

CLARIOS | INVESTOR HIGHLIGHTS

A WORLD LEADER IN ENERGY STORAGE FOR LOW VOLTAGE MOBILITY



STRONG STRUCTURAL AND SECULAR GROWTH TAILWINDS

Expanding car parc and 10%+ advanced battery CAGR; integral role in mobility energy transition



MARKET LEADING POSITION & BRANDS

#1 leading global market position powering 1 in 3 vehicles



UNMATCHED GEOGRAPHIC REACH AND SCALE

100+ countries supplied by our volume globally, 5-6X larger than the nearest competitor



DURABLE REPLACEMENT DRIVEN BUSINESS MODEL

> 80% of gross profit from highly profitable aftermarket



BROADEST TECHNOLOGY PORTFOLIO

Chemistry and powertrain agnostic approach to best serve all customer low voltage needs



EXPANDING VALUE PROPOSITION

Innovation pipeline moving beyond product to include systems and services



SUSTAINABILITY LEADERSHIP

Circularity-based business model; up to 99% of the materials in our batteries can be recovered, recycled and reused



DISCIPLINED MARGIN EXPANSION

Driven by commercial excellence, operational efficiency and R&D effectiveness



STRONG AND STABLE CASH GENERATION

Demonstrated cash flow to support future growth and flexibility

FINANCIAL FRAMEWORK - MID-TERM FINANCIAL TARGETS

4-6%

CAGR

REVENUE GROWTH¹

>6%+

CAGR

EBITDA² GROWTH

~60%

FREE CASH FLOW CONVERSION %³

3X

LESS THAN

NET LEVERAGE

¹ Assumes constant lead and FX rates

² Refers to Adjusted EBITDA as defined in our financial statements

³ Free cash flow conversion % = (Net cash provided by operating activities - capital expenditures + cash paid for interest)/Adjusted EBITDA