SARCOS®

INVESTOR PRESENTATION

NASDAQ: STRC

May 2023

DISCLAIMER

LEGAL DISCLAIMER

This presentation and any related oral statements contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 including, but not limited to, statements regarding Sarcos' future operating results, financial position, liquidity and cash burn, business strategy, projections of market opportunity and market share, estimates and forecasts of other financial and performance metrics, anticipated benefits of its technologies, plans and objectives for future operations and offerings, Sarcos' product development, commercialization and availability, features of Sarcos' robotic systems and software, customer demand for Sarcos' products, and the potential success of Sarcos' strategy. In some cases, you can identify forward-looking statements by terminology such as "may," "will," "should," "could," "expect," "plan," anticipate," "believe," "estimate," "predict," "intend," "potential," "would," "continue," "ongoing" or the negative of these terms or other comparable terminology. Such forward-looking statements involve risks, uncertainties and assumptions that may cause actual events, results, or performance to differ materially from those indicated by such statements. Certain of these risks and uncertainties are set forth in the section entitled "Risk Factors" and "Cautionary Note Regarding Forward-Looking Statements" in Sarcos' filings with the Securities and Exchange Commission (the "SEC") from time to time which are available, free of charge, at the SEC's website at www.sec.gov.

In addition, statements that "we believe" and similar statements reflect Sarcos' beliefs and opinions on the relevant subject. These statements are based upon information known to Sarcos as of the date of this presentation, and although Sarcos believes such information forms a reasonable basis for such statements, such information may be limited or incomplete, and Sarcos' statements should not be read to indicate that Sarcos has conducted a thorough inquiry into, or review of, all potentially available relevant information. These statements are inherently uncertain and readers are cautioned not to unduly rely upon these statements. If any of these risks materialize or our assumptions prove incorrect, actual results could differ materially from the results implied by these forward-looking statements. In light of the significant uncertainties in these forward-looking statements, you should not regard these statements as a representation or warranty by Sarcos or any other person that Sarcos will achieve its objectives and plans in any specified time frame, or at all. Except as required by law, Sarcos assumes no obligation and does not intend to update any forward-looking statements or to conform these statements to actual results or changes in Sarcos' expectations.

This presentation also contains estimates and other statistical data made by independent parties and by Sarcos relating to market size and growth and other industry data. These data involve a number of assumptions and limitations and is subject to change. You are cautioned not to give undue weight to such estimates. Sarcos has not independently verified the statistical and other industry data generated by independent parties and contained in this presentation and, accordingly, cannot guarantee their accuracy or completeness. In addition, any projections, assumptions and estimates of Sarcos' future performance and the future performance of the markets in which it competes are necessarily subject to a high degree of uncertainty and risk due to a variety of factors. These and other factors could cause results or outcomes to differ materially from those expressed in the estimates made by the independent parties and by Sarcos.

Any projections, estimates and targets in this presentation are forward-looking statements that are based on assumptions as of the date they were made and that were inherently subject to significant uncertainties and contingencies, many of which are beyond Sarcos' control. Such projections, estimates and targets are included for illustrative purposes only and should not be relied upon as necessarily being indicative of future results. While all projections, estimates and targets are necessarily speculative, Sarcos believes that the preparation of prospective financial information involves increasingly higher levels of uncertainty the further out the projection, estimate or target extends from the date of preparation. The assumptions and estimates underlying the projected, expected or target results are inherently uncertain, are subject to change and are subject to a wide variety of significant business, economic, regulatory and competitive risks and uncertainties that could cause actual results to differ materially from those contained in such projections, estimates and targets. The inclusion of projections, estimates and targets in this presentation should not be regarded as an indication that Sarcos, or its representatives, considered or consider the financial projections, estimates and targets to be a reliable prediction of future events. Sarcos' independent auditors did not audit, review, compile or perform any procedures with respect to the projections for the purpose of their inclusion in this presentation, and accordingly, they did not express an opinion or provide any other form of assurance with respect thereto for the purpose of this presentation.

By attending or receiving this presentation you acknowledge that you will be solely responsible for your own assessment of the market and our market position and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of our business.

Sarcos announces material information to the public through a variety of means, including filings with the SEC, public conference calls, Sarcos' website (www.sarcos.com), its investor relations website (https://www.sarcos.com/investor-relations/), and its news site (https://www.sarcos.com/company/news/#press-releases). Sarcos uses these channels, as well as its social media, including its Twitter (@Sarcos_Robotics) and LinkedIn accounts (https://www.linkedin.com/company/sarcos/), to communicate with investors and the public news and developments about Sarcos, its products and other matters. Therefore, Sarcos encourages investors, the media, and others interested in the company to review the information it makes public in these locations, as such information could be deemed to be material information.

The information that can be accessed through hyperlinks or website addresses included herein is deemed not to be incorporated in or part of this presentation.

ABOUT SARCOS

DEVELOPER AND PROVIDER OF DEXTEROUS ROBOTIC SYSTEMS DESIGNED TO MASTER DANGEROUS AND UNSTRUCTURED ENVIRONMENTS.

Large Target Markets
Aviation, Construction, Solar Energy, Subsea

Extensive R&D
$375+ million and 30+ years invested

Deep IP Portfolio
325 technology patents issued or filed

Technical Expertise
25 PhDs, 75 Master's, 178 world-class robotics engineers

Pioneers in a growth industry at a critical inflection point.
Product economics are ready for market adoption and positive ROI.

THE SARCOS MISSION

Prevent injury and increase worker productivity and longevity through robotics

Addressing

- Labor Shortages
- Aging Workforces
- Unsafe Work Environments
- Stagnant Productivity

Sarcos Technology and Robotics Corporation designs, develops, and deploys a broad range of advanced mobile robotic systems.

Able to operate in challenging, unstructured industrial environments, and built to enable the safest, most productive workforce in the world, ***our systems redefine human possibilities.***

TELEOPERATED ROBOTIC SYSTEMS | POWERED ROBOTIC EXOSKELETON

SOFTWARE ENABLING TASK AUTONOMY

SARCOS®

KEY INVESTMENT RATIONALE

COMMERCIALIZING R&D INVESTMENT INTO HUGE MARKET OPPORTUNITIES

- Massive market opportunity with solutions that address many use cases across numerous huge end markets including power and utilities, aerospace, defense, and construction
- Focus on significant near-term commercial sales opportunities
- Significant secular trends driving adoption – ESG, a growing focus on human capital management, and others
- Game-changing robotics technology works in outdoor unstructured environments that are inherently risky, dangerous, unpleasant, inhospitable, or remote, offering customers a compelling value proposition
- Software as a differentiator
- Leveraging $375 million R&D investment, extensive IP portfolio and highly specialized and experienced engineering team
- Strong and experienced leadership executing on clear plans to value creation


The Future of Work


Declining Productivity


Climate Change


Worker Shortage


Worker Safety

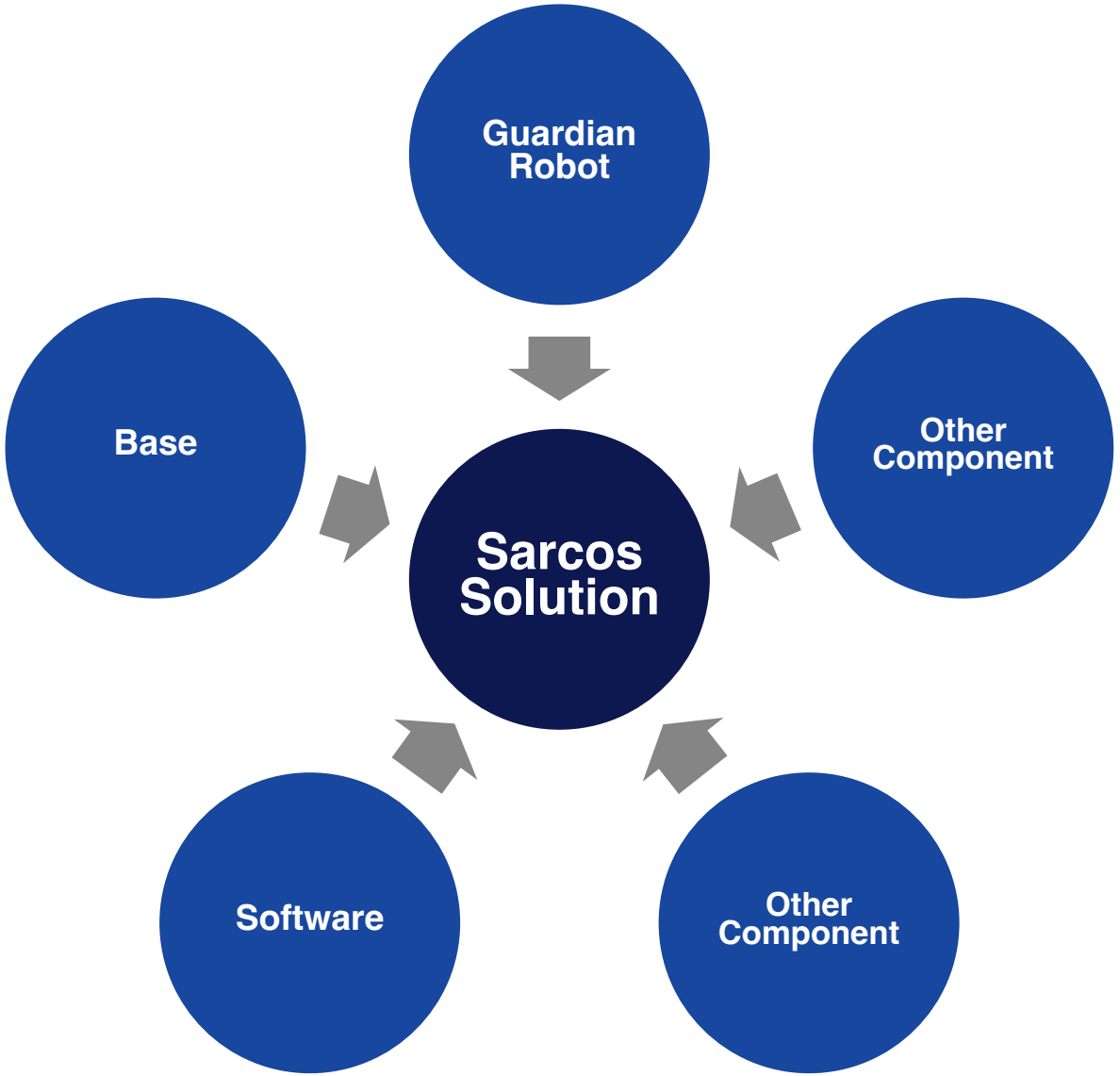

Aging Population

SARCOS ROBOTIC SOLUTIONS

Guardian robots are end-to-end systems, not market-specific solutions

Guardian: one who guards, protects, or preserves

- Teleoperation and supervised autonomy are protecting the operator
- Every robot we design and produce is created to encompass functionality to protect the operator
- Sarcos has a registered trademark for Guardian®



ASSET-LIGHT APPROACH TO MANUFACTURING

ADDITION OF CONTRACT MANUFACTURER TO ENABLE SCALABILITY

INSOURCED DEVELOPMENT

OUTSOURCED PRODUCTION

SARCOS VALUE ADD

- Intellectual property, design and engineering expertise
- Assembly and test process development
- Co-location with R&D, closed loop design cycle and initial DfX
- Rapid prototyping

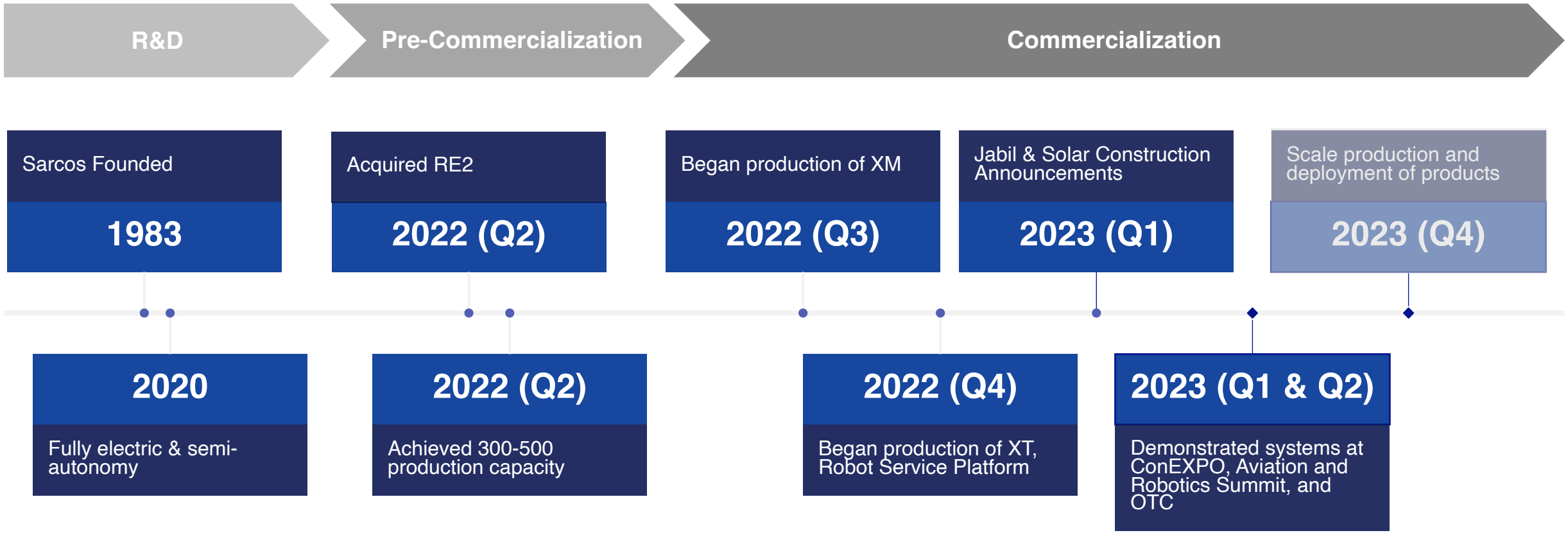
CONTACT MFG VALUE ADD

- Product sub assembly
- Reduces over capacity and production risk
- Leverages established manufacturing operations and supply chain
- Reduces cash and capital requirements
- Demand-based ability to quickly scale volumes up or down

Current internal production capacity of 300-500 units per year.*

* Management estimate depending on product mix.

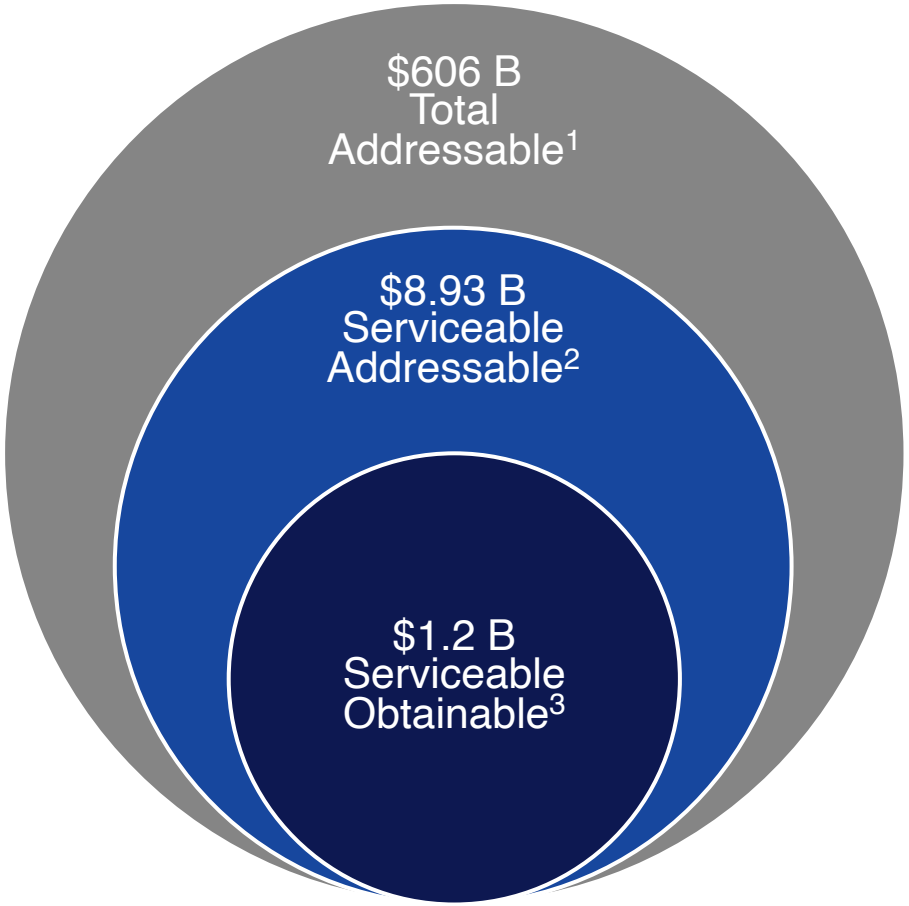
SARCOS SOLUTIONS GAINING TRACTION



$606 BILLION GLOBAL TARGET MARKET IN 2029

SCALE & EFFICIENCY TRANSCEND INDUSTRIES & APPLICATIONS

LARGE GLOBAL ADDRESSABLE MARKET



END MARKETS & APPLICATIONS

POWER & UTILITIES	• Solar field installation • Powerline and transformer maintenance • Infrastructure inspection
AEROSPACE	• Maintenance and repair operations • Grounds services, baggage handling
DEFENSE	• Logistics • Maintenance, repair, hydroblasting
CONSTRUCTION	• Build & repair • Material transport
SUBSEA	• Mine countermeasures, salvage • Ship husbandry, Inspection • Shipbuilding, maintenance, surveillance
OIL & GAS	• Maintenance & diagnostics • Construct / deconstruct
LOGISTICS	• Non-cons • Heavy duty
MANUFACTURING	• Move & manipulate • Assemble

* Initial Focus

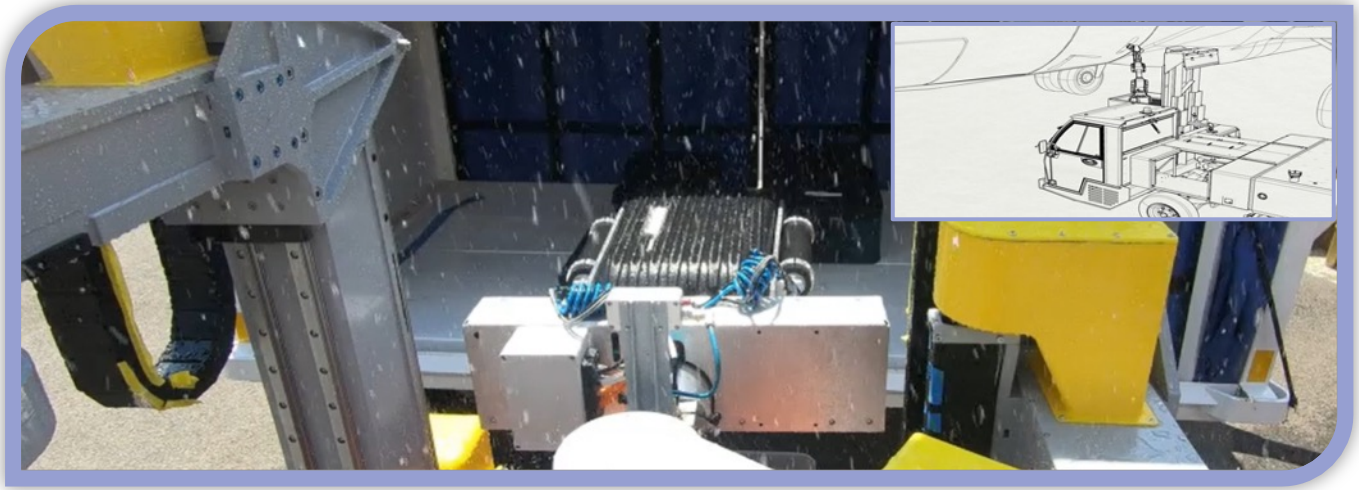
1. 2029 global TAM for top 4 industries extrapolated from following sources: Aviation (Fortune Business Insights), Solar Construction (IEA, SEIA, Fortune Business Insights), Construction Equipment (Grandview Research), and Underwater Robotics (Data Bridge Research).

2. 2029 SAM derived from Sarcos-commissioned research on serviceable application areas in top 14-15 countries using industry CAGR.

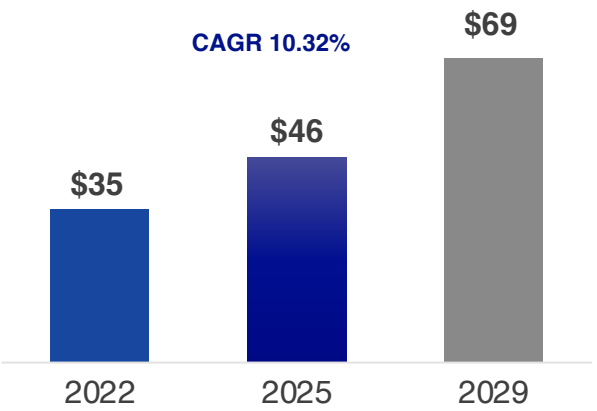
3. SOM - assumes we've advanced along the tech adoption curve from Innovators (10% penetration) to Early Adopters (13.5%) by 2029.

AEROSPACE / AVIATION

SEMI-AUTONOMOUS AIRCRAFT SERVICING (CARGO DOOR, BAGGAGE, WATER)



AVIATION GROUND SERVICES ($B)



(Source: Fortune Business Insights)

MARKET TRACTION

Developing airport automation solutions with lighthouse customer, Changi Airport Group (CAG).

First two systems delivered and demonstrated at CAG in Sep 2022.

Additional field trials planned in 2023 and early 2024 in anticipation of commercial production beginning in late 2024.

DRIVERS

High passenger & cargo volume and brownfield airport projects driving growth in ground service equipment.[1]

Labor shortage (80% ground handling is manual[2]) & losses from "bunch operations" caused by weather warnings.

Desire to increase airport efficiency with airport baggage handling system adoption.[3]

AIRCRAFT MAINTENANCE & GROUND SERVICE ROBOTICS MARKET SAM[1]

2023 SAM $1.1B

(Source: Sarcos-commissioned research[4] SAM: 2023)

DELTA CHANGI airport group

1. "Ground Service Equipment Market, Vantage Market Research, December 2022"
2. https://www.linkedin.com/pulse/how-cost-reduction-finally-affect-ground-handling-safety-vourlakis/
3. Airport Baggage Handling Equipment Market, Mordor Intelligence, 2022.
4. Sarcos-commissioned research focused on near-term TAM for top 14 target countries based on projected surface prep solution availability in 2H 2023.

SARCOS

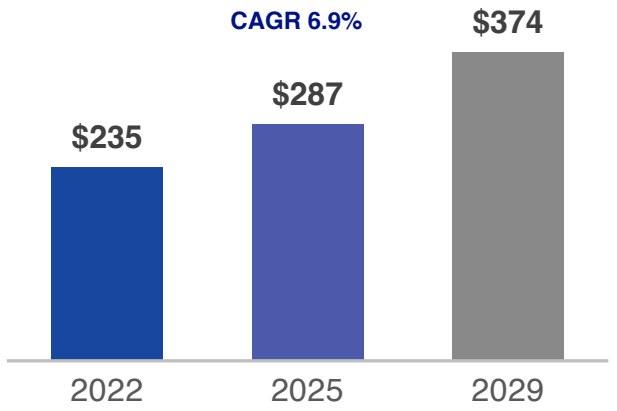
Sarcos Robotic Solar Module Installation Solution

Acknowledgment: This material is based upon work supported by the U.S. Department of Energy's Office of Energy Efficiency and Renewable Energy (EERE) under the Solar Energy Technologies Office Award Number DE-EE0009327.

SOLAR ENERGY

SIGNIFICANT AND GROWING MARKET OPPORTUNITY

SOLAR ENERGY ($B)



(Source: IEA, SEIA, Fortune Business Insights)

MARKET TRACTION

Secured $2.5M program with Department of Energy in partnership with Array Technologies and Mortenson.

Demonstrated semi-autonomous installation of 76 panels in December 2022 during first field trial with Mortenson.

Conducting field trials with Engineering Procurement Companies (EPCs) in 2023 in anticipation of product launch in 2024.

DRIVERS

Solar was 39% of new generating capacity in 1H'22[1]

Utility-scale projects face significant growth risks from IRA[2] and UFLPA[2] – will further slow efforts to decarbonize the U.S. power sector[3]

Supply constraints easing; full impacts in 2024+

SOLAR MODULE INSTALLATION ROBOTICS MARKET SAM[1]

2023 SAM $240M

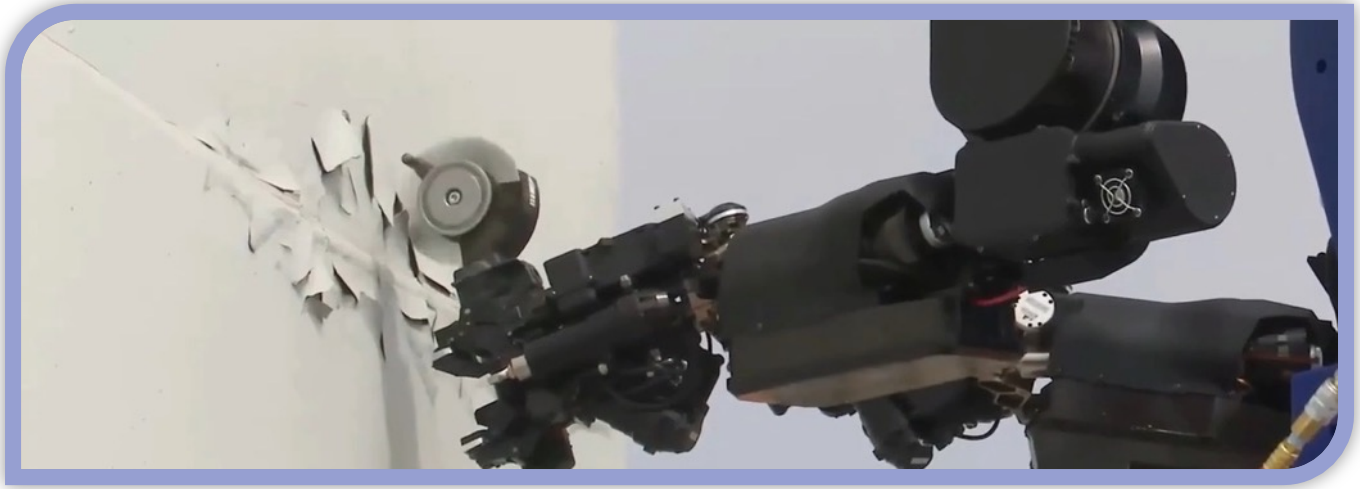
(Source: Sarcos-commissioned research[4] SAM: 2023)

ARRAY TECHNOLOGIES Mortenson U.S. DEPARTMENT OF ENERGY

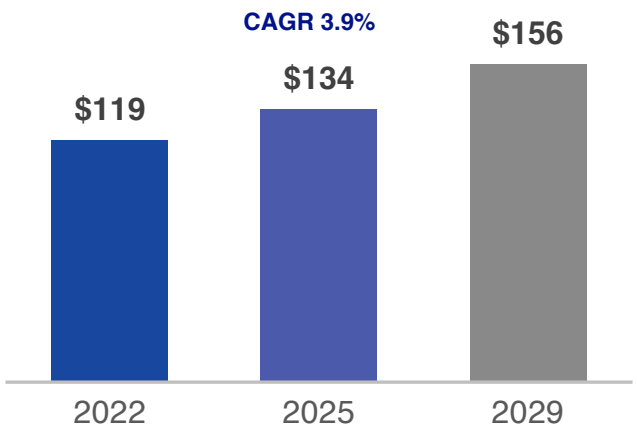
1. SEIA, National Solar Job Census, 2020
2. IRA: Inflation Reduction Act; UFLPA: Uyghur Forced Labor Prevention Act
3. "US blocks more than 1000 solar shipments over Chinese slave labor concerns," Reuters, Nov 2022
4. Sarcos-commissioned research focused on near-term TAM for top 14 target countries based on projected surface prep solution availability in 2H 023.

SURFACE PREP / CONSTRUCTION

SIGNIFICANT AND GROWING MARKET OPPORTUNITY FOR ROBOTIC SOLUTIONS



GLOBAL CONSTRUCTION EQUIPMENT ($B)



(Source: Grand View Research)

MARKET TRACTION

NAVSEA REPTX field trials in two ports.

Field trial with large electric utility for pole top inspection and work.

DRIVERS

> 375K unfilled jobs, as of July 2022[1].

40%+ of current workforce expected to retire in next decade[2].

Construction industry with highest level of workplace injuries resulting from falls, slips & trips[3].

Construction companies face increasing labor costs and decreasing margins. Workers are paid ~18% premium vs other sectors to address shortfall[4].

CONSTRUCTION ROBOTICS MARKET SAM[5]

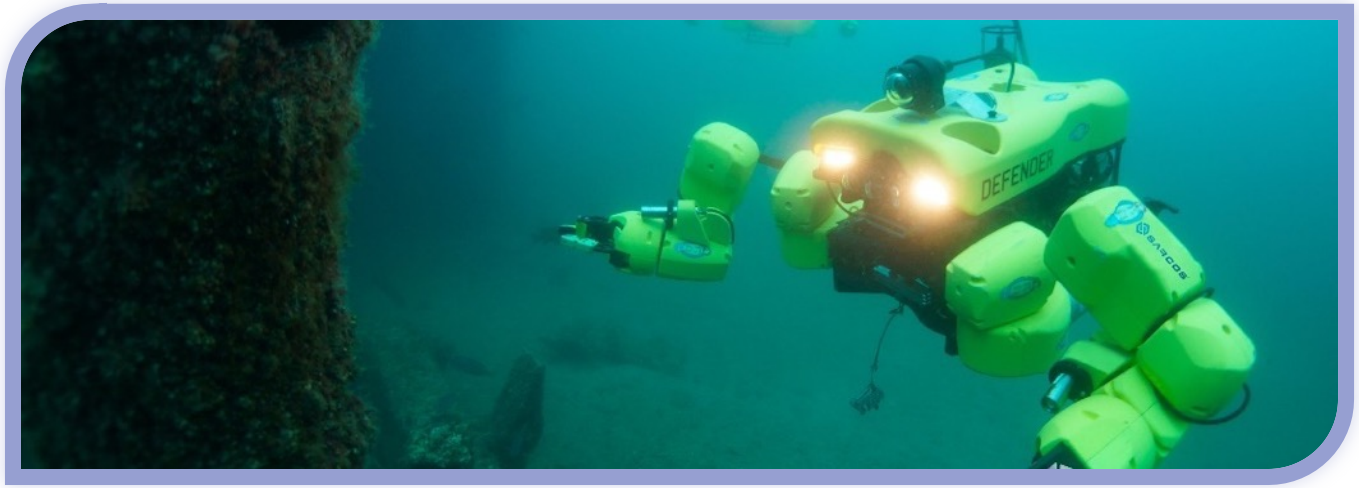
2023 SAM $1.9B

(Source: Sarcos-commissioned research[5] SAM: 2023)

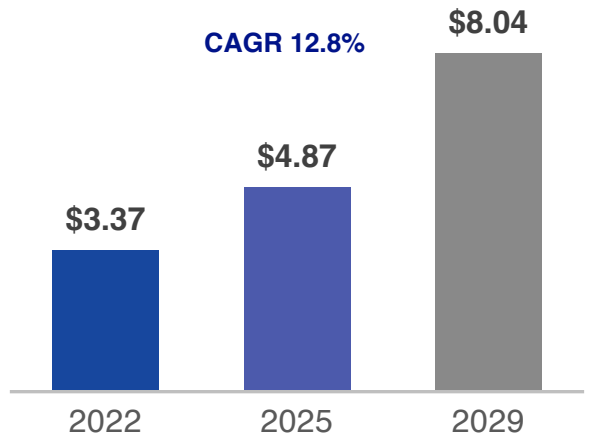
1. Associated Builders & Contractors, Aug 2022
2. Forbes, Aug 2022
3. Construction Dive, June 2022.
4. US Bureau of Labor Statistics, 2022
5. Sarcos-commissioned research focused on near-term TAM for top 14 target countries based on projected surface prep solution availability in 2H 023.

SUBSEA

GROWING MARKET OPPORTUNITY FOR ROBOTIC SOLUTIONS



UNDERWATER ROBOTICS ($B)[1]



(Source: Data Bridge Market Research)

MARKET TRACTION

Fully integrated with VideoRay® Defender ROV (Remotely Operated Vehicle), the leading inspection-class ROV manufacturer.

DRIVERS

Current US deficit in shipbuilding and repair threatens global security and global supply chains

Critical underwater applications:

- Inspection, survey and observation tasks (69% share of market)[2]
- Deep water applications (50% share of market, with 14% expected CAGR through 2029)[2]
- Salvage, inspection & maintenance, welding, port surveillance, mine counter measures, and ship husbandry applications

UNDERWATER ROBOTICS MARKET SAM[5]

2024 SAM[2]	$2.5B

(Source: Data Bridge Research, <1000 Meters market 2023)

1. Market sizing is for each market as a whole and represents all products including hardware solutions, software, components, etc.
2. Sarcos-commissioned research focused on near-term TAM for top 15 target countries and top use cases which can be serviced in 2024.

GUARDIAN® Sea Class

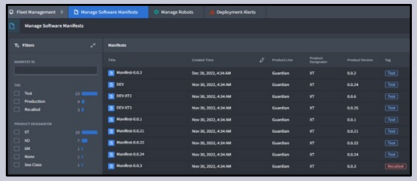
Autonomous Underwater Manipulation

PLANNED ROBOT SERVICES PLATFORM / SARCOS PORTAL

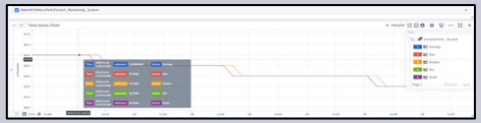
DESIGNING ROBOT SERVICE PLATFORM TO DELIVER SARCOS PORTAL FEATURES

Sarcos Portal

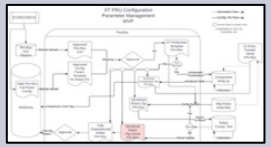
Customer Support / Sarcos Fleet Management



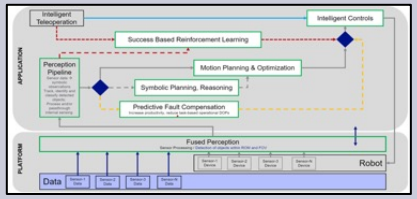
Data Analytics



Robot Configuration Tools



SaaS Flexible Full Stack Autonomy Monetizable Features



Web Services Platform

IoT Hub

Device Twin

Wi-Fi

5G Cellular

Products

Guardian Sea Class

Guardian XM

Guardian XT

Business Case

Support fielded robots

Gather operational insight and tools

Provide real world human/robot data

Support Deployment of Software as a Service

SARCOS

PLANNED SARCOS SOFTWARE AS A SERVICE OPPORTUNITY[1]

Solutions — Use-case specific solutions

- Robotic Solar Module Installation[1]
- Robotic Baggage Handling[1]
- Utility Vegetation Management[1]
- De-icing
- Expeditionary EOD[2]
- Future Solutions (TBD)

SaaS Options[4] — App/ Service

- Supervised Autonomy Implementation (1x Service Fee)
- Intelligent Teleoperation & Control (App fee varies)
- Task Libraries (App fee varies)
- Simulations/Mixed Reality (1x Service Fee)
- Fleet Management/ Remote Monitoring (Service/month)
- Digital Twin (Service/month)

Supervised Autonomy — Enabling Middleware

- Success-based Reinforcement Learning Package (AI)
- Supervised Autonomy Framework
  - Perception Pipeline
  - Motion Planning & Optimization
  - Symbolic Planning & Reasoning
  - Predictive Fault Compensation

Guardian Systems — Firmware

- Detection & Manipulation Control Interfaces
- Multi-sensor Fused Perception
- Basic Teleoperation
- Basic Semi-Automation
- Supervised Autonomy*

HW Platform

Guardian® XM Intelligent robotic manipulation system

Guardian® XT™ Dexterous robotic manipulation system

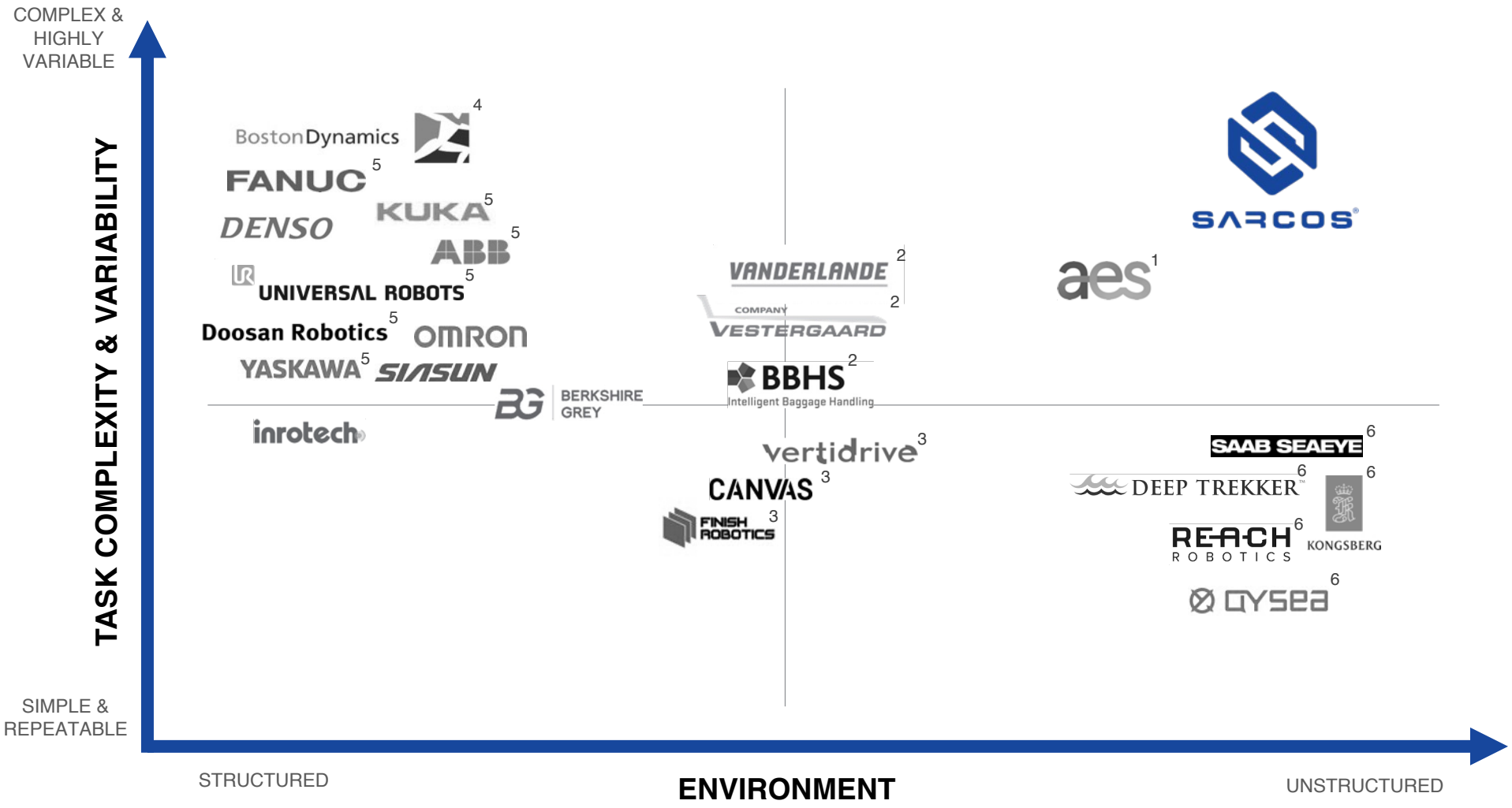
Guardian® Sea Class Dexterous underwater manipulation system[3]

1. Future availability (not 2023)
2. DoD solution (not for commercial use)
3. Guardian Sea Class arms shown with VideoRay ROV
4. VAS=value-add software. All of this discrete VAS can be monetized individually. Pricing will vary.
* Requires monthly fee

SARCOS®

FLEXIBILITY FOR DYNAMIC INDUSTRIAL ENVIRONMENTS

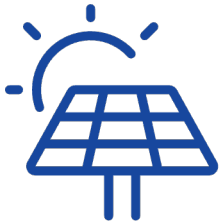
SARCOS IS STRONGLY POSITIONED TO ADDRESS



1. Solar market only
2. Aviation market
3. Construction market
4. Warehouse solution
5. Cobots enabling point solutions
6. Subsea, underwater water

ENVIRONMENTAL, SOCIAL, GOVERNANCE

SARCOS IS A NATURAL FIT WITH ESG PRINCIPLES



Environmental

- Enabling a speedier transition to solar energy
- Robotic systems are all electric

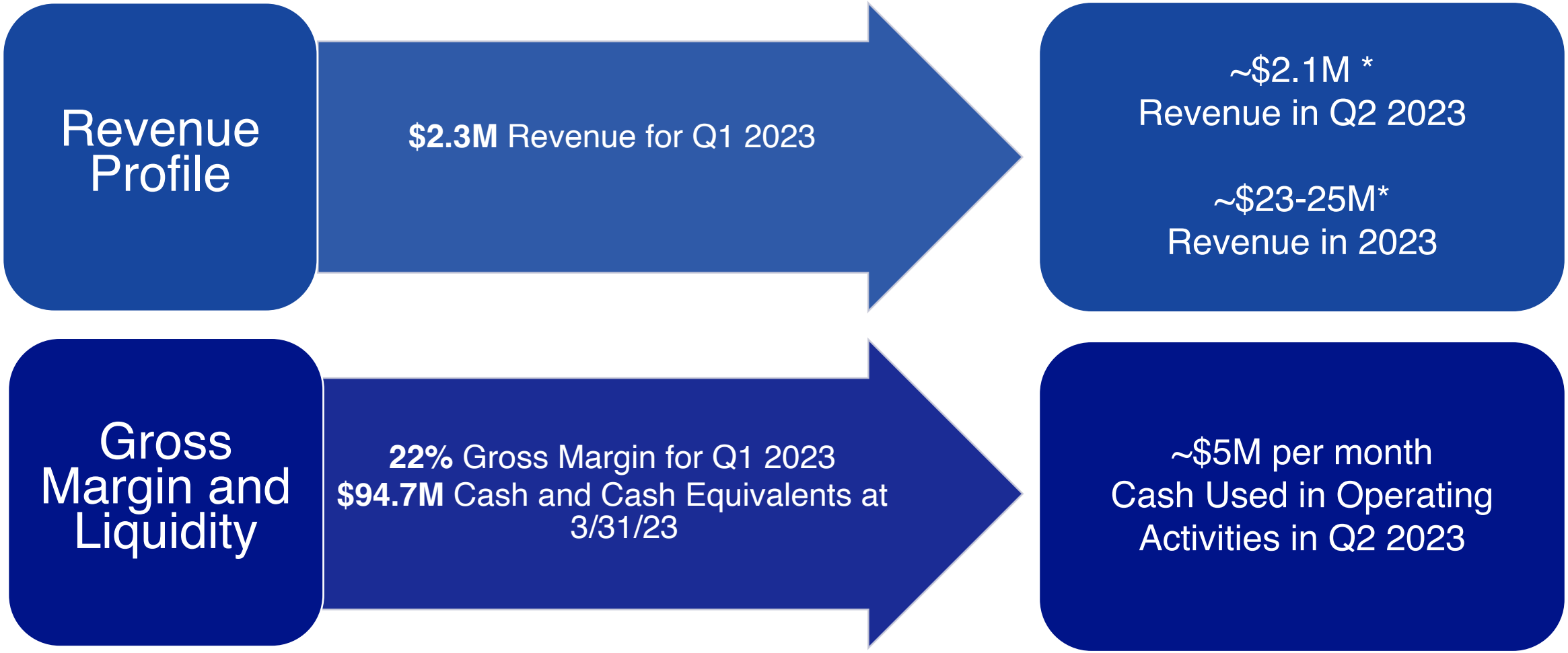
Social

- Robotic technology eliminates the need to put workers in many dangerous situations
- Upskill workers from manual labor to robotics operators
- Helping other companies achieve their ESG goals through robotics

Governance

- Woman-led business
- Board of Directors: 3 of the 9 directors are women; 2 of the 9 directors are people of color

FINANCIAL HIGHLIGHTS



*Guidance given on May 10, 2023. Q2 revenue guidance includes ~$400K of product sales.

Kiva Allgood

A LEADER WITH A PROVEN TRACK RECORD OF BRINGING PRODUCTS TO MARKET

Technology executive with public company experience leading multi-billion-dollar business units

- 20 years' experience commercializing complex technologies
- Instrumental in bringing to market:
  Online banking and *Motorola Razr*

Global Head of IoT and Automotive
ERICSSON

Chief Commercial Development Officer
GE BUSINESS INNOVATIONS

Managing Director
GE VENTURES AND BUSINESS INNOVATIONS

MBA Kellogg School of Management at Northwestern

Women Tech Council's 2022 Leadership Excellence Award

RCR Wireless Top 50 Industrial Innovators

KEY INVESTMENT RATIONALE

COMMERCIALIZING R&D INVESTMENT INTO HUGE MARKET OPPORTUNITIES

- Massive market opportunity with solutions that address many use cases across numerous huge end markets including power and utilities, aerospace, defense, and construction
- Focus on significant near-term commercial sales opportunities
- Significant secular trends driving adoption – ESG, a growing focus on human capital management, and others
- Game-changing robotics technology works in outdoor unstructured environments that are inherently risky, dangerous, unpleasant, inhospitable, or remote, offering customers a compelling value proposition
- Software as a differentiator
- Leveraging $375 million R&D investment, extensive IP portfolio and highly specialized and experienced engineering team
- Strong and experienced leadership executing on clear plans to value creation


The Future of Work


Declining Productivity


Climate Change


Worker Shortage


Worker Safety


Aging Population


SARCOS®
www.sarcos.com
linkedin.com/company/sarcos
888-927-7296

APPENDIX

THE MODERN-DAY SHIPYARD AND TARMAC

"It is imperative for the U.S. Navy to find solutions that will enable us to maintain mission-readiness, particularly while at sea. Technologies for ship inspection, sustainment, and repair using teleoperated at-height capabilities will have a significant benefit to increase Navy readiness."[1]

- Janice Bryant, Expeditionary and Sustainment Technology Manager, Naval Sea Systems Command.

NAVSEA
NAVAL SEA SYSTEMS COMMAND

"We owe it to the best airline employees on the planet to explore how emerging technology can make their jobs safer and easier…

That's why we sought out a partnership with Sarcos."[2]

- Gareth Joyce, Delta Senior Vice President – Airport Customer Service and Cargo

DELTA

1. 10/27/22 Press Release: Sarcos Successfully Executes Field Trials Demonstrating Suite of Robotic Technologies for Maintenance, Inspection, and Repair in Shipyard Operations
2. 1/27/20 Press Release: Sarcos Robotics Partners with Delta Air Lines to Bring First Public Demonstration of Guardian XO Full-Body, Force-Multiplying Industrial Exoskeleton Robot to CES 2020

AUTONOMOUS PORT AND MILITARY USE CASES

Expeditionary EOD

- 300m or less
- RIB deployed
  - Launch & recovery from RIB
- Teleoperate on target
  - Imitative controller & OCU
  - Autonomous waypoint
- Missile/ordnance recovery
  - Hook & line / lift bags
- IED - complex environments
  - Pier pilings
- Limpet mines
- Overcharge deployment
  - Auguring in sea floor
- Tool handling (list)
  - Cutting tool
- UUV recovery
  - Line cutting

Ship Inspection & Maintenance

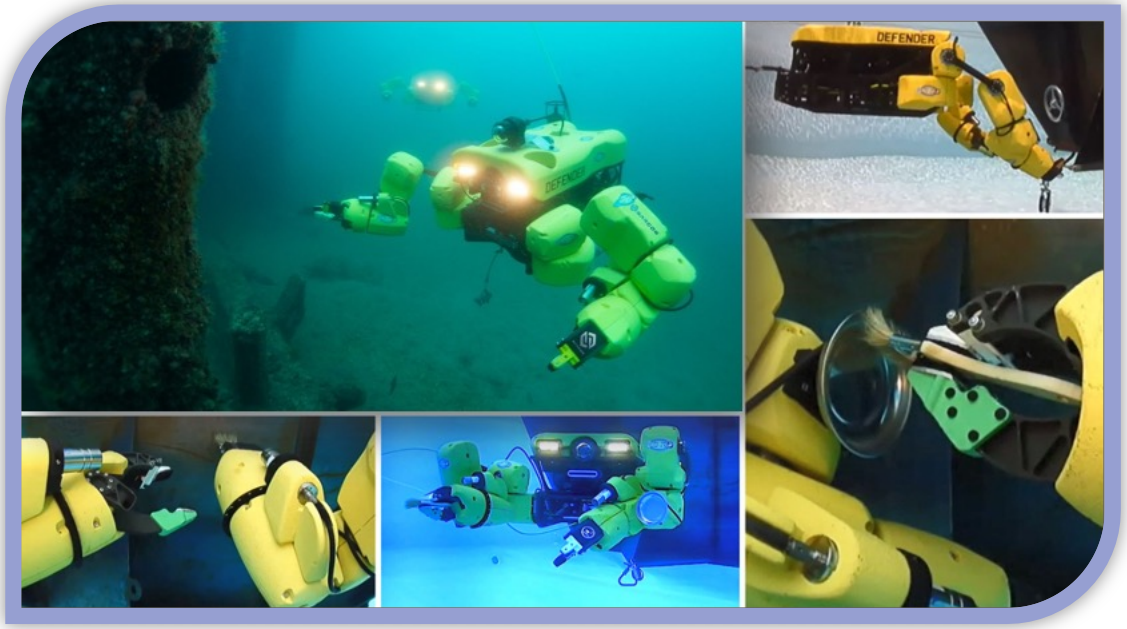
- Near surface
- Launch & recover from ship deck
- Contraband recovery
- Rudder, prop shaft clearing
  - Cutting, pulling in complex area
- Damage inspection
  - Blanket deployment
- General security check
  - Limpet mine, etc.
- Coast Guard inspection
  - NDT inspection

Salvage

- Up to 2000m
- Hook & line
- Lift bag deployment

Infrastructure

- Locks, dams, power plants
- Intake inspection & debris removal
- Obstruction clearing



EOD: Explosive ordinance disposal; RIB: Rigid inflatable boat; OCU: Operator control unit; IED: Improvised explosive device; NDT: Non-destructive testing; UUV: Unmanned underwater vehicle

AVIATION USE CASES

De-icing Aircraft

- Gate Services
  - Semi-autonomously apply de-icing fluid to the aircraft while it is still at the gate
  - Ensure better coverage and reduce waste of de-icing fluid

Surface Preparation

- Removal (corn starch blasting)
  - Rapid removal of surface coatings from sensitive components like radomes using fine-particle media
- Removal (sanding)
  - Semi-autonomous removal of composite coatings from aircraft body to prep for re-coating

Baggage Handling

- Bag Room
  - Semi-autonomous movement of bags from bag room to conveyors to designated carts (part of the baggage transport process)
- Cargo Hold Unloading
  - Semi-autonomous movement of bags from conveyor to designated carts (part of the baggage unloading process)

Ground Services

- Under-Apron Services
  - Use cases range from semi-autonomous water services, opening cargo doors, wing walking, etc.
  - Both ground-stop and blue-sky scenarios

SOLAR ENERGY USE CASE

ROBOTIC SOLAR MODULE INSTALLATION

Autonomously pick and place Photovoltaic Panel (PV) modules delivery to installation on racking systems

O-AMPP project: *Which began in 2021 with funding support from the U.S. Department of Energy Solar Energy Technologies Office (SETO), aims to streamline the process of solar field construction into one harmonized robotic system to deliver, detect, lift, and place photovoltaic modules in the field.*

CONSTRUCTION USE CASES

SURFACE PREPARATION

Plasma / laser ablation to remove material from the side of the ship

Media blasting to remove paint & rust

CONSTRUCTION USE CASES

At-height Surface Removal

- Grinding/Sanding
  - Removal of surface coatings using hand tools like grinders, sanders, and laser ablation
  - Common in commercial and infrastructure construction to smooth out surface irregularities
- Media Blasting
  - Cleaning of surfaces (i.e., buildings, bridges, etc.) to prep for coating or pre-commissioning

At-height Surface Cleaning

- Power Wash
  - Cleaning of surfaces (i.e., buildings, bridges, windows, etc.) to prep for pre-commissioning or maintenance

At-height Tool Use (Commercial Build)

- Power Tools
  - Autonomous or teleoperated use of power tools like torque guns to improve productivity, remove humans from dangerous situations, and reduce repetitive work fatigue

Some of the above use cases are under evaluation and will be vetted at CONEXPO/CON-AGG in March 2023

LEADERSHIP EXPERIENCE

Kiva Allgood
President, CEO & Director

Ericsson, GE Ventures, Qualcomm

Drew Hamer
Chief Financial Officer

Velodyne Lidar, ON24, Keynote

Kristi Martindale
EVP, Chief Marketing Officer

VP of Global Marketing, Qualcomm

Dr. Fraser Smith
Founder, Distinguished Engineer

President, Raytheon Sarcos

Jim "Hondo" Geurts
Executive Vice Chairman

US Navy, USSOCOM, US Air Force

Dr. Denis Garagić
Chief Technology Officer

BAE Systems, Icosystem

Dr. Randy Sheffield
VP, Production / Manufacturing

Schlumberger

Misty Dawson
VP, Product & Apps Engineering

Collins Aerospace, Rockwell Collins

Lisa Johnson
VP, Supply Chain and Quality

Boeing Supply Chain Executive

Jorgen Pedersen
Chief Operating Officer

Founder, RE2 Robotics

Steve Sonne
Chief Legal Officer

Booking Holdings

SARCOS TECHNOLOGY AND ROBOTICS CORPORATION

BOARD OF DIRECTORS

Ben Wolff
Director, Co-Founder, Sarcos

Board of Directors: Globalstar

Brian Finn
CEO (former), Credit Suisse

Board of Directors: Scotts Miracle-Gro; Owl Rock Capital

Laura Peterson
VP (former), The Boeing Company

Board of Directors: Air Transport Services Group

Priya Balasubramaniam
VP of Operations, Apple

Member: World Economic Forum Council (former); Michigan State University Broad College Advisory Board

Peter Klein
CFO (former), Microsoft

Board of Directors: Accolade, Inc; Denali Therapeutics; F5 Networks

Matt Shigenobu Muta
VP of Innovation, Delta Air Lines

Former: Global Managing Director for Hospitality & Travel, Microsoft

Dennis Weibling
Managing Director, Rally Capital

Board of Directors: CEO Nextel Communications

Admiral (Ret.) Eric T. Olson
Commander (former), U.S. Special Operations Command

Board of Directors: Under Armour; Iridium Communications

Kiva Allgood
President & CEO, Sarcos

Board of Directors: Airgain; Synaptics Incorporated; Analytics Ventures; University of California, Irvine, The Paul Merage School of Business