

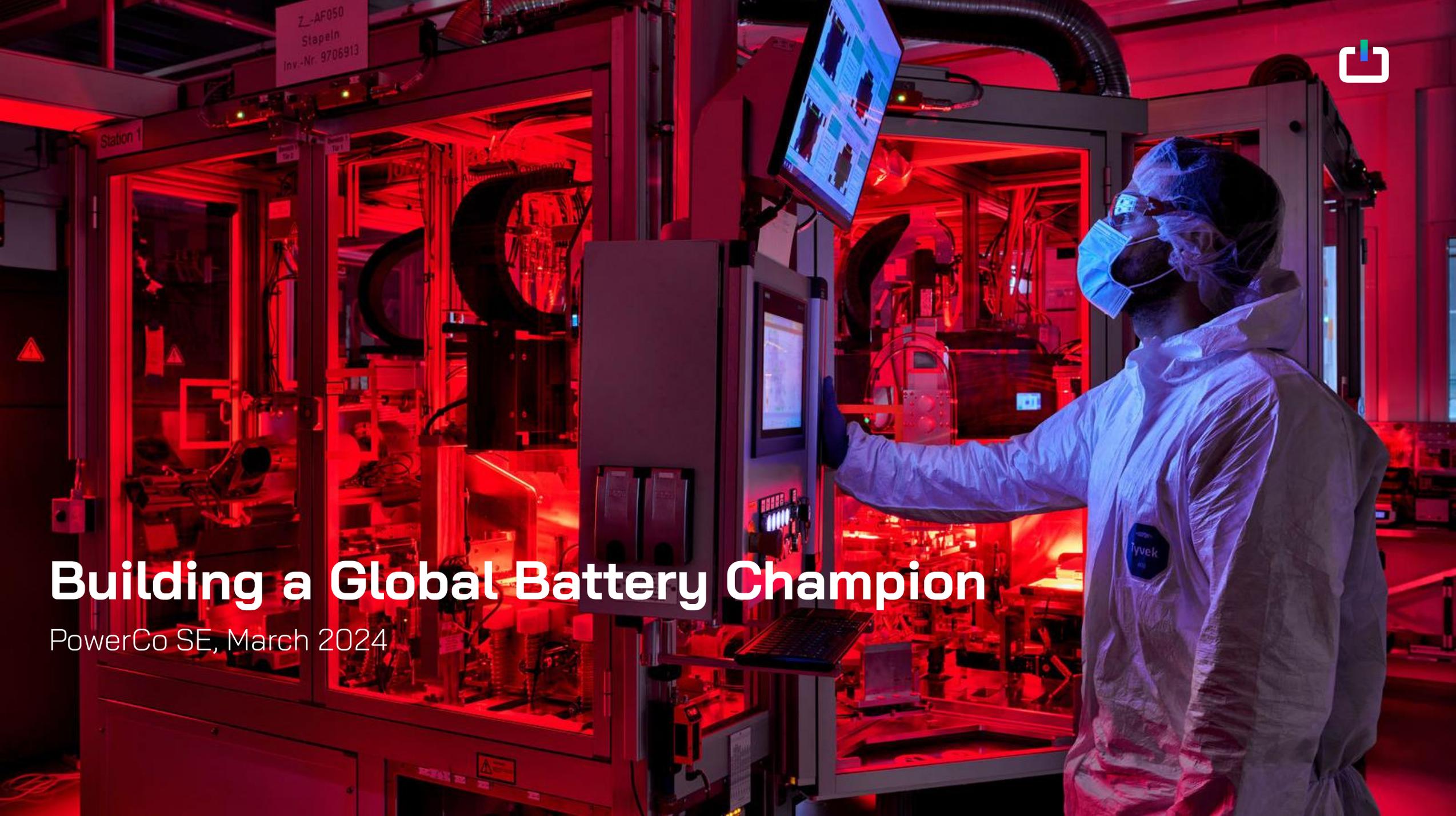


Z-AF050
Slapeln
Inv.-Nr 9706913

Station 1

Building a Global Battery Champion

PowerCo SE, March 2024



Disclaimer



The following presentations as well as remarks/comments and explanations in this context contain forward-looking statements on the business development of PowerCo. These statements are based on assumptions relating to the development of the economic, political and legal environment in individual countries, economic regions and markets, and in particular for the automotive industry, which we have made on the basis of the information available to us and which we consider to be realistic at the time of going to press. The estimates given entail a degree of risk, and actual developments may differ from those forecast. All figures are rounded, so minor discrepancies may arise from addition of these amounts.

At the time of preparing these presentations, it is not yet possible to conclusively assess the specific effects of the latest developments in the Russia-Ukraine conflict on the PowerCo business, nor is it possible to predict with sufficient certainty to what extent further escalation of the Russia-Ukraine conflict will impact on the global economy and growth in the industry in fiscal year 2024.

Any changes in significant parameters relating to our key sales markets, or any significant shifts in exchange rates, energy and other commodities or the supply with parts relevant to PowerCo will have a corresponding effect on the development of our business. In addition, there may also be departures from our expected business development if the assessments of the factors influencing sustainable value enhancement and of risks and opportunities presented develop in a way other than we are currently expecting, or if additional risks and opportunities or other factors emerge that affect the development of our business.

We do not update forward-looking statements retrospectively. Such statements are valid on the date of publication and can be superseded. This information does not constitute an offer to exchange or sell or an offer to exchange or buy any securities.

PowerCo: How we win.

- 1 De-risked entry into double-digit growth market**
Up to 4.5TWh global market in 2030 | Favorable demand dynamics in EU & NA | A leading player from day one
- 2 Unified Cell Design is our technology bedrock**
UFC format across leading chemistries | Competitive cell performance & cost | Strong innovation pipeline
- 3 Global factory scale-up backed by integrated supply chain**
Launch in 2025 | Standardized gigafactories in EU and NA | Vertical integration strategy
- 4 Sustainability at our core**
Carbon-neutral production | Responsible mining and materials | Focused on closed-loop
- 5 PowerCo and VW Group – partners with complementing strengths**
Significant demand | Aligned interest in successful scale-up | Industrialization track-record
- 6 Credible business plan with competitive margins**
In execution for up to ~200 GWh capacity in 2030 | Ambition of 10%+ EBIT margin | Plenty of upside





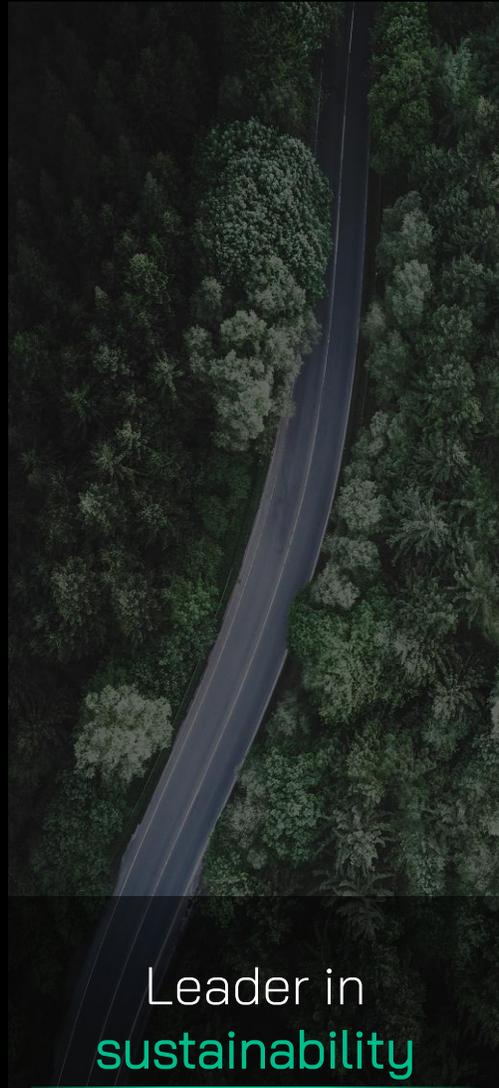
Our vision: Become a global battery champion.



Setting standards



Competitive cell performance & cost



Leader in sustainability



Execution in our DNA



1st address for global talent

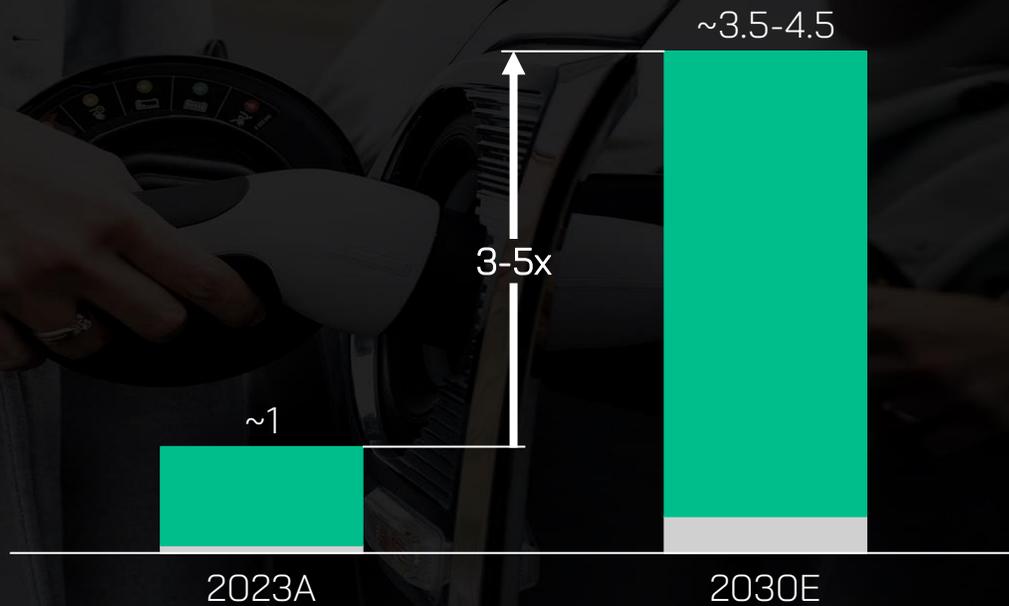


1| Market: De-risked entry into double-digit growth market.

Global battery demand...

[TWh¹]

- Mobility
- Energy Storage Systems

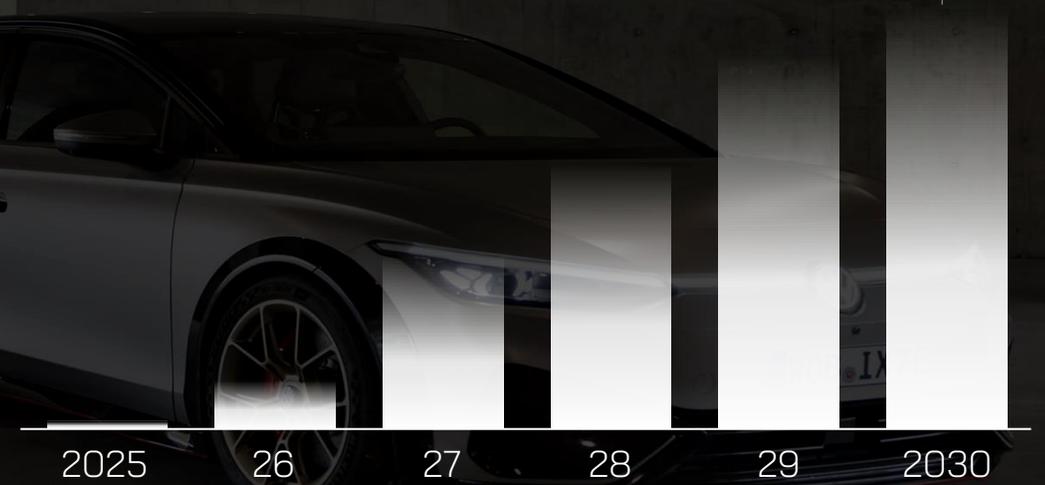


VW Group demand...

[GWh]

VW Group demand for PowerCo

~50%
of worldwide VW Group
demand captured



... outgrowing supply especially in EU and NA²

... de-risks PowerCo baseline

1) Source: Bloomberg NEF; WoodMackenzie; McKinsey Battery Insights. 2) Takes capacity discounts into account due to expected ramp-up delays/ feasibility.



2| Product: UFC design. Low complexity, high standardization.

Selected examples



NMC



Si-Anode



ASSB



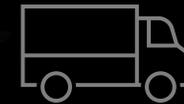
LFP



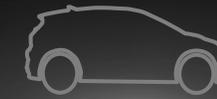
NMC-blends



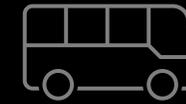
Na-Ion



Trucks



Passenger Cars



Busses



Energy Storage Systems

Adaptable to all leading chemistries, **tailored** to automotive segments

Economies of scale
unlocking
cost advantages

Unique customer focus
resulting in shorter
time-to-market



2| Product: UFC is our bedrock. Ready for what is next.



Best in Class

Performance optimum | High-end chemistry | Si-Anode – ASSB

Volume

Cost and performance | Mainstream chemistry | NMC – NMC blends

Entry

Cost optimum | Low-cost chemistry | LFP – Na-Ion

World-class
R&D partnerships

Strong
innovation pipeline

Highest standardization in
the market

...execution in full swing.



>70k

cells already produced
and tested

- ✓ Excellent **fast charge**
- ✓ Highest **energy density**
- ✓ High **efficiency**
- ✓ Superior **safety**

2| Product: Energy Storage Systems (ESS) diversifying PowerCo.

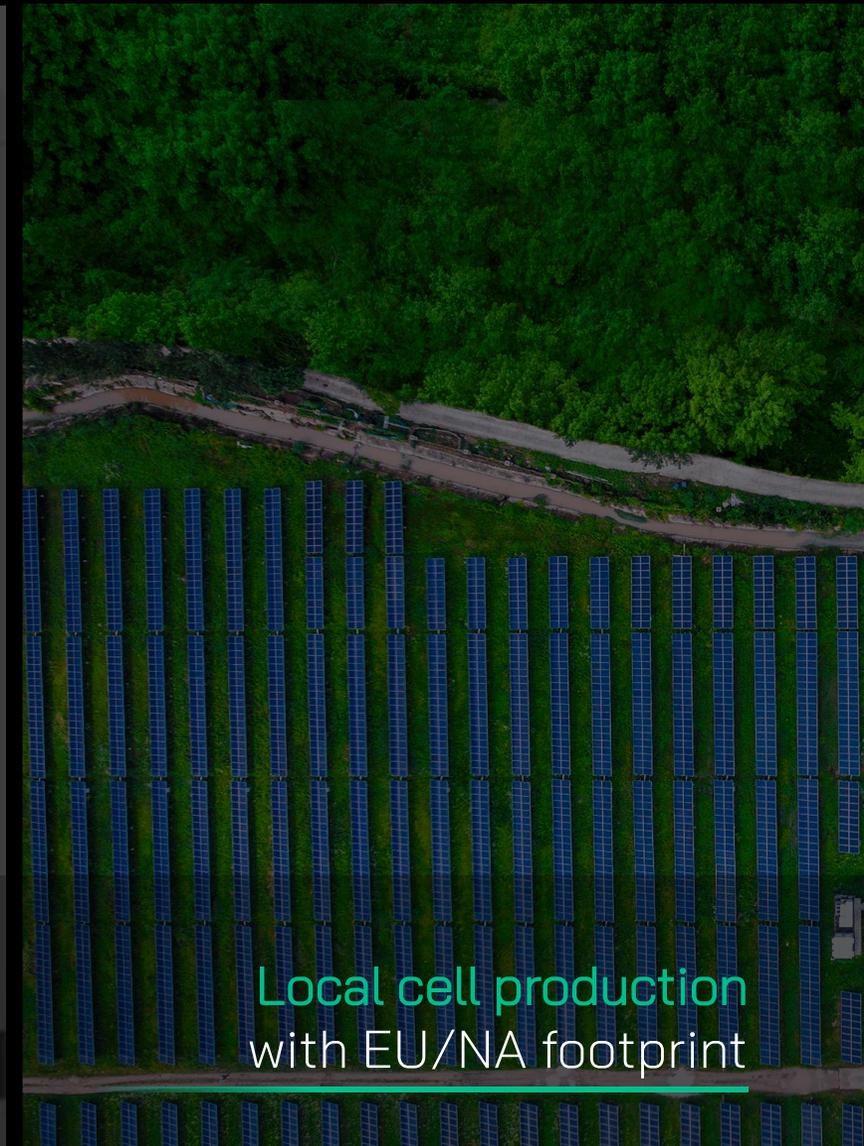


Entry into complementary growth market

1) Non-binding.



Supply term sheet signed with leading system integrator¹



Local cell production with EU/NA footprint

3| Standard factory: Global factory scale-up. Standard, but flexible.



Salzgitter progress

07/22
PowerCo
foundation

✓
Purchase order
of building

✓
Start of
construction

✓
Equipment
installation

Q3/24
C-sample
parts provision

2025
Start of
production

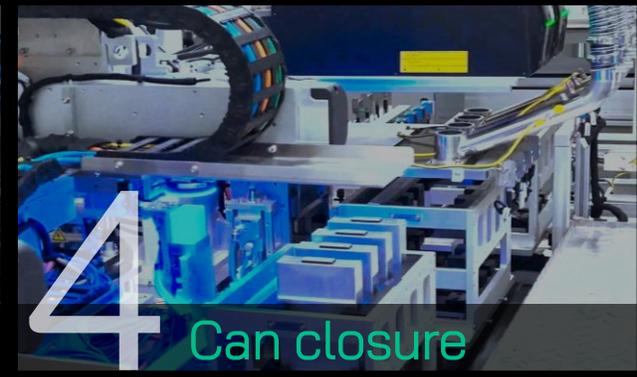
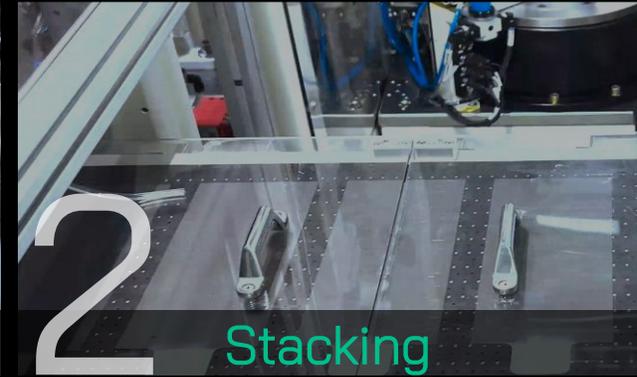
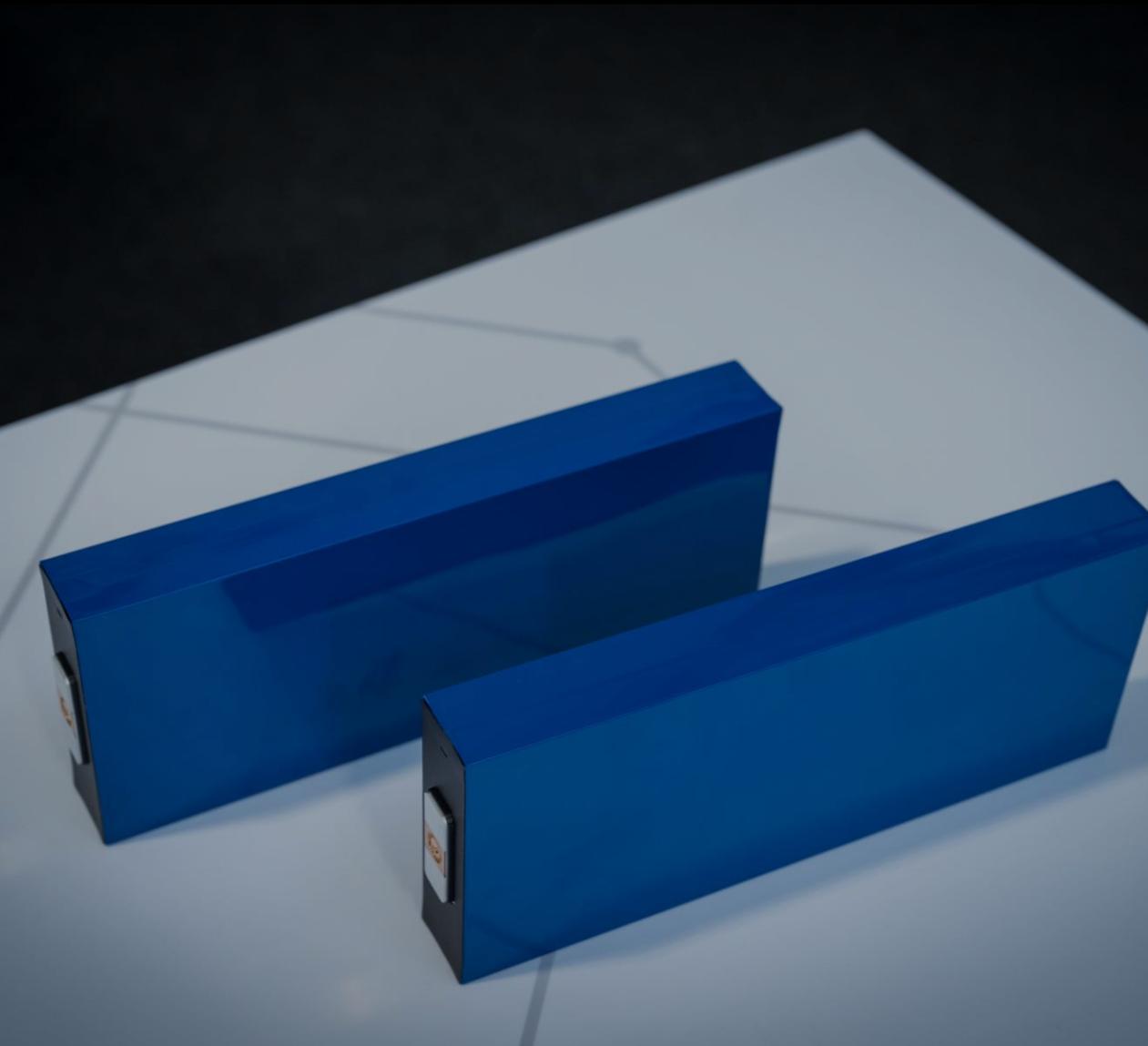
3 factories
in EU and NA totaling
up to ~200 GWh by 2030

SOP in 2025¹
ensured with VW
industrialization expertise

-30% Capex per GWh,
-50% launch time
and process innovations²

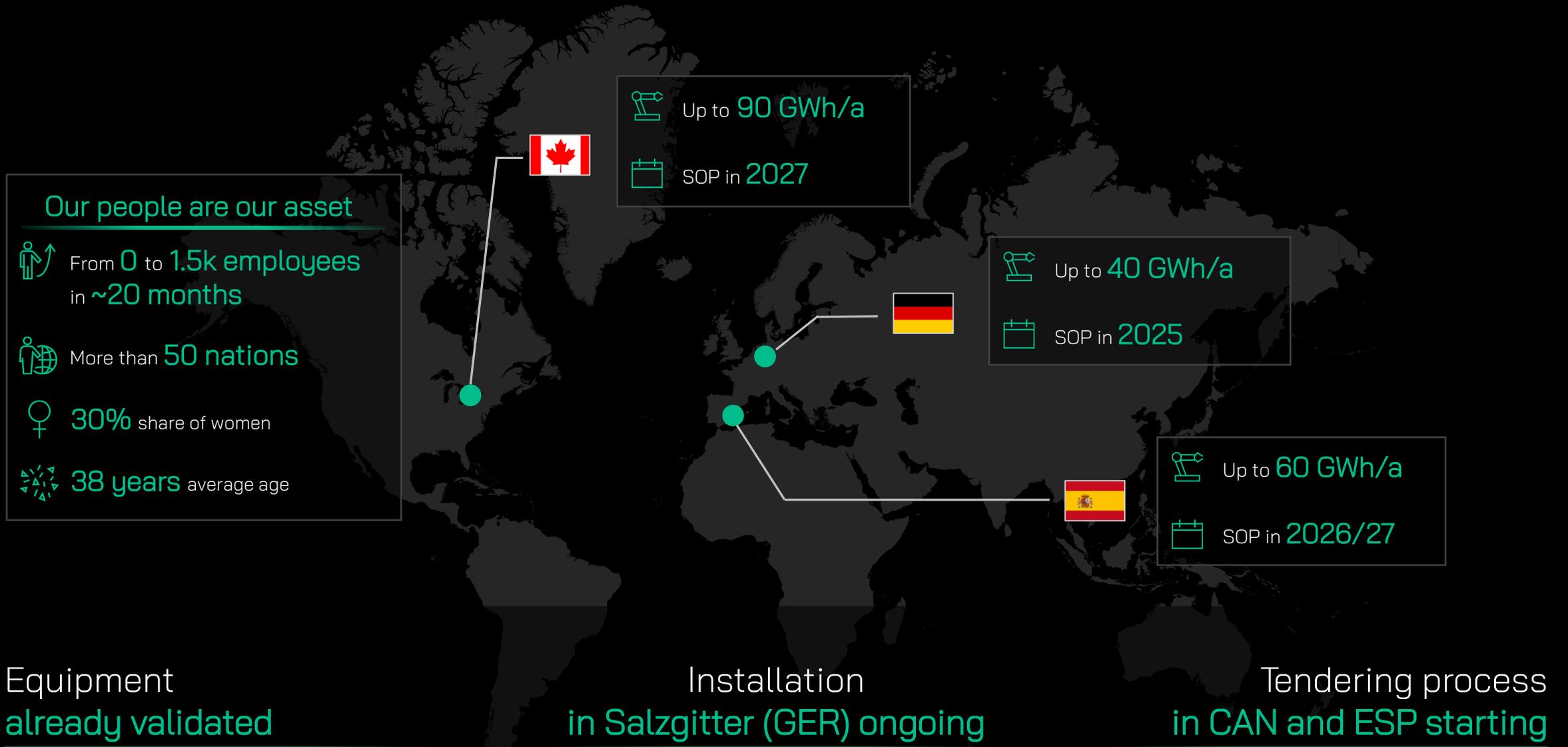
1) First gigafactory Salzgitter (end of 2025). 2) E.g., Dry Coating.

...execution in full swing.





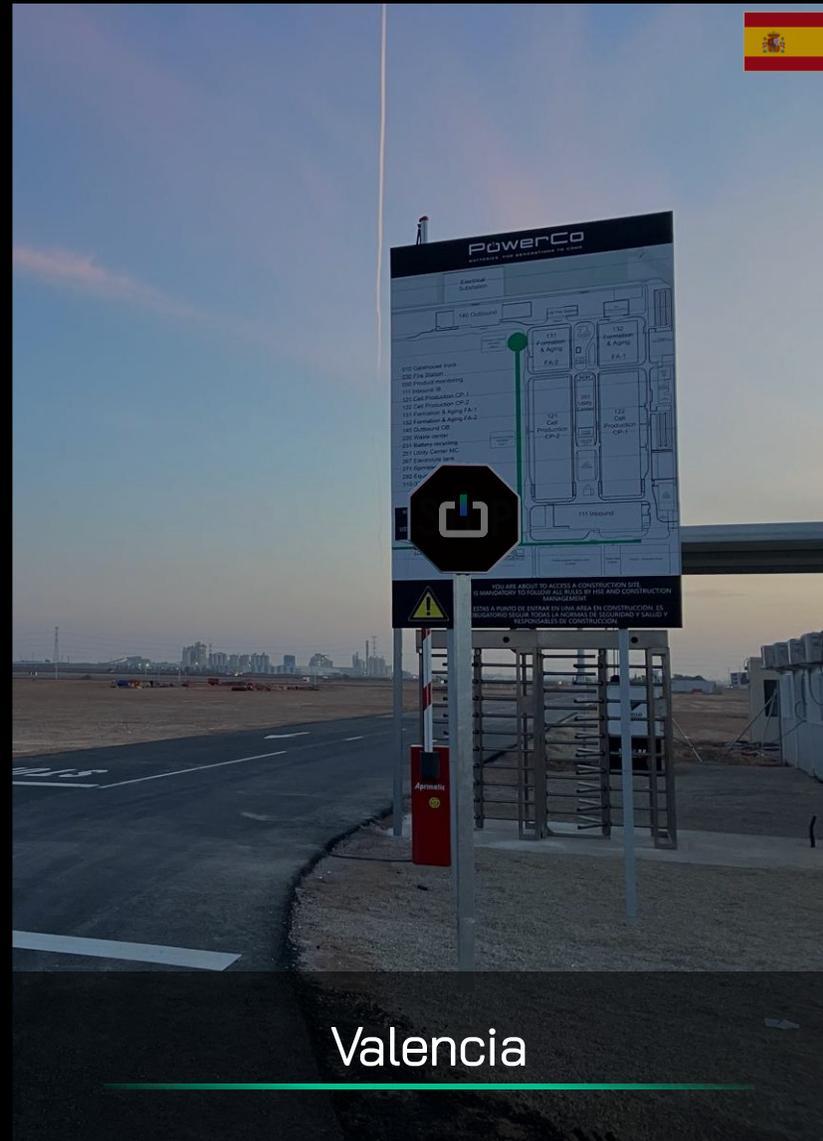
3| Standard factory: Global execution started. Modular approach.



...execution in full swing.



Salzgitter



Valencia



St. Thomas



3| Vertical integration: Critical raw materials secured.

WHY do we focus on vertical integration?

 ESG responsibility

 Volume security

 Control of key cost driver

WHAT is our strategy?

 Setting standards in **sustainable sourcing**

 **Smart capital allocation** via LTAs¹/direct investments

 **80%+** of critical raw materials during ramp-up² already secured

HOW are we engaged?

Selected example



 **JV for cathode material production**, closed in March 2023

 **€3bn joint invest** to produce battery materials for **160 GWh/a** by 2030

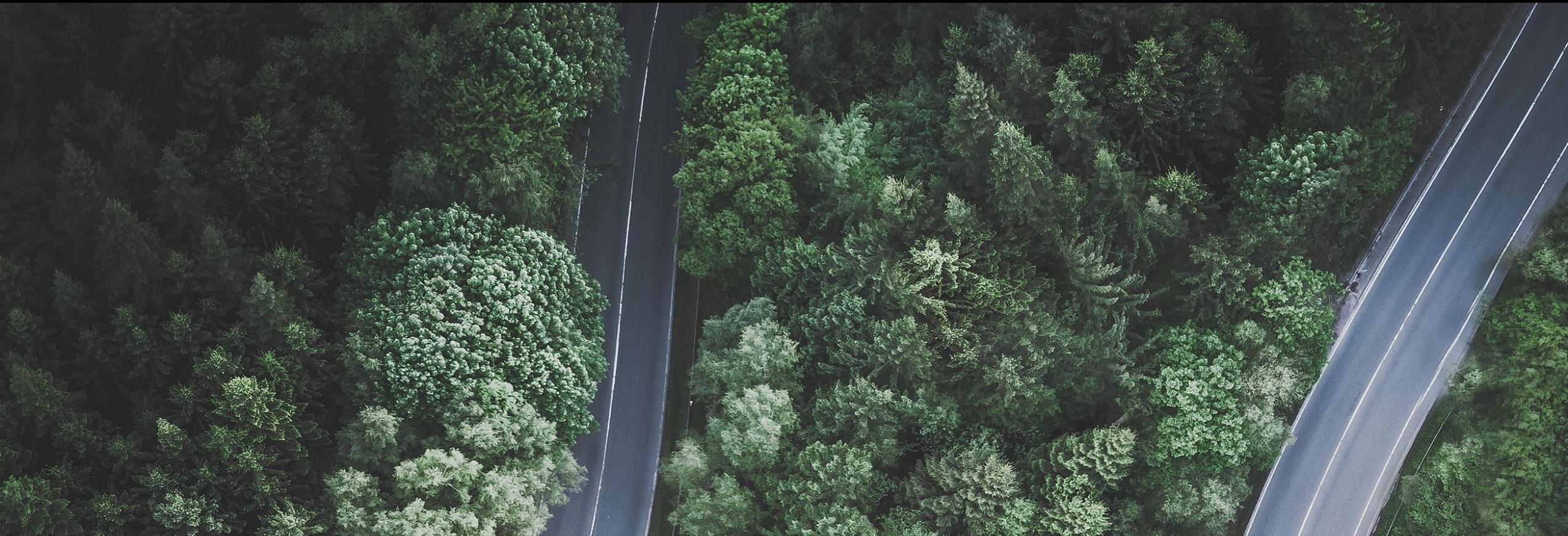
1) Long-term agreement. 2) Until 2028.

...execution in full swing.



Ionway scale-up next to existing Umicore cathode plant

4| Sustainability: At our core. For generations to come.



Sustainability strategy
across supply chain

Carbon-neutral production
in standard factories

Closed loop
approach



5| VW Group: A partnership with complementary benefits.

PowerCo



VOLKSWAGEN
AKTIENGESELLSCHAFT



De-risked volume ramp-up



Unique industrialization track record



Direct access to VW Group platform customers

Strategic technology partner



Competitive and customized cost and product



Local footprint in EU and NA





6| Financials: Credible business plan with competitive margins.

Illustrative



Up to ~200 GWh
capacity in 2030s

>10%
EBIT margin ambition

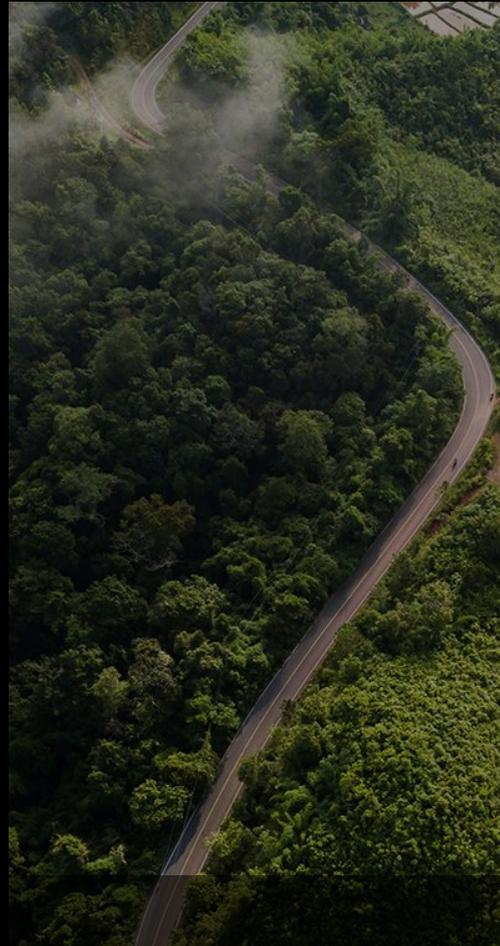
Plenty of
upside potential



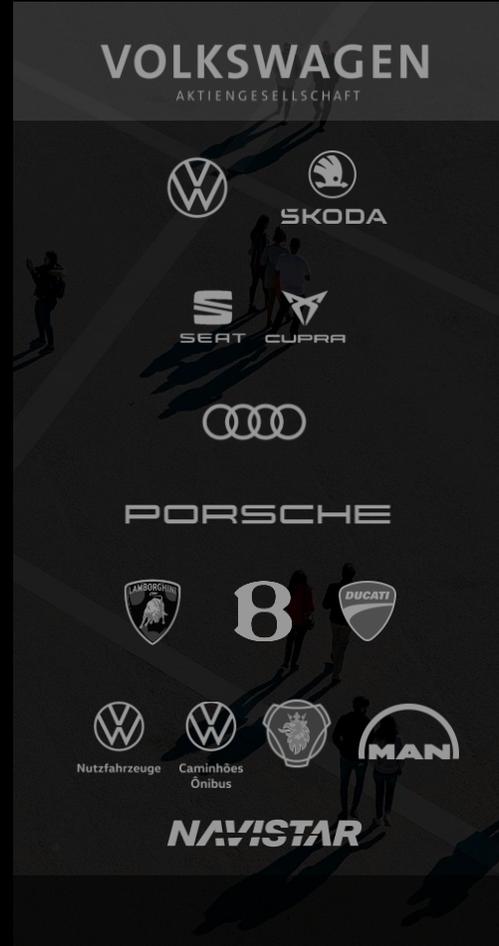
In a nutshell: Batteries. For generations to come.



Battery tech
champion



Sustainability
at our core



VOLKSWAGEN
AKTIENGESELLSCHAFT

SKODA

SEAT CUPRA

AUDI

PORSCHE

LAMBORGHINI B DUCATI

Nutzfahrzeuge Caminhões Ônibus

MAN

NAVISTAR

Strong backbone
with VW Group



Execution
in our DNA



De-risked
approach



Glossary

ASSB	All-solid-state batteries
EBIT	Earnings before interest and taxes
ESG	Environmental, Social, and Governance
ESS	Energy Storage Systems
EU	Europe
GWh	Gigawatt hours
LFP	Lithium iron phosphate
LTA	Long-term agreement
NA	North America
Na-ion	Sodium-ion
NMC	Lithium manganese cobalt oxide
Si	Silicon
SOP	Start of production
TWh	Terawatt hours
UFC	Unified Cell