NEO BATTERY MATERIALS LTD.

High-Performance Battery Platform Powering Growth Applications

May 2026 |TSXV: NBM

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Forward-looking information is subject to known and unknown risks, uncertainties and other factors that may cause the actual results, level of activity, performance or achievements of the Company to be materially different from those expressed or implied by such forward-looking information, including but not limited to: volatile stock prices; the general global markets and economic conditions; the possibility of write-downs and impairments; the risk associated with the research and development of advanced and battery-related technologies; the risk associated with the effectiveness and feasibility of technologies that have not yet been tested or proven on commercial scale; manufacturing process scale-up risks, including maintaining consistent material quality, production yields, and process reproducibility at a commercial scale; compatibility issues with existing battery chemistries and unforeseen the risks associated with entering into and maintaining collaborations, joint ventures, or partnerships with battery cell manufacturers, original equipment manufacturers, and various companies in the global battery supply chain; the risks associated with the construction, completion, and financing of commercial facilities including the Windsor and South Korean facilities; the risks associated with supply chain disruptions or cost fluctuations in raw materials, processing chemicals, and additive prices, impacting production costs and commercial viability; the risks associated with uninsurable risks arising during the course of research, development and production; competition faced by the Company in securing experienced personnel and financing; access to adequate infrastructure and resources to support battery materials research and development activities; the risks associated with changes in the technology regulatory regime governing the Company; the risks associated with the timely execution of the Company's strategies and business plans; the risks associated with the lithium-ion battery industry's demand and adoption of the Company's silicon anode technology; market adoption and integration challenges, including the difficulty of incorporating silicon anodes within battery manufacturers and OEMs systems; the risks associated with the various environmental and political regulations the Company is subject to; risks related to regulatory and permitting delays; the reliance on key personnel; liquidity risks; the risk of litigation; risk management; and other risk factors as identified in the Company's recent Financial Statements and MD&A and in recent securities filings for the Company which are available on www.sedarplus.ca.

Forward-looking information is based on assumptions management believes to be reasonable at the time such statements are made, including but not limited to, continued R&D and commercialization activities, no material adverse change in precursor prices, development and commercialization plans to proceed in accordance with plans and such plans to achieve their stated expected outcomes, receipt of required regulatory approvals, and such other assumptions and factors as set out herein. Although the Company has attempted to identify important factors that could cause actual results to differ materially from those contained in the forward-looking information, there may be other factors that cause results not to be as anticipated, estimated or intended. There can be no assurance that such forward-looking information will prove to be accurate, as actual results and future events could differ materially from those anticipated in such forward-looking information. Such forward-looking information has been provided for the purpose of assisting investors in understanding the Company's business, operations, research and development, and commercialization plans and may not be appropriate for other purposes. Accordingly, readers should not place undue reliance on forward-looking information. Forward-looking information is made as of the date of this presentation, and the Company does not undertake to update such forward-looking information except in accordance with applicable securities laws.

Enabling Defense, Physical AI and Energy Storge Achieve Full Performance Potential with High-Energy Batteries

WHO WE ARE

NEO Battery Materials (TSXV: NBM) is a defense technology enabler producing high-performance battery components and cells. Providing Korea-made batteries, NEO helps companies with defense procurement in Western and allied governments.

With longer-running and fast-charging capabilities, our custom battery solutions enable drones, robotics, and any battery-powered application to achieve their full system potential.

Commercial Korean Battery Factory

NBM QUICK FACTS

250 MWh
Commercial production capacity

C$8-10M
Purchase orders to be realized over 12-36 mos.

11
Intellectual property rights for silicon technology

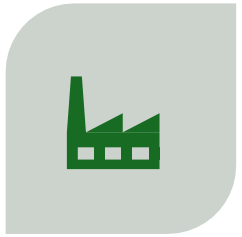
~C$30M+
Equity raised since public listing

C$74M*
Market capitalization

US$125B+ Opportunity
Targeting global battery market

*As of April 30, 2026

Investment Highlights



COMMERCIAL BATTERY MANUFACTURER WITH NEAR-TERM CASH FLOW

Revenue-generating and cash-flow potential via commercial battery manufacturing business.

DEVELOPING HIGH-PERFORMANCE SILICON BATTERY TECHNOLOGY

Growth opportunity via development of low cost, high-energy silicon technology.

STRATEGIC POSITIONING OUTSIDE OF CHINA

Establishing Western-allied battery supply chain for defense & military.

DIVERSE DOWNSTREAM HIGH-GROWTH MARKETS

Defense, drone/UAV, robotics, energy storage & physical AI.

INDUSTRY-LEADING BATTERY TEAM

Combined 100+ years of battery experience working with global battery manufacturers.

Our Path to Commercial Battery Production

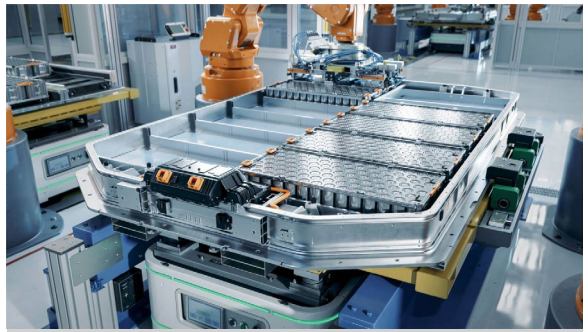
2021-2022

- Listed on TSXV via Change of Business transaction (NBM).
- Established South Korean R&D and Scale-Up Centre.
- **Awarded 3rd patent for silicon battery technology.**
- Launched three silicon battery materials products.

2023-2024

- Filed key silicon battery innovation patents
- Expanded production yield and capacity for silicon technology
- Secured sample orders from global EV battery makers
- **Signed JDA with F500 chemical company & specialty battery maker**
- Awarded as consortium partner in $20M recycled silicon project

2025



- Raised C$10M+ to fund battery factory development.
- **Began commercial manufacturing in S. Korea & generated first revenues.**
- Secured 2 Fortune 500 auto customers for battery products.
- **Secured C$10M in purchase orders for high-performance drone & robotics batteries**
- Entered partnerships with Rockwell Automation (NYSE: ROK) & VC-backed startups

2026

- Raised C$7M+ to fund manufacturing equipment and cell expansion capacity.
- **Doubled surveillance drone flight time vs. commercial Chinese batteries & enabled up to 150% faster charging with silicon integration.**
- Entered technology partnership for AI logistics robotics performance enhancement
- **Invited 4-star General of Korean Army as board director & partners with Korea's 12th Infantry Division for frontline military integration**

Leadership with Proven Track-Record

NEO BATTERY MATERIALS LTD.

Highly Qualified Personnel from Battery Industry, Finance, Government & Academia

Spencer Huh

Director, President & Chief Executive Officer

TD BMO

Gen. C. J. Ko

Director

대한민국육군 Republic of Korea Army

합동참모본부 R.O.K Joint Chiefs of Staff

Adm. S.S. Shim

Strategic Defense Advisor

대한민국해군 REPUBLIC OF KOREA NAVY

합동참모본부 R.O.K Joint Chiefs of Staff

Embassy of the Republic of Korea

Maj. Gen. G.Y. Choi

Strategic Defense Advisor

대한민국공군 REPUBLIC OF KOREA AIR FORCE

Defense Acquisition Program Administration

Seok Joung Yoon

Head of Manufacturing & Facility Operations

SAMSUNG SAMSUNG SDI

EoCell

Dr. Jun Sik Jeoung

SVP, Cell Development & Commercialization

SAMSUNG SAMSUNG SDI

EoCell

Addressing Battery Challenges

Battery Market Problems

DEPENDENCE ON CHINA

86%[1] of the world's batteries are produced in China → Supply chain risk, price volatility and geopolitical exposure. US DoW phasing-out China starting 2028.

LACK OF CUSTOMIZATION

Highly limited suppliers that customize to system needs → Wrong specifications, limited operational capability and cost overruns.

OUTDATED TECHNOLOGY

Over-reliance on legacy materials & technology → Performance ceiling on capacity & charging speed, and inability to realize full hardware power.

NBM Solutions

THE WESTERN GO-TO ALTERNATIVE

Foundry manufacturing, battery technology R&D and engineering solutions based outside of China in South Korea, Europe, and North America.

LOW-COST, CUSTOMIZED BATTERY SOLUTIONS

Customized, industry-quality battery manufacturing-as-a-service with commercial-scale production capacity.

HIGH PERFORMANCE MATERIALS

60%+ average cost-savings and 40%+ leading capacity vs. competitors with effective, ultra-fast charging capability.

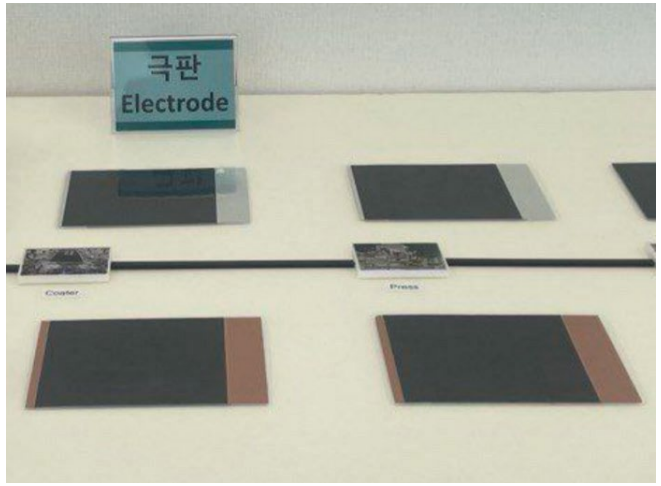
1. Volta Foundation: 2025 Annual Battery Report (https://volta.foundation/battery-report-2025/)

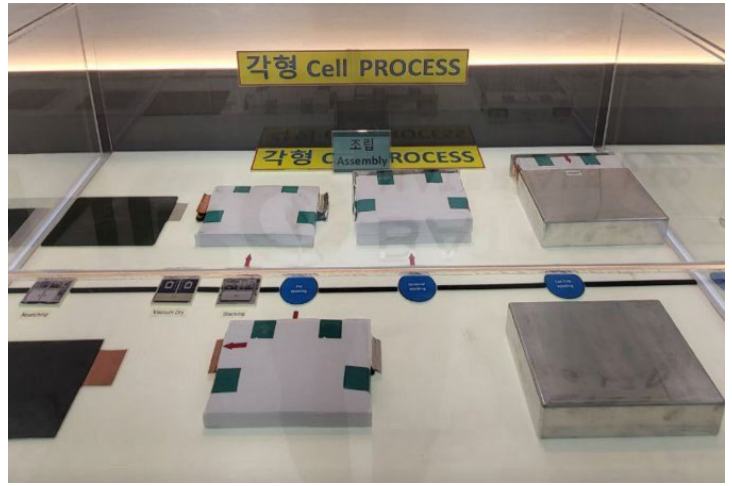
The Western-Allied "Secure-Source" Advantage

Global Supply Chain Decoupling: Western governments and defense organizations are actively insulating their critical battery supply chains from Chinese-linked components to mitigate national security and trade risks.

- **U.S. Defense & Trade:** FEOC rules and 55% tariffs on Chinese BESS are in effect; U.S. Department of War procurement bans on Chinese batteries start in 2028.
- **EU Regulatory Framework:** Chinese-made inverters/hardware excluded from EU-funded schemes; Industrial Accelerator Act restricts foreign dominance while favoring allied partners.
- **Ontario Security Pivot:** In May 2026, the Province of Ontario announced an immediate ban on Chinese-made drones for sensitive Ontario Provincial Police (OPP) operations; province-wide phase-out for government use in favor of approved jurisdictions.
- **Canada**: Beyond the Ontario drone directive, national defense policy is increasingly aligning with U.S.-led "Friend-shoring" initiatives, prioritizing Korean and North American-made power systems for domestic drone and security-robotics platforms
- **Neo's Competitive Advantage:** As a South Korea-based manufacturer, Neo Battery Materials offers a secure, "Allied-Sourced" alternative that captures the growing "Security Premium" as global markets decouple from Chinese-linked production.
- **Ukraine:** Integrating non-Chinese power systems has become a top priority for battlefield drone fleets to prevent remote-tracking risks and ensure supply chain continuity during active conflict.
- **Israel:** The defense sector is accelerating the shift toward domestic and "allied-only" battery sourcing for robotics and autonomous vehicles, strictly auditing battery cells to eliminate reliance on foreign adversaries.
- **Japan**: The Ministry of Defense is implementing new "Defense Industrial Base" guidelines, providing financial support to local and Korean-allied battery makers to ensure drones and tactical robotics remain independent of foreign-controlled supply chains.

One-Stop Battery Value Chain Powering Defense, Physical AI and Energy Storage





Battery Materials

- Developing & manufacturing silicon battery materials to enable & enhance **energy capacity & fast-charging**
- Procuring all critical materials & components from **non-Chinese and foreign entities of concern (FEOC)**

Battery Electrodes

- Coating all battery materials & components on aluminum (cathode) and copper (anode) current collectors
- **Most critical manufacturing step** that determines performance, quality, capacity & lifespan

Battery Cells

- Stacking & winding battery electrodes to desired shape/format and inserting into cell casing
- Battery cell format dependent on end market/system applications' needs & requirements

Successful Transition to Commercialization

Commercial-Scale Battery Manufacturing Factory in S. Korea

1. Electrode Production

- @ Maximum Production Capacity:
  - 100K Heavy-Duty Cargo Drone to ~8M Professional Drones
  - ~4M Laptops & ~16M Smartphones
  - ~3,500 EVs
- Able to **triple capacity with 24/7 production**

2. Pouch Cell Production

- Small to large-format pouch battery assembly capabilities for multi-use in **drones, robotics, electronics & EVs**
- Expanding capacity to fulfill mass-production orders from **US, NATO & APAC defense contractors**

Diverse Sales Pipeline in High Growth Markets

Automotive
US$65B[1]

- **Two Fortune 500** automotive anchor customers secured for recurring product purchase
- EV sector to act as **cash-cow business**

Drone/UAV
US$29B[2]

- **Multi-year purchase orders** totalling $10M CAD for high-performance drone & robotics
- Actively engaged with **Korea's military & frontline divisions** for battery deployment

Robotics
US$5B[3]

- Collaborating with **humanoid & logistics robotics** companies for high-energy solutions

Data Centre
US$28B[4]

- **In-progress sales funnel** to supply components for battery energy storage systems (BESS) for AI data centers

1. Canadian Auto Dealer: Global EV battery market to grow and transform (https://canadianautodealer.ca/2024/12/global-ev-battery-market-to-grow-and-transform/)
2. Global Market Insights: Drone Battery Market Size – By Battery, Capacity, Drone Type, Application & Forecast, 2026 – 2032 (https://www.gminsights.com/industry-analysis/drone-battery-market).
3. Research and Markets: Industrial Robot Battery Research Report 2026: $4.67 Bn Market Opportunities, Trends, Competitive Analysis, Strategies, Forecasts, 2020-2025, 2025-2030F, 2035F (https://www.globenewswire.com/news-release/2026/01/28/3227751/0/en/Industrial-Robot-Battery-Research-Report-2026-4-67-Bn-Market-Opportunities-Trends-Competitive-Analysis-Strategies-Forecasts-2020-2025-2025-2030F-2035F.html)
4. Energy Storage News: Who's driving the 300GWh boom in demand for AI data centre battery storage? (https://www.energy-storage.news/whos-driving-the-300gwh-boom-in-demand-for-ai-data-centre-battery-storage/)

Defense Battery Development Program

Military Drone Field Test Result

Doubled flight time from enhanced capacity & stability at same power performance vs. commercial Chinese drone batteries

55% Energy Capacity Increase

1-Hr Flight Time or 98% Enhancement vs. Chinese LiPo

Up to 150% Faster Charging Rate with Silicon Battery Technology

Active Korean Military Integration

대한민국 국방부
Ministry of National Defense

Defense Acquisition Program Administration

대한민국육군
Republic of Korea Army

대한민국해군
REPUBLIC OF KOREA NAVY

대한민국공군
REPUBLIC OF KOREA AIR FORCE

NBMSiDE® Proprietary Silicon Anode Technology

NEO BATTERY MATERIALS LTD.

NBM's Silicon Technology Uses Proprietary Nanocoatings to Enable High-Performance

High Capacity | 10x capacity vs. graphite & 40 - 70%+ more capacity vs. competitors

Low-Cost | Reduced manufacturing costs by 60%+ with materials & process

Fast Charging | Up to 5-minute ultra-fast charging realized in battery tests

11 IPs | Issued & pending for battery materials & process technology

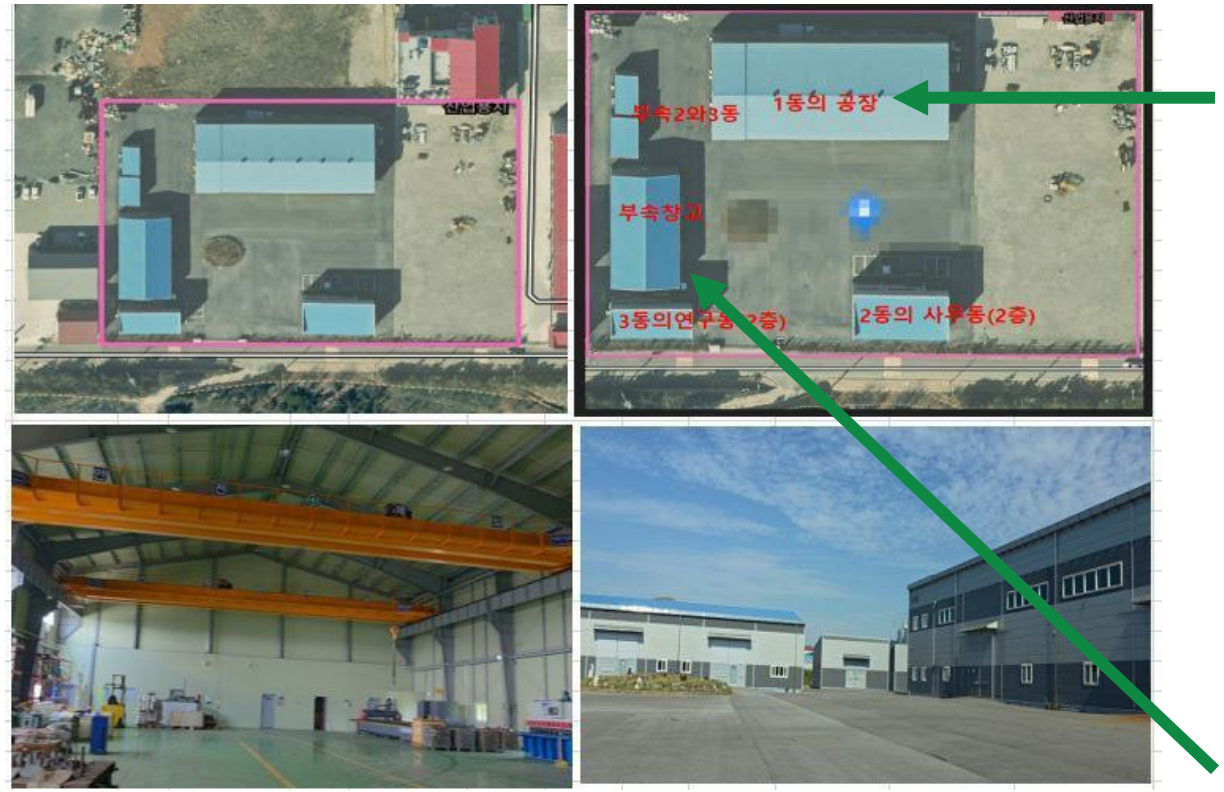
Product Pipeline & Application

NBMSiDE P-200

NBMSiDE P-300N

Specification	
Ultra-High Capacity (2,600 mAh/g)	High Capacity (1,900 mAh/g)
Short Duration, High-Power	Long Cycle-Life
Ultra-Fast & Safe Charging Capabilities	
Application	
One-Time Use/Payload Drone	Unmanned Systems & Robotics
Power Tools	AI Data Centre & Energy Storage
Remote-Controlled Systems	Electric Vehicle & eVTOL

3.2 Acre Expansion Battery Factory



Drone Battery & Cylindrical Manufacturing Capability

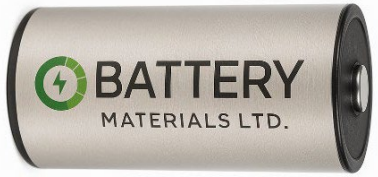
- To install **4M+ cells/year capacity for drone & robotics battery** manufacturing capacity to service mass-market in US and NATO
- To design & develop **high-energy cylindrical format lines** for AI systems, robotics & aerospace

Silicon Technology Expansion

- Proprietary silicon anode materials **scale-up to 20 tons/year** production capacity
- Integration in drone & robotics battery cells for **performance, energy & fast-charging boost**

Drone Cell

Cylindrical



Peer Comps Landscape

Accelerated Valuation Growth via Strategic Partnerships & Market Demand

Peer Company	Valuation	Revenue	Proof Points
amprius	$93M → $1.85B in 13 months	EOY $73.0M 202% YoY Growth	• Silicon battery company U.S. ARMY AIRBUS DEFENCE & SPACE
JR에너지솔루션 JR ENERGY SOLUTION	$130M in 2023 $40M Series A	2023: 0.7M 2024: 3.6M 2025E: 21.8M	• Electrode & cell foundry • ~40 customers in various applications
GROUP14	Est. >$4.0B in 2025 $463M Series D	Pre-Revenue to *X*0M	• Silicon anode materials SKC ATL PORSCHE
Sila	~$2.0B in 2024 $375M Series G	Pre-Revenue to *X*0M	• Silicon anode materials Panasonic ENERGY Mercedes-Benz
nexeon	Est. >$600M in 22/23 $220M	Pre-Revenue	• Silicon anode materials SKC Panasonic ENERGY

2026 Strategic Goals & Key Catalysts

NEO BATTERY MATERIALS LTD.

Repeatable Sales + Visible Capacity Expansion + Defense/Military Drone Integration

Commercialization

a. Fulfill battery product supply contracts and generate revenue
b. Advance commercial integration of drone batteries in Korean military
c. Commissioning of drone & robotics battery expansion facility

Contracts

a. Expand battery electrode and cell sales pipeline into larger geographic and downstream markets
b. Firm integration into Military/Defense Ecosystem
c. Advance agreements and strategic investments with global companies

Technology

a. Achieve R&D developments with JDA and MOU partners
b. Scale-up to 20 tons/yr for mass-producibility testing of silicon battery tech
c. Ongoing silicon battery R&D for performance and cost optimization

SHARE STRUCTURE (as of April 30, 2026)			
Share price	C$0.48	Warrants and options	48.5M
52-week high/low	C$0.82/C$0.40	Fully diluted	203.0M
Shares outstanding	154.3M	Market cap	C$74.1M

THANK YOU

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