
Agility

Agility

Analyst & Investor Day

OCTOBER 6, 2026



Agility

Anthony Rozmus

HEAD OF INVESTOR RELATIONS

DISCLAIMERS (1/2)

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This presentation contains certain forward-looking statements within the meaning of federal securities laws, that are based on beliefs and assumptions and on information currently available to Churchill and the Company. Forward-looking statements relate to expectations, beliefs, projections, future plans and strategies, anticipated events or trends and similar expressions concerning matters that are not historical facts. Terms such as "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "may," "might," "plan," "possible," "potential," "predict," "should," "would" and similar expressions may identify forward-looking statements, but the absence of these words does not mean that a statement is not forward-looking. For example, forward-looking statements in this presentation include, but are not limited to, information regarding: the expected timing and general availability of Digit 5; the expected performance characteristics and technical specifications of Digit 5, including its safety architecture; expectations regarding the scaling of customer deployments; the development and expected capabilities of Digit 5; the Company's contributions to safety standards; RoboFab's production capacity and expected employment; the Company's plans for commercial deployment of Digit 5 in the European Union and United Kingdom; the expected timing of close of the Proposed Business Combination; the expected amount of gross transaction proceeds and planned pre-money equity valuation of the Company; the potential for share price appreciation; the Company's orders, order pipeline and expected customer demand for Digit v5; projected labor shortages; the timing of the planned release and launch of Digit v5; the Company's manufacturing capacity and production plans, including with respect to RoboFab; planned customer deployments and deployment expansion; the Company's ability to meet transaction milestones to unlock contracted revenues; the Company's ability to raise capital; the Company's future development plans and the timing thereof, including with respect to Digit v5 and cooperative safety capabilities; the Company's revenue model, expected pricing model for the Digit v5, growth strategy and scaling plans, illustrative customer benefit and payback periods of our humanoid robotic models; strategic partnerships and technology licensing opportunities; the potential future applications of the Company's products and technologies; the expansion of the Company's partnership with NVIDIA; and the Company's economic opportunity and addressable market. Factors that may cause actual results to differ materially from current expectations include, but are not limited to: the risk that the parties are unable to enter into a definitive agreement with respect to the Proposed Business Combination or to complete the Proposed Business Combination; the risk that the Proposed Business Combination may not be completed in a timely manner or at all, which may adversely affect the price of Churchill's securities; the failure by the parties to satisfy the conditions to the consummation of the Proposed Business Combination, including the approval of Churchill's shareholders; failure to realize the anticipated benefits of the Proposed Business Combination; the level of redemptions of Churchill's public shareholders; the ability of the Company to grow and manage growth, maintain relationships with customers and strategic partners and retain its management and key employees; costs related to the Proposed Business Combination; changes in applicable laws or regulations, including evolving safety standards and regulatory requirements applicable to humanoid robots; the possibility that the Company may be adversely affected by other economic, business or competitive factors; the Company's estimates of expenses and profitability; the possibility that preliminary, unaudited financial information may change materially; changes in anticipated pricing and revenue models of Agility's humanoid robotics solutions; the evolution of the markets in which the Company competes; the ability of the Company to implement its strategic initiatives and continue to innovate its existing products and services; risks related to the Company's ability to satisfy contractional milestones and achieve anticipated manufacturing capacity and production targets; the Company's ability to convert orders and pipeline into revenue; and risks related to the development, commercialization and market acceptance of Digit v5 and related technologies. Additional information concerning these and other factors that may impact such forward-looking statements can be found in filings and potential filings by the Company, Churchill or the combined company resulting from the Proposed Business Combination with the Securities and Exchange Commission, including under the heading "Risk Factors."

An investment in Churchill is not an investment in any of Churchill's founders' or sponsors' past investments, companies or affiliated funds. The historical results of those investments are not indicative of future performance of Churchill, which may differ materially from the performance of Churchill's founders' or sponsors' past investments.

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Additional Information About the Proposed Business Combination and Where to Find It
The Proposed Business Combination will be submitted to shareholders of Churchill for their consideration. Churchill has filed a registration statement on Form S-4 (the "Registration Statement") with the U.S. Securities and Exchange Commission (the "SEC"), which includes and will include preliminary and definitive proxy statements to be distributed to Churchill's shareholders in connection with Churchill's solicitation of proxies for the vote by Churchill's shareholders in connection with the Proposed Business Combination and other matters to be described in the Registration Statement, as well as the prospectus relating to the offer of the securities to be issued to Company stockholders in connection with the completion of the Proposed Business Combination. After the Registration Statement has been filed and declared effective, a definitive proxy statement/prospectus statement and other relevant documents will be mailed to Churchill shareholders as of the record date established for voting on the proposed transaction. Before making any voting or investment decision, Churchill and Company shareholders and other interested persons are advised to read, once available, the preliminary proxy statement/prospectus and any amendments thereto and, once available, the definitive proxy statement/prospectus statement, as well as other documents filed with the SEC by Churchill in connection with the Proposed Business Combination, as these documents will contain important information about Churchill, the Company and the Proposed Business Combination. Shareholders may obtain a copy of the preliminary or definitive proxy statement/prospectus statement, once available, as well as other documents filed by Churchill with the SEC, without charge, at the SEC's website located at www.sec.gov or by directing a written request to Churchill Capital Corp XI, 640 Fifth Avenue, 14th Floor, New York, NY 10019.

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This presentation contains projected financial information with respect to the Company. The projected financial information constitutes forward-looking information, is for illustrative purposes only and should not be relied upon as necessarily being indicative of future results. The assumptions and estimates underlying such financial forecast information are inherently uncertain and are subject to a wide variety of significant business, economic, competitive and other risks and uncertainties. The unit economics in this presentation ("Unit Economics") were prepared solely for internal use and not with a view toward public disclosure or toward complying with Generally Accepted Accounting Principles, any published guidelines of the SEC or any guidelines established by the American Institute of Certified Public Accountants. The Unit Economics have been prepared by the Company and are the responsibility of the Company's management. The Unit Economics constitute forward-looking information, and is for illustrative purposes only, and should not be relied upon as necessarily being indicative of future results. The assumptions and estimates underlying the Unit Economics are inherently uncertain and are subject to a wide variety of significant business, economic, competitive, and other risks and uncertainties. See "Forward-Looking Statements" above in this presentation as well as "Risk Factors" at the end of this presentation. Actual results may differ materially from the results contemplated by Unit Economics and the financial forecast information contained in this presentation, and the inclusion of such information in this presentation should not be regarded as a representation by any person that the results reflected in such forecasts and by the Unit Economics will be achieved.

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Risk Factors
For a description of certain risks related to Churchill, the Company and the Proposed Business Combination, we refer you to "Risk Factors" at the end of this presentation.

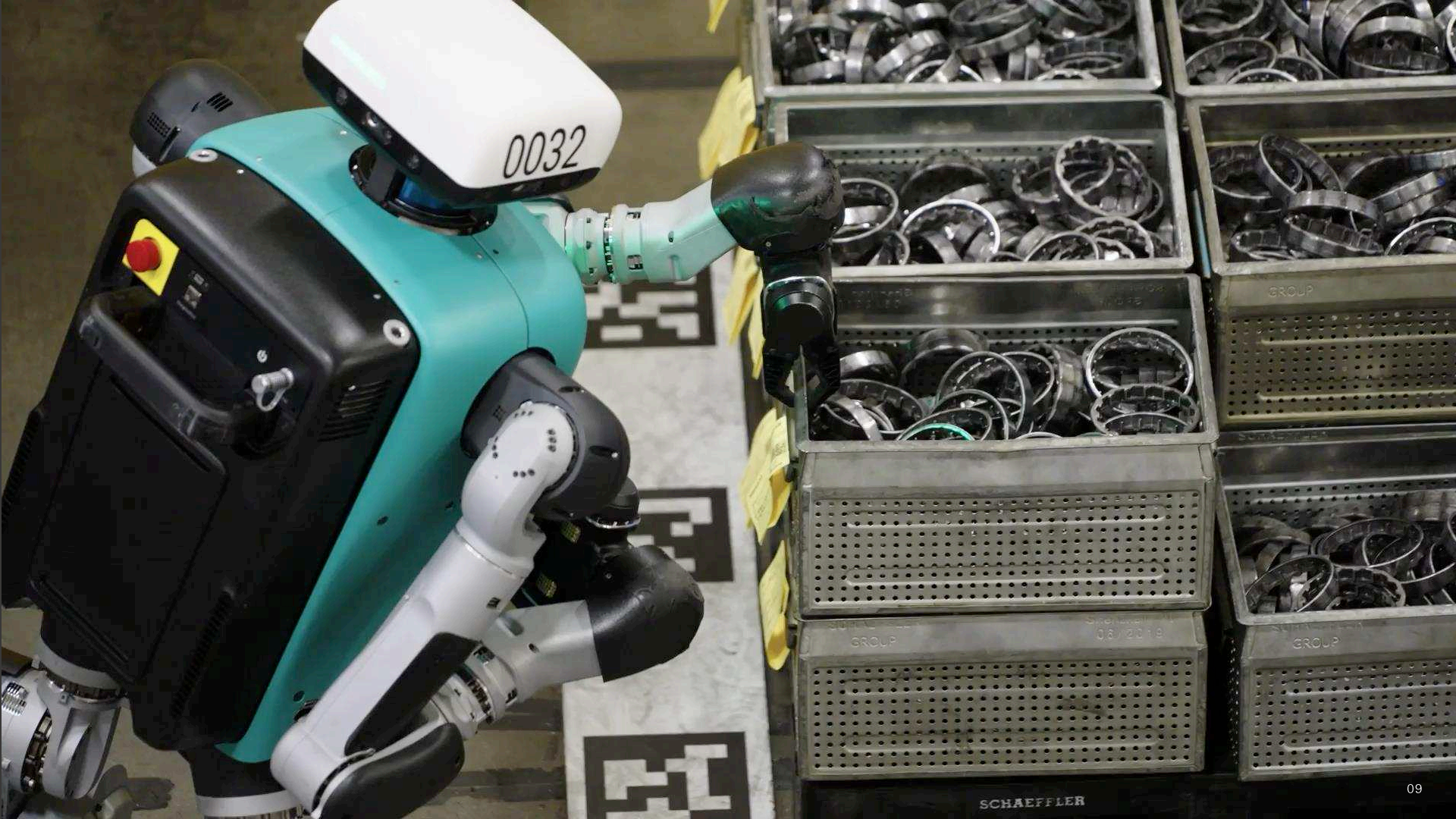
Today's Agenda

Peggy Johnson Chief Executive Officer	→ Why Agility, why now	→ 12:40 PM ET
Jonathan Hurst Co-Founder & Chief Robot Officer	→ Digit 5, safety, and the physical AI stack	→ 12:55 PM ET
Heather Lee Acting President and CEO, AUVSI	→ The policy landscape for humanoid robotics	→ 01:10 PM ET
Q&A Session I Moderated by Anthony Rozmus	→ Audience Q&A with Peggy & Jonathan	→ 01:25 PM ET
Daniel Diez Chief Business Officer	→ Commercial momentum and customer engagement	→ 01:40 PM ET
David Kehr President, Humanoid Robotics, Schaeffler Courtney Baines Advanced Technology Production Engineer, Schaeffler	→ Scaling humanoids at Schaeffler	→ 01:55 PM ET
Jen Hunter Chief Operating Officer	→ Manufacturing, scale, and operations	→ 02:05 PM ET
Nelson Hsieh Director, Foxconn	→ Partnering to scale U.S. manufacturing	→ 02:15 PM ET
Michael Beer Chief Financial Officer	→ Financial profile and outlook	→ 02:30 PM ET
Peggy Johnson Chief Executive Officer	→ Closing remarks	→ 02:40 PM ET
Q&A Session II	→ All Presenters	→ 02:45 PM ET

Agility

Peggy Johnson

CHIEF EXECUTIVE OFFICER


0032
SCHAEFFLER

A career driving adoption of emerging tech in enterprises

Qualcomm

EXECUTIVE VICE PRESIDENT,
GLOBAL MARKET DEVELOPMENT

Microsoft

EXECUTIVE VICE PRESIDENT,
BUSINESS DEVELOPMENT

Magic Leap

CHIEF EXECUTIVE OFFICER

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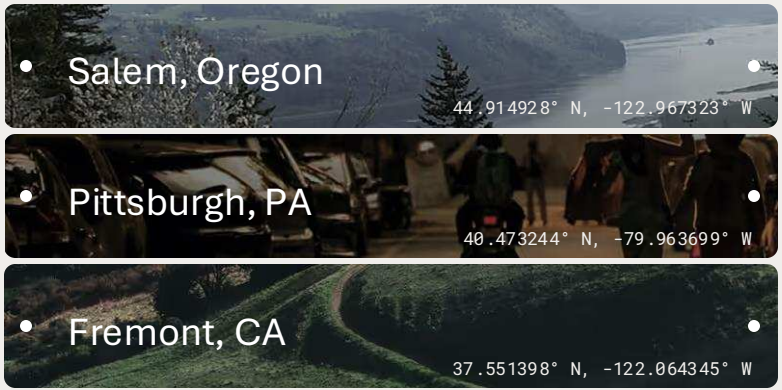
CHIEF EXECUTIVE OFFICER

The commercial humanoid company

Building safe, reliable robot partners that augment the human workforce – currently deployed in customer facilities

Digit | Embodied AI | Agility Arc

WHERE WE BUILD



OUR METRICS

9
committed customer facility deployments

65,000
hours of operations

34 | 60+
issued patents | pending non-provisional patent applications

$300M+(1)
committed orders for Digit 5 (and growing!)

10,000
RoboFab annual production capacity

~75%
of Digit parts sourced from the U.S.

OUR CUSTOMERS

SCHAEFFLER · GXO · Toyota Motor Manufacturing Canada

+ new deployments underway with other leading manufacturing & logistics companies

OUR STRATEGIC PARTNERS

NVIDIA · Google DeepMind · Manhattan · aws

Note: (1) Reflects custom erorders for Digit v5, as of May 2026, representing potential multi year value expected to be realized over time, subject to the realization of certain contractual milestones and relates to 1,000 Digit v5 robots with three-year term RaaS contract, which includes warrants issued to purchaser vesting proportionately to robots deployed; figures are not a measure of current period revenue.

Led by founders, engineers, and believers

50+ combined years of robotics experience;
80+ combined years of commercial leadership experience



Peggy Johnson
Chief Executive Officer

Qualcomm
Microsoft
Magic Leap
BOARD MEMBER
BlackRock
FOX



Jonathan Hurst
Co-Founder & Chief Robot Officer

PROFESSOR
Oregon State University
Co-founded OSU Robotics Institute
PHD
Carnegie Mellon University



Michael Beer
Chief Financial Officer

ENERGY VAULT
citibank
BOARD MEMBER
FUTURE·TECH
SAIF
Literal Labs



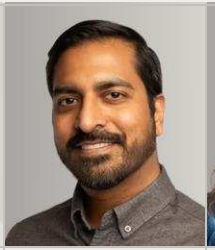
Daniel Diez
Chief Business Officer

Magic Leap
INTERBRAND
R/GA
KCD



Jennifer Hunter
Chief Operating Officer

amazon
SUNPOWER
nimble



Pras Velagapudi
Chief Technology Officer

BERKSHIRE GREY
Chief Architect of Mobile Robotics
PHD
Carnegie Mellon University



Ana Lang
Chief Legal & People Officer

Magic Leap
Perkins Coie



Marco Marroquin
Chief Hardware Officer

lyft
TONAL
GoPro
SOLARBRIDGE TECHNOLOGIES
DELL Technologies

New Board Directors

Joining existing board members CEO Peggy Johnson and co-founder Damion Shelton



Merline Saintil

CHANGE HEALTHCARE · INTUIT · yahoo!

BOARD MEMBER

ROCKETLAB · symbotic · TD SYNNEX



Derek Aberle

Qualcomm · VIREWIRX

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Pierre Gentin

McKinsey & Company

Cahill · CREDIT SUISSE

Customers need physical labor (1)

- Aging population
- Onshoring manufacturing
- Rising transportation costs and demand
- Inflationary pressures
- Trade and immigration



Our goal was never to just build a humanoid.

Our goal was to build a multipurpose worker capable of performing useful labor where people need help most.

A valuable labor opportunity already exists in environments designed for people

We believe delivering useful physical labor requires integrating a human-centric form factor, embodied intelligence, and deployment systems into a unified platform

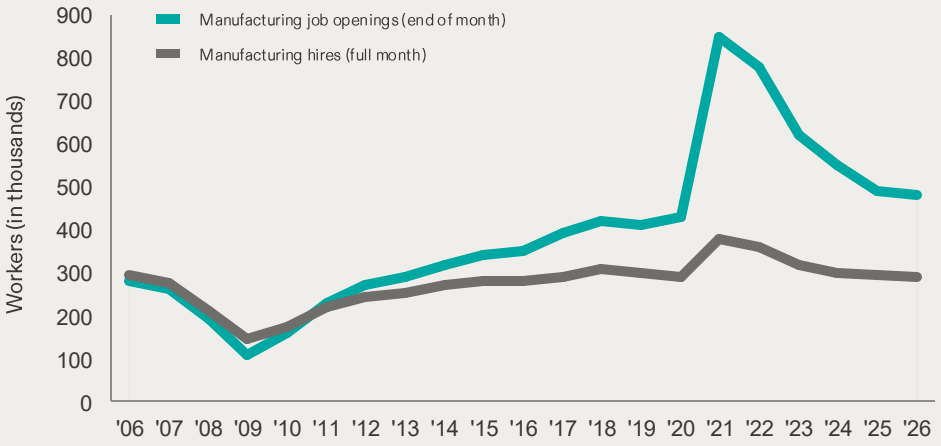
Note: (1) Deloitte A shrinking workforce may thwart U.S. manufacturing ambitions (December 2025).

The U.S. physical labor gap continues to widen (1)

The physical labor shortage has shifted from cyclical to structural and is expected to get worse

A chronic skilled labor shortage is growing in the U.S.(1)

Shaded region indicates labor mismatch gap



UNFILLED U.S. MANUFACTURING POSITIONS(2)

2025		Projected by 2033
~409k	→	~1.9M(3)

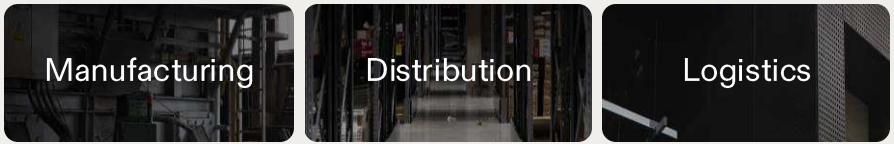
4.5x increase in projected labor shortages

A structural labor shortage may challenge efforts to revitalize U.S. manufacturing.

Note: (1) U.S. Bureau of Labor Statistics (BLS) data. Data represent monthly averages compiled annually. (2) Deloitte: A shrinking workforce may thwart U.S. manufacturing ambitions (December 2025). (3) Projections based on preexisting workforce challenges remaining unaddressed; based on The Manufacturing Institute, "Manufacturers need as many as 3.8 million new employees by 2033" (2025).

Digit is designed for the environments where labor is needed most

BEACHHEAD MARKETS



Near-term Digit use case opportunities:
Tote fulfillment & movement
Material handling
Pallet transport

Why these markets first:

- **Large labor pools**
  Significant labor spend and persistent hiring needs (1)
- **Physical, repetitive work**
  Can be difficult to automate with traditional robotics
- **Structured workflows**
  Repeatable tasks accelerate deployment and learning
- **Existing human infrastructure**
  Physical labor already occurs in environments designed for people, creating a potentially large and near-term opportunity for humanoids that can integrate into existing workflows

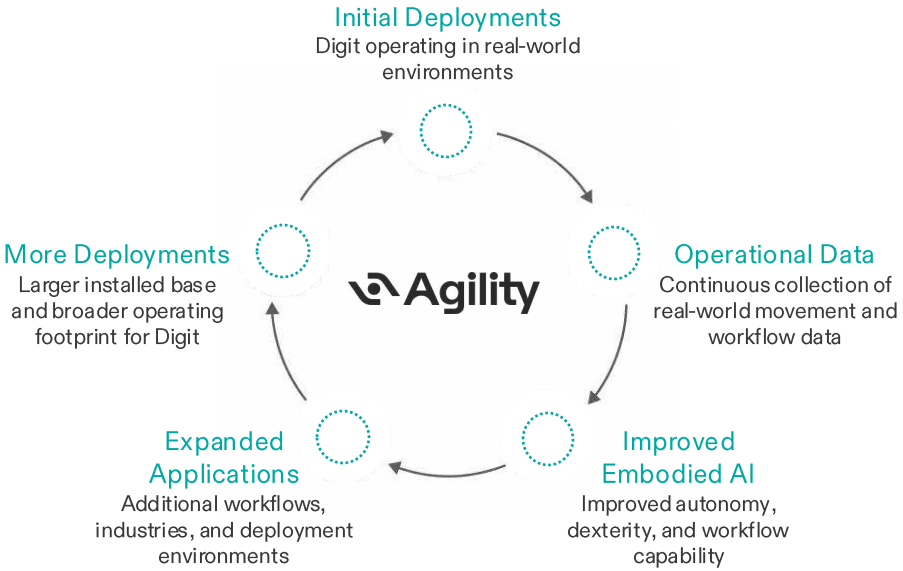
Agility

Note: (1) Deloitte *A shrinking workforce may thwart U.S. manufacturing ambitions* (December 2025).

Deployments power our data flywheel

Each deployment generates proprietary data that improves our embodied AI systems.

Because Digit is multipurpose, expanding capabilities unlock new workflows, industries, and deployment environments over time.



Unlike single-purpose automation, Digit becomes more valuable as it learns and scales.

OUR EMBODIED AI SYSTEMS

Semantic AI
What should Digit do?
- Cognition
- Planning

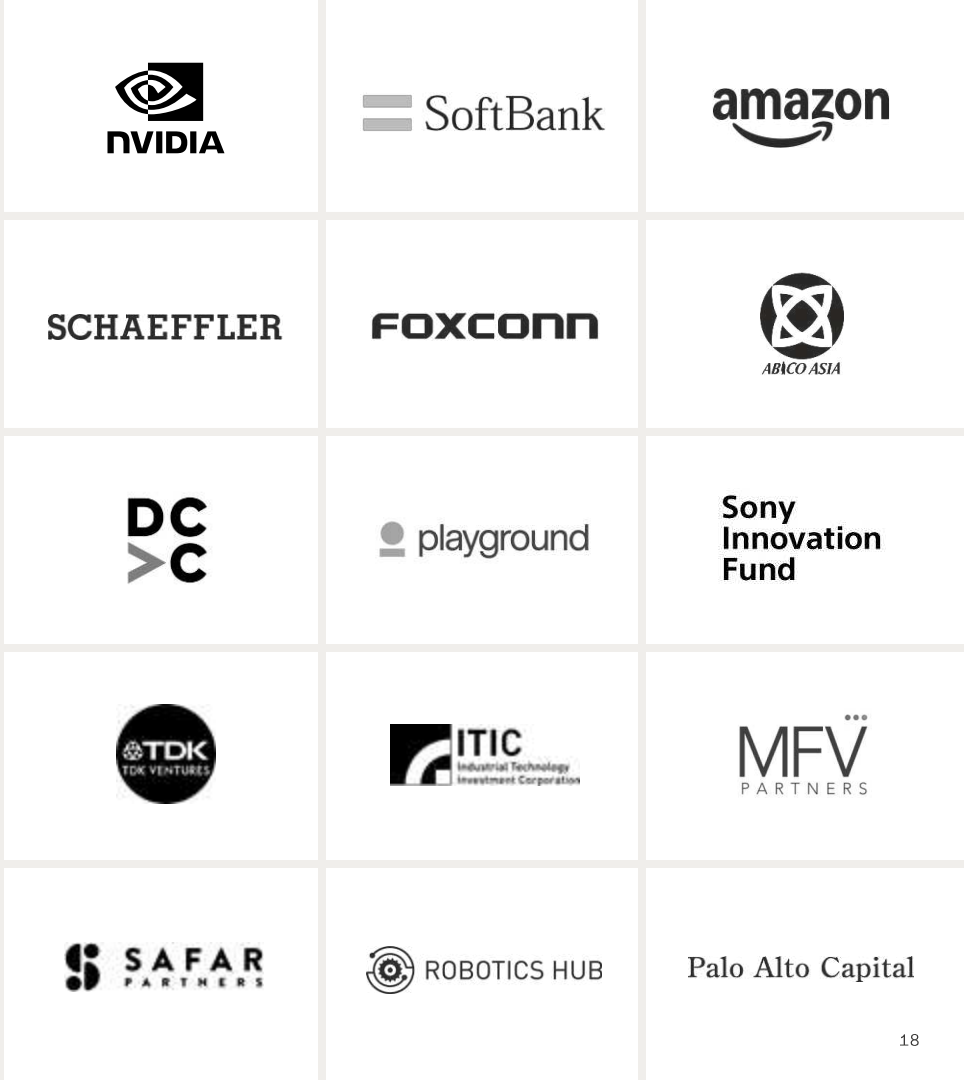
Physical AI
What can Digit do?
- Controls
- Physics

Backed by world-class investors

Committed blue-chip partners across AI, technology, and industrials

>$390M

Total equity raised since inception of Agility.[1]



Note: (1) As of May 2026. Excludes grants.

One cohesive system.

Integrated robotics, AI, and deployment software designed to accelerate humanoid adoption

Agility

HUMANOIDS



Digit

Physical interface for embodied AI deployment in commercial environments.

DEPLOYMENT SOFTWARE



Agility Arc

Cloud-based software for humanoid deployment and fleet operations.

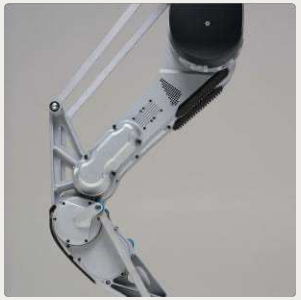
PLATFORM SERVICES



Service & Support

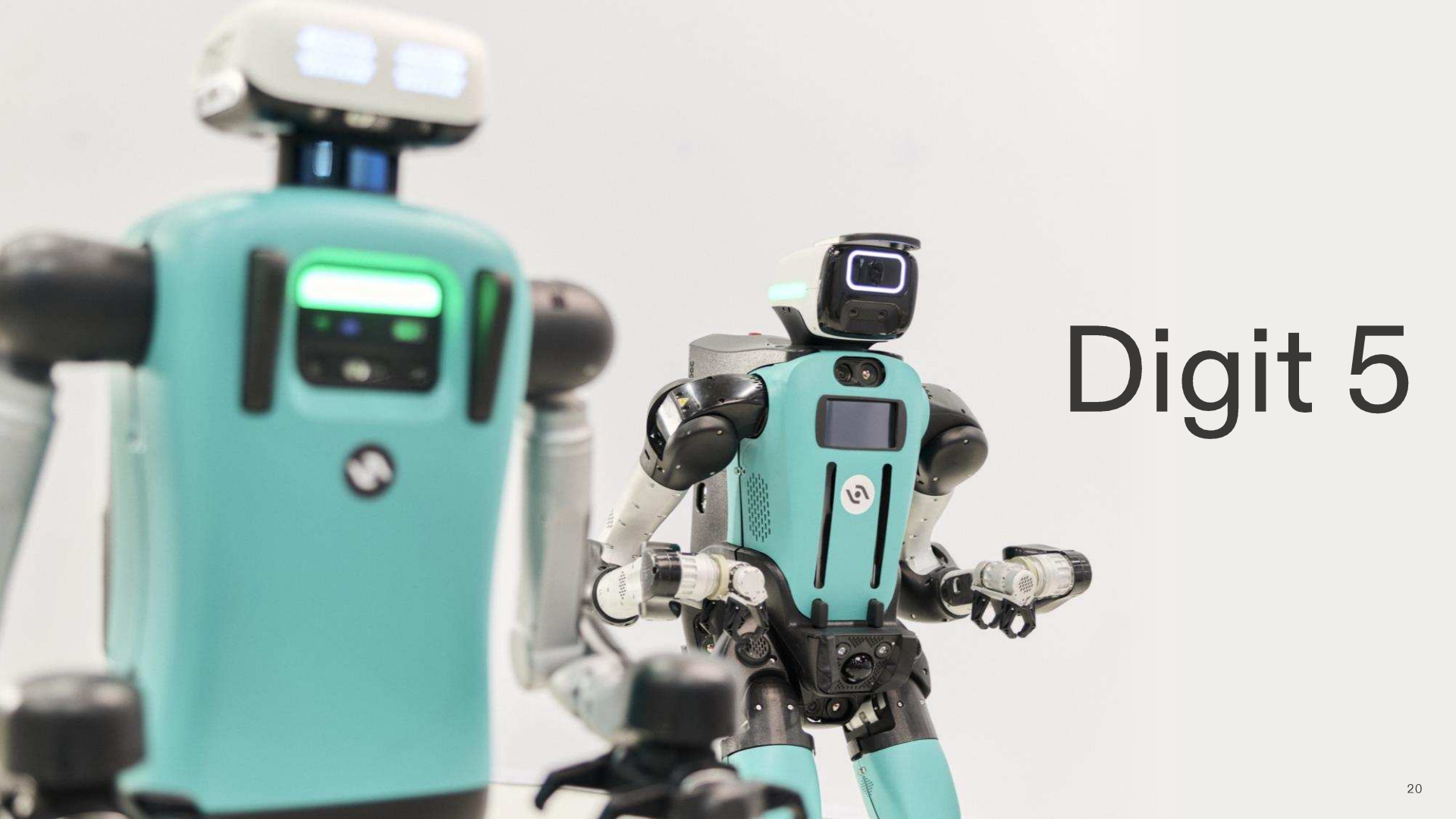
Deployment operations, maintenance, and customer enablement.

ECOSYSTEM EXTENSION



Technology Licensing

Extending Agility technology through strategic integrations and licensing.



Digit 5

Agility

Jonathan Hurst

CO-FOUNDER & CHIEF ROBOT OFFICER



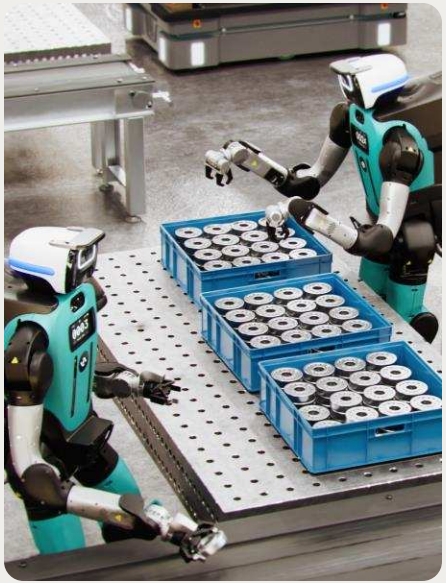
Cassie



Digit 3

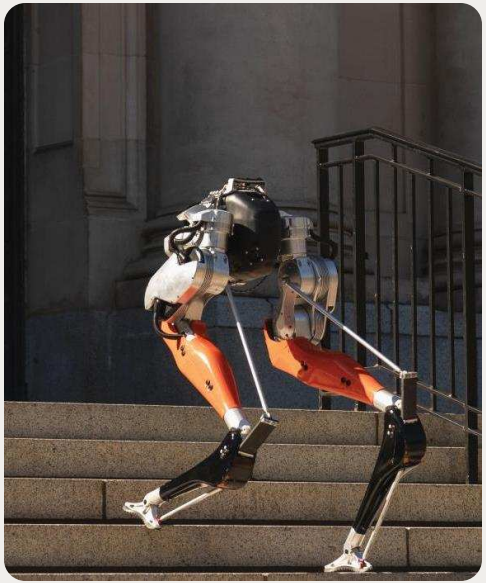


Digit 4



Digit 5









KEEP DOOR
CLOSED


GXO
SPANX



Cooperative safety is a unique scaling advantage

Potential to unlock broad humanoid adoption

We believe cooperative safety is a system-wide integration



Why we believe cooperative safety matters

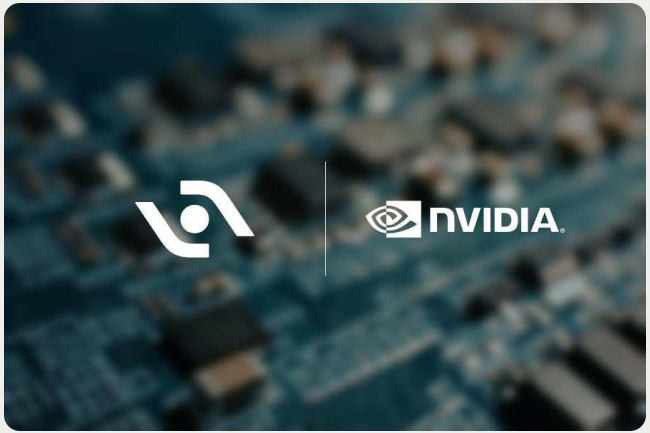
- Most robots require safety barriers
- Humanoids can create substantial value in human environments
- Not needing a barrier is essential for scale

Why we believe cooperative safety requires

1. Detection : Understand people and surroundings
2. Reaction: Respond safely in real time
3. Anticipation: Move in predictable ways

Deep NVIDIA collaboration provides an industrial-grade foundation to Digit's safety systems

Landmark safety partnership announced in June 2026



- Digit 5 is the first launch partner for NVIDIA's Halos for Robotics platform
- Combining Agility robotics with NVIDIA AI infrastructure (IGX Thor and Halos Core)
- Will participate in NVIDIA Halos AI systems Inspection Lab to support third-party certification
- Strong validation of Agility's leadership in cooperative safety

Digit 5 is designed for commercial scale

Customer requirements drove key upgrades necessary for deployments at scale

DIGIT 5

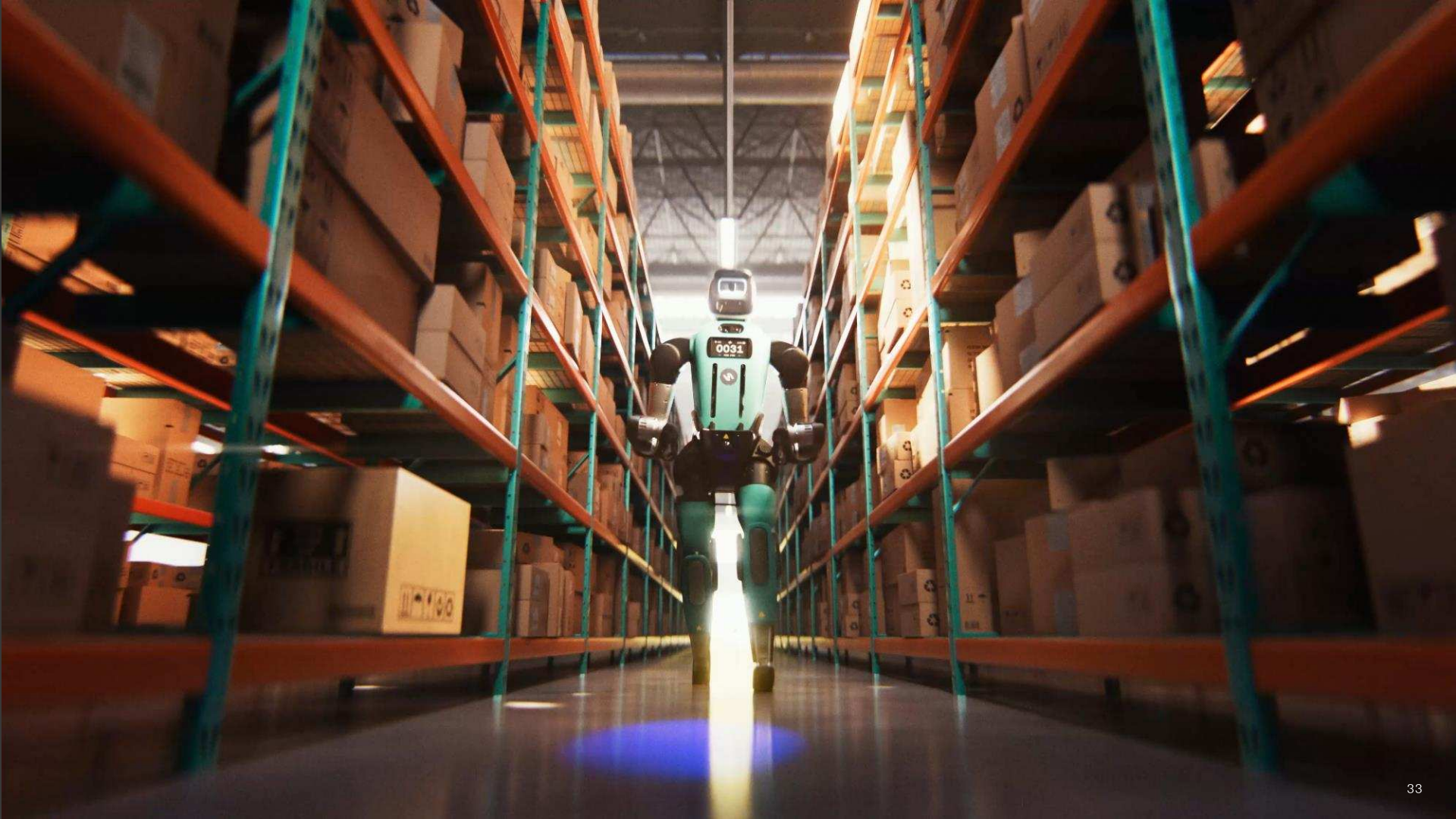


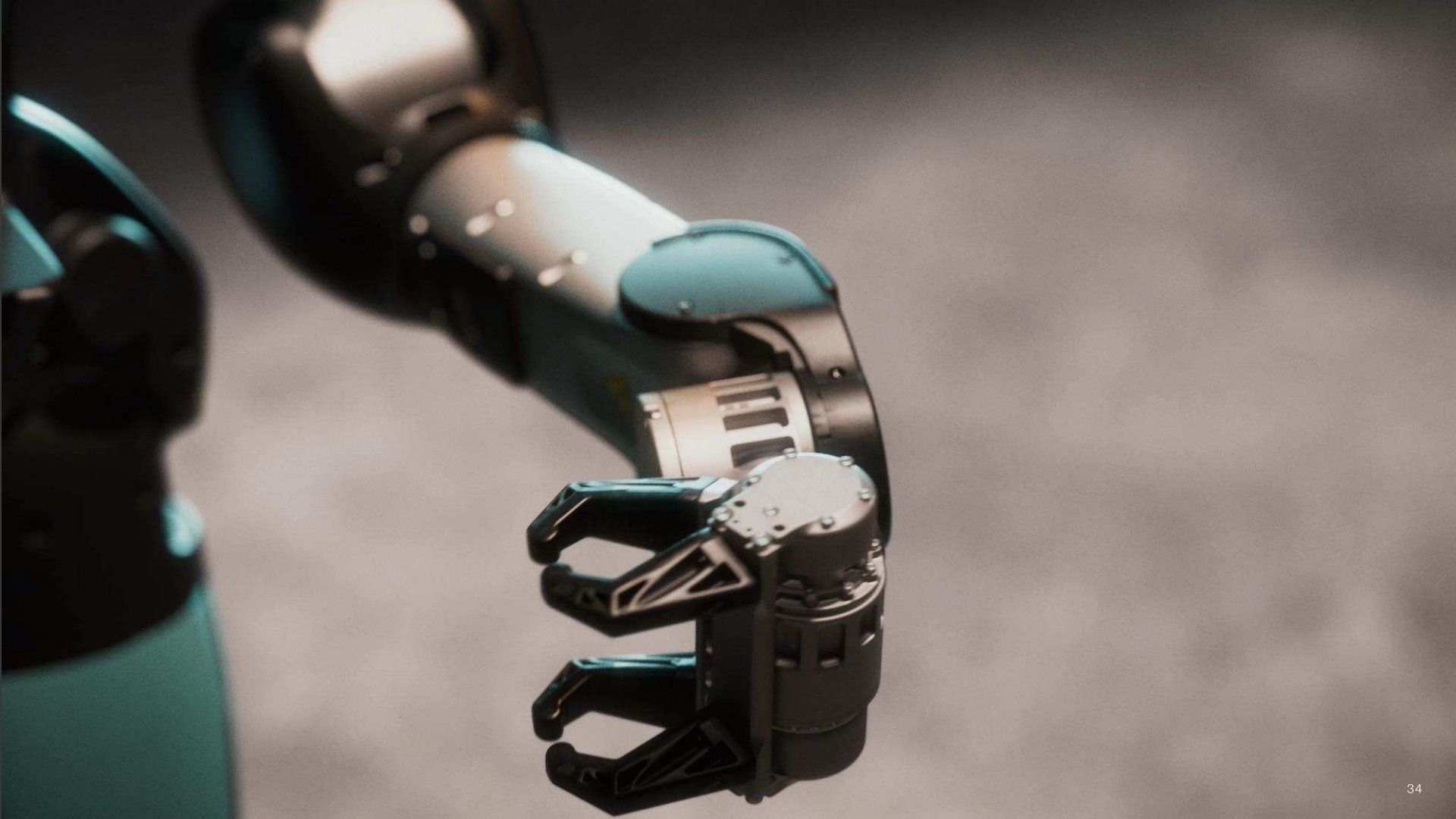
- Cooperative safety
- Optimized uptime
- Lifting capacity
- Cost effective
- General purpose

	Digit 4	→ Digit 5[1]
		
Deployment status	Deployed	Planned 2027 release
Safety systems	Confined to workcell	Built to work in close proximity to humans New ISO safety standard approved[2]
Lifting capacity	Up to 35 lbs	Up to 50 lbs +~40%
Charge ratio	2:1	10:1 2.5x higher
Max battery output in 24 hours	Up to ~16 hrs	Up to ~22 hrs +~35%
Vertical reach	Up to 5.5ft	Up to 7.2ft +~30%
End-effectors	Task-specific / fixed	Changeable / dynamic

Note: (1) Based on Agility management expectations. (2) ISO Standard 25785-1.




0031



Semantic AI determines what a robot should do
Physical AI determines what it can reliably do



Reasoning

Skills

Coordination

Physics

SEMANTIC AI

PHYSICAL AI

LLMs and VLAs provide generality(1)

Advances in foundation models improve reasoning, planning, and workflow understanding.

We teach skills

Reliable task execution is learned from real-world data, motion capture, teleoperation, simulation, and deployment feedback.

Robots need practice

Performance improves through repetition and exploration in simulation and live environments, refining behaviors until they become robust and reliable.

Physical AI requires special hardware

Physical intelligence depends on compliant force-controlled interaction with the world. You cannot shortcut physics with software alone.

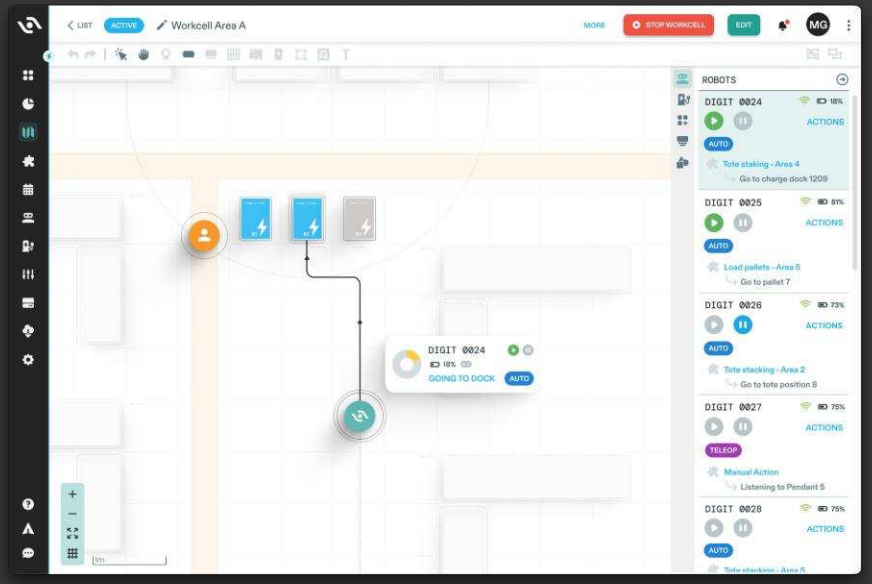
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Note: (1) LLM refers to Large Language Model and VLA refers to Vision-Language-Action

Arc connects Digit to customer operations

Agility Arc enables repeatable deployment at scale

- **Rapid deployment**
  Integrates Digit into existing facilities and workflows
- **Workforce orchestration**
  Coordinates robots, operators, tasks, and environments
- **Multi-site scaling**
  Enabling repeatable deployment across customers and facilities
- **Operational visibility**
  Monitors performance, uptime, and productivity across deployments



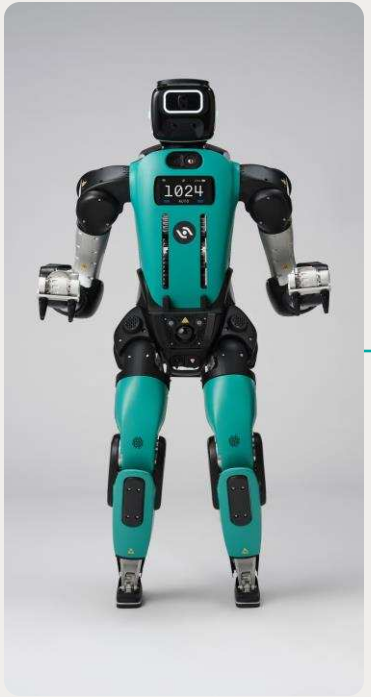
Arc transforms a humanoid into a deployable workforce

Building cooperatively safe robots requires an integrated system



PHYSICAL INTERFACE	Digit	Enables	• Human-centric form factor • Dynamic mobility & dexterity • Proprietary hardware & systems
INTELLIGENCE ENGINE	Embodied AI	Differentiates	• Proprietary physical AI layers • Whole-body coordination • Deployment-trained models
DEPLOYMENT SYSTEM	Arc	Orchestrates	• Fleet orchestration • Workflow integration • Deployment intelligence
INTEGRATED OUTCOME	Cooperative Safety	Unlocks	• Operation in close proximity to people • Expanded deployment environments • Scaled humanoid adoption

Digit 5 is a platform designed to be upgraded





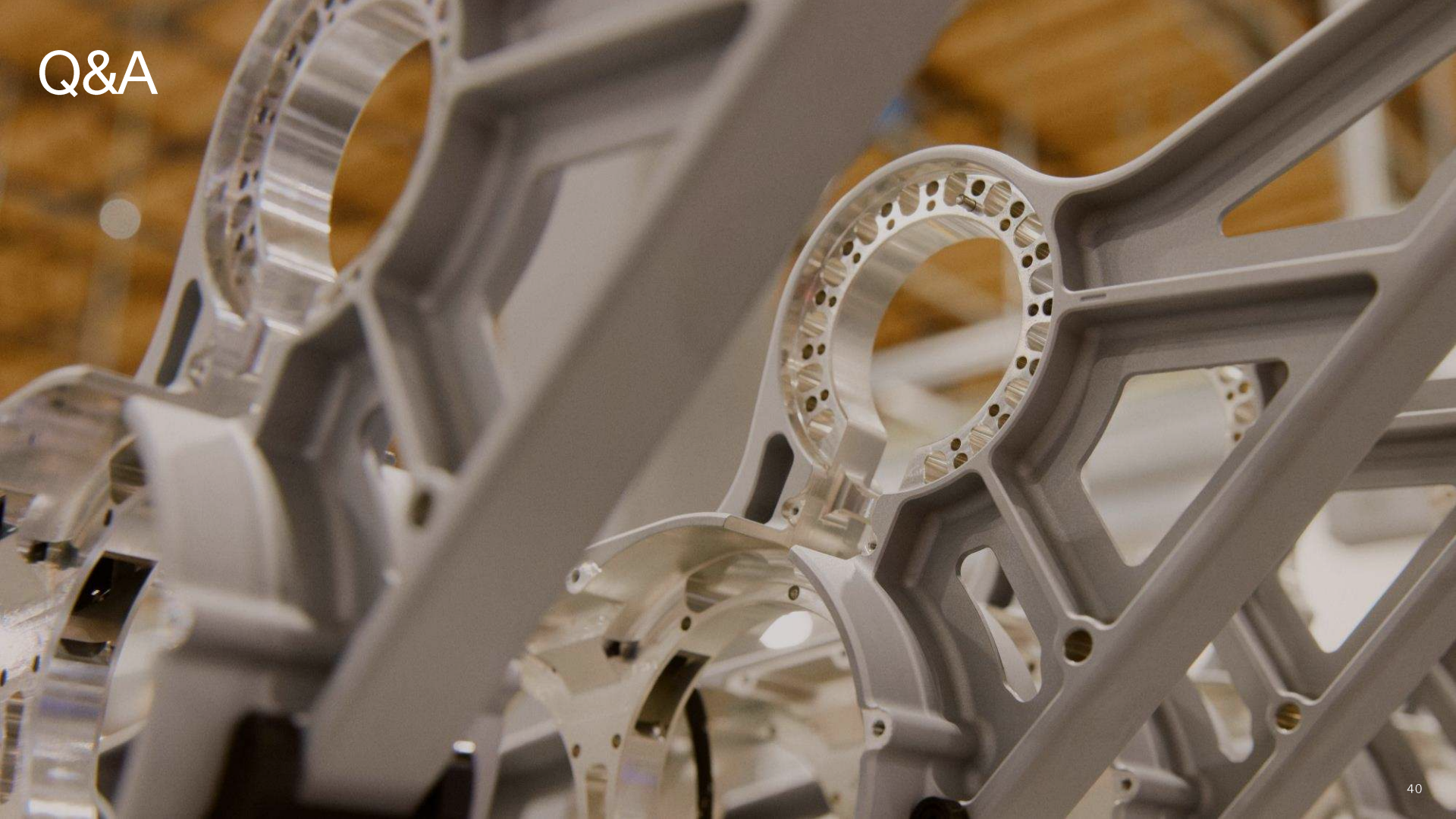




Heather Lee

ACTING PRESIDENT AND CEO
ASSOCIATION FOR UNCREWED VEHICLE SYSTEMS INTERNATIONAL

Q&A



Agility

Daniel Diez

CHIEF BUSINESS OFFICER

Filling labor gaps. Expanding capacity

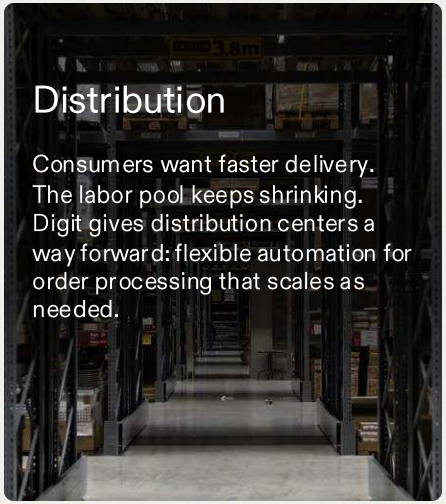
Digit's human-centric form factor designed to enable operations wherever people need help most

1.9 million U.S. manufacturing jobs could be left unfilled by 2033 (1)



Manufacturing

Global supply chains are being redrawn, and that calls for a new kind of workforce. Digit brings flexible automation to the factory line, without legacy constraints or labor bottlenecks.



Distribution

Consumers want faster delivery. The labor pool keeps shrinking. Digit gives distribution centers a way forward: flexible automation for order processing that scales as needed.



Logistics

Reduce the risk of labor bottlenecks without the costs of static automated infrastructure. Redeployable, reconfigurable, ready for whatever's next. Digit moves where the work moves.

Agility

Note: (1) Deloitte *A shrinking workforce may thwart U.S. manufacturing ambitions* (December 2025).

Trusted by titans of industry

Deployment commitments in 9 customer facilities | 65,000 hours of operation (1)

ACTIVE DEPLOYMENTS

Deployed in environments where safety can't slip and downtime isn't an option



Manufacturing



Manufacturing



Logistics

Why we win:

- Safety
- Accuracy
- Uptime
- Throughput
- ROI

RECENT WINS

Recent wins with several global leaders:

- Logistics
- Manufacturing
- Automotive
- Consumer brands

Note: (1) As of May2026

Digit is proving itself in real-world operations

Customer deployments demonstrate Digit's ability to perform useful work in labor intensive environments

Why deployments matter

- Demonstrate useful labor
- Validate customer workflows
- Improve performance through learning
- Enable expansion across facilities





DEPLOYMENTS	8 robots deployed	3 robots deployed
WORKFLOW	Material handling + logistics	Tote fulfillment + handling
PROOF POINTS	• 98% accuracy • ~60k totes moved	• 98% accuracy • 100k+ totes moved

Digit offers measurable customer value

Designed to enable customers to achieve potentially rapid payback while addressing critical labor needs

1 RaaS Offering: Illustrative customer benefit

~$500k[1] → ~$100k

Lifetime RaaS Cost to Customer (priced at discount to customer's fully burdened labor rate) → Annual RaaS Cost to Customer

~$200k[2]

Illustrative Annual Fully Burdened Human Labor Cost

~$100k	2.0x	Immediate
Potential Annual Customer Savings	Potential Customer ROI	Payback

Replace ~$200k of annual labor cost with ~$100k annual Digit cost

2 Ownership Offering: Illustrative Customer Benefit

~$400k[3]

Lifetime Ownership Cost to Customer (fixed upfront cost plus recurring monthly subscription pricing)

~$30.50	~31,000	~$1.1M
Hourly Fully Burdened Human Labor Rate[4]	Digit Service Life in Hours[5]	Total Equivalent Labor Cost Over 5 Years[6]

~$670k	2.5x	1.1 years
Potential Net Customer Savings[7]	Potential Customer ROI	Payback[8]

Replace ~$1.1M of labor cost with ~$400k of Digit cost

Source: BLS data. Note: Figures are purely illustrative and reflect rounded estimates for Digit 5 and based on internal estimates and assumptions with respect to matters specific to Agility's business and general matters, including estimates and assumptions with respect to Agility's business, the performance of its robotics solutions, and the revenue models Agility expects to use in connection with its humanoid robotics solutions and other future events, many of which are difficult to predict and may prove inaccurate. (1) Assumes $8,500 monthly RaaS pricing per Digit. (2) Illustrative based on $30.50 hourly fully burdened human labor rate for 210-hour shifts per day or 120 hours per week over 52 weeks a year, subject to assumed 5% annual wage inflation. (3) Includes upfront cost per Digit and monthly subscription fees over a 5-year useful life. (4) Reflects $21.49 published hourly rate for material movers in 2025 per BLS data, assuming 5% annual wage inflation and subject to 35% assumed benefits rate. (5) Assumes ~120 working hours a week across 210-hour shifts a day; further assumes 52 weeks worked a year over 5 years. (6) Illustrative based on $30.50 hourly fully burdened labor rate for 210-hour shifts per day / 120 hours per week over 52 weeks a year; subject to annual 5% wage inflation. (7) Net customer savings over 5-year useful life. (8) Reflects time to recover upfront capex cost of Digit humanoid compared to the year one of equivalent annual value of Digit labor

Flexible model speeds commercial adoption

Digit deploys through service or ownership models, reducing adoption friction and expanding customer reach

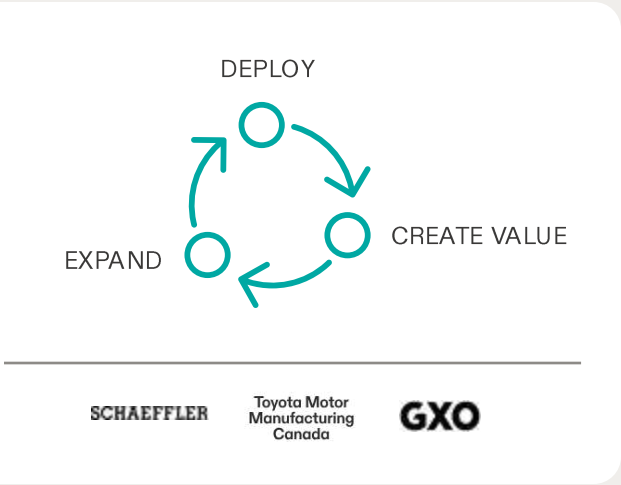
Agility

ADOPTION MODEL	CUSTOMER BENEFIT	VALUE TO AGILITY	ILLUSTRATIVE REVENUE(2)
Two options offered	Provides Customer Flexibility	Both Programs Are Highly Attractive	Cumulative to Agility over 5 Years
RaaS (Robots-as-a-Service) **$300M+**(1) committed orders for Digit 5	• Minimal upfront investment • Accelerates proof-of-value • Flexible deployment scaling • Fully managed solution *Good fit for rapid customer adoption*	• Recurring revenue stream • High lifetime value • Growing installed base • Strong customer retention	**~500k** total illustrative revenue over robot useful life of 5 years
Ownership (plus software and maintenance services)	• Full asset ownership of Digit • Greater operational control • Familiar procurement process • Ongoing software & support	• Immediate deployment revenue • Recurring software & services revenue • Accelerates capital recovery • Supports customer-led fleet expansion	**~400k** total illustrative revenue over robot useful life of 5 years

Note: Illustrative total revenue figures to Agility by adoption model are based on internal estimates and assumptions with respect to matters specific to Agility's business and general matters, including estimates and assumptions with respect to Agility's business and the revenue models Agility expects to use in connection with its humanoid robotics solutions and other future events, many of which are difficult to predict and may prove inaccurate. (1) Reflects customer orders for Digit v5, as of May 2026, representing potential multi-year value expected to be realized over time, subject to the realization of certain contractual milestones and relates to 1,000 Digit v5 robots with three-year term RaaS contract, which includes warrants issued to purchaser vesting proportionately to robots deployed; figures are not a measure of current period revenue. (2) For illustrative purposes only. Reflects the illustrative cumulative revenue realized by Agility over the assumed 5-year useful life of Digit. In the RaaS model, illustrative revenue includes 5 years of RaaS annual subscription fee payments plus a one-time deployment fee. In the Ownership model, illustrative revenue includes the upfront purchase of Digit and a one-time deployment fee plus annual software subscription fees and annual maintenance services.

Deployment growth compounds over time

Customer value creation drives expansion across sites, workflows, and customers



Deployment expansion vectors

More robots
Increase deployment density within existing sites

More workflows
Apply Digit to additional operational workflows through task expansion and continuous learning

More facilities
Replicate successful deployments across additional customer locations

More customers
Win new logos through proven operating results

Our Customer Acceleration Program

CAP is designed to enable select customers to rapidly validate use cases and deploy Digit into existing operations

ILLUSTRATIVE CAP TIMELINE

PHASE 1 Proof & Pilot

PHASE 2 Commercial Deployment

~ 0-2 MONTHS

Proof of tech

- Test and validate skills
- Prove Digit's capabilities are a use case match
- Gather performance KPIs
- Align on workflow requirements & scope

~ 2-3 MONTHS

Proof of concept

- Deploy in customer facility to validate performance
- Replicate on-site workflows
- Align on safety, infrastructure, and uptime expectations

~ 4-6 MONTHS

RaaS Pilot

- Collect key KPIs and customer feedback
- Measure uptime, reliability, and business impact

Path to scaled deployment

6 MONTHS

- Customers shift to an ongoing service model (RaaS or Ownership)
- Early access to Digit 5 and next-gen hardware

Current commercial deployments (incl. CAP):

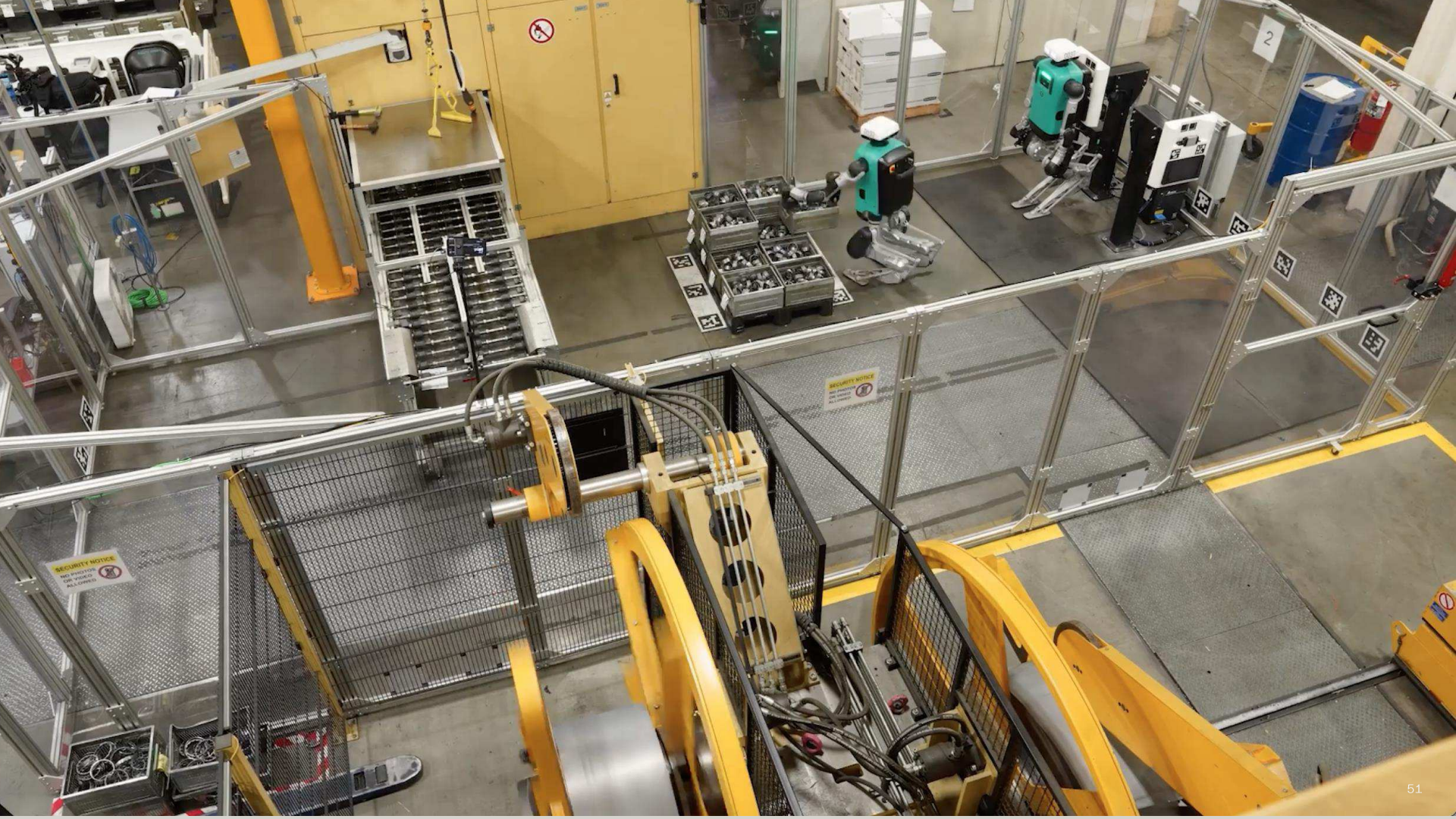
SCHAEFFLER GXO Toyota Motor Manufacturing Canada

+ new deployments underway with other leading manufacturing & logistics companies

30+ potential customers currently in active pipeline discussions or CAP program


100%
1024
AUTO


Agility
FORT


SECURITY NOTICE
SECURITY NOTICE

Agility | SCHAEFFLER

David Kehr

PRESIDENT, HUMANOID ROBOTICS
SCHAEFFLER

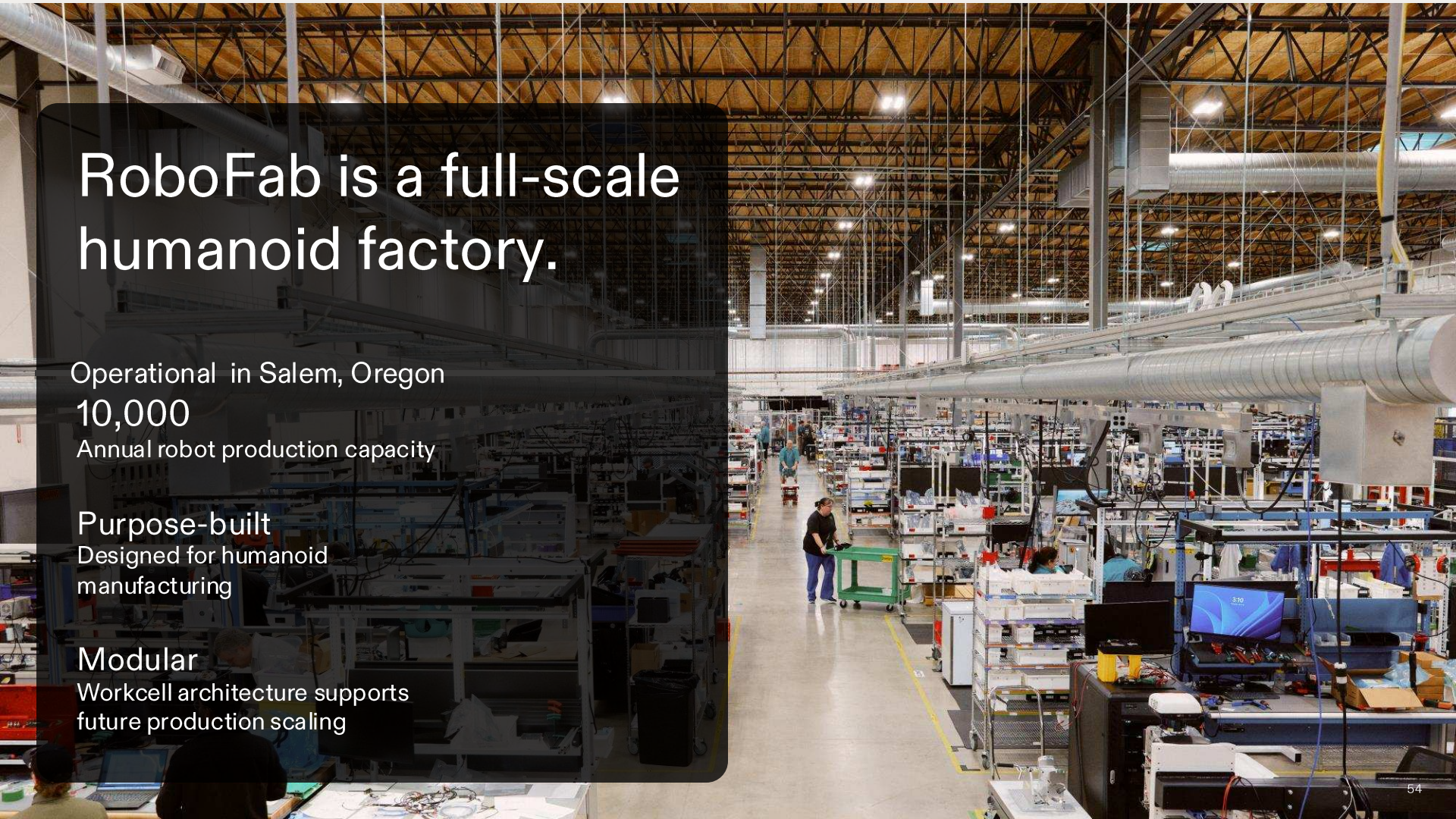
Courtney Baines

ADVANCED TECHNOLOGY PRODUCTION ENGINEER
SCHAEFFLER

Agility

Jennifer Hunter

CHIEF OPERATING OFFICER



RoboFab is a full-scale humanoid factory.

Operational in Salem, Oregon

10,000
Annual robot production capacity

Purpose-built
Designed for humanoid manufacturing

Modular
Workcell architecture supports future production scaling


SERVICE













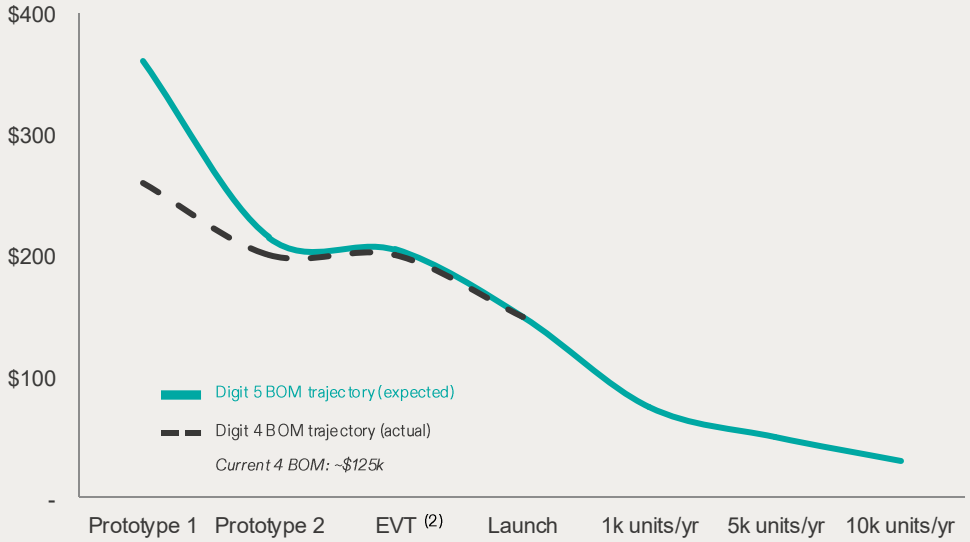



BOM cost reductions have been demonstrated

Production experience has validated opportunities to reduce the Bill of Material (BOM) for Digit 5

Digit BOM costs decline with production scale[1]

Illustrative $ unit cost per Digit (in thousands)



- **Cost reductions already achieved**
  Early cost reductions have been realized despite limited production volumes
- **Additional opportunities remain**
  Component consolidation and supplier maturation provide a path to further savings
- **Grounded in real production data**
  Future cost estimations are built using real production data

Agility

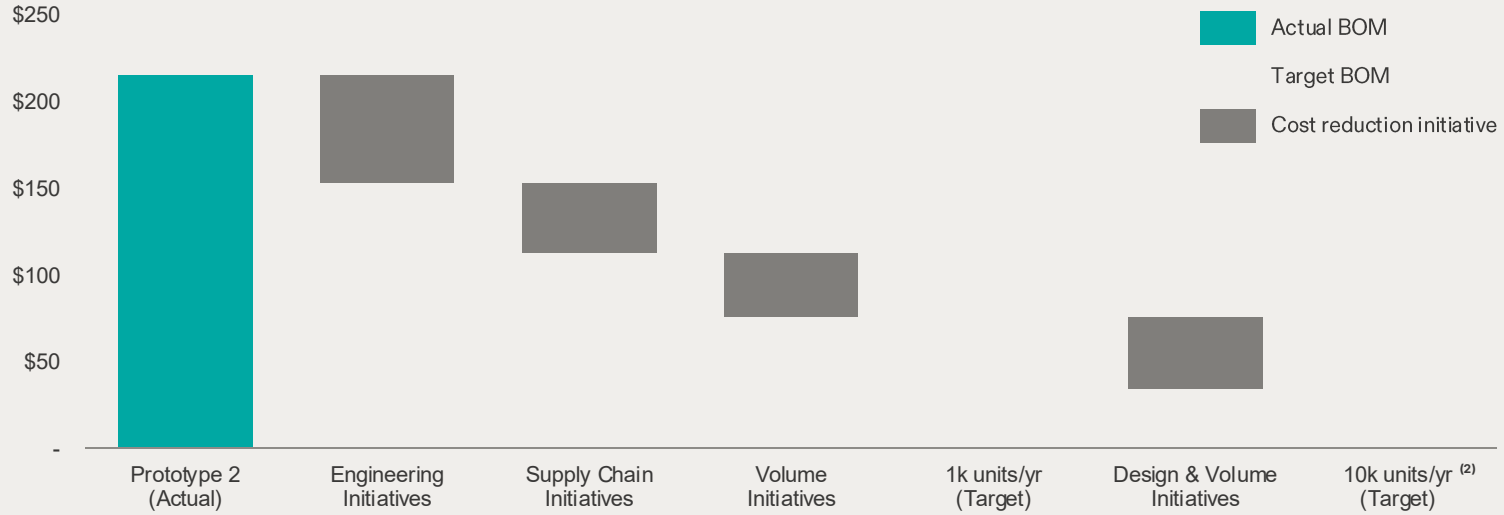
Note: (1) Figures are purely illustrative and reflect rounded estimates and based on internal estimates and assumptions with respect to matters specific to Agility's business, required future capital expenditures, and general matters, including estimates and assumptions with respect to Agility's business, the performance of its robotics solutions, and the revenue models Agility expects to use in connection with its humanoid robotics solutions and other future events, many of which are difficult to predict and may prove inaccurate. (2) EVT = Engineering Validation Test.

Additional cost reduction opportunities remain

Multiple cost initiatives identified that may further reduce BOM costs over the medium- to long-term

Digit 5 Bill of Material (BOM) evolution (1)

Illustrative $ unit cost per Digit (in thousands)

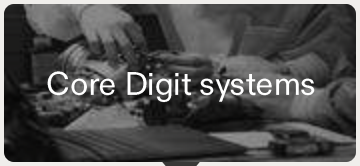
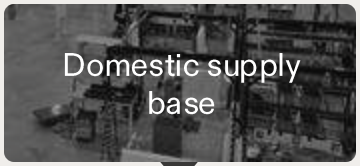


Note: See disclaimer slides section "Unit Economics and Use of Projections and Data." Figures for illustrative purposes only. (1) Figures are purely illustrative and reflect rounded estimates and based on internal estimates and assumptions with respect to matters specific to Agility's business, required future capital expenditures, and general matters, including estimates and assumptions with respect to Agility's business, the performance of its robotics solutions, and the revenue models Agility expects to use in connection with its humanoid robotics solutions and other future events, many of which are difficult to predict and may prove inaccurate (2) Cost reductions based on volumes are based on the efficiencies of scale given certain manufacturing costs being fixed regardless of volume.

Agility has the infrastructure required to scale

Agility has already built the manufacturing, hardware, supply chain, and deployment infrastructure that it believes is required for commercial scale

Agility

MANUFACTURING	PROPRIETARY HARDWARE	SUPPLY CHAIN	DEPLOYMENT SOFTWARE
			
10,000-unit annual production capacity	Ownership of the highest-value Digit systems	Digit parts predominantly sourced in the U.S.	Deployment and fleet orchestration at scale

Agility | FOXCONN

Nelson Hsieh

DIRECTOR, CENTRAL STRATEGIC INVESTMENT DEPARTMENT
FOXCONN

Agility

Michael Beer

CHIEF FINANCIAL OFFICER

Designed for real work with a platform built for scale

01

Proven demand

- ✓ $300M+ order book(1)
- ✓ Real customers
- ✓ Real deployments

02

Healthy growth outlook

- ✓ Successful CAP engagement
- ✓ Robust pipeline
- ✓ Turnkey platform: Digit + Embodied AI + Arc

03

Anticipate expanding economics

- ✓ Recurring revenue
- ✓ Cost reductions
- ✓ Resilient ASP given expanding skill library and value proposition

04

Capital Efficient Growth

- ✓ RoboFab in operation today
- ✓ Maturing supply chain and use of diverse contract manufacturing ecosystem
- ✓ Access to advantaged cost of capital to support future deployments

Agility

(1) Reflects customer orders for Digit 5, as of May 2026, representing potential multi-year value expected to be realized over time, subject to the realization of certain contractual milestones and relates to 1,000 Digit 5 robots with three-year term RaaS contract, which includes warrants issued to purchaser vesting proportionately to robots deployed; figures are not a measure of current period revenue.

Agility believes continued customer traction will accelerate with the anticipated launch of Digit 5

GROWING NEW LOGO PIPELINE ACROSS LOGISTICS, MANUFACTURING, AUTOMOTIVE & CONSUMER BRANDS

30+
potential customers currently in active pipeline discussions or CAP program

9
Committed customer facility deployments

$300M
Committed orders for Digit 5 (1)

YEAR-END 2027 GOALS(2)

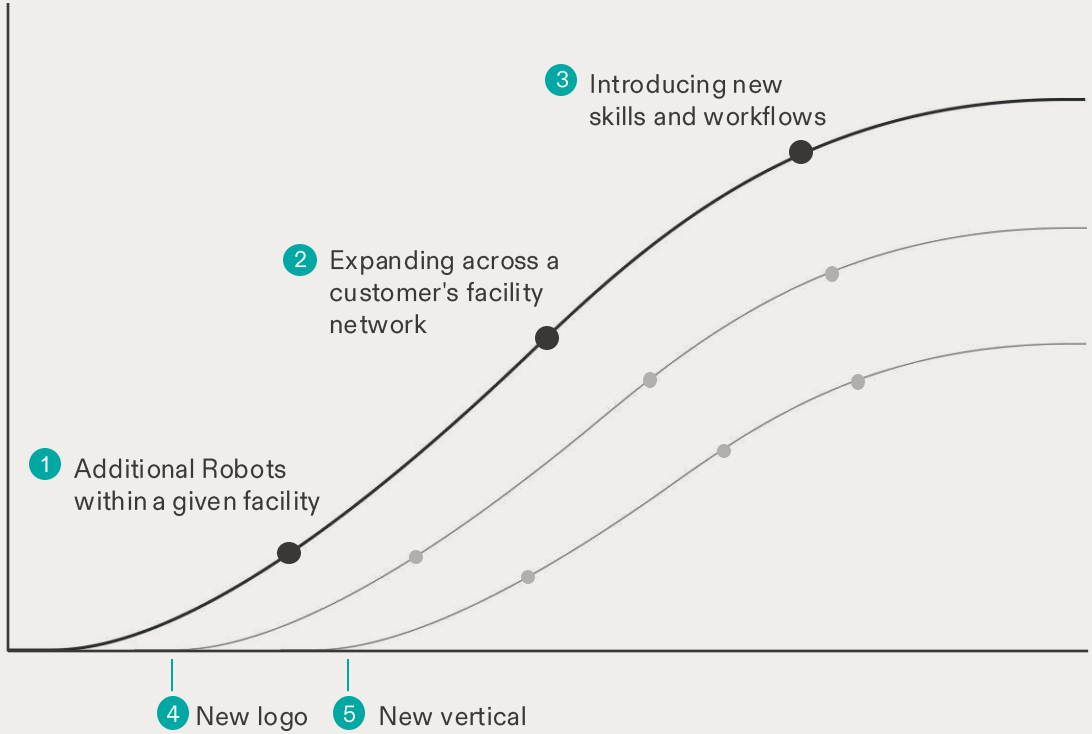
~100
potential customers currently in active pipeline discussions or CAP program

Up to 25
Committed customer facility deployments

We anticipate that the dollar value of our committed orders will commensurately increase to reflect our goals.

(1) Reflects customer orders for Digit 5, as of May 2026, representing potential multi-year value expected to be realized over time, subject to the realization of certain contractual milestones and relates to 1,000 Digit v5 robots with three-year term RaaS contract, which includes warrants issued to purchaser vesting proportionately to robots deployed; figures are not a measure of current period revenue.
(2) The 2027 goals presented herein reflect certain estimates and assumptions of management as of the date hereof and any forward-looking statements made herein speak only as of the date hereof. These are not projections and there can be no assurance that these goal are indicative of the future performance of the Company. Actual results may vary, and such variance may be material.

Land and expand customers with five key growth levers

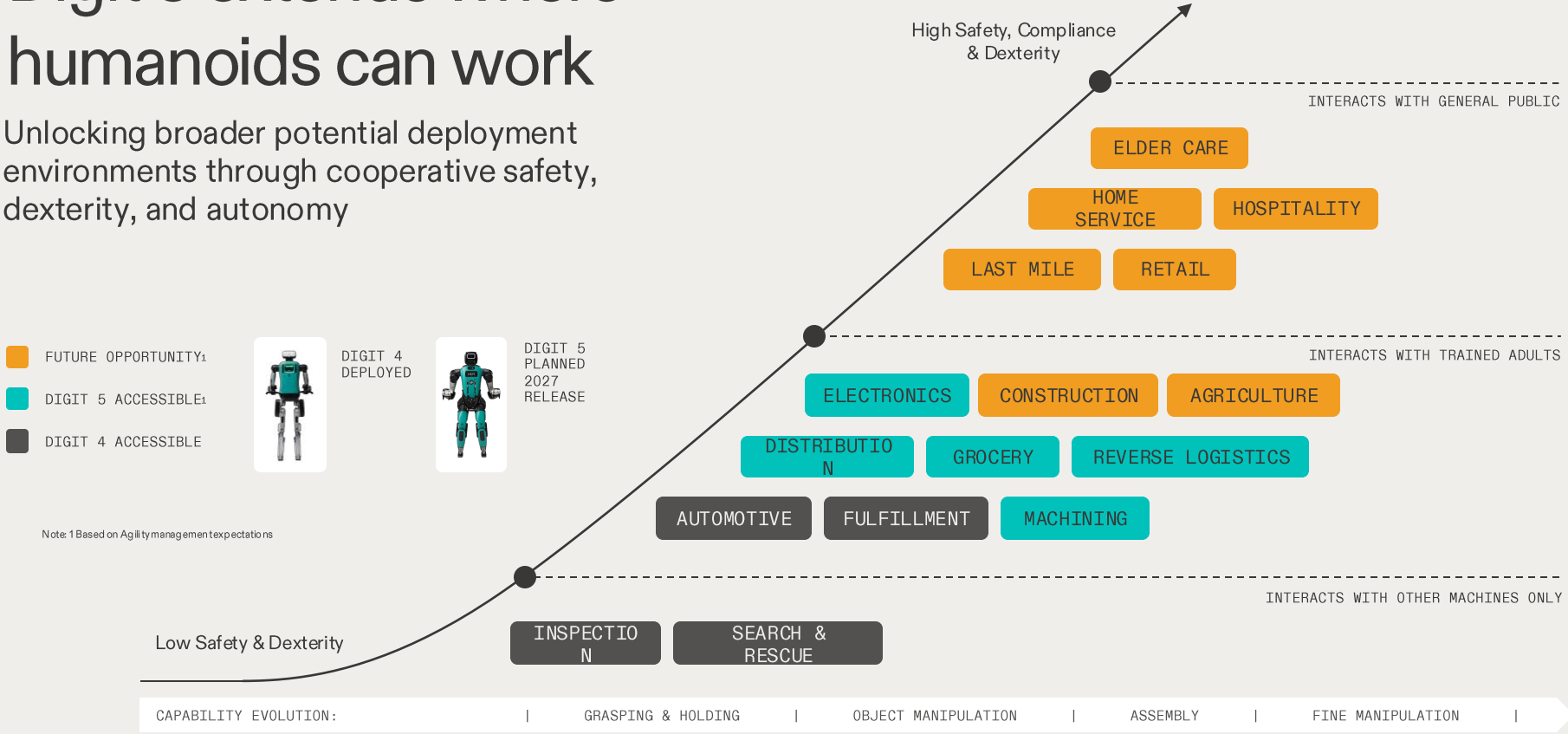


WHY WE WIN

- Safety
- Accuracy
- Uptime
- Throughput
- ROI

Digit 5 extends where humanoids can work

Unlocking broader potential deployment environments through cooperative safety, dexterity, and autonomy



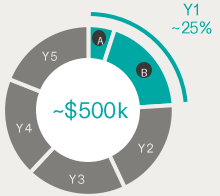
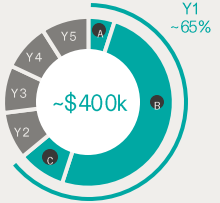
Note: 1 Based on Agility management expectations

Note: 1 Based on Agility management expectations

Compelling unit economics to Agility

Both adoption models have the potential to generate attractive revenue and margin across Digit's lifecycle

Agility

ADOPTION MODEL	AGILITY REVENUE DRIVERS By adoption model	ILLUSTRATIVE REVENUE(2) Agility realization by year	AGILITY UNIT ECONOMICS EVOLUTION BOM →	Launch	1k/Yr	10k/Yr
1 **RaaS** (Robots-as-a-Service) **$300M+(1)** committed orders for Digit 5	A One-time deployment fee B Annual RaaS subscription fee Includes access to Arc software and Digit maintenance services		Payback(3) (Years)	~1.5	<1.0	<0.5
			Product Margin(4) (%)	~50%	~70%	~75%
2 **Ownership** (plus software and maintenance services)	A One-time deployment fee B Upfront Digit purchase C Annual Arc subscription and maintenance services		Payback(5) (Years)	Time of Sale		
			Product Margin(4) (%)	~40%	~60%	~70%

Note: See disclaimer slides section "Unit Economics and Use of Projections and Data." Figures for illustrative purposes only. (1) Reflects custom e orders for Digit 5, as of May 2026, representing potential multi-year value expected to be realized over time, subject to the realization of certain contractual milestones and relates to 1,000 Digit 5 robots with three-year term RaaS contract, which includes warrants issued to purchaser vesting proportionately to robots deployed; figures are not a measure of current period revenue. (2) For illustrative purposes only based on illustrative management estimates. Reflects the illustrative cumulative revenue realized by Agility over the assumed 5-year useful life of Digit. In the RaaS model, illustrative revenue includes 5 years of RaaS annual subscription fee payments plus a ~$25k one-time deployment fee. In the Ownership model, illustrative revenue includes the upfront purchase of Digit and a one-time ~$20k deployment fee plus annual software subscription fees and annual maintenance services. (3) Reflects the amount of time before RaaS payment subscription fees received by Agility exceed the total Bill-of-Materials (BOM) for Digit. (4) Calculated over a 5-year period as (Cumulative Revenue – Cumulative Cost) / Cumulative Revenue. Cumulative cost under both models includes upfront Digit BOM, one-time ~$15k deployment costs, and annual ~$15k costs of delivery for software and maintenance provided by Agility. Excludes corporate SG&A and R&D costs. (5) Immediate payback given upfront purchase price of Digit is greater than the Digit BOM.

Key model assumptions

ASSUMPTION	COMMENTARY
Selling, General, & Administrative Expenses[1]	• Near-term assumption: Approximately $60 million in 2026. Approximately 20% CAGR through 2028 • Long-term assumption: Approximately 10% of revenue
Research & Development Expenses	• Before commercial deployment: Approximately $115 million in 2026. Approximately 15% CAGR through 2028 • Long-term assumption: Approximately 15% of revenue
Capital Expenditures	• Near-term assumption: Approximately $8 million total through 2028 • Long-term assumption: Approximately 0.5% of revenue

Agility

Note: See disclaimer slides section "Unit Economics and Use of Projections and Data." Figures for illustrative purposes only based on internal management estimates. (1) Excludes potential incremental public company costs.

Agility aims to be publicly traded in 4Q 2026

Nasdaq: CCXI → Nasdaq: AGLT







Attractive valuation given long-term growth outlook and humanoid industry benchmarks

Transaction supported by ~$200 million incremental capital, anchored by Foxconn

No cash to shareholders – transaction accelerates commercial deployment and scale

Agility

Peggy Johnson

CHIEF EXECUTIVE OFFICER

Agility is ready to scale

Revenue-generating business

Proprietary technology

Deployed in the field

Proven customer demand

Established infrastructure



Q&A




Agility

RISK FACTORS (1/3)

All references to "Agility," the "Company, "we," "us" or "our" refer to the business of Agility Robotics, Inc. and its consolidated subsidiaries. The risks presented below are certain of the general risks related to the business of the Company and the Business Combination, and such list is not exhaustive. The list below is qualified in its entirety by disclosures contained in future documents filed or furnished by the Company and Churchill, with the U.S. Securities and Exchange Commission ("SEC"), including the documents filed or furnished in connection with the proposed transactions between the Company and Churchill. The risks presented in such filings will be consistent with those that would be required for a public company in its SEC filings, including with respect to the business and securities of the Company and Churchill and the proposed transactions between the Company and Churchill, and may differ significantly from and be more extensive than those presented below.

Investing in securities (the "Securities") to be issued in connection with the Business Combination involves a high degree of risk. You should carefully consider these risks and uncertainties, together with the information in the Company's consolidated financial statements and related notes, and should carry out your own due diligence and consult with your own financial and legal advisors concerning the risks and suitability of an investment in the securities, before making an investment decision. There are many risks that could affect the business and results of operations of the Company, many of which are beyond its control. If any of these risks or uncertainties occur, the Company's business, financial condition and/or operating results could be materially and adversely harmed. Additional risks and uncertainties not currently known or those currently viewed to be immaterial may also materially and adversely affect the Company's business, financial condition and/or operating results. If any of these risks or uncertainties actually occurs, the value of the Company's equity securities may decline, and any investor of the securities may lose all or part of its investment.

Risks Related to Our Business

Capital Requirements and Cost Fluctuations. Our business and our future plans for expansion are capital-intensive, and the specific timing of cash inflows and outflows may fluctuate substantially from period to period. Agility has yet to achieve positive operating cash flow and expects to incur significant expenses and continuing losses for the foreseeable future. Our operating plan may change because of factors currently unknown, and we may need to seek additional funds sooner than planned, through public or private equity or debt financings or other sources. Such financings may result in dilution to our stockholders, imposition of debt covenants and repayment obligations or other restrictions that may adversely affect our business. If we cannot obtain sufficient capital on acceptable terms, or at all, our business, financial condition and results of operations may be adversely affected.

Commercialization and Manufacturing. Our limited operating history makes it difficult to evaluate our future prospects and the risks and challenges we may encounter. Agility has limited experience commercializing its humanoid robot, Digit, at scale, and Agility has unveiled Digit 5, but it remains under development and is not yet commercially available. Although RoboFab is designed for up to 10,000 units per year, Agility may not achieve its planned manufacturing capacity or production targets, or develop cost-effective production capabilities. Agility expects a strategic rollout of Digit 5 to existing partners in the first half of 2027, EU and UK access in 2027 subject to obtaining a CE mark and other regulatory marks, and general availability by the end of 2027; however, commercial launch, rollout to customers and customer demand may be delayed or may not occur at all. Features, specifications, capabilities and design are illustrative and subject to change. Commercial deployment of Digit 5 may be delayed beyond projected timelines due to technical challenges in bipedal locomotion, software reliability, regulatory requirements, supply chain constraints, manufacturing difficulties, design errors, safety concerns, or errors in our software, hardware, systems or processes. We may experience difficulties in managing our growth and expanding our operations, and it is possible that our technology will have more limited performance or applications than currently anticipated. In addition, anticipated use-case expansion, including machine tending skills expected to expand from Q3 2026 through H2 2027 and beyond, may not occur on that timeline or at all due to technical, manufacturing, safety, regulatory, customer deployment or other risks, any of which could materially adversely affect our business, financial condition and results of operations.

Existing Digit 5 Orders. Agility has more than $300 million in multi-year orders for Digit 5, but these orders represent potential multi-year value expected to be realized over time, are subject to the realization of contractual milestones, and relate to 1,000 Digit 5 robots under a three-year Robots-as-a-Service contract that includes warrants issued to the purchaser vesting proportionately as robots are deployed. These orders are not a measure of current-period revenue and may not convert into revenue. Agility's ability to convert its orders and pipeline into revenue may be adversely affected by delays in development, manufacturing, deployment, customer adoption or other factors.

Customers. We rely on a limited number of customers for a significant portion of our revenue, and the loss of any one of those customers may adversely affect our business, financial condition and results of operations. Many of our current and potential customers are large corporations with substantial negotiating power, exacting product, quality and warranty standards and potentially competitive internal solutions. If we are unable to sell our products to these customers or are unable to enter into agreements with such potential customers, suppliers and production counterparties on satisfactory terms, our prospects and results of operations will be adversely affected.

Competition. Competition in the humanoid and bipedal robotics market is intensifying from well-funded entrants—including Tesla, Figure AI, Apptronik, 1X Technologies, Boston Dynamics, and Sanctuary AI—many of which have significantly greater financial, technical, and marketing resources than Agility. Advances in competing automation technologies, including AMRs, AI-driven software solutions, and fixed warehouse automation, could supplant the benefits offered by Digit at lower cost or with less operational complexity.

Our Industry. Humanoid robots are an emerging and unproven category of robotics that has not yet achieved broad commercial deployment. The market for humanoid bipedal robots designed to work alongside humans in warehouse, logistics, and manufacturing environments is nascent, and customer adoption may be slower than anticipated relative to established automation solutions with longer track records.

Unit Economics. It is possible that the unit economics of our humanoid robot solutions, including the estimated 5-year useful life assumption, do not materialize as expected, which could significantly hinder our ability to generate a commercially viable product at scale and adversely affect our business prospects. Our adoption models include Robots-as-a-Service (RaaS) and Ownership models, each with different pricing and revenue drivers, and changes to our anticipated pricing or revenue models may adversely affect our results. Further, anticipated bill of materials (BOM) cost reductions at scale may not be realized. Our estimates, projections and forecasts in this presentation relating to the future development of our technology and the anticipated capital costs and adoption rates are subject to significant uncertainty and are based on assumptions and estimates that may prove inaccurate.

RISK FACTORS (2/3)

Risks Related to our Business (cont.)

Preliminary Financial Information. Preliminary unaudited financial information presented for 2024A and 2025A may change, potentially materially, upon completion of the audit and related review, and final audited financial statements may differ significantly from the preliminary information presented.

Supply Chain and Trade Restrictions. Agility relies on global supply chains for semiconductors, batteries, sensors, actuators, and specialty alloys, and disruptions—whether caused by geopolitical events, natural disasters, pandemics, or tariffs—could delay production, increase costs, and limit Agility's ability to fulfill customer orders. Although approximately 75% of Digit parts are sourced in the U.S. and Agility has a domestic supply base, reliance on the remaining global supply chain and the domestic supply base still carries risk. Changes in trade policy, including tariffs and "Buy American" requirements, could further disrupt Agility's supply chain and raise input costs. As a result of such factors, we may not be able to secure materials and components to manufacture sufficient quantities of our products to match demand. More generally, uncertain global macroeconomic and political conditions could materially adversely affect our business prospects, financial condition, results of operations and cash flows.

Product Safety and Liability. Digit operates alongside human workers and the humanoid form factor and bipedal locomotion present unique safety risks. Digit 5's cooperative safety features are intended to allow it to work alongside humans without safety barriers, but those features are still in development and may not perform as expected or obtain or maintain compliance with applicable ISO safety standards, including ISO 25785-1. Even if developed and compliant, safety features do not eliminate all operational risk. Design flaws, defects, software errors, or unintended AI-driven behaviors could result in product recalls, injury to co-located workers, product liability claims, and significant litigation expenses. Agility's current and future insurance coverage may not be adequate to cover all potential liabilities and business risks or may be prohibitively expensive. In addition, our brand and reputation may be harmed by negative publicity or safety and other concerns. Failure to maintain, protect and enhance our brand may limit our ability to expand or retain our customer base.

Regulatory Environment. The regulatory framework for robotics, AI-enabled products, and humanoid robots operating in shared workspaces is rapidly evolving. Failure to comply with new or changing regulations—including evolving AI-governance laws, industrial safety standards, and privacy requirements—could lead to product withdrawal, increased costs, or restrictions on deployment.

Intellectual Property. We may not be able to adequately obtain, maintain, protect or adequately enforce our intellectual property rights or prevent unauthorized parties from copying or reverse engineering our solutions in a cost-effective manner, or at all. There can be no assurance that our patent applications will be granted, that issued patents will not be challenged or invalidated, or that our trade secrets will not be disclosed or independently developed by competitors. Further, third-party claims that we are infringing intellectual property rights, whether successful or not, could subject us to costly and time-consuming litigation or expensive licenses.

Cybersecurity and AI. We are subject to cybersecurity risks to operational systems, security systems, infrastructure, integrated software and partners' and customers' data processed by us or third-party vendors or suppliers and any material failure, weakness, interruption, cyber event, incident or breach of security may prevent us from effectively operating our business. Interruption or failure of information technology and communications systems that we rely upon may adversely affect our business, financial condition and results of operations. We also rely on third-party AI and foundation model providers and strategic partners, including NVIDIA, and such relationships may not continue or expand. Further, issues relating to our use of artificial intelligence, combined with an uncertain legal and regulatory environment, may adversely affect our business, financial condition and results of operations.

RISK FACTORS (3/3)

Risks Related to the Business Combination

Transaction Costs. Both Churchill and Agility will incur significant transaction costs in connection with the Business Combination. Whether or not the Business Combination is completed, the incurrence of these costs will reduce the amount of cash available to be used for other corporate purposes by Churchill if the Business Combination is not completed.

Contingencies of Business Combination. The consummation of the Business Combination is subject to a number of conditions and if those conditions are not satisfied or waived, the Business Combination Agreement may be delayed or terminated in accordance with its terms and the Business Combination may not be completed. There is no certainty as to the timing of the consummation of the Business Combination.

Key Personnel. The ability to successfully effect the Business Combination and the Combined Company's ability to successfully operate the business thereafter will be largely dependent upon the efforts of certain of our key personnel, all of whom we expect to stay with the Combined Company following the Business Combination. The loss of such key personnel could negatively impact the operations and financial results of the Combined Company.

Redemption. If a significant number of Churchill's Ordinary Shares are elected to be redeemed in connection with the Business Combination, the stock ownership of the Combined Company will be highly concentrated, which will reduce the public "float" and may have a depressive effect on the market price of the common stock of the Combined Company. Redemptions will also reduce the amount of capital available to the Combined Company following the Business Combination.

Dilution. Churchill's shareholders will experience dilution as a consequence of, among other transactions, the issuance of the Combined Company's common stock as consideration in the Business Combination. Having a minority share position may reduce the influence of Churchill's current shareholders over the management of the Combined Company.

Value of Securities. The benefits of the Business Combination may not be realized to the extent currently anticipated by Agility and Churchill, or at all. The ability to recognize any such benefits may be affected by, among other things, competition, the ability of the Combined Company to grow and manage growth profitably, maintain relationships with customers and suppliers and retain its management and key employees. If the Business Combination's benefits do not meet the expectations of investors or securities analysts, the market price of Churchill's securities or, following the consummation of the Business Combination, the value of the Combined Company's securities, may decline. Further, an active trading market for the Combined Company's securities may not develop, which may limit your ability to sell such securities. In addition, securities of many companies formed through SPAC mergers such as the proposed Business Combination have experienced a material decline in price relative to the share price of the SPAC prior to the merger.

Volatility. After the closing of the Business Combination, sales of a substantial number of shares of the Combined Company's stock in the public market by existing shareholders could cause the stock price to decline. Further, after the closing of the Business Combination, a significant number of shares of the combined company's stock will be subject to issuance upon exercise of outstanding warrants, which may result in dilution to the Combined Company's shareholders.

Stock Exchange Approval. There can be no assurance that the Combined Company's securities will be approved for listing on Nasdaq or that the Combined Company will be able to comply with the continued listing standards of Nasdaq.

Conflicts of Interest. Some of Churchill's officers and directors and its Sponsor may have conflicts of interest that may influence or have influenced them to support or approve the Business Combination without regard to your interests or in determining whether Agility is an appropriate target for Churchill's initial business combination.

Legal Proceedings. Legal proceedings in connection with the Business Combination, the outcomes of which are uncertain, could delay or prevent the completion of the Business Combination. Because Churchill is incorporated under the laws of the Cayman Islands, in the event the Business Combination is not completed, you may face difficulties protecting your interests and your ability to protect your rights through the U.S. federal courts may be limited.

Compliance with Laws. Changes in laws or regulations, or a failure to comply with any laws and regulations, may adversely affect us and the Combined Company's business, including Churchill, and our ability to consummate the Business Combination, and results of operations. Further, we expect to incur significantly increased costs as a result of and devote substantial management time to operating as a public company.