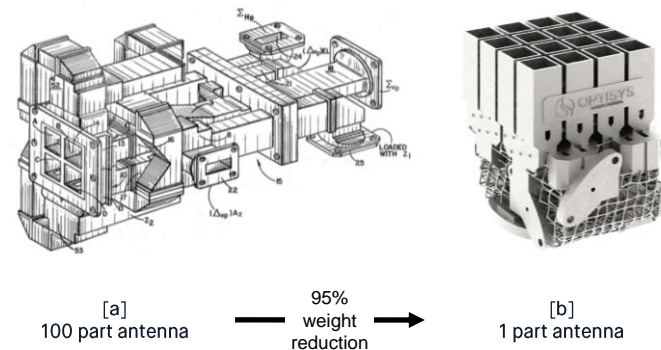
Complex & generative designs



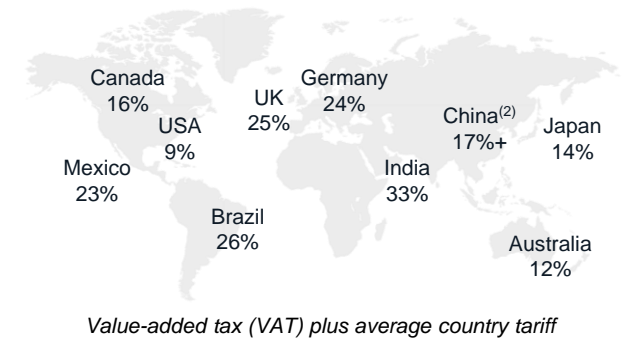
Mass customization



Assembly consolidation



Supply chain re-engineering⁽¹⁾



1. Source: VAT from Tax Foundation website and PwC country tariff from World Trade Organization management calculations.
2. Does not include the full effect of additional tariffs placed on US exports to China starting in 2018.

AM for end-use parts must clear a high bar

Requires printing at-scale with comparable quality and economics to conventional manufacturing processes

Speed

- Throughput & part costs competitive with conventional manufacturing

Accuracy

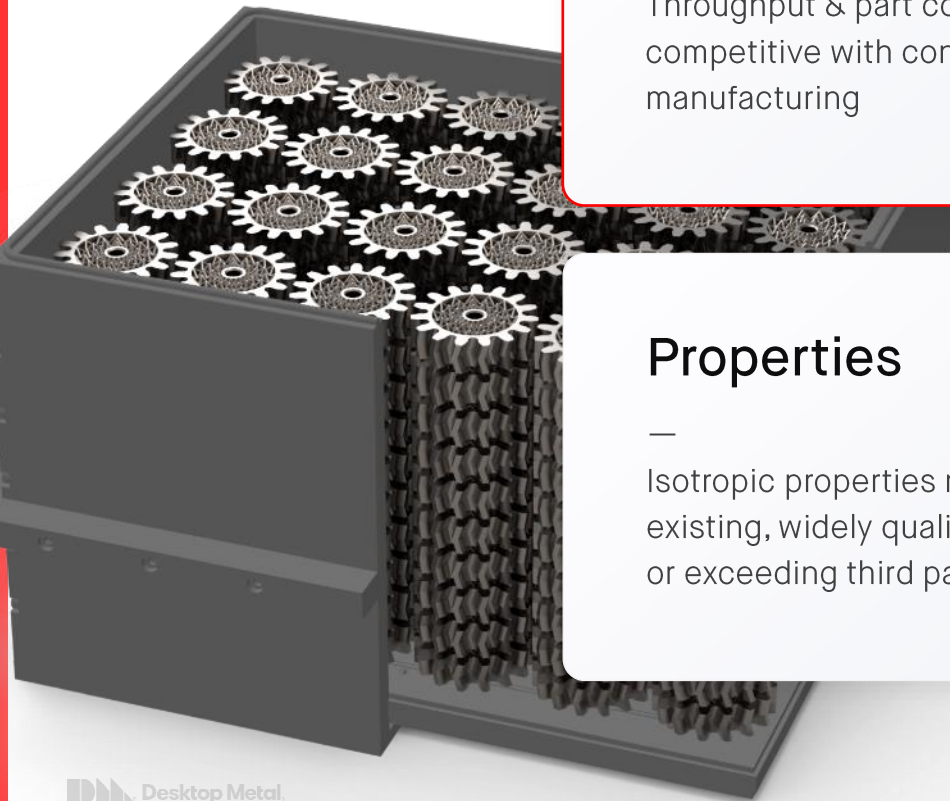
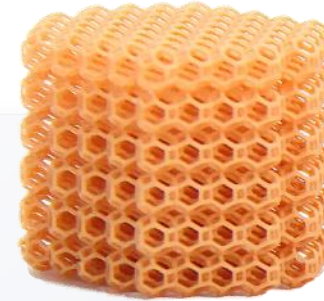
- Repeatable, tight tolerances with fine feature detail over series of builds

Properties

- Isotropic properties matching existing, widely qualified materials or exceeding third party standards

Finish

- Improvements in surface roughness that reduce need for post-processing



Desktop Metal is a pure-play on supply chain disruption

Our unique mass production capabilities unlock the ability to drive cost-effective flexibility in global supply chains



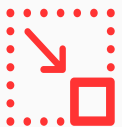
Decentralized borderless production



On-demand inventory resiliency



Onshoring & localized production



Reduced supply chain complexity

Key Recent Case Studies

—

CASE 01

Department of Defense recently awarded a major sub-contract to Desktop Metal through the Defense Logistics Agency (DLA)

CASE 02

Customers experiencing significant disruption in overseas foundries reshoring parts production to US through cost-effective digital casting

CASE 03

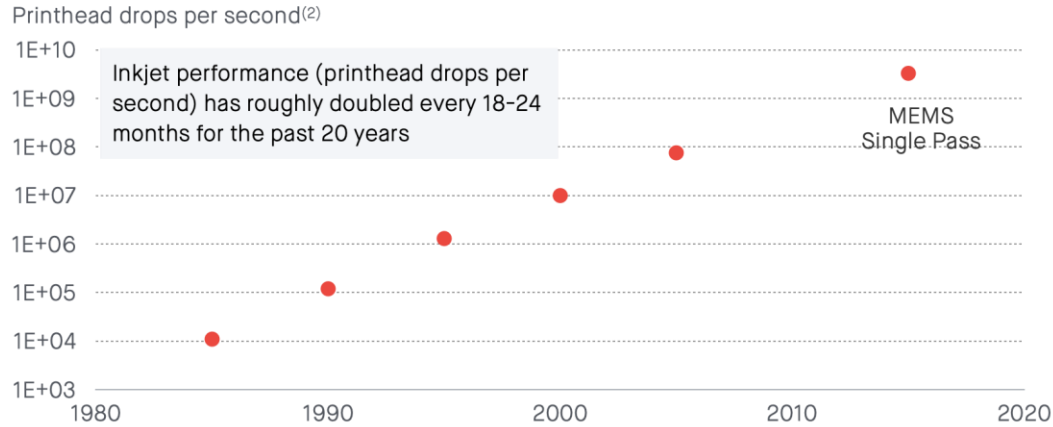
Order increases for 3D-printed hydraulic components via Aidro business due to challenges and delays in customer's current supplier network

CASE 04

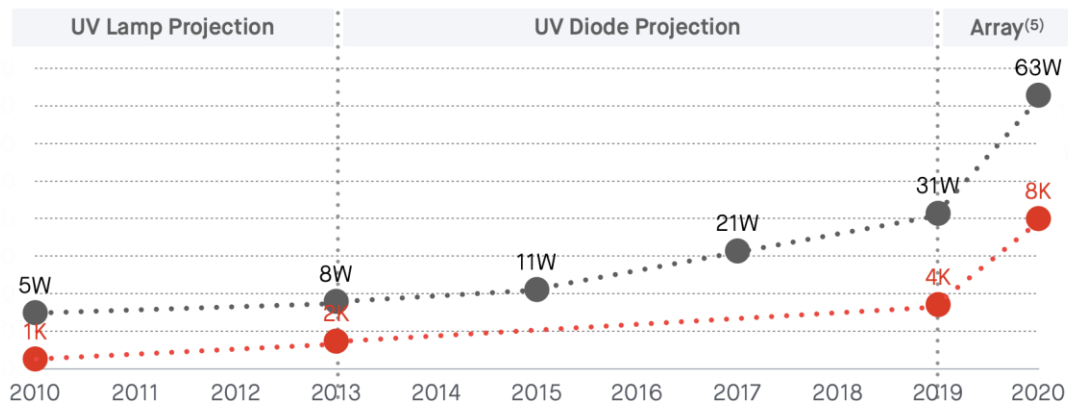
Desktop Labs platform expanding capacity as many US dental practices face disruptions and supply chain challenges with traditional network of international dental part suppliers

AM 2.0 technologies scale with Moore's Law for cost-effective mass production

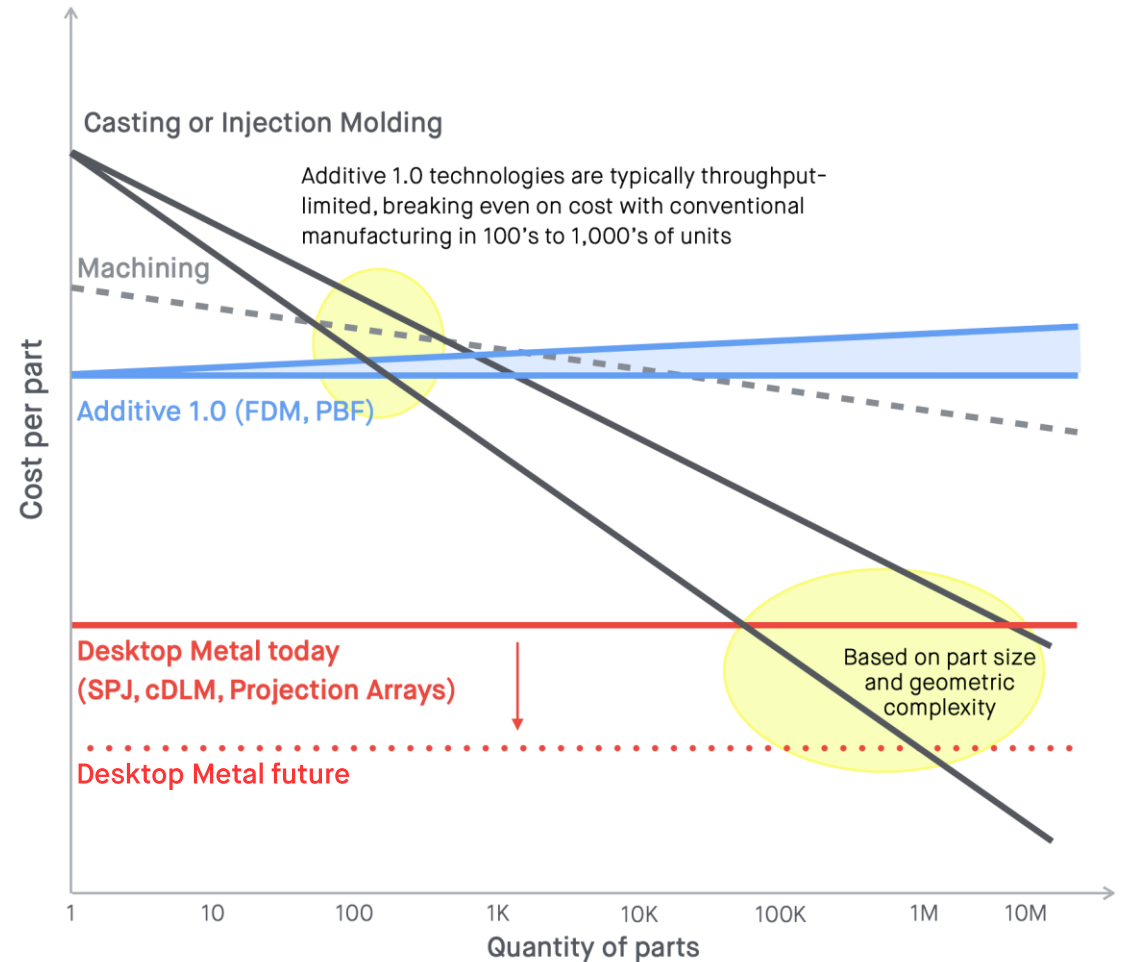
Binder Jetting: Inkjet Technology Moore's law⁽¹⁾



DLP Module Power (Watts) = Polymerization Speed⁽³⁾ **DLP Resolution = Build size⁽⁴⁾**



Illustrative breakeven analysis vs. tool-based manufacturing



1. Source: Wijshoff, Herman, (2008), Structure and fluid-dynamics in piezo inkjet printheads, Integrated Assessment; management estimates.
2. Printhead drops per second calculated as number of nozzles multiplied by maximum drop frequency.
3. Increases in light source optical power correlate to increases in polymerization speed.
4. Increases in number of projection pixels enable larger build sizes without sacrificing resolution.
5. Projection arrays allow for native resolution and power as large as needed.

Unmatched portfolio of AM 2.0 solutions

Best-in-class portfolio positioned to capture double-digit share in Additive

01

Category-leading print platforms focused on end-use parts production



Metal



Polymer



Digital Casting



Wood



Biofabrication

Proprietary Software and Sintering Solutions

02

Enabling an expansive portfolio of differentiated materials

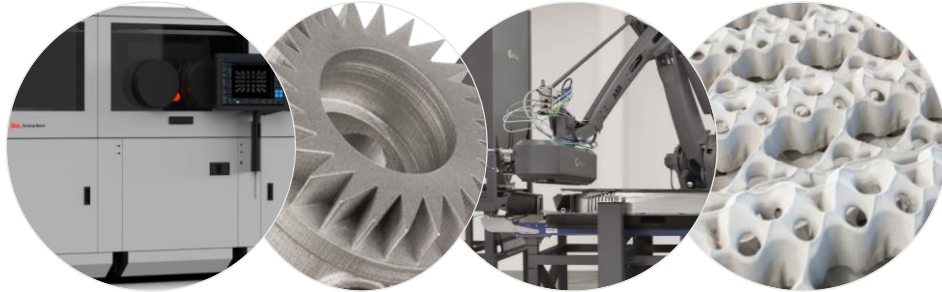
- Copper
- Nickel Alloys
- Precious Metals
- Stainless & Tool Steels
- Titanium & Aluminum
- Composites
- Ceramics
- Elastomers
- Photopolymers
- Biofabrication Materials
- Sands
- Woods

03

Delivering customers an expanding set of applications for AM

- Aerospace
- Automotive
- Biofabrication
- Components Suppliers
- Consumer Electronics
- Consumer Products
- Dental
- Education
- Energy
- Healthcare
- Heavy Industry
- Industrial
- Jewelry
- Medical Devices
- Military & Defense
- Space

Scaling AM 2.0 market leadership in core businesses focused on large opportunities in mass production applications



Binder Jetting

TAM: \$70+ billion⁽¹⁾

Best-selling binder jet system (Shop System)⁽²⁾

Fastest binder jet printer (Production System™ P-50)⁽³⁾

Largest metal binder jet build envelope (160 Pro)

Best-selling digital casting binder jet portfolio



Photopolymers

TAM: \$200+ billion⁽⁴⁾

Best-in-class DLP photopolymer systems (Einstein™ and Xtreme 8K)

Leading Class II FDA-cleared materials (Flexcera™ and SmileGuard™)

Strategic partnership with Align Technology

1. Grand View Research: Metal 3D Printing Market Size, Share & Trends Analysis Report, 2022 – 2030. 2023 American Foundry Society Metalcasting forecast report (2020 – 2023).
2. Based on published figures of total units sold available as of March 1, 2023.
3. Calculated using NIST Additive Manufacturing Test Artifact and print times from competitor build preparation software, published print speed data, and mgmt. estimates.
4. Precedence Research: Medical Implants Market, (January 2022). Global Industry Analysts, Inc., Dental Laboratories – Global Market Trajectory & Analytics (July 2020). Grand View Research: Industrial Plastic Market Size, Share & Trends Analysis Report, 2020 – 2027.

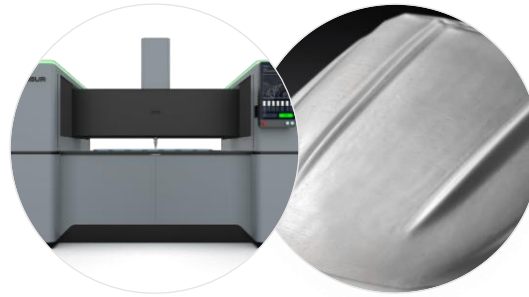
Innovation drives incremental growth opportunities in large addressable markets ready for AM 2.0 disruption



Foams

TAM: \$170+ billion⁽¹⁾

FreeFoam™, a revolutionary, expandable 3D printable foam for mass production



Sheet Metal Forming

TAM: \$300+ billion⁽²⁾

Figur G15, first platform of its kind to digitally shape standard sheet metal forming on-demand



Printed Hydraulics

TAM: \$50+ billion⁽³⁾

Global market leader in 3D printed hydraulic parts
First company with DNV certification for printed hydraulics

1. Grand View Research Report: Polymer Foam Market Size, Share & Trends Analysis Report By Type (Polystyrene, Polyurethane, Polyolefin, Melamine, Phenolic, PVC), By Application, By Region, And Segment Forecasts, 2022 – 2030.
2. Sheet Metal Market Research Report Information By Material Type (Steel and Aluminum), By Process, By End Users, and By Region, 2023 – 2030.
3. Markets and Markets Research: Hydraulics Market by Components (Motors, Pumps, Cylinders, Valves, Filters, Accumulators, Transmissions), Type (Mobile Hydraulics, Industrial Hydraulics), End User (Construction, Agriculture, Material Handling), Sensors & Region - Global Forecast to 2027.

High-margin product platforms with recurring revenue streams

Production System P-50 illustrative 10-year lifetime value

\$2.2M

—
Upfront system revenue⁽¹⁾
(printer + auxiliary equipment)

\$4.3M

—
10-year binder consumables &
extended warranty revenue⁽²⁾

\$6.5M

—
10-year lifetime total revenue –
3x upfront revenue

\$3.8M

—
10-year lifetime total
gross profit

> 55%

—
10-year cumulative
gross margin



Xtreme 8K illustrative 7-year lifetime value⁽³⁾

\$170k

—
Upfront printer revenue
(net of channel margin)

\$1.4M

—
7-year resin consumables &
extended warranty revenue

\$1.6M

—
7-year lifetime total revenue –
> 9x upfront revenue

\$0.8M

—
7-year lifetime total
gross profit

~50%

—
7-year cumulative
gross margin



1. Assumes at-scale \$1.4M Production System P-50 Product COGS and at-scale indirect COGS as 5% of revenue.
2. Consumables & service annual revenue based on management estimates assuming 80% of 24x7x48 utilization, 20% bed packing density, decaying renewals on service to 25% of initial cohort in year 2 and 0% beyond, and at-scale indirect COGS as 5% of revenue. Includes only binder consumables.
3. Assumes indirect COGS as 5% of revenue. Consumables & extended warranty annual revenue based on management estimates assuming: 80% of 24x7x48 utilization, 20% bed packing density, 10% annual decay in extended warranty renewals to year 2 and 0% beyond.

Desktop Labs + Align Technology strategic collaboration

Integrated technology partnership to accelerate adoption of digital dentistry in the \$30 billion dental parts market⁽¹⁾ by providing dynamic workflow directly from patient scan to final manufacturing solution

- **Align’s iTero intraoral scanners** will serve as the gateway for a connected suite of digital dentistry solutions backed by:
 - **Desktop Labs’** producing parts with industry leading Flexcera™ and SmileGuard™ Class II materials
 - **Desktop Health’s** 3D printers for chairside and lab production
- Integrated solution allows dentists to scan patients with an iTero scanner, directly connected to print-ready digital files from Desktop Labs that can be produced and shipped or printed chairside
- First of its kind partnership aims to reach thousands of general practices over next 12 months



“We’re excited for the opportunity to bring the benefits of the iTero Element Flex scanner to Desktop Labs installed base of GP dentists across the U.S. Today’s announcement reflects our commitment to a relationship that we expect will evolve and broaden as we collaborate with Desktop Labs to bring advanced restorative workflows to market. We see great potential in enabling dentists to scan patients and then use the scan data to directly order restorative services or print-ready digital files from Desktop Labs that can be 3D printed in their offices. In addition to iTero scanners, we’re also excited about extending the benefits of the Align Digital Platform, including the Invisalign system and exocad software, to Desktop Labs customers. We look forward to sharing more details on our progress as the relationship grows.”

–**Joe Hogan, President and CEO, Align Technology**

Rapidly growing healthcare & dental business

Leveraging world-class technology solutions to participate in high-value killer apps for AM

Category-Leading **Print Platforms**



Differentiated **Materials**



Desktop Health is focused on patient-specific additive manufacturing solutions

- Massive opportunity in dental & biofabrication for additive manufacturing
 - Dental alone represents \$30B in annual spend⁽¹⁾ that we anticipate will go digital this decade
- Establishing dental & biofabrication parts platform to accelerate market footprint
 - Improve patient outcomes and capture a larger portion of the value-chain by providing high-margin dental parts
 - Positions us to enable digital workflows and chairside printing capability
 - Foundation for end-to-end solutions in biofabrication leveraging proprietary technologies in advanced R&D (e.g., Phonograft)
- World-class team with experience executing this strategy

70+

—
Dental & biofabrication materials⁽²⁾

1,000+

—
Printers installed globally⁽²⁾

200,000+

—
Dentures printed since Flexcera launch in Jun-21⁽²⁾⁽³⁾

1. Source: Grand View Research 2021. Dental Laboratories Market Size, Share & Trends Analysis Report By Product (Restorative, Implant, Oral Care), By Equipment Type (Dental Lasers, Systems & Parts, Hygiene Maintenance Device), By Region, and Segment Forecasts, 2021 – 2028.

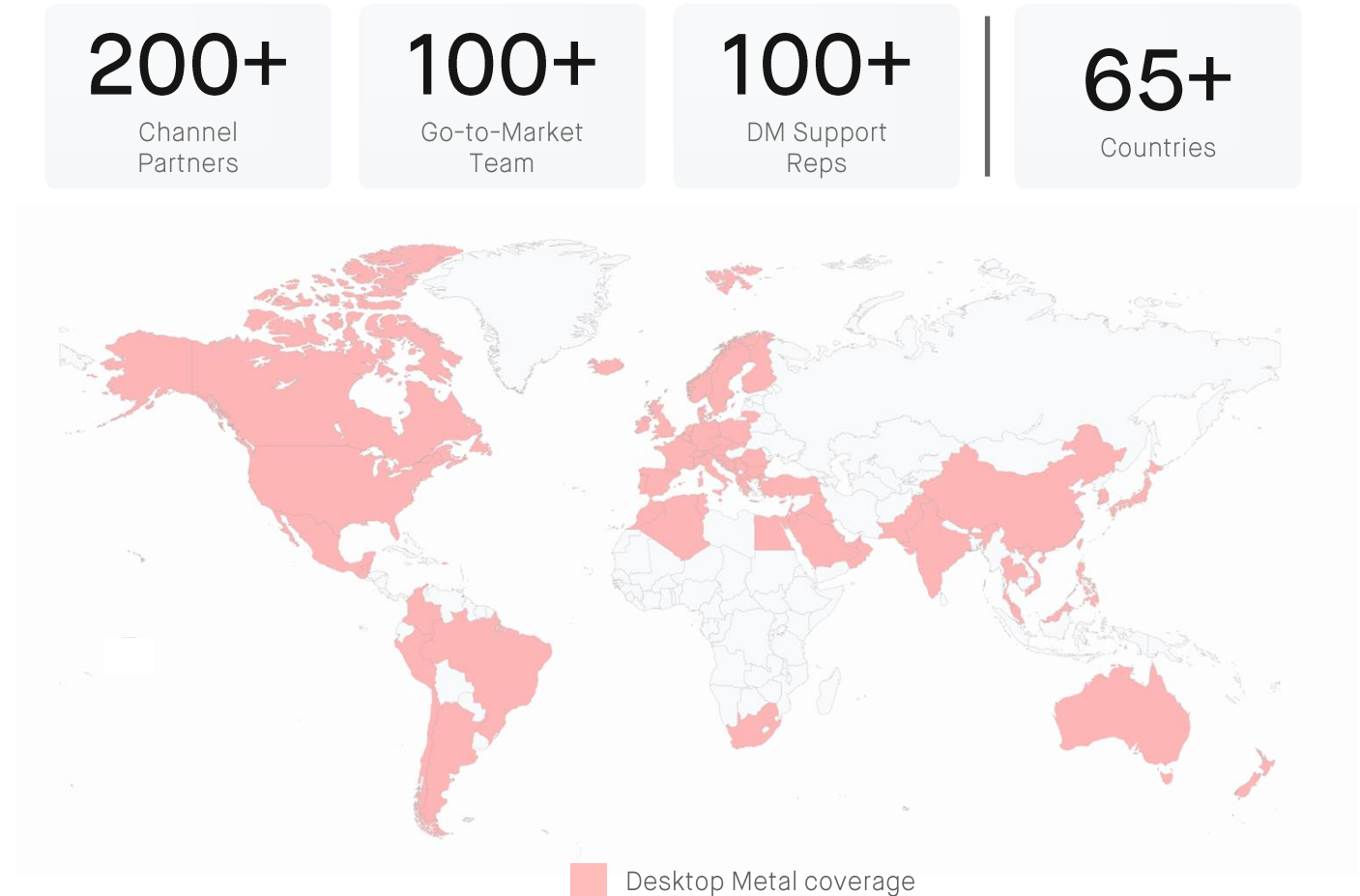
2. As of April 30, 2022

3. Based on management calculations.

Leading global distribution & support network

- Holistic go-to-market organization with direct sales force that supplements channel-first philosophy
 - Wide array of products at ASPs below ~\$400K-\$500K ideal for the channel
 - Products at higher ASPs with longer sales cycles are well-suited to direct selling that leverages channel partners for lead generation
- Robust global installation & support services across portfolio from entry-level to mass production solutions
- Large existing install base of metal, sand, and photopolymer printers for cross-sell and upsell opportunities

Global distribution & support network overview⁽¹⁾



Desktop Metal delivers green manufacturing solutions at-scale

	TRADITIONAL MANUFACTURING Casting	TRADITIONAL MANUFACTURING Machining	ADDITIVE MANUFACTURING Binder jetting & Single Pass Jetting™
Waste Production	<ul style="list-style-type: none"> • Mold destroyed with each part • Significant pollution from effluents 	<ul style="list-style-type: none"> • Vast majority of metal turns into waste (from billet) 	<ul style="list-style-type: none"> • Near zero waste • Vast majority of metal turned into parts • Powder is highly re-usable
Parts	<ul style="list-style-type: none"> • Limited geometries 	<ul style="list-style-type: none"> • Limited geometries 	<ul style="list-style-type: none"> • Significant geometric freedom • Lightweighting • Assembly & part consolidation
Supply Chain Dynamics	<ul style="list-style-type: none"> • Environmental regulations driving shift to emerging markets • Result in tariffs, lead times, transportation pollution 	<ul style="list-style-type: none"> • Difficult / expensive to scale to large volumes 	<ul style="list-style-type: none"> • Enables on-demand, distributed manufacturing • Digital inventory reduces physical facilities requirements
Energy Consumption	<ul style="list-style-type: none"> • Very high 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Very low

Strategic priorities for 2023 and beyond

01

Drive organic revenue growth, at scale

- Deliver on 2023 revenue growth targets despite uncertain macro environment
- Position business to capitalize on long-term growth opportunity

03

Intense focus on our customers

- Scaling best-in-class integrated solutions to help customers solve manufacturing problems
- Grow total customers and repeat customers

02

Adj. EBITDA breakeven before year end

- Execute on path to profitability commitments
- Dramatically lower cash burn:
 - Cost reduction plans – \$100M annualized
 - Reduce inventory levels
 - Working capital management
 - Revenue growth drives operating leverage

04

Operational and expense streamlining

- Site closures
- Production consolidations
- Supply chain synergies
- Operational efficiencies

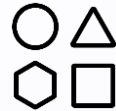
The leader in additive manufacturing for mass production

Uniquely positioned to capture double-digit share in additive manufacturing by the end of the decade



High-throughput technology platforms

Area-wide print processes up to 100x the speed of legacy AM⁽¹⁾, and proprietary software and sintering technology to achieve superior economics



Broad, differentiated materials portfolio

Diverse materials library to drive application discovery across metals, composites, polymers, elastomers, sands, woods, biofabrication, and more



Focus on killer applications for AM

End-to-end solutions including design services and parts production capabilities targeting high-margin use cases for additive manufacturing



Turnkey, integrated solutions

Vertical integration into process, materials, and software to reliably produce high-performance parts and high-margin consumables revenue streams



World-class distribution and support

Complementary direct and indirect channels with presence in over 65 countries around the world and deep experience with AM



Appendix

Production examples



Mercedes-Benz

McLaren



End user: sgl carbon / Brembo

Status: Series production of carbon ceramic brakes for high end OEMs

Production examples

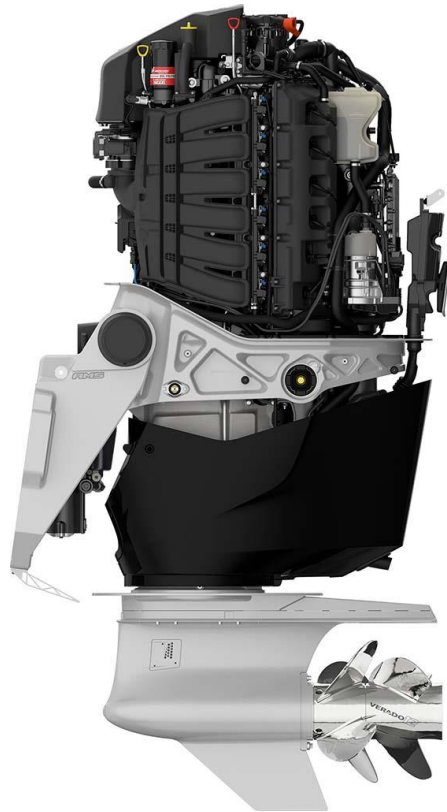


TIME
BEST INVENTIONS OF 2022

End user: Vicarious Surgical (advanced robotic surgical robot)

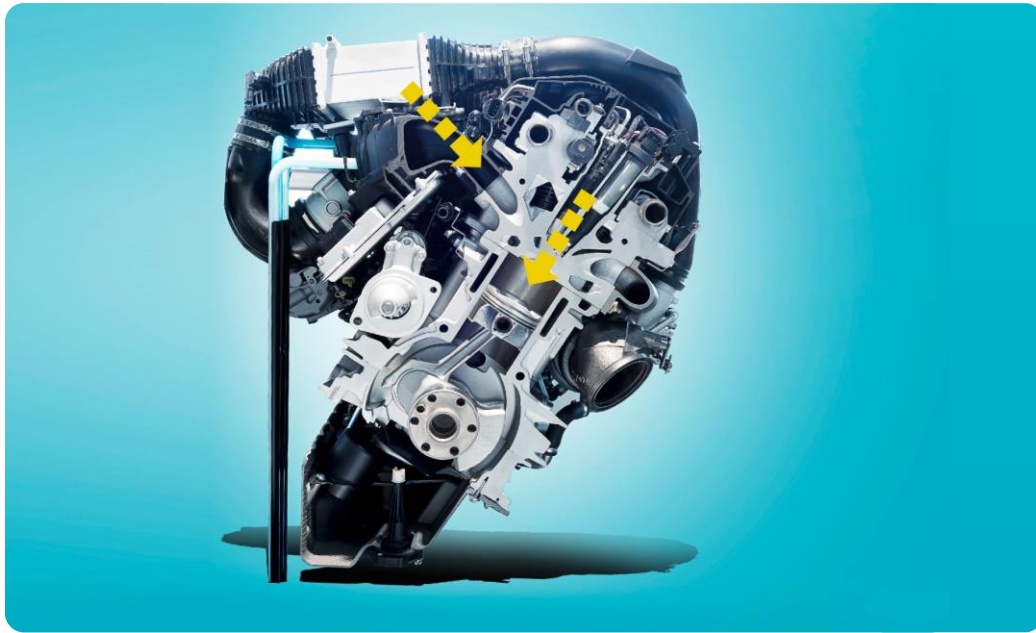
Application: High-precision micro parts for advanced surgical robot arms

Production examples



End user: Mercury (Supplier – Humtown)
Status: Series production for the Verado
12-cylinder 600HP engines

Production examples

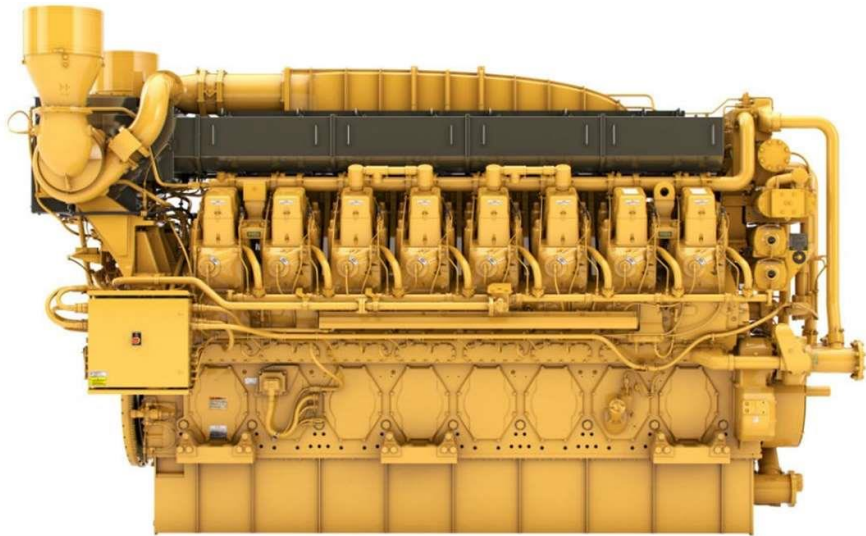


End user: BMW

Application: Critical components in M-Series engines

Status: Series production

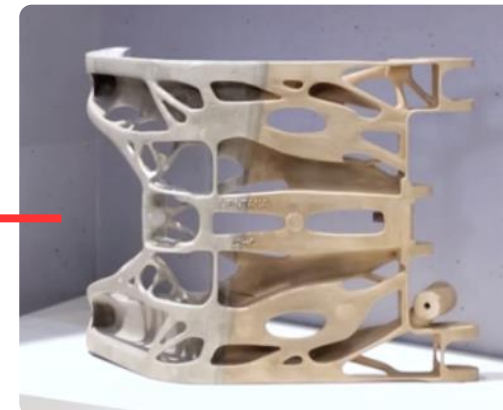
Production examples



End user: Caterpillar
Application: Engines, valve bodies and spare parts
Status: Many parts in series production



Production examples



End user: Airbus (Supplier – Groupe VENTANA)
Status: Variety of digital casted parts in series production

Magnesium hinge for passenger door with 40% weight savings for A319-321

Production examples



End user: Collins Aerospace

Application: Variety of parts used in aircraft interiors

Status: Series production

Production examples



End user: Grainger Worrall

Application: Electric vehicle, space, marine and motorsport parts for Formula 1 & Moto GP

Status: Many parts in series production for major OEMs

Production examples



End user: Lockheed Martin

Application: Advanced aerospace components

Status: Series production

Production examples



End user: Sikorsky

Application: Composite ducts and production parts in the CH-53 and other airframes

Status: Series production

Production examples



- End user:** Thousands of labs and dental practices
- Application:** Class II FDA-cleared materials for permanent restorative indications
- Status:** Production