

# MORROW

06. April 2022

Terje Andersen, CEO

Accelerating the green  
energy transition

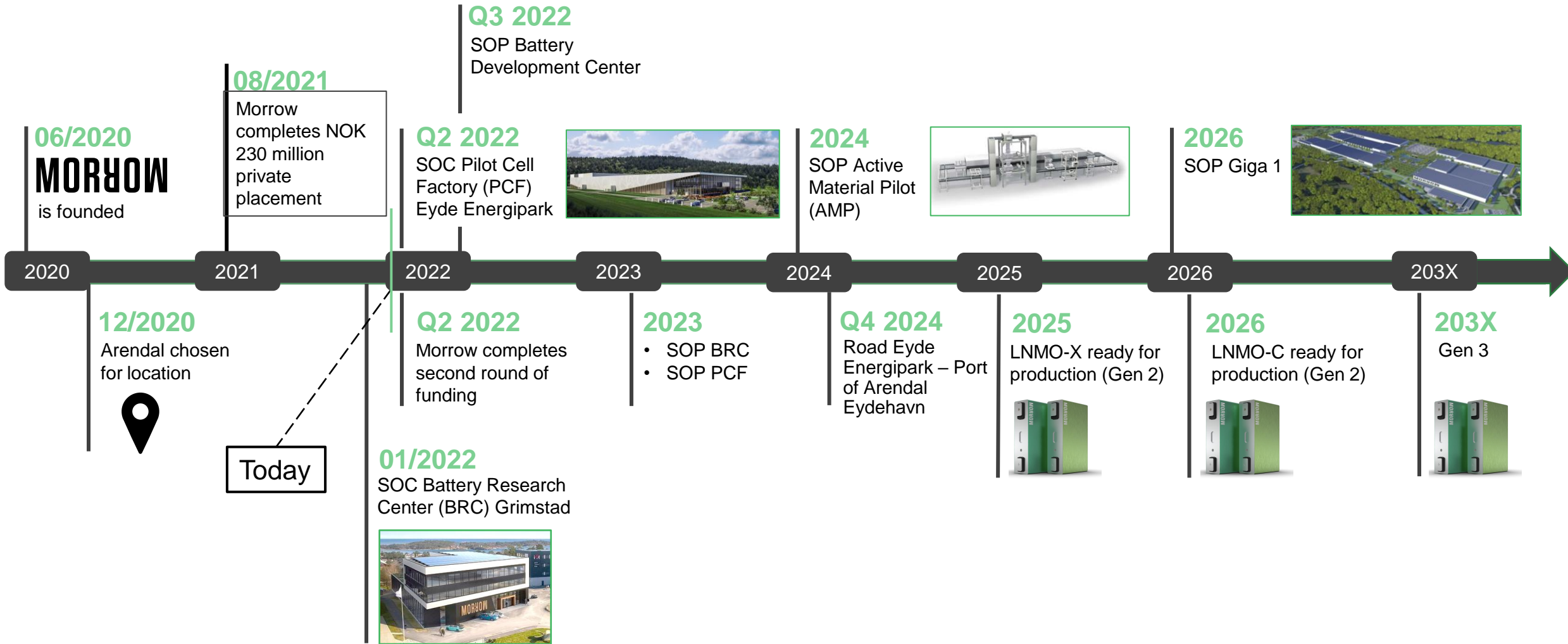


# OUR VISION:

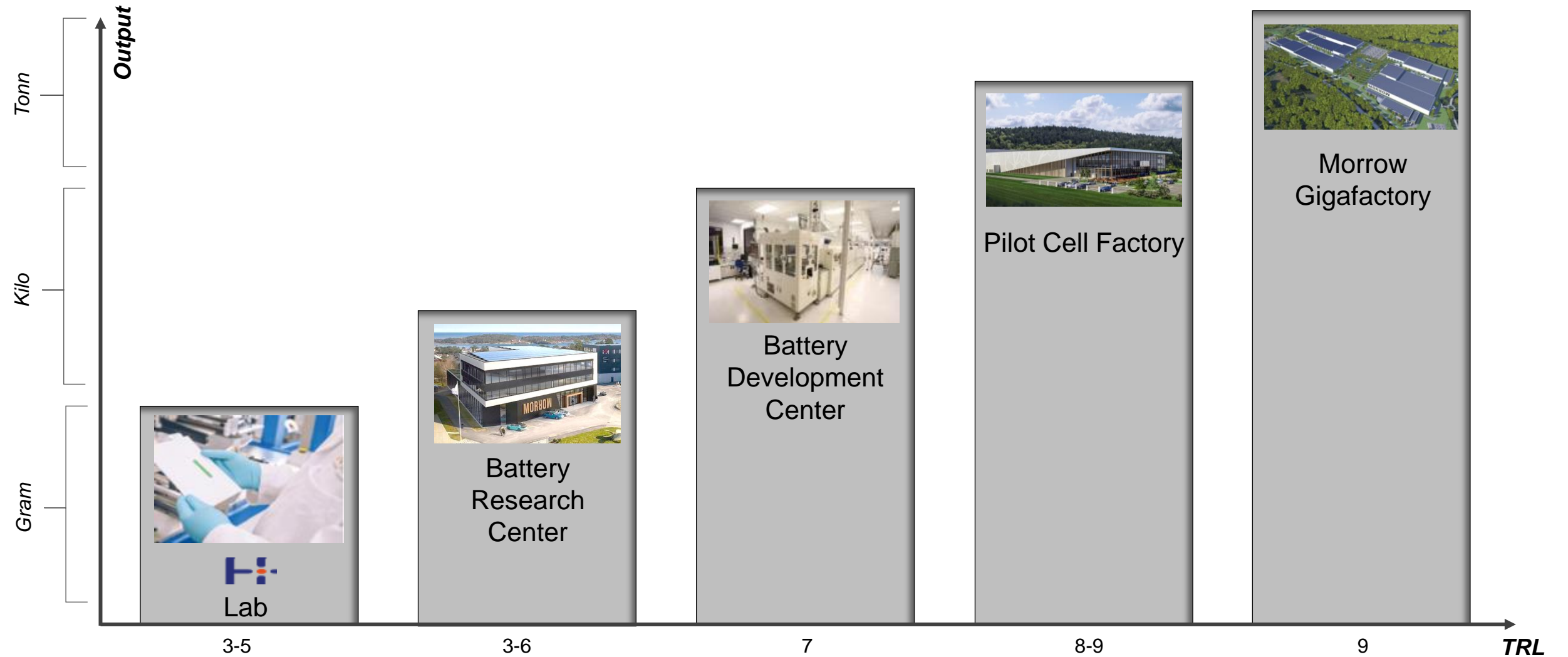
TO DEVELOP AND MANUFACTURE THE MOST COST-EFFECTIVE AND SUSTAINABLE BATTERY CELLS IN THE WORLD – BECOMING A WORLD-LEADING PARTNER FOR ACCELERATING THE GREEN ENERGY TRANSITION



# We are in the beginning of our journey – reaching our ambitious goals

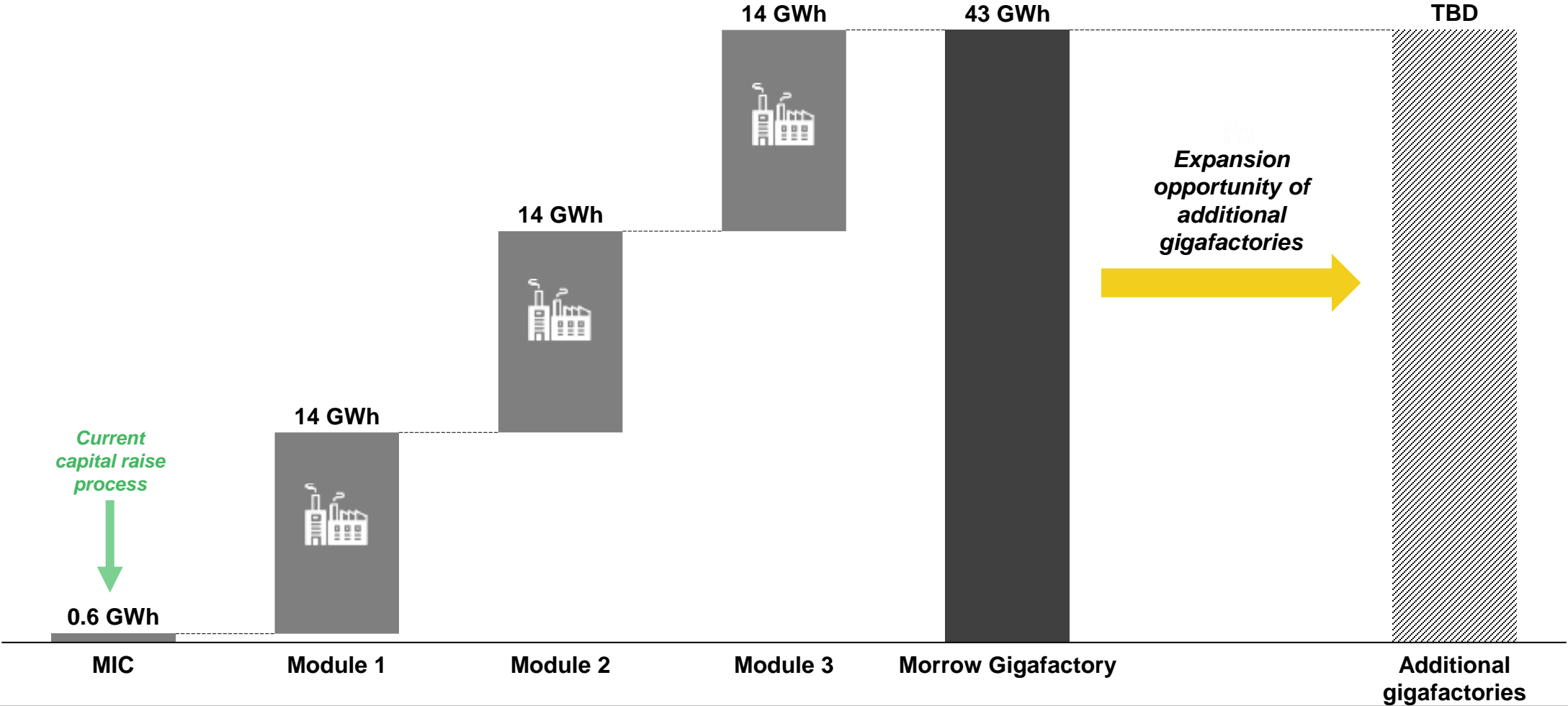


# Morrow will ensure technological leadership through comprehensive development model

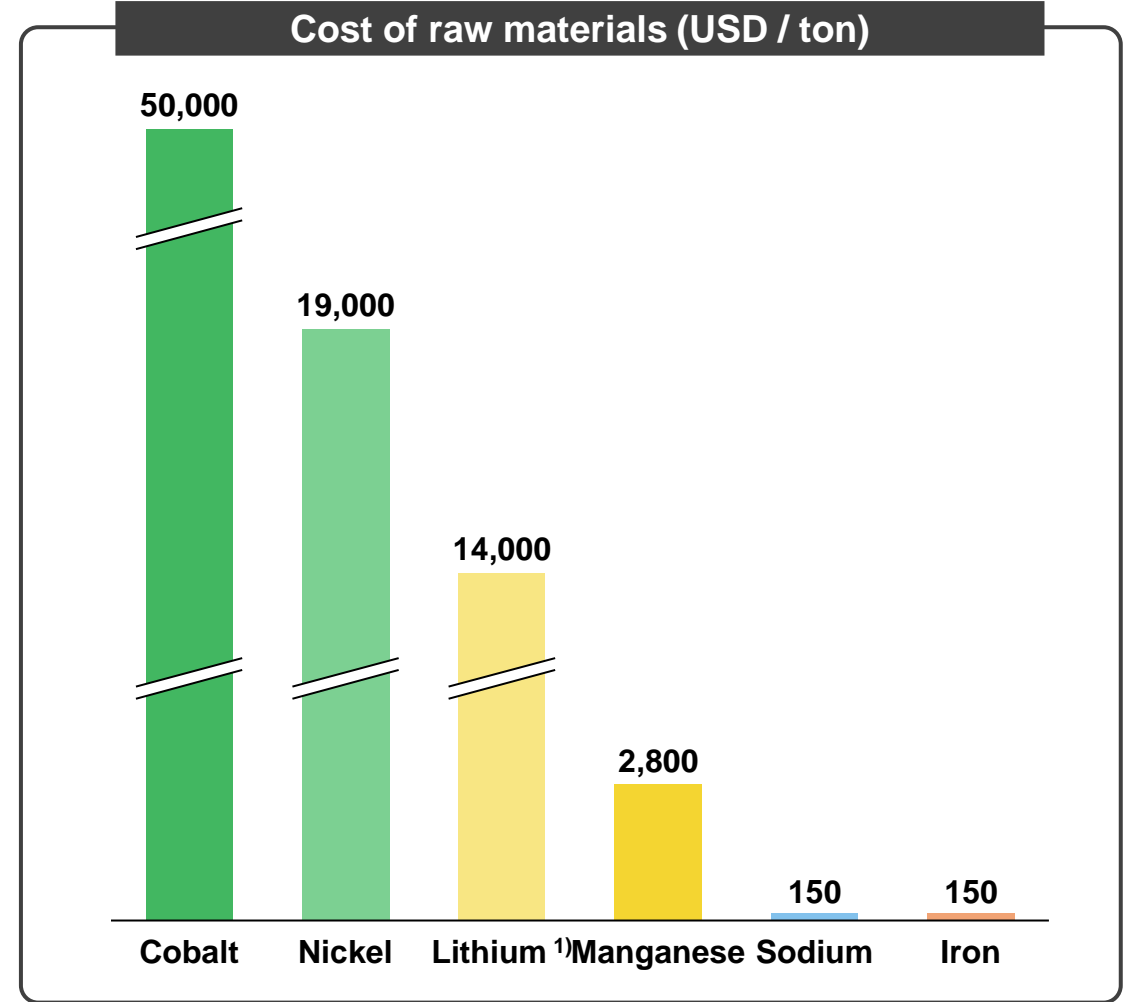
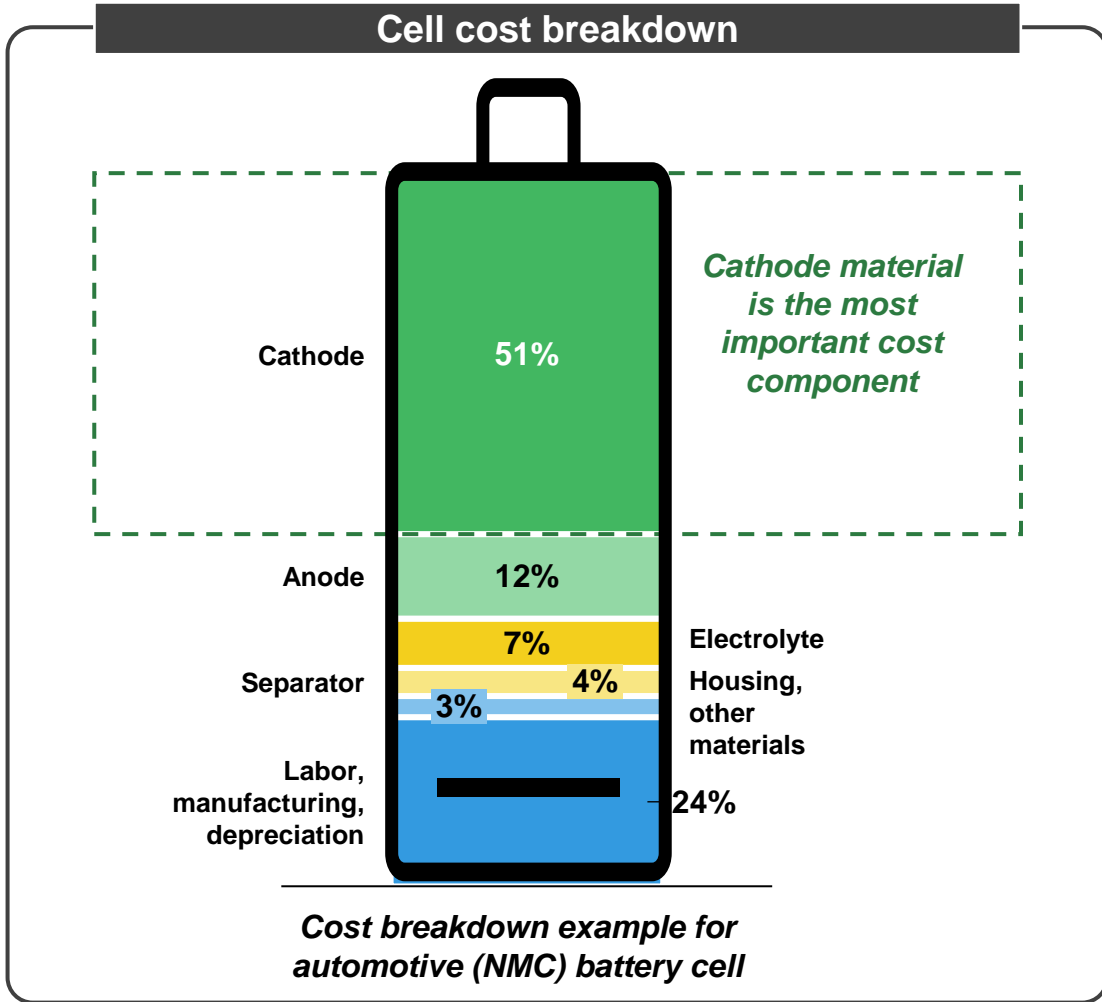


# Morrow aims to reach full scale with 43 GWh battery manufacturing capacity in 2027

## Overview of Morrow's roadmap of reaching 43 GWh



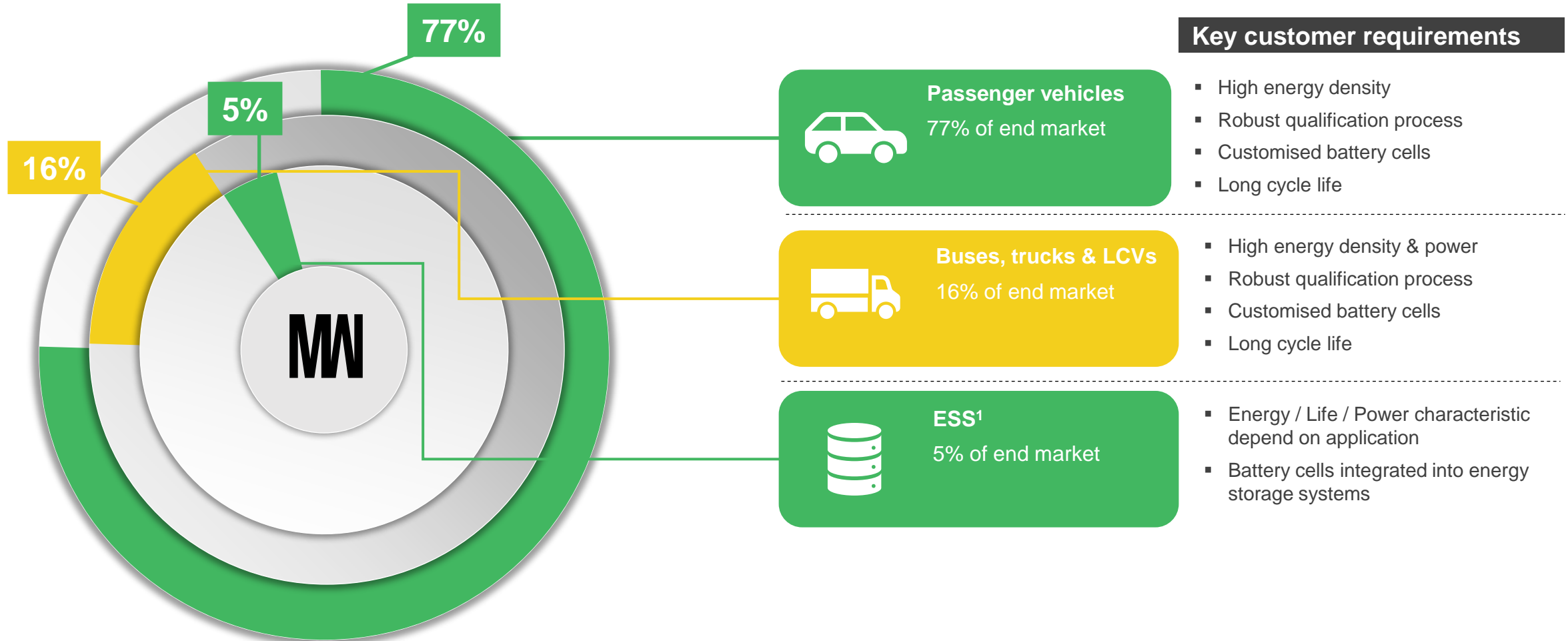
# The cost of raw materials is dominating the cost of battery cells





# We will address approx. 98% of the estimated global battery demand by targeting mobility and energy storage system segments

## Market segmentation by estimated battery demand

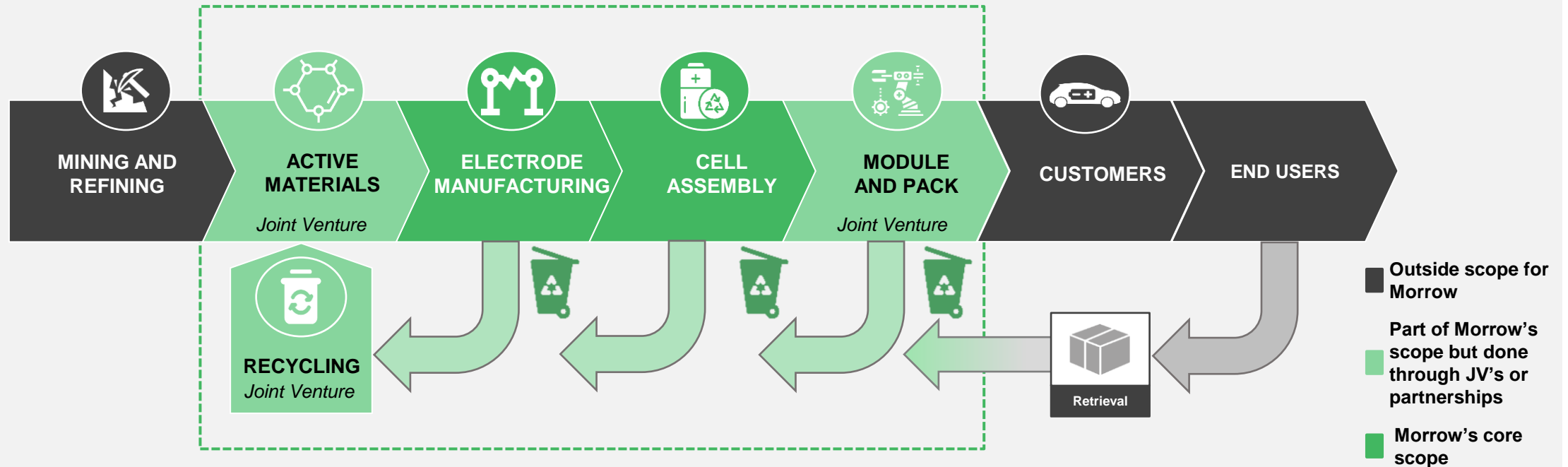




# We depend on strong partnerships throughout our value chain to succeed

Morrow intends to enter into JV's or partnership models for non-core activities

Morrow's strategy of vertical integration and partnerships provides a significant structural cost advantage and enables a closed loop circular manufacturing system



Selected key partnerships



# Morrow has a complete and capable execution team combining decades of battery industry experience

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# MORROW

*Thank you very much for  
your attention!*

**Accelerating the green  
energy transition**

