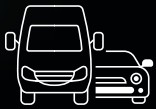


INVESTOR HIGHLIGHTS

A WORLD LEADER IN ENERGY STORAGE FOR LOW VOLTAGE MOBILITY



STRONG STRUCTURAL AND SECULAR GROWTH TAILWINDS

Integral role in mobility energy transition; advancing vehicle innovation; increasing content per vehicle with 7% advanced battery CAGR.



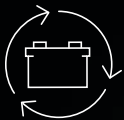
GLOBAL MARKET LEADING POSITION & BRANDS

Global leaders in low voltage energy solutions powering 1 in 3 vehicles with trusted brands.



DURABLE REPLACEMENT DRIVEN BUSINESS MODEL

Strong and stable cash flow to support future growth with >80% of gross profit from highly profitable aftermarket.



INDUSTRY-LEADING CIRCULARITY STRATEGY

100% of products sold are recyclable—driving competitive cost, supply chain and customer loyalty advantage.



BROADEST TECHNOLOGY PORTFOLIO

Chemistry and powertrain agnostic approach aligned to best serve all customer low voltage needs and growth opportunities.



DISCIPLINED MARGIN EXPANSION

Driven by commercial excellence, operational efficiency and R&D leadership—portfolio moving beyond product to systems and services.

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