ESG Report 2025

ENERGIZING A NEW WORLD

EXIDE® TECHNOLOGIES

exidegroup.com

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Letter from the CEO

Dear Stakeholders,

It is with great pride and a deep sense of responsibility that I present Exide Technologies' 2025 Environmental, Social, and Governance (ESG) Report. Now in its second edition, this report marks a significant milestone - an opportunity not only to reflect on the progress we have made over the past year, but also to reaffirm our enduring commitment to building a more sustainable, inclusive, and resilient future.

At Exide, we view the global energy transition not merely as a challenge, but as a catalyst for innovation and leadership. As a trusted provider of advanced battery storage solutions, we are uniquely positioned to contribute to the decarbonization of industries and communities alike. In 2024, we launched our 2024–2030 Sustainability Strategy - a comprehensive roadmap that integrates sustainability into our core business strategy and aligns our operations with the evolving expectations of our stakeholders and the European Sustainability Reporting Standards (ESRS). For us, sustainability is not just about compliance; it is a platform for transparency, accountability, and meaningful engagement with all those we serve.

Our strategy is anchored in three foundational pillars: Batteries for a Greener Future, Employer of Choice, and Sustainable and Ethical Growth. These guide our actions across climate change mitigation, circular economy practices, workforce development, and responsible business conduct. I am particularly proud of the tangible progress we have achieved, including a 20% reduction in Scope 1 and Scope 2 emissions since our FY22 baseline.

Building on this momentum, we were awarded the EcoVadis Gold rating for corporate social responsibility and sustainable business practices in 2025, placing us among the top-performing companies in our industry.

We have also reinforced our governance structures to ensure robust oversight and transparency. Our Sustainability Committee, Steering Committee, and dedicated project leaders work in close coordination to embed ESG principles across all aspects of our operations. We conducted our Double Materiality Assessment in accordance with ESRS, integrating the identified risks into our Enterprise Risk Management framework. This integration ensures that sustainability-related risks are treated with the same rigor and strategic focus as other core business risks.

Our people remain at the heart of our success. We are committed to cultivating a safe, inclusive, and empowering workplace. From enhancing our Wellbeing Program to setting measurable targets for gender diversity and disability inclusion, we are taking deliberate steps to ensure that Exide is a place where every individual can thrive.

Our approach to sustainability also extends across our value chain. We believe that the challenges of decarbonization can only be addressed through collaboration. To that end, we have launched a sustainability intelligence platform for the supply chain and initiated a due diligence process to strengthen supplier engagement. Our partnership with the United Nations Global Compact further underscores our commitment to responsible business practices, and we continue to disclose our progress through platforms such as EcoVadis and CDP.

As we look ahead, we remain focused on continuous improvement. We understand that sustainability is a journey, not a destination. We will continue to listen to our stakeholders, adapt to emerging challenges, and lead with purpose and integrity.

As we navigate a rapidly evolving energy landscape, our commitment to innovation, resilience, and responsible growth remains steadfast. We are proud of the progress we have made, and we recognize that the path to a sustainable future requires ongoing dedication and collaboration.

Thank you for your continued trust and partnership. Together, we are energizing a new world.

Warm regards,

Stefan Stübing
President & Chief Executive Officer
Exide Technologies

1. Introduction


MEGA ONE

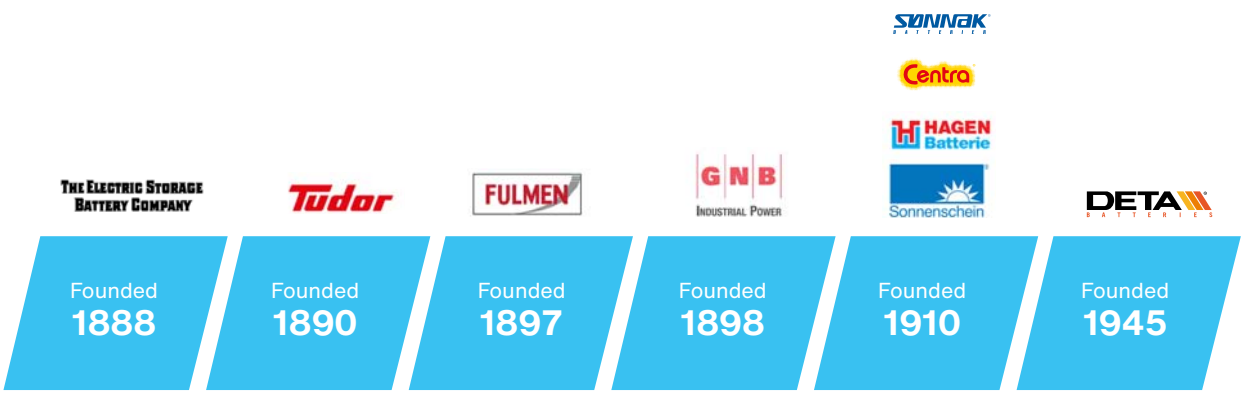
1.1. About Exide

About Exide Technologies

Exide Technologies is a global leader in battery storage solutions for both automotive and industrial sectors. Through advanced lead-acid and lithium-ion technologies, Exide delivers powerful performance across a wide range of applications. Its comprehensive portfolio includes 12V batteries for combustion and electric vehicles, traction batteries for material handling and robotics, stationary batteries for uninterruptible power supply, telecommunications, and utility-scale in-front-of and behind-the-meter energy storage as well as propulsion batteries for submarines and more. With over 135 years of expertise, Exide has earned the trust and loyalty of customers worldwide. Guided by its **Energizing a new world** claim, Exide Technologies is transforming the energy sphere by strengthening and demonstrating its sustainable practices, driving a cleaner, smarter energy future for us all.

By investing in local markets, Exide Technologies has reinforced its global leadership and deepened its presence in key regions. The integration of trusted local brands with our advanced technologies, and expansive network has positioned us as a strong and reliable partner across the industries and communities we serve. Our technical expertise, commitment to sustainable innovation, and responsiveness to local needs enable us to deliver customized energy solutions that meet the evolving demands of diverse markets.

We have merged local expertise into our strength



Combining renowned brands with experience, cutting-edge technology and an unrivaled sales and service network.

Exide Technologies' brand portfolio

Exide Technologies is proud to manage a portfolio of strong, trusted brands, each with a distinct identity, united by a shared commitment to quality, innovation, and performance. Our automotive and industrial brands include well-established names such as **Tudor, Fulmen, Centra, Sønnak**, and **Deta**, each with a strong regional presence and customer loyalty. In the industrial and stationary energy sectors, we offer specialized brands such as our globally renowned **Sonnenschein** batteries, well-known for their Gel technology, as well as **Marathon** and **Sprinter**, which are widely used in UPS applications. The **Tensor** brand is recognized for its high-performance capabilities in material handling environments, complemented by the **Motion+** smart tools product range, consisting of efficient charger technology and smart material handling tools. The latest addition has been the **Solition** brand, advocating the latest lithium-ion solutions for a wide variety of applications, including material handling and best-in-class battery energy storage systems. Together, these brands reflect Exide's legacy of innovation and leadership across mobility and energy infrastructure.

Our core brands

Automotive	Motion	Energy Solutions
DETA	GEL SONNENSCHEIN	AGM MARATHON
FULMEN	GEL TENSOR	AGM SPRINTER
EXIDE	MOTION+	GEL SONNENSCHEIN
SØNNAK	VENTED TENSOR	
Centra		
TUDOR		

SOLITION

CAEC

EXIDE TECHNOLOGIES

Founded 1969

Mergers 1972-2000

EXIDE TECHNOLOGIES / ENERGIZING A NEW WORLD

Standalone 2020

Strategic acquisition in Energy Solutions 2021

€/ ATEPS

New organizational set-up 2023

Strategic acquisition in Energy Solutions 2024

BE·POWER

Company transformation

Automotive division

Exide Technologies' Automotive division develops and manufactures advanced 12V battery solutions for internal combustion engines, hybrid vehicles, and electric vehicles (xEVs). Our broad portfolio includes lead-acid (EFB, AGM and Gel) and lithium-ion technologies, serving a wide range of applications from passenger cars and commercial vehicles to motorcycles and marine systems.

Learn more about 12V batteries in xEVs

In fiscal year 2025, we strengthened our market position through new OEM partnerships with the latest generation AGM batteries, optimized for start-stop systems and xEV platforms. We also launched our **fit for future initiative**, designed to prepare the distribution network, installers and the broader industry for the evolving demands of future mobility. The program emphasizes the future role of the 12V battery in vehicle electrification, enhancing industry awareness through targeted information campaigns, technical training and educational outreach.

Supported by a suite of digital tools and value-added services, our Automotive division continues to set industry benchmarks for performance, reliability, and sustainability in the evolving 12V battery landscape.

Motion division

Exide Technologies' Motion division provides advanced traction battery systems and charging solutions for electrically powered applications, including material handling, robotics, and cleaning equipment. By leveraging both advanced lead-acid and lithium-ion technologies, the division is focused on delivering energy-efficient performance and optimizing total cost of ownership for Exide's customers' operations.

Discover our customer cases and success stories

In fiscal year 2025, Exide expanded its portfolio with the launch of the Solition Material Handling range, introducing next-generation lithium-ion solutions engineered for demanding material handling environments. Exide's high-performance Tensor batteries continued to deliver strong results in customer applications, with customer case studies highlighting their proven reliability, operational efficiency, and environmental benefits. These solutions exemplify Exide's commitment to supporting cleaner, smarter operations across diverse industries.

Energy Solutions division

Exide Technologies' Energy Solutions division provides advanced battery systems that support critical backup power and intelligent energy management across applications such as telecommunications, utilities, data centers, and battery energy storage systems (BESS). By leveraging scalable lead-acid and lithium-ion technologies, Exide's solutions enhance grid stability, enable renewable energy integration, and promote efficient energy use, contributing to a more resilient and sustainable infrastructure worldwide.

Read our customer testimonials.

In fiscal year 2025, we introduced **Solition Mega Three**, a high-performance containerized energy storage system featuring advanced liquid cooling and designed to meet the demands of large-scale energy applications. We also launched **Solition Telecom**, offering reliable backup power solutions for communication networks.

A key milestone was the expansion of our EV charging infrastructure portfolio through the **Powerbooster Mobile**, enabling flexible charging in grid-constrained environments. The strategic acquisition of BE-Power further strengthened our position in advanced lithium-ion battery solutions.

Battery recycling

At Exide Technologies, our commitment to sustainability is clearly reflected in our battery recycling initiatives. By operating three advanced lead acid battery recycling centers in Europe, we help conserve natural resources and reduce environmental impact. All of the recovered lead is reused in the production of new batteries. This closed-loop system ensures that valuable materials, like lead, are continuously reused, significantly reducing the need for virgin raw materials.

To further strengthen its sustainability efforts, Exide Technologies has established a structured battery collection system. This initiative supports the responsible return and processing of end-of-life batteries and underlines our commitment to efficient and safe material management. It also demonstrates how we actively contribute to a circular economy and help minimize environmental harm.

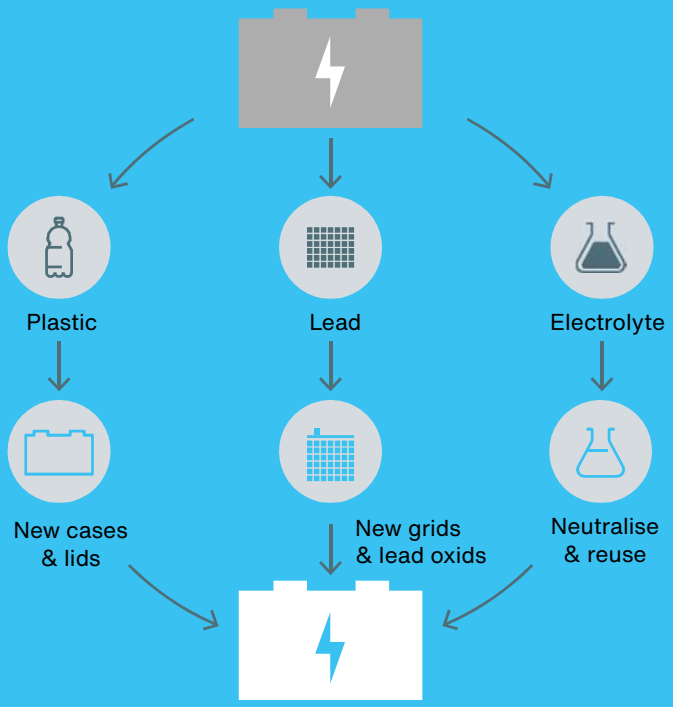
We are a role model for the **circular economy**.
Recycling competence **in-house**.

100%
of a lead battery can be recycled

99%
of all automotive lead batteries are recycled in Europe*

3
Exide recycling facilities in Europe

140
employees in Exide recycling facilities



* Source: Eurobat Report 2021

1.2. Sustainability highlights

EcoVadis: Exide was awarded a Gold Medal rating by EcoVadis, a leading global provider of business sustainability ratings, placing the Company in the top 5% of over 150,000 companies assessed worldwide and in the top 2% within the battery and accumulator manufacturing industry.

United Nations Global Compact: Exide participates in the United Nations Global Compact (UNGC) and upholds its Ten Principles, which encompass human rights, labor, the environment, and anti-corruption.

Tackling Climate Change: Scope 1 and 2 greenhouse gas emissions: The Company remains focused on reducing its Scope 1 and 2 greenhouse gas emissions, having already achieved a 20% reduction compared to the FY22 baseline.

Investments in Renewable Energy: Exide has successfully completed five photovoltaic installations, totaling a combined capacity of 12.8 MWp.

Climate Risk Assessment: We have established an ongoing process for assessing climate risks at manufacturing sites.

Recyclability Focus: On average, 77% of the lead and lead alloys Exide purchases for battery manufacturing are of recycled origin, positioning the Company to achieve its 85% target by FY30.

Investing in Employee Development: Exide actively enhances the skills and capabilities of its workforce. This dedication is reflected in the growing average of 12 training hours per employee, already surpassing the Company's initial target.

Health & Wellbeing Program: Launched in FY23, the program supports employee wellbeing through expanded health checks, workshops, and initiatives promoting nutritious eating. Under the **Healthy Life, Healthy Exide** communication campaigns, Exide promotes healthy lifestyle choices and safety practices.

Supplier Sustainability Due Diligence: The Company is implementing a comprehensive supplier due diligence process, supported by a robust supply chain risk and data management solution, reinforcing its commitment to responsible and sustainable sourcing.

1.3. General information

1.3.1. General basis for preparation of the sustainability statement
[ESRS 2 BP-1]

The sustainability statement is provided voluntarily and is based on the European Sustainability Reporting Standards (the ESRS) as set out in the Delegated Regulation (EU) 2023/2772 on 31 July 2023. This reflects Exide's commitment to advancing sustainable practices and enhancing transparency in its reporting processes.

The statement is prepared on a consolidated basis, covering Energy Technologies Holdings, LLC and its subsidiaries (hereinafter referred to as Exide, Exide Technologies, the Company, or the Group, including all instances of these terms used in the preceding sections of this statement). The consolidation approach is consistent with that used for the Group's financial statements. The reporting period spans from April 1, 2024, to March 31, 2025, corresponding to FY25.

To define the scope of this statement, Exide conducted a comprehensive materiality assessment covering the entire value chain of the organization.

For a detailed overview of the assessment and its findings, please refer to the relevant sections of the sustainability statement. Additionally, Exide has clearly mapped each material topic to its value chain, outlining the associated policies, actions, objectives, and metrics within the corresponding disclosures.

1.3.2. Disclosures in relation to specific circumstances
[ESRS 2 BP-2]

In line with ESRS requirements, companies must define time horizons for materiality assessments. This report adopts the recommended approach, considering short-term (1 year), medium-term (2 to 5 years), and long-term (beyond 5 years) perspectives.

The information related to the value chain presented in this statement is based exclusively on direct data sources. No indirect data, such as sector averages or proxy indicators, have been used. Furthermore, the report does not include any quantitative metrics or monetary figures that are subject to a high degree of measurement uncertainty.

Some baseline numbers and values reported from the previous year related to GHG emissions, energy mix and waste have been restated following an upgraded assessment of these metrics and/or improvements to calculation methods, as indicated where relevant in the report.

1.3.3. The role of the administrative, management and supervisory bodies

[ESRS 2 GOV-1]

Board of Directors

The Board of Directors at Exide Technologies is composed of a group of experienced professionals, each bringing unique expertise and perspectives that contribute to the Company's strategic vision and governance. Below is a description of each board member, highlighting their backgrounds, roles and contributions to the organization.

Joseph (Joe) Hinrichs
Chairman
Joe Hinrichs serves as President & Chief Executive Officer of CSX, the largest railroad in the eastern half of the United States and Canada, based in Jacksonville, Florida. Hinrichs previously served as President of Ford Motor Company's global automotive business, retiring in early 2020. His Ford career included roles as President of Global Operations, President of North & South America, President of Asia Pacific & Africa, Chairman & CEO of Ford China, Chairman and CEO of Ford Canada, and head of Global Manufacturing & Labor Affairs. Hinrichs was named Railroader of the Year in 2025 by Railway Age and the top Operations Executive in the global automotive industry in 2019 by Automotive News and KPMG. Prior to Ford, he served as a Partner at private equity group Ryan Enterprises LLC and spent ten years at General Motors in various engineering and manufacturing leadership roles. Hinrichs currently serves on the board of Goodyear Tire Company and previously served on the boards of Rivian Automotive LLC, Ford Motor Credit Company, Ascend Wellness, GPR, and Vastera. He has an electrical engineering degree magna cum laude from the University of Dayton, an MBA from Harvard Business School, and two Honorary Doctorate degrees from Cleary University and Tiffin University.

Andrea Abt
Non-Executive Board Member
Andrea Abt is focused on an international portfolio of non-executive and supervisory board positions in public, as well as private companies in a wide range of industries, from offshore wind and oil and gas services, through energy management and gold mining to packaging, infrastructure financing and distribution in the manufacturing and building sectors.

Before her non-executive career, Andrea spent almost 30 years in international management and leadership roles in a wide variety of challenging environments in the Daimler-Benz and Siemens groups: building, consolidating and transforming organizations across transportation (rail and aerospace), logistics, IT and traditional manufacturing sectors. Her background includes leading teams in sales, services, as Chief Financial Officer and Chief Procurement Officer and Head of Supply Chain Management of global organizations ranging up to €9 billion purchasing volume.

Currently, Andrea also serves on the supervisory board of the German MDAX constituent Gerresheimer AG and Cadeler A/S, a Danish services provider for offshore wind listed on the Oslo and New York Stock Exchange.

Andrea holds an MBA from Rotman School of Management, University of Toronto.

Andrew Axelrod
Non-Executive Board Member
Andrew Axelrod is the Chief Executive Officer and Chief Investment Officer of Axar Capital Management LP and is ultimately responsible for all investment, risk and business management functions. Mr. Axelrod is a member of the Executive Committee and Investment Committee at Axar. Before founding Axar, Mr. Axelrod was a Partner and Co-Head of North American Investments for Mount Kellett Capital Management, a private investment organization with over $7 billion of assets under management. Andrew joined

Mount Kellett at firm inception and worked there for over 6 years. Prior to joining Mount Kellett, Andrew worked at Kohlberg Kravis Roberts & Co. L.P. and The Goldman Sachs Group, Inc. Andrew graduated magna cum laude with a B.S. in Economics from Duke University.

Patrick J. Bartels Jr.
Non-Executive Board Member
Patrick J. Bartels Jr. is the Managing Member of Redan Advisors LLC, a firm that provides fiduciary services, including board of director representation and strategic planning advisory services for domestic and international public and private business entities. Prior to founding Redan Advisors LLC, Mr. Bartels was a senior investment professional with 25 years of experience. His professional experience includes investing in complex financial restructurings and process-intensive situations in North America, Asia and Europe in a broad universe of industries. Mr. Bartels has served as a director on numerous public and private boards of directors with an extensive track record of driving value-added returns for all stakeholders through governance, incentive alignment, capital markets transactions, and mergers and acquisitions.

From 2002 to December 2018, Mr. Bartels served as Managing Principal at Monarch Alternative Capital LP, a private investment firm that focused primarily on event-driven credit opportunities. Prior to Monarch, he served as Research Analyst for high yield investments at INVESCO, where he analyzed primary and secondary debt offerings of companies in various industries. Mr. Bartels began his career at PricewaterhouseCoopers LLP, where he was a Certified Public Accountant. He holds the Chartered Financial Analyst designation.

Mr. Bartels received a Bachelor of Science in Accounting with a concentration in Finance from Bucknell University.

Stefan Stübing
Executive Board Member & CEO
Stefan Stübing is President & Chief Executive Officer of Exide Technologies, a global provider of stored electrical-energy solutions for automotive and industrial markets, and is responsible for leading operations globally. Mr. Stübing has more than 30 years of experience leading finance, treasury and cost accounting teams teams in the battery industry. He joined Exide in 1995 through the acquisition of the CEAC group and served as Vice President Finance for the EMEA region from 2011 to 2018. Mr. Stübing held various Finance Director level roles within Exide from 1999 to 2010, leading the EMEA Automotive, Global Original Equipment and German Finance teams. Mr. Stübing holds a Finance and Accounting Degree from the Friedberg economics business school. Stefan Stubing is a member of the Group Compliance Committee and the Sustainability Committee.

Steering Committee

In addition to the Board of Directors, Exide has established a dedicated Steering Committee that collaborates with the board to oversee the execution of the Company's strategic initiatives and ensure effective operational management. As of the end of FY25, the membership of the Steering Committee consisted of:

Stefan Stübing
President & Chief Executive Officer
(please see the biographical note provided above)

Daniel Royer
Senior Vice President Automotive division
Daniel Royer holds the position as the Senior Vice President of Automotive division at Exide Technologies Group. Based in Gennevilliers, France, he has held various leadership roles within the Company. Prior to this position, he held the role of Senior Vice President of Operations at Exide Technologies, where he was responsible for overseeing Manufacturing & Supply Chain strategies and Engineering. Daniel Royer has more than 33 years of experience in leading operations across Europe in the battery industry. He is a member of the Group Compliance Committee.

Michael Geiger
Senior Vice President Energy Solutions division
Michael Geiger is Senior Vice President of the Energy Solutions Division at Exide Technologies. The Energy Solutions Division specializes in the development and manufacturing of stationary energy storage batteries, ranging from backup power solutions to large-scale energy storage systems (BESS). Previously, Michael held the position of EMEA Vice President of Sales, Marketing, and Product Management, along with other key roles within Exide Technologies. Prior to joining Exide, he worked in sales management within the automotive industry, serving companies such as ArvinMeritor and Kittel. Michael holds a degree in Business Administration from the University of Augsburg. He is a member of the Group Compliance Committee.

Laurent Wieczorek
Senior Vice President Motion & Recycling division
Laurent Wieczorek holds the position as the Senior Vice President of Motion & Recycling division at Exide Technologies Group. Based in Gennevilliers, France, he has held various leadership roles within the Company. Prior to this position, he held the role of Vice President of Purchasing at Exide Technologies, where he was responsible for overseeing procurement strategies and supplier relationships. Laurent is a member of the Group Compliance Committee.

Georg Meckl
Vice President Technical Projects and Decarbonisation
Dr. Georg Meckl holds the position as Vice President Technical Projects and Decarbonisation at Exide Technologies, based in Büdingen, Germany. Georg has over 30 years of experience, where he has held a variety of executive positions in operations and R&D, including the Vice President of Research & Development and Application of Advanced Batteries and more latterly taking a critical position supporting Exide's Sustainability Strategy. He has been deeply involved in Exide's major technical projects as well as the decarbonization roadmap. Georg has a PhD in Chemistry. He attends the meetings of the Sustainability Committee.

Sharon Cottam
Vice President Human Resources
Sharon holds the position of Vice President of Human Resources & Internal Communications. Based in the United Kingdom, Sharon has over 30 years of international Human Resources experience gained from holding a variety of Global Senior Human

Resources positions within and outside of Exide. These roles covered a wide range of experience in the fields of labor relations, operational HR, resource management, learning and development, and organizational change. Sharon holds a Master of Science in Strategic Human Resources Development and holds a Graduate degree from the Institute of Personnel and Development. She is also a member of the Group Compliance Committee.

Martin Gaessl
Vice President Information Technology
Martin Gaessl holds the position of Vice President IT and Group Chief Information Officer at Exide Technologies. Based in Gennevilliers, France, Martin is responsible for overseeing the group's IT strategies and operations. This role involves managing the organization's Information Technology infrastructure and global IT initiatives, ensuring their alignment with business objectives. Martin Gaessl has an extensive background in Information Technology, having held various management and executive-level roles at globally operating automotive and manufacturing companies since 1997. His academic credentials include an Electrical and Electronics Diploma from the Landshut University of Applied Sciences.

Szymon Cellary
Vice President Finance & Chief Financial Officer
Szymon Cellary holds the position of Vice President Finance and Group Chief Financial Officer at Exide Technologies. Based in Gennevilliers, France, he is leading the global Finance function of the group including FP&A, Treasury, Controlling, Accounting and Tax. Mr. Cellary has over 20 years of professional experience in leading various finance functions within and outside of Exide gained, directly through his roles in the manufacturing industry, as well as indirectly through his tenure in Big Four consulting firm working with variety of clients. Szymon is a member of the Group Compliance Committee and attends the meetings of the Sustainability Committee and the Audit Committee.

Adrian Cox
Group General Counsel & Board Secretary
Adrian Cox holds the position of Vice President Legal and Group General Counsel at Exide Technologies. Based in Gennevilliers, France, he is responsible for overseeing the Company's legal and compliance function on a global scale. His role involves managing the organization's legal risks, as well as compliance initiatives and ensuring that they are taken into account when achieving business objectives. Adrian is the Company Secretary and the Chair of the Group Compliance Committee.

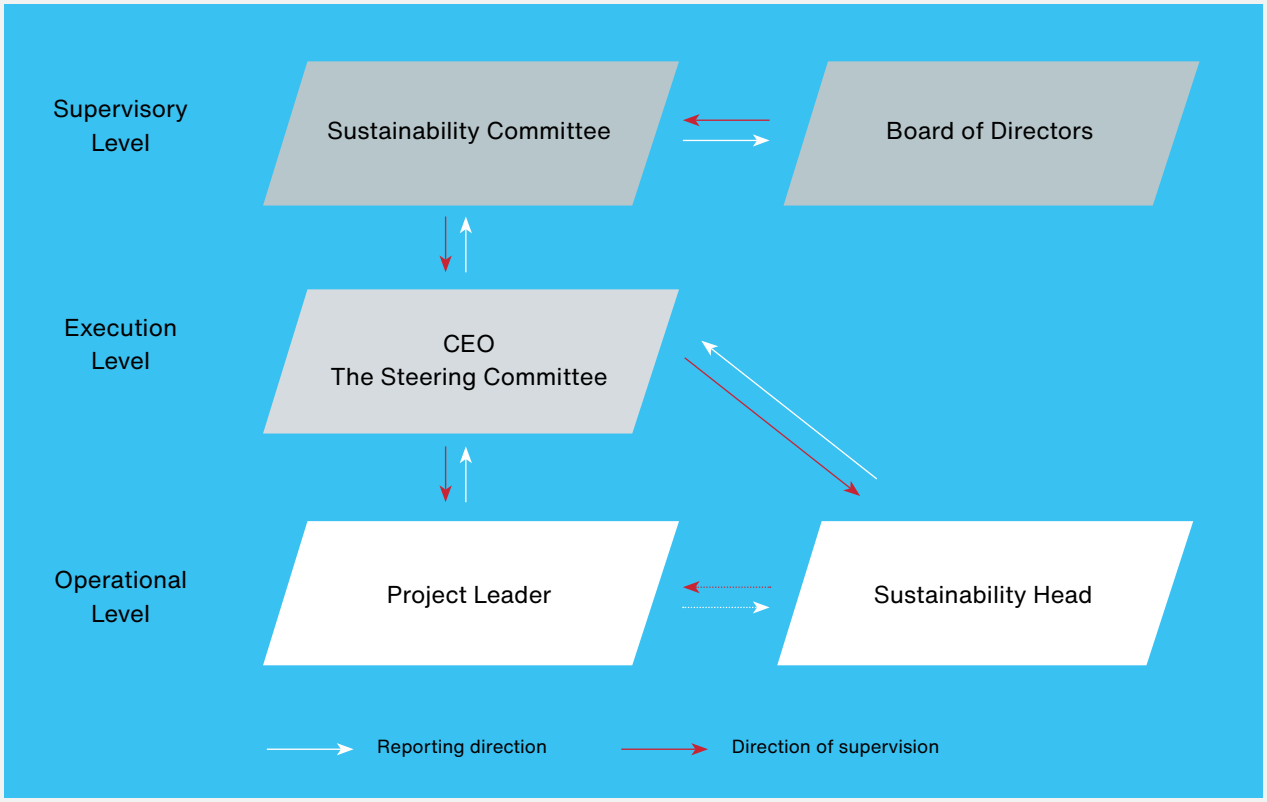
Table 1. Composition of Exide's administrative, management and supervisory bodies

Exide's governance unit	Membership	Male membership	Female membership	Independent membership	Executive membership	Non-executive membership	Worker representation
Board of Directors	5	80%	20%	3	1	4	0
Sustainability Committee	3	66.7%	33.3%	N/A	N/A	N/A	N/A
Steering Committee	9	88.9%	11.1%	N/A	N/A	N/A	N/A

Sustainability governance

Exide Technologies has established a comprehensive governance structure for sustainability management, which includes the Board of Directors, the Sustainability Committee, the CEO, the Steering Committee, the Sustainability Head, and Project Leaders.

Figure 1. Exide's governance structure



At the top of this structure is the **Board of Directors**, which is ultimately responsible for the approval of the Company's sustainability strategy and annual ESG reports. Additionally, a dedicated **Sustainability Committee** was established by the Board of Directors in March 2023 that comprises three Board of Directors' members (Andrea Abt as the Chair of the Sustainability Committee, Patrick J. Bartels Jr. and Stefan Stübing). The committee serves as the strategic overseer, indicating priorities and directions of action in line with the Company's strategic objectives in the sustainability area. This includes assessing and providing insight and guidance with respect to operational and regulatory risks of ESG. The committee also monitors progress towards key ESG objectives and provides guidance on communications with stakeholders regarding Exide's sustainability initiatives.

The **Steering Committee**, led by the CEO, is responsible for strategy execution.

The **CEO** plays a pivotal role in sustainability management with his key areas of focus including:

- Execution of the strategy: Ensuring the strategy is executed as planned, ensuring adequate resources and support. Providing leadership and direction. Setting the tone, ensuring that sustainability principles are embedded throughout the organization's operations and culture.
- Leading the work of the Steering Committee: Holding management accountable for achieving targets and milestones. Assuring integration of sustainability considerations across divisions and into all aspects of the business.
- Reporting: Providing regular updates on the implementation of the sustainability strategy and ongoing communication with the Sustainability Committee.
- Monitoring and evaluation: Supervising the activities of the Sustainability Head.

On an operational level, the **Sustainability Head** is tasked with overseeing the operational implementation of the sustainability strategy. The **Project Leaders**, appointed by the Steering Committee, are responsible for the operational implementation and management of individual strategic initiatives. Under the guidance of the Steering Committee, the Sustainability Head and Project Leaders champion individual initiatives, driving progress and fostering a sense of ownership throughout the organization.

The Board of Directors at Exide Technologies brings together a diverse range of expertise relevant to the Company's business, products, and global footprint. This diversity extends to sustainability-related competencies, which are well-distributed across the Board. In addition to the existing skills of the Board and Committee members, they are supported by Exide's top management and subject matter experts. When necessary, both supervisory and management bodies receive targeted training on specific sustainability topics.

In 2024, a series of sustainability-focused training sessions were delivered to members of the Board of Directors, the Sustainability Committee, and the Steering Committee. These sessions covered key areas such as climate, social, and governance issues – aligned with the material impacts, risks, and opportunities identified through Exide's double materiality assessment. Participants also gained ongoing access to a dedicated knowledge library, and the training program has since been extended to a broader group of Exide employees.

The Board of Directors possesses diverse expertise relevant to Exide's business, products and geographic footprint. The distribution of competencies across the Board of Directors demonstrates diverse sustainability-related skills and expertise. In order to support its sustainability-related decisions, the Board of Directors has established the Sustainability Committee. In addition to the skills already possessed by the members of the Board of Directors and the Sustainability Committee, they are also supported by Exide's top management and specialists.

1.3.4. Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies
[ESRS 2 GOV-2]

The Sustainability Committee convenes quarterly to review material impacts, risks, and opportunities. During these meetings, they assess the implementation of due diligence and evaluate the effectiveness of Exide's sustainability policies, actions, metrics, and targets.

Exide's approach to considering material impacts, risks and opportunities (IROs) in major decisions is governed by the Company's ERM framework, which is described in detail within disclosure ESRS 2 IRO-1 in section 1.3.10. Description of the process to identify and assess material impacts, risks and opportunities.

The list of the material IROs addressed by the Sustainability Committee during the reporting period is provided within disclosure ESRS 2 SBM-3 in section 1.3.9. Material impacts, risks, and opportunities and their interaction with strategy and the business model.

The CEO holds the mandate for management ownership to establish the strategic approach towards ESG impacts, risks and opportunities, ensuring that its management is embedded into all Company's processes and activities. The Steering Committee is responsible for shaping the Company's ESG IROs culture by setting the tone from the top and reinforcing commitment throughout the organization.

1.3.5. Integration of sustainability-related performance in incentive schemes
[ESRS 2 GOV-3]

As of the current reporting period, Exide does not have sustainability-linked incentive schemes integrated into the remuneration policies for its administrative, management, and supervisory bodies. The Company regularly evaluates the feasibility of incorporating sustainability-related performance metrics into executive compensation. Future developments in this area will be disclosed in subsequent reports.

1.3.6. Risk management and internal controls over sustainability reporting
[ESRS 2 GOV-4]

Exide Technologies has successfully integrated sustainability reporting into the operational framework using the Oracle IT platform. The scope of Exide's risk management and internal control systems encompasses all aspects of sustainability reporting, including the ESG factors. Key features of the system include the assignment of specific responsibilities to designated personnel, who have undergone comprehensive training to effectively manage sustainability data. The process involves a multi-tiered approval system, which ensures that all sustainability data is accurate and reliable.

1.3.7. Strategy, business model and value chain
[ESRS 2 SBM-1]

Exide Technologies is dedicated to integrating sustainability into its core business strategy, reflecting the Company's commitment to the global energy transition and environmental responsibility. Exide's strategy emphasizes innovation in battery storage solutions, resource efficiency, and the promotion of a circular economy. By leveraging cutting-edge technologies and sustainable practices, Exide aims to empower the Company's customers on their journey to net-zero emissions while driving a cleaner future. Exide Technologies serves a diverse range of markets across the globe, including automotive manufacturers, industrial equipment providers, telecommunications companies, and defense sectors. In Europe, Exide's operational footprint includes four automotive plants, four motion plants, three energy solutions plants, and three recycling facilities, along with two research and development (R&D) facilities. In the Americas, Exide works with sales agents and distribution partners who represent the Company's dedicated brands. Additionally, Exide has sales offices in Asia and Australia, supported by a comprehensive distribution network and other offices around the world.

At the end of FY25, Exide Technologies employed 4,740 individuals across its global operations.
In May 2024, the Company Sustainability Strategy for 2024–2030 was adopted, aligning with the principles of recent European sustainability legislation.

This strategy reflects the Company's strong commitment to embedding sustainable practices across its operations. It is structured around three core pillars, further divided into seven sub-pillars, as outlined below:

Table 2. Exide's ESG strategic targets

Pillar	Sub-Pillar	Strategic Target	Target Date
Batteries for a greener future	Climate	Reduction of Scope 1 and Scope 2 emissions by 30%*	End of 2030
		20% renewables own (or on Exide's behalf) generation*	End of 2030
		Set a Scope 3 emission reduction target	End of FY26
	Pollution	Develop and implement a comprehensive Pollution Management Policy for Exide operations	End of FY26
	Resource usage	Increase the percentage of secondary lead purchased (internally and externally) to 85%	End of FY30
		Develop a standard for sustainable product design	End of FY26
		Develop a global circular economy policy across all business units	End of 2025
Employer of choice	Safe and stable workplace	Continue and promote Exide's Wellbeing program for all employees	Ongoing
		Increase the satisfaction level of Exide's employees to 75% by the end of FY26 and to 80% by the end of FY28	End of FY26 and end of FY28
	Inclusive and skilled workforce	Male / Female split in salaried positions – 40% in all salaried roles	End of 2028
		Ensure every employee receives a minimum of 7 hours of professional skills training by the end of FY25, 8 hours by the end of FY26 and 10 hours by the end of FY27	End of FY25, FY26 and FY27
Sustainable and ethical growth	Healthy value chain	Strengthening the suppliers' evaluation process	End of FY25
	Healthy business	Obtaining a leading score for ESG efforts by a third-party rating agency	Ongoing

* Versus baseline year FY22.

Value chain

Exide Technologies operates a business model centered around the design, manufacturing, and distribution of innovative battery storage solutions for automotive and industrial applications. Exide's value chain encompasses the entire lifecycle of its products, from raw material sourcing to end-of-life management, ensuring that sustainability is integrated at every stage. By leveraging advanced technologies and adhering to responsible practices, Exide aims to deliver high-performance energy storage solutions that meet the evolving needs of its customers while minimizing environmental impact.

Exide's upstream value chain includes the following key actors:

- Raw material suppliers: Providers of essential materials which are critical for battery production.
- Component suppliers: Companies supplying key elements such as separators, electrolytes, and battery casings, all of which are vital for the assembly of Exide's batteries.
- Refiners and smelters: Processors that extract and purify raw materials, ensuring metals like lead and lead alloys meet the quality standards required for battery manufacturing.
- Battery suppliers: Vendors of fully assembled batteries purchased by Exide for resale, integration, or specific customer applications, supporting supply chain flexibility and complementing in-house production.
- Transport and logistics providers: Organizations responsible for the efficient and timely delivery of raw materials and components to Exide's manufacturing facilities.

Exide's approach to gathering and securing these inputs involves collaborating with a network of reliable suppliers who adhere to Exide's sustainability and ethical standards. These upstream actors play a crucial role in ensuring that Exide has the necessary resources and components to produce high-quality battery solutions, which then flow into Exide's downstream operations, which consist of the following:

- Customers (B2B): Automotive manufacturers, aftermarket wholesalers, telecommunications companies, logistic providers, renewable energy developers and others.
- Recycling facilities: Facilities that handle the end-of-life management of batteries, processing used batteries to recover valuable materials for reuse.
- Transport and logistic companies: Responsible for the storage, distribution and transportation of Exide's products to customers, ensuring efficient supply chain operations.
- Waste and end-of-life management organizations: Companies that specialize in the safe disposal and recycling of batteries, ensuring compliance with environmental regulations and promoting responsible waste management.

Figure 2. Exide's simplified value chain

* The term "Own Operations" refers to the workforce and operations over which Exide has direct operational control.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1.3.8. Interests and views of stakeholders

[ESRS 2 SBM-2]

In FY25, Exide Technologies adopted the Exide Stakeholder Engagement Strategy to manage its impact on stakeholders whose interests may be affected by its activities. Exide engages with various stakeholders to understand their views and interests, which are crucial for informing the Company's strategy and business model.

Key stakeholders for Exide Technologies include shareholders, customers, suppliers, employees, works council/union bodies, local communities, management, financial institutions, and local authorities.

Table 3. Stakeholder communication methods and purposes

Stakeholder group	Methods of communication	Purposes of communication
Shareholders	▪ Annual General Meetings ▪ Quarterly Reports ▪ Investor Relations Communications	▪ Promotion of information transparency ▪ Facilitation of accountability, e.g. provision of a platform to answer shareholders' questions
Customers	▪ Customer Feedback Surveys ▪ Customer Service Channels ▪ Loyalty Programs	▪ Ability to efficiently serve customers and assist with their queries ▪ Gathering valuable feedback on Exide's products and services ▪ Strengthening customer loyalty
Suppliers	▪ Supplier Meetings ▪ Audits ▪ Performance Reviews	▪ Statement of requirements ▪ Optimization of the supply processes ▪ Disclosure about standards, leading to stronger relationships
Employees	▪ Employee Surveys ▪ Town Hall Meetings ▪ Training Programs	▪ Determining the workforce's engagement and satisfaction levels through open dialogue ▪ Strengthening the corporate culture ▪ Distribution of information to the employees ▪ Gathering feedback from the employees ▪ Development, training and retention of workforce
Works Council/Union Bodies	▪ Collective Bargaining ▪ Joint Committees ▪ Regular Consultations	▪ Alignment of interests ▪ Creating opportunities for collaboration on shared goals ▪ Fostering a partnership that encourages open dialogue and drives change
Local Communities	▪ Community Outreach Programs ▪ Public Meetings ▪ CSR Initiatives	▪ Communication of information relevant to the local communities ▪ Gathering feedback from the local communities ▪ Alignment of interests
Management	▪ Leadership Meetings ▪ Performance Reviews ▪ Development Programs	▪ Development and sharing a common vision and goals ▪ Enhancement of performance and processes
Financial Institutions	▪ Financial Reporting ▪ Meetings with Analysts ▪ Credit Reviews	▪ Management of the financial performance ▪ Insight into the market's assessment of Exide's results
Local Authorities	▪ Regulatory Compliance ▪ Public Consultations ▪ Partnerships	▪ Staying current with regulatory requirements ▪ Exploring opportunities for collaboration ▪ Alignment of interests

The purpose of stakeholder engagement is to gather insights and feedback that inform Exide's strategy and business model. By understanding the interests and concerns of the Company's stakeholders, Exide can make informed decisions and enhance overall sustainability performance. Stakeholder engagement outcomes are integrated into Exide's strategic planning processes. This includes refining policies and practices to ensure the Company remains responsive to stakeholder needs and expectations. Exide actively engages with key stakeholders to understand their interests and perspectives through regular activities such as surveys, meetings, and structured feedback mechanisms. These insights played a significant role in shaping the Company's Sustainability Strategy. The Board of Directors is regularly updated on stakeholder views and concerns through comprehensive reporting mechanisms. These reports are presented during leadership meetings and strategic planning sessions, ensuring that stakeholder perspectives are embedded in Exide's sustainability-related decision-making processes.

1.3.9. Material impacts, risks and opportunities (IROs) and their interaction with strategy and the business model

[ESRS 2 SBM-3]

Material IROs associated with Exide's operations were identified through a double materiality analysis conducted in December 2023 and re-evaluated in January 2025. As a result of the assessment, Exide recognized its material impacts across the following areas:

- Environmental: Climate change, pollution, resource usage;
- Social: Own workforce and workers in the value chain;
- Governance: Business conduct; and
- Sustainable product design (an entity-specific topic).

Table 4. Exide's material impacts, risks and opportunities

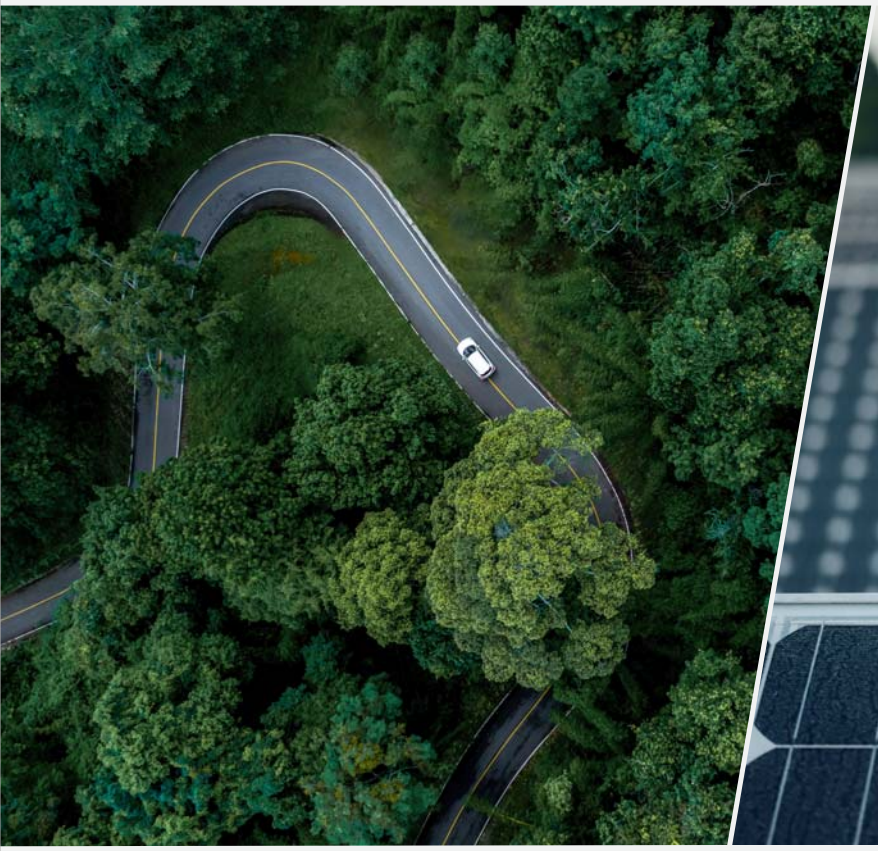
ESRS topic		Impact description	Occurrence of the IRO	Risk/opportunity description
E1: Climate change	Climate change adaptation	**Potential Positive Impact:** Potential for a positive impact on climate change adaptation through the implementation of measures that enhance resilience and contribute to broader environmental sustainability efforts.	• Organization • Upstream value chain	Risk: Costs associated with adapting the business model to climate change.
	Climate change mitigation	**Actual Positive Impact:** The provision of efficient, reliable, and sustainable battery and energy storage solutions contributes positively to climate change mitigation by facilitating the transition to a low-carbon economy, enhancing the storage of surplus renewable energy, and supporting the adoption of green products, thereby reducing greenhouse gas emissions. **Actual Negative Impact:** Greenhouse gas (GHG) emissions associated with the full life cycle of products.	• Organization • Upstream value chain • Downstream value chain	Risk: Loss of climate-conscious clients and employees because of lack of action or greenwashing. Risk: Increased costs associated with the implementation of emission reduction measures.
	Energy	**Actual Positive Impact:** Positive impact on the energy sector by enabling the storage of surplus energy from renewable sources, enhancing energy efficiency and reliability, and supporting energy trading and grid stability. **Actual Negative Impact:** Negative impact on energy consumption due to the energy-intensive nature of the cradle to gate battery life cycle.	• Organization • Upstream value chain • Downstream value chain	Opportunity: Cost savings through reduced energy consumption, the adoption of renewable energy sources, and enhanced energy efficiency measures.
E2: Pollution	Pollution of air	**Actual Negative Impact:** The manufacturing of batteries negatively impacts air quality by emitting pollutants.	• Organization • Upstream value chain	Risk: Costs related to the implementation of enhanced measures aimed at minimizing air emissions.
	Pollution of water	**Actual and Potential Negative Impact:** The battery production process has a minor negative impact on water pollution from impure discharges, with potential for more significant pollution if battery waste is improperly handled, introducing harmful chemicals like lead into the local water supply.	• Organization • Upstream value chain	Risk: Costs related to the implementation of enhanced measures aimed at minimizing water contamination.
	Pollution of soil	**Actual and Potential Negative Impact:** Improper handling of battery waste can lead to soil pollution from harmful chemicals like lead oxide and sulfuric acid.	• Organization • Downstream value chain	Risk: Costs related to the implementation of enhanced measures aimed at minimizing soil pollution.
	Substances of concern	No material impacts identified.	• Organization • Upstream value chain • Downstream value chain	Risk: Costs associated with chemicals and hazardous waste management.
	Substances of very high concern	No material impacts identified.	• Organization	Risk: Costs associated with chemicals and hazardous waste management.
E3: Water and marine resources	Water consumption	**Actual Negative Impact:** The water-intensive battery manufacturing process, recycling of used batteries, and general sanitary use in facilities contribute to a negative impact on water consumption, along with the significant water requirements for extracting and manufacturing resources used in battery production.	• Organization • Upstream value chain	No material risks or opportunities identified.

ESRS topic		Impact description	Occurrence of the IRO	Risk/opportunity description
E5: Circular economy	Resources inflows, including resource use	**Actual Negative Impact:** The use of various raw materials and components in battery production contributes to negative environmental impacts.	▪ Organization ▪ Upstream value chain	Opportunity: Increase the share of recycled materials. Reprocessing recyclable materials in-house.
	Resource outflows related to products and services	**Actual Positive Impact:** The operation of battery recycling facilities and the option to return batteries (regardless of the battery's origin) at the end of their useful life contribute positively by promoting resource recovery. **Actual Negative Impact:** The battery production process generates significant hazardous waste, negatively impacting resource outflows associated with raw materials.	▪ Organization ▪ Downstream value chain	Risk: Reduced demand for products. Risk: Costs associated with implementing elements of circular economy.
	Waste	**Actual Negative Impact:** The production and recycling processes for batteries generate significant industrial waste, including hazardous materials, while inappropriate disposal of used batteries further contributes to the overall waste burden.	▪ Organization ▪ Downstream value chain	No material risks or opportunities identified.
S1: Own workforce	Secure employment	**Actual Positive Impact:** The Company positively impacts secure employment by maintaining a low attrition rate and providing job security through employment contracts and bargaining agreements.	▪ Organization	Opportunity: Increased competitiveness of the employer on the labor market – reputation of a stable employer.
	Adequate wages	**Actual Positive Impact:** The Company ensures adequate wages for its employees by using market benchmarking tools and adhering to tariffs and bargaining agreements.	▪ Organization	Opportunity: Increased competitiveness of the employer on the labor market through providing adequate working conditions.
	Social dialogue	**Actual Positive Impact:** Regular engagement surveys and the presence of works council representatives facilitate social dialogue and employee engagement.	▪ Organization	No material risks or opportunities identified.
	Health and safety	**Actual Negative Impact:** Employees, particularly in battery production, face health and safety risks from lead exposure, necessitating regular blood lead level checks despite protective measures.	▪ Organization	No material risks or opportunities identified.
	Gender equality and equal pay for work of equal value	**Potential Negative Impact:** The lack of monitoring for the gender pay gap may lead to disparities in compensation between male and female employees, despite efforts to promote gender equality.	▪ Organization	No material risks or opportunities identified.
	Training and skills development	**Actual Positive Impact:** Training and skills development helps to enhance employees' performance, support organizational goals, and foster a culture of continuous improvement. Regular training in environmental and health and safety aspects ensures employees are well-informed and equipped to handle their responsibilities safely.	▪ Organization	No material risks or opportunities identified.
	Employment and inclusion of persons with disabilities	**Potential Positive Impact:** Introducing measures to support the employment of people with disabilities could enhance positive impact by promoting a more inclusive workplace. It helps to break down barriers and to create an environment where all employees feel valued and empowered.	▪ Organization	No material risks or opportunities identified.
	Diversity	**Potential Negative Impact:** The lack of effective diversity initiatives may hinder inclusion and representation of workers from various backgrounds, which is crucial for fostering innovation and growth in a Company operating across multiple countries.	▪ Organization	No material risks or opportunities identified.

ESRS topic		Impact description	Occurrence of the IRO	Risk/opportunity description
S2: Workers in the value chain	Health and safety in the value chain	**Actual Negative Impact:** Inadequate health and safety measures in the upstream value chain can increase the likelihood of workplace accidents and illnesses, affecting workers' well-being.	• Upstream value chain	No material risks or opportunities identified.
G: Governance	Corporate culture	**Actual Positive Impact:** Exide fosters a culture of integrity and accountability through its vision, business practice, shared values and commitment to ethical growth.	• Organization • Upstream value chain • Downstream value chain	No material risks or opportunities identified.
	Management of relationships with suppliers including payment practices	**Actual Positive Impact:** Commitment to sustainability and ethical practices enhances the management of supplier relationships through a Sustainable Purchasing Policy. **Potential Negative Impact:** The lack of established payment procedures may lead to inconsistencies and delays in payments, affecting suppliers' financial stability.	• Organization • Upstream value chain	Opportunity: Increased financial stability by maintaining client loyalty as a result of working with sustainable suppliers.
	Prevention and detection of corruption, including training	**Actual Positive Impact:** The Company has implemented a dedicated anti-corruption policy, well-defined procedures and regular employee training aimed at preventing unethical practices.	• Organization • Upstream value chain	No material risks or opportunities identified.
Additional topic	Sustainable product design	No material impacts identified.	• Organization	Opportunity: Increased revenue and competitiveness of products due to sustainable product design. Risk: Increased R&D costs.

Exide Technologies is dedicated to continuously evaluating the current and anticipated impacts of material impacts, risks, and opportunities on its operations and overall business model. This ongoing analysis enables the integration of key insights into strategic planning and decision-making processes. Exide places particular emphasis on addressing major environmental challenges – such as climate change, pollution, and the transition to a circular economy – as well as social considerations related to its workforce.

The implications of these factors extend beyond the organization, influencing employees and the communities in which Exide operates. Recognizing the potential impacts of climate change and other environmental issues on its business, Exide is actively exploring various future scenarios to strengthen operational resilience and enhance efficiency.



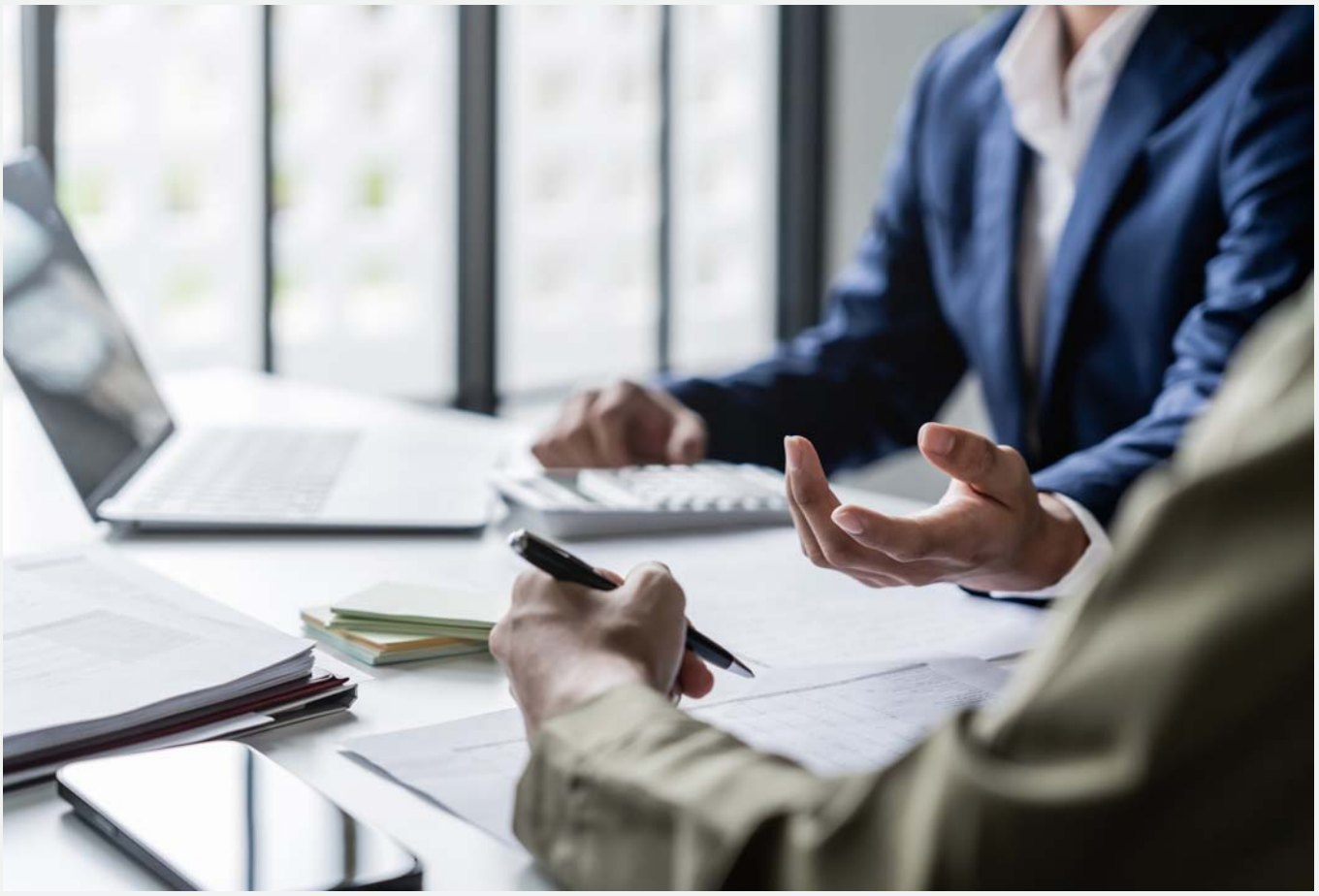
The findings from this analysis have significantly influenced the development of Exide's Sustainability Strategy (see disclosure ESRS SBM-1 in section 1.3.7. Strategy, business model and value chain), which outlines how the Company will align its operations with the insights gained.

Exide's material impacts may have both positive and negative effects on people and the environment. Actual impacts, both positive and negative, have occurred during the current financial year. Potential impacts are expected to emerge over a longer time horizon and may include areas such as climate change adaptation, gender equality and equal pay, inclusion of people with disabilities, workplace diversity, and responsible payment practices. These impacts have the potential to create long-term effects on both people and the environment.

The Company's positive impacts are centered on supporting climate action and sustainability, enhancing employee well-being, benefiting local communities and consumers, and promoting ethical business practices. Exide has the opportunity to contribute positively to energy efficiency, resource optimization, labor market competitiveness, customer loyalty (through collaboration with environmentally and socially responsible suppliers), and the market success of sustainably designed products.

Exide supports its employees by providing job security, fair wages, opportunities for input and engagement, and access to training and development programs. These efforts contribute to improved working conditions and have a direct positive impact on employee well-being.

On the other hand, Exide has identified negative environmental impacts associated with its operations and value chain. These include challenges related to climate change mitigation, energy consumption, pollution, waste generation, and the use of water and other natural resources. In the social domain, certain impacts have been observed in connection with organizational changes and occupational health and safety conditions, particularly for factory employees.



1.3.10. Description of the process to identify and assess material impacts, risks and opportunities

[ESRS 2 IRO-1]

Exide Technologies conducted a comprehensive materiality assessment to determine the scope of its reporting obligations under the CSRD (focusing on its European operations). This assessment adhered to the double materiality principles defined in the CSRD and ESRS. As part of the process, Exide carried out an extensive stakeholder survey, engaging 487 stakeholders, including employees, suppliers, customers, financial institutions, local communities, local authorities, management, works council and union bodies, among others. The survey aimed to identify material ESG topics relevant to Exide Technologies. Additionally, the Company conducted in-depth interviews with select internal stakeholders to gain further insights.

In 2024, Exide adopted a Procedure for Double Materiality Assessment, which establishes the frequency of assessments, including a full assessment every three years and the option for out-of-cycle assessments in response to significant changes in the business environment. These out-of-cycle assessments are connected to the Company's ERM framework, which plays a crucial role in identifying and evaluating changes that may impact ESG considerations. The process is comprehensive and involves several key components described below.

Methodologies and Assumptions

Exide employs a double materiality principle, which allows the Company to assess both the impacts of its operations on the environment and society, as well as the financial risks and opportunities that arise from these impacts. This dual perspective ensures that both internal and external factors are considered in the decision-making process. The Company recognizes that ESG IROs can significantly influence its reputation, financial performance, and long-term sustainability.

Identification and Assessment Process

Under Exide's Enterprise Risk Management (ERM) framework, risks and opportunities are regularly updated to reflect changes in the Company's operational profile.

To support this process, Exide employs a prioritization matrix that categorizes IROs based on their potential magnitude and likelihood of occurrence, using the following evaluation scales:

- Impact – Ranges from *incidental* (minimal impact) to *extreme* (critical impact)
- Likelihood – Assesses the probability of occurrence, from *rare* to *almost certain*
- Velocity – Evaluates the speed at which a risk or opportunity could affect the Company, categorized as *low*, *medium*, or *high*
- Time Horizon – Assesses the expected influence of IROs over *short-*, *medium-*, and *long-term* periods.

Based on this assessment, identified risks are classified as critical or non-critical, with regular status updates provided to the Sustainability Committee. In addition, Exide's Double Materiality Procedure outlines key steps for identifying IROs during both in-cycle and out-of-cycle assessments. These include stakeholder engagement, review of standards and regulations and internal and external analysis to enhance understanding of factors influencing operations. This approach enables the Company to clearly identify which risks and opportunities require immediate attention, thereby supporting informed and strategic decision-making.

Monitoring and Response

Exide employs a structured response to manage both negative and positive ESG impacts. Negative impacts are addressed through risk approaches such as mitigation, transfer, acceptance, and avoidance. For positive impacts, the Company focuses on assessing feasibility, establishing measurable goals, and integrating these considerations into existing business processes. This proactive stance encourages innovation and the adoption of best practices that enhance positive impacts and capitalize on opportunities.

The ESG IROs management process is embedded within Exide's overall risk management framework. The initial Double Materiality Assessment conducted by Exide Technologies was focused on the Company's European operations, while also considering the distribution and sales operations as part of its value chain analysis. The ERM framework is a global procedure that encompasses the entire Exide group. The process considers the impacts with which the Company is involved through its own operations as well as those arising from its value chain.

2.
Our commitment to the planet:
Batteries for a greener future

This chapter presents Exide's ongoing commitment to sustainability, reflecting the Company's dedication to integrating environmentally responsible practices throughout its operations. In light of increasing global environmental concerns and heightened stakeholder expectations, Exide has taken significant steps to address its environmental impact.

The focus on sustainability encompasses a holistic approach that includes enhancing resilience to climate change, reducing emissions, and ensuring the responsible use of hazardous substances. Additionally, there is a strong emphasis on promoting responsible resource management and sustainable product design. Through these efforts, Exide aims to create meaningful change and contribute positively to the environment while navigating the complexities of the battery industry.

2.1. Managing Exide's impact on the Environment

The process to determine the material environment-related impacts, risks, and opportunities was carried out using the methodology described in the Double Materiality Assessment (see disclosure ESRS 2 IRO-1 in section 1.3.10. Description of the process to identify and assess material impacts, risks and opportunities), in which the analysis of Exide's assets and activities – both in its own operations and across its value chain – is outlined in detail.

In order to identify material IROs, Exide conducted a comprehensive assessment of all site locations and business activities, including environmental audits, historical data review, risk identification, regulatory compliance, stakeholder engagement, assessment of mitigation measures, and monitoring.

Importantly, a significant share of material environment-related IROs identified by Exide are directly connected to the Company's manufacturing activities described in detail within disclosure ESRS SBM-1 in section 1.3.7. Strategy, business model and value chain.

2.1.1. Policies related to environment

[E1-2] [E2-1] [E3-1] [E5-1]

Exide's approach to the management of environment-related topics has been codified in:
1. The Environmental, Health and Safety (EHS) Policy;
2. The Environment – EHS Procedure;
3. The Sustainable Purchasing Policy;
4. The Energy Policy; and
5. The Pollution Management Policy.

Table 5. Policies related to climate change mitigation and adaptation as well as environment

Related ESRS sub-topic	Policy	Key contents	Coverage	Accountable	Third-party standards (incorporated/ aligned)	Availability
Climate change mitigation Climate change adaptation Pollution Water and marine resources Resource use and circular economy Sustainable product design (additional topic)	Environmental, Health and Safety (EHS) Policy	Commitment to protecting the health, safety, and well-being of employees, contractors, visitors, and the environment, with a focus on sustainable practices and a zero-impact objective.	Applies to all Exide employees, contractors, and operations across all locations.	EHS Director	-	Website
Energy	Energy Policy	Commitment to continuous improvement in energy management across the organization.	All operational areas within Exide	President & CEO	-	Website
Pollution Water and marine resources Resource use and circular economy Sustainable product design (additional topic)	Environment – EHS Procedure	Principles regarding the operation of Exide plants, required under The Industrial Emissions Directive (IED).	Applies to all plants	EHS Director	▪ ISO 14001/ISO 45001	Intranet
Resource use and circular economy Sustainable product design (additional topic)	Sustainable Purchasing Policy	General approach to sustainable procurement, including the process for purchasing raw materials.	Applies to all Exide employees, contractors, and operations across all locations	Senior Directors, Procurement	▪ Exide Sustainable Purchasing Policy ▪ Exide Conflict Minerals Policy ▪ Supplier Code of Conduct ▪ Exide Responsible Sourcing Policy for Battery Materials	Website
Pollution Water and marine resources Resource use and circular economy Sustainable product design (additional topic)	Pollution Management Policy	Commitment to sustainability through pollution prevention and control, establishing objectives for environmental stewardship and accountability across operations.	Applies to all Exide employees, contractors, and operations across all locations	President & CEO	▪ Commitment to maintaining ISO 14001 certification ▪ Adherence to the revised Industrial and Livestock Rearing Emissions Directive (IED 2.0)	Intranet

Implemented in 2023, Exide's Energy Policy codifies the organization's aim to enhance energy efficiency while aligning with legal requirements to reduce its carbon footprint. Specific initiatives outlined in the policy are designed to treat energy usage as a controllable aspect, eliminate non-essential expenditures, maintain and share detailed information on energy management practices, allocate resources to support energy efficiency improvements, forecast energy needs to enhance planning capacities, regularly establish and review energy objectives and targets, encourage employee engagement in energy efficiency projects, and promote the procurement of energy-efficient products and services.

Exide's efforts to mitigate negative impacts related to air, water, and soil pollution are reflected in its ISO 14001 certification – Environmental Management Systems. To maintain the certification, Exide conducts a strict internal and external audit process, along with continuous improvement of plant conditions.

The Pollution Management Policy reinforces Exide's long-standing commitment to preventing and controlling pollution within its operations, by self-imposing accountability to deliver environmental stewardship through decisive steps to manage pollution across the Company's operations.

The EHS Policy establishes Exide's objectives related to zero incidents, employee exposure to health and safety concerns, or impacts on the environment, by pursuing the elimination of hazards and risks reduction. To properly respond to emergencies, each business unit has an adequate and updated emergency preparedness procedure – including a fire protection management procedure - and seeks to ensure the correct implementation and monitoring of the accident procedure.

Additionally, the Pollution Management Policy requires that all manufacturing facilities have the necessary resources available to provide a fast response capacity to any emergency situation, minimizing and mitigating impacts on the community and the environment.

Furthermore, selected Exide facilities have adopted the Seveso Directive, which requires the implementation of specific measures to prevent and manage industrial accidents involving hazardous substances. This includes establishing a dedicated safety management system and undergoing inspections by the relevant local environmental authorities.

Water and marine resources are a topic directly covered by the Environment – EHS procedure document, which requires each plant to maintain an inventory of water emissions and consumption. This includes identifying sources of water emissions, monitoring discharge permits, and minimizing water consumption through detailed records of water sources and usage. The procedure emphasizes compliance with legal limits and technical specifications to manage water resources effectively.

Exide's policies address the prevention and abatement of water pollution through comprehensive monitoring, the adoption of best practices, and ensuring rapid emergency response. These key processes are implemented through a global Environmental Management System and local management systems, which are certified in most Exide plants. This ensures that environmental policies are effectively implemented at the plant level through a strict internal and external audit process, inspections, environmental control plans, and continuous improvement which places environmental requirements beyond legal compliance. At the end of 2024, Exide concluded a water risk assessment for its plants, assessing areas of high-water stress.

The EHS Policy includes commitments to establish controls and reports on waste reduction (both hazardous and non-hazardous), to sustainable resources management, and to ensure continuous improvement of Exide's environmental performance. The Sustainable Purchasing Policy addresses sustainable sourcing principles, specifically the Company's commitment to sourcing a high percentage of recycled and upcycled raw materials for products and packaging.

2.2. Climate Change

Climate change adaptation

Potential positive impact:
Enhancement of operational resilience through the implementation of adaptation measures

Risk:
Costs associated with business model adaptation

Climate change mitigation

Actual positive impact:
Facilitation of the transition to low-carbon economy through more sustainable energy storage solutions

Actual negative impact:
Greenhouse gas emissions resulting from the full life cycle of products

Risk:
Loss of climate-conscious clients and employees due to the lack of sustainable actions

Risk:
Increase of costs as a result of the imposed implementation of emission-reducing solutions

Energy

Actual positive impact:
Sustainable energy use resulting from innovative energy storage solutions

Actual negative impact:
High energy consumption res ulting from the energy-intensive cradle-to-gate life cycle of a battery

Opportunity:
Cost savings as a result of reduced energy consumption

2.2.1. Transition plan for climate change mitigation
[E1-1]

The Company has identified numerous steps to assess and address its greenhouse gas (GHG) emissions across Scope 1, 2, and 3 categories. The action plan is focused on reducing direct emissions (Scope 1) and emissions from purchased energy (Scope 2). As part of its long-term ESG objectives, Exide is committed to achieving a 30% reduction in Scope 1 and Scope 2 emissions by the end of 2030, using FY22 as the baseline year. This initiative is a significant step toward aligning with the European Union's climate neutrality goals for 2050.

To achieve these targets, Exide dedicates efforts to improve energy efficiency, reduce natural gas consumption, and increase the utilization of renewable energy. The Company has already demonstrated a 20% total reduction in Scope 1 and Scope 2 emissions from the baseline year.

Exide's current actions include an upgraded assessment of its direct emissions from owned or controlled sources, focusing on enhanced data collection methods to refine the understanding of GHG emissions. This improved assessment encompasses the collection of energy consumption data, site locations, and operational details, which will allow Exide to quantify its emissions with greater accuracy.

In addition to assessing Scope 1 and 2 emissions, the Company is focusing on its indirect emissions across relevant Scope 3 categories. This involves identifying and quantifying emissions related to purchased goods and services, transportation and distribution, use of product, business travel, waste generated in operations, and other significant areas. By conducting the comprehensive analysis, Exide aims to pinpoint hotspots and operational gaps in its emissions profile, which will inform future reduction strategies. Key levers to achieve Exide's decarbonization targets are linked to the identification of energy efficiencies across plants' operations and working on the energy mix to pursue options for enhancing the renewable energy share. Furthermore, it is expected that the assessment of Exide's Scope 3 emissions will lead to further initiatives aimed at minimizing Exide's carbon footprint.

While Exide has not yet finalized its transition plan for climate change mitigation, substantial progress is being made toward its development. The Company remains committed to transparency and will continue to keep stakeholders informed about key developments in shaping this critical framework for addressing climate change.

Georg Meckl,
VP Technical Projects and Decarbonisation

Addressing climate change is not only a responsibility but also an opportunity to drive meaningful and lasting progress.

Over the past year, Exide has carried out comprehensive energy audits across all divisions. The insights gained from these assessments will guide the development of targeted projects aimed at improving energy efficiency and reducing greenhouse gas emissions – key components of our broader transition plan. The next step involves defining a detailed project roadmap to implement these initiatives and fully realize their potential.

2.2.2. Material impacts, risks and opportunities and their interaction with strategy and business model

[E1 SBM-3]

The Double Materiality Assessment (for more detail on the process of identification, please see below) enabled the organization to identify 3 climate-related risks across its own operations and value chain. The identified risks are described in greater detail within disclosure E1 IRO-1 in section 2.2.3. Description of the processes to identify and assess material climate-related impacts, risks and opportunities. Exide has not yet carried out a comprehensive resilience analysis of its strategy and business model in relation to climate change. However, the Company is exploring the possibility of setting indicative targets for CapEx investments in infrastructure and technologies that could enhance its resilience to climate-related impacts, as part of its broader commitment to climate adaptation.

2.2.3. Description of the processes to identify and assess material climate-related impacts, risks and opportunities

Climate Risk Assessment

[E1 IRO-1]

Following the DMA (which was qualitative in nature), Exide undertook a more quantitative Climate Risk Assessment to further analyze the impacts, risks, and opportunities associated with climate change adaptation and mitigation. This assessment is intended to be a recurring process, primarily conducted by internal experts, following best practice standards and scientific and public sources.

The methodology for performing climate-related physical risk analyses includes the following elements:

1	2	3	4	5
Timescales: short term (1 year), medium term (up to 5 years), and long term (over 5 years) have been included in the analyses. Given that Exide anticipates its business operations and assets will remain in service for more than 10 years, a multi-year timescale has been adopted for the analysis. This approach ensures that the assessment captures the potential long-term effects of climate change, allowing Exide to evaluate risks and opportunities that may emerge over extended periods.	**Risk screening:** screening the climate-related acute and chronic risks based on local reports and climate adaptation plans (if available), historical occurrences of climate-related weather events in each location and interviews with plants' workers.	**Climate scenarios:** IPCC RCP8.5, which is IPPC's worst-case climate scenario, was used for scoring gross risks for each plant; other climate scenarios (in most locations RCP4.5, for some locations RCP2.6) were also used in Exide's analyses depending on the availability of regional climate projections for physical risks.	**Probability of occurrence of climate-related risks:** probability was assessed based on publicly available national and regional climate projections for parameters related to risks identified for each plant and historical occurrence of climate-related weather events in each location; a probability scale derived from the Enterprise Risk Management was used.	**Magnitude of impact of climate-related risks on assets and business operations** a scale derived from the Company's Enterprise Risk Management was applied.

As showcased above, this methodology is logically linked to Exide's ERM framework, which is described within disclosure ESRS 2 SBM-3 in section 1.3.9. Material impacts, risks, and opportunities and their interaction with strategy and the business model. By integrating climate risk considerations into the ERM process, Exide can enhance its strategic planning and decision-making, ensuring preparedness for future challenges and alignment with sustainability goals.

At the time of publication of the report, climate-related physical risks analyses were developed for 9 manufacturing and recycling locations, with the remaining plants scheduled for FY26.

The climate risk assessments conducted across Exide's plants identify temperature increases, heat waves, and heat stress as the most commonly shared risks for the organization. Depending on the geographical location, these risks are classified from medium to high.

Given no identified material impact of climate-related matters on Exide's financial standing, no critical climate-related assumptions were made in Exide's financial statements.

2.2.4. Actions and resources in relation to climate change policies [E1-3]

In 2024, Exide undertook a series of proactive actions and initiatives to enhance its climate change policies and prepare for a sustainable energy transition.

Table 6. Climate related initiatives

Initiative	Description	Related Disclosure	Related target*
Climate Transition Plan Preparation	Exide is actively developing its climate change transition plan to comply with ESRS requirements. While still in development, significant progress has been made in assessing GHG emissions across Scopes 1, 2, and 3.	ESRS E1-1	1, 3
Energy Audits	Exide conducted energy audits across selected manufacturing facilities to identify opportunities for improving energy efficiency.	ESRS E1-1	1, 5
Renewable Energy Initiatives	The Company is expanding photovoltaic systems across its facilities. As of FY25 Exide operates five photovoltaic installations with a combined capacity of 12.8 MWp at its manufacturing and recycling plants in Portugal and Spain. These installations include approximately 20,000 solar panels in Spain and 11,250 in Portugal. Exide is also pioneering projects that integrate photovoltaic plants with battery energy storage systems (BESS) to enhance renewable energy utilization.	-	2
Climate Risk Assessment	Exide has initiated a comprehensive assessment of its manufacturing sites to evaluate climate-related risks, focusing on potential impacts on the Company derived from acute and chronic physical risks. These findings will guide the development of strategies to adapt to the physical impacts of climate change, including extreme weather events.	ESRS E1 IRO-1	-
Training and Capacity Building	Exide has embarked on a comprehensive training program for the Company employees focusing on sustainability matters including climate mitigation and climate adaptation. This initiative aims to foster a culture of sustainability within the organization and ensure that it is well-equipped to drive progress in climate related efforts.	ESRS 2	4
Performance Tracking, Monitoring, and Reporting	Exide continuously optimizes energy efficiency through improvement methodologies, technology upgrades, and consumption control. The Company has established key performance indicators to track progress toward emissions reduction targets. Nearly all European plants are certified under the ISO 50001 energy management standard, and energy consumption is rigorously monitored as part of the energy excellence program.	-	1, 3
Governance	Exide's governance structure for sustainability management is designed to drive progress and foster a sense of ownership throughout the organization. This structure sup-ports the implementation of climate change policies and ensures accountability at all levels.	ESRS 2 GOV-1	-
Internal Carbon Pricing Scheme	In the last quarter of FY25, Exide introduced an internal carbon pricing (ICP) scheme as a tool to help the Company shift to lower-carbon business model.	E1-8	-

* Each number corresponds to a target's identifier, as set out in Table 7 under disclosure E1-4 in section 2.2.5. Targets related to climate change mitigation and adaptation below.

2.2.5. Targets related to climate change mitigation and adaptation [E1-4]

As part of Exide's commitment to sustainability, the Company has set climate-related targets within its Sustainability Strategy.

Table 7. Climate change targets

#	Target	Target date
1	Reduction of Scope 1 and Scope 2 emissions by 30%*	End of 2030
2	20% renewables own (or on our behalf) generation	End of 2030
3	Reduction of energy consumption by 11% (measured in kWh/t of technical lead)*	End of FY30
4	All employees receive training on climate change adaptation and mitigation	End of FY26
5	Set a Scope 3 emission reduction target	End of FY26

* Compared to baseline year FY22.

The GHG emission reduction targets have been developed based on a range of scenarios that take into account financial feasibility and planned renewable energy integration. While these targets represent meaningful progress, they are not yet aligned with science-based pathways consistent with limiting global warming to 1.5°C.

2.2.6. Energy consumption and mix
[E1-5]

Table 8. Total energy consumption

Total energy consumption [MWh]	FY22 (baseline)	FY24	FY25
	673,911*	594,634*	587,806

* Restated to account for revised boundaries.

Since the FY22 baseline, the Company has successfully reduced energy consumption by 13% through FY25. The energy consumption mix is closely tracked as part of the energy excellence program. The table below provides a detailed breakdown of energy sources used across facilities. Please note that differences in the energy mix values compared to the FY24 report arise from a change in the calculation method, which now follows the conservative approach recommended in the ESRS for classifying energy sources based on clearly defined contractual arrangements.

Table 9. Energy consumption and mix in FY25

Energy consumption and mix in FY25	[MWh]
Fuel consumption from coal and coal products	0
Fuel consumption from crude oil and petroleum products	10,474
Fuel consumption from natural gas	235,574
Fuel consumption from other fossil sources	1,616
Consumption of purchased electricity, heat etc. from fossil sources	308,006
Share of fossil fuels in total energy consumption	*95%*
Total energy consumption from fossil sources	**555,670**
Total energy consumption from nuclear sources	0
Share of nuclear sources in total energy consumption	*0%*
Fuel consumption from renewable sources	0
Consumption of purchased electricity, heat etc. from renewables	15,703
Consumption of self-generated non-fuel renewable energy	16,433
Total energy consumption from renewable sources	**32,136**
Share of renewable sources in total energy consumption	*5%*
Total energy consumption related to own operations	**587,806**

2.2.7. Gross Scopes 1, 2, 3 and total GHG emissions
[E1-6]

During FY25, the inventory boundaries for Scope 1 and Scope 2 were reviewed and enhanced to ensure accuracy and transparency.

Table 10. Gross GHG emissions across Scopes 1 and 2

Gross GHG emissions [tCO_2e]	FY22 (baseline)	FY24	FY25
Scope 1*	86,704	82,908	87,856
Scope 2**	120,446	90,680	77,510

* Restated value for FY22 and FY24 to account for additional emission sources and small locations.
** Restated value for FY22 and FY24 to account for updated emission factors.

The table below presents the breakdown of GHG emissions by main sources.

Table 11. Gross GHG emissions in FY25 by sources

Gross GHG emissions in FY25	[tCO_2e]
Stationary Combustion	47,356
Mobile Combustion	6,184
Process Emissions	32,671
Fugitive Emissions	1,645
Total Scope 1 GHG emissions	**87,856**
Electricity location-based Scope 2 GHG emissions	75,816
District heating location-based Scope 2 GHG emissions	1,694
Total location-based Scope 2 GHG emissions	**77,510**
Electricity market-based Scope 2 GHG emissions	67,851
District heating market-based Scope 2 GHG emissions	3,641
Total market-based Scope 2 GHG emissions	**71,492**

Scope 1 and 2 emissions methodology have been revised with the support of external advisors. In cases where actual data was unavailable, estimates were derived based on reasonable as-sumptions and relevant reference data. Process emissions from the recycling plants have been calculated and included for FY25. The location-based emission factors were updated using the latest information made available by Association of Issuing Bodies (AIB). In addition, market-based emissions were calculated using emission factors from energy suppliers. Scope 3 emis-sions were retrospectively calculated for FY24 for the first time. The outcome will be subject to a detailed analysis during FY26.

2.2.8. Internal carbon pricing
[E1-8]

To support its decarbonization efforts, Exide has implemented an internal carbon pricing (ICP) mechanism. The ICP applies to capital expenditures (CapEx) across all divisions operating in Europe, serving as a shadow price to ensure that climate-related impacts are factored into in-vestment decisions. Starting in FY26, Exide intends to begin calculating the gross GHG emissions covered by the ICP framework.

2.3. Pollution

Pollution of air

Actual negative impact:
Emissions of pollutants to air resulting from the manufacturing and transportation of batteries

Risk:
Costs associated with the implementation of emission-minimizing measures

Pollution of water

Actual and potential negative impact:
Impure discharges resulting from the battery production process

Risk:
Costs associated with implementation of contamination-minimizing measures

Pollution of soil

Actual and potential negative impact:
Soil pollution resulting from improper handling of battery waste

Risk:
Costs associated with the implementation of pollution-minimizing measures.

Substances of concern

Risk:
Costs associated with hazardous waste management

Substances of very high concern

Risk:
Costs associated with hazardous waste management

[E2-2]

In FY25, Exide implemented a range of proactive measures and initiatives to enhance its pollution management efforts.

Table 12. Climate-related initiatives

Initiative	Description	Mitigation hierarchy layer	Related Disclosure	Related target
ISO 14001 Certification	ISO 14001 is an international standard that specifies the requirements for an effective environmental management system. It provides a framework for organizations to manage their environmental responsibilities in a systematic manner, helping them improve their environmental performance and comply with applicable laws and regulations. One of the key aspects of ISO 14001 certification is the requirement of an internal environmental policy addressing the organization's pollution management approach and plans.	▪ Pollution avoidance ▪ Pollution reduction ▪ Restoration, regeneration and transformation of ecosystems	-	-
Sustainability Strategy	Throughout the year, an action plan and short- and medium-term objectives are planned for development for: 1. Lead emissions to air; 2. Lead emissions to water; 3. Sulphate emissions to water; and 4. Water consumption.	▪ Pollution avoidance ▪ Pollution reduction	E2-3	1
Introduction of pollution procedures in relation to operational control	As part of the Pollution Management Policy, adequate procedures in relation to operational control are being developed and implemented.	▪ Pollution avoidance ▪ Pollution reduction	-	1
Identification of substances of concern and very high concern	Exide is currently working to develop more informed and effective approach to substance management.	Pollution avoidance	E2-5	-
Monitoring of emissions into air	Exide manages its air emissions through a comprehensive approach that includes monitoring campaigns of atmospheric emissions in each plant. Furthermore, the Group implements the Best Available Techniques (BAT/BREF) and makes an effort to maintain and monitor the end-of-pipe technologies – such as ventilation fans, engines, or filter compartments – to control emissions effectively.	▪ Pollution avoidance ▪ Pollution reduction	E2-4	1
Monitoring of emissions into water	Based on the internal Environmental procedure, and as part of the EHS Management System, Exide manages water emissions through a structured approach that involves maintaining a detailed inventory of water emissions for each plant, including those to surface water and sewer systems. Water emissions are monitored monthly and documented in a central database, particularly the amount of wastewater and the emission of pollutants such as lead and sulphates.	▪ Pollution avoidance ▪ Pollution reduction	E2-4	1
Monitoring of emissions into soil	Exide organizes and operates its facilities in a way that ensures that potential hazards to soil and groundwater are minimized and potential risks are controlled.	▪ Pollution avoidance ▪ Pollution reduction	E2-4	-

Initiative	Description	Mitigation hierarchy layer	Related Disclosure	Related target
Compliance monitoring	The Company complies with all administrative requirements to ensure compliance with permits, other requirements, and governmental expectations. Additionally, under the EHS Management System, Exide conducts a comprehensive legal compliance assessment in all plants.	▪ Pollution avoidance ▪ Pollution reduction	-	-
International Plant Protection Convention authorizations	Regarding International Plant Protection Convention authorizations, which are specific for each plant and country, all manufacturing plants follow the Industrial Emissions European Directive and identify all emission sources, relevant processes, pollutants, and emission limit values, even though not all plants are required to report as significant emissions producers under the Industrial Emissions Portal Regulation / European Pollutant Release and Transfer Register.	▪ Pollution avoidance ▪ Pollution reduction	E2-4	1
Safe and compliant chemical management	Exide ensures safe and compliant chemical management through its global Chemical Management EHS Procedure, which applies to all plants. The procedure includes the procurement, reception, storage, handling, and disposal of chemicals. Each plant is responsible for maintaining a detailed hazardous substances register and an updated Safety Data Sheet database. The Company emphasizes proper labeling, regular employee training, and adherence to legal requirements such as REACH and CLP.	▪ Pollution avoidance ▪ Pollution reduction	E2-5	-

Targets and metrics relating to pollution
[E2-3] [E2-4]

In FY25, Exide implemented a range of proactive measures and initiatives to enhance its pollution management efforts.

Table 13. Pollution-related target

#	Target	Goal of the target	Target date
1	Develop and implement a comprehensive Pollution Management Policy for Exide operations	Prevention and control of air pollutants, emissions into water bodies and their respective specific loads	End of FY26

All of Exide's lead-acid battery and recycling plants operate in compliance with legal limits for lead emissions into air and water. While not all facilities are currently subject to regulatory limits for sulphate emissions into water bodies, Exide recognizes the environmental significance of both lead and sulphate emissions.

Table 14 discloses data regarding emissions to air and water from the plants where the applicable threshold values specified in Annex II of Regulation (EC) No 166/2006 were exceeded. Emissions to air were reported by four plants, while emissions to water by two plants.

Table 14. List of pollutants whose emissions exceeded the applicable threshold values specified in Annex II of Regulation (EC) No 166/2006 in FY25

Type of pollutant	Emissions to air [kg/year]	Emissions to water [kg/year]
Lead and compounds (as Pb)	2,037	77

Non-reportable pollutants are managed, monitored and disclosed in accordance with relevant local regulations. Exide collects data for pollution-related accounting and reporting through a structured system that includes monthly and annual reports. Each plant's EHS department compiles a monthly Performance Indicators Report to track key environmental metrics, such as emissions and waste generation. Additionally, Waste & Consumptions Report provides a comprehensive overview of each plant's resource usage and waste management performance. Data is collected through continuous monitoring and communicated internally and externally to ensure transparency and compliance with regulatory requirements.

Substances of concern and substances of very high concern
[E2-5]

Exide has identified substances of concern (SOC) among the raw materials, chemical additives, and reagents used in its manufacturing and recycling processes. Additionally, the substances of very high concern (SVHC) have been identified in 7 plants.

The list of most procured SOCs:
- Lead (lead powder and lead massive)*
- Orange lead*
- Diesel
- Lead monoxide*
- Bisphenol A diglycidyl ether
- Sodium hypochlorite
- Hydrocarbons, C9-C12, n-alkanes, isoalkanes, cyclics, aromatics
- 1,2,4-trimethylbenzene
- Ethane-1,2-diol
- Ammonium chloride

* SVHC on the REACH Candidate List.

The list of SVHC identified:
- Lead (lead powder and lead massive)
- Lead monoxide (lead oxide)
- Orange lead
- Sulphuric acid, lead salt, dibasic
- Boric acid
- Cadmium
- Potassium Dichromate
- Lead dinitrate

All of the above-listed substances are managed and monitored in accordance with the relevant regulatory requirements concerning the use of chemicals.

2.4. Resource usage

Water consumption

Actual negative impact:
High water consumption resulting from water-intensive battery manufacturing processes and maintenance of facilities

2.4.1. Water and Marine Resources

[E3-2]

Exide has carried out the following initiatives related to water and marine resources:

Table 15. Initiatives related to water and marine resources

Initiative	Description	Mitigation hierarchy layer	Related Disclosure	Related target
Water consumption monitoring	Monitoring the water consumption in all plants. The data is reported monthly to a central dashboard.	▪ Avoidance of the use of water and marine resources ▪ Reduction of the use of water and marine resources (e.g., through efficiency measures)	E3-4	-
Reuse of rainwater	Number of Exide's plants reuse rainwater and water recycled in wastewater treatment.	▪ Avoidance of the use of water and marine resources ▪ Reduction of the use of water and marine resources (e.g., through efficiency measures) ▪ Reclaiming and reuse of water	E3-4	-

Initiative	Description	Mitigation hierarchy layer	Related Disclosure	Related target
Sustainability Strategy	As part of Exide's Sustainability Strategy, a multidisciplinary working group focuses on two strategic activities: 1. Identifying and applying the best technologies for water and air treatment in plants; and 2. Setting the 2030 water consumption reduction target. The multidisciplinary working group is conducting surveys, facilitating cross-functional meetings, and developing a comprehensive action plan to set the target. Exide has integrated its pollution management objectives for FY26 for each plant into Environmental, Health and Safety Management System, focusing on lead emissions to air and water, sulphate emissions to water, and water consumption. Throughout the year, an action plan and short- and medium-term objectives are planned for development for: 1. Lead emissions to air; 2. Lead emissions to water; 3. Sulphate emissions to water; and 4. Water consumption.	• Avoidance of the use of water and marine resources • Reduction of the use of water and marine resources (e.g., through efficiency measures)	E3-4	-

Targets and metrics relating to water and marine resources
[E3-3]

Currently, Exide has not set measurable targets related to water consumption. As part of its ambition to establish these targets, the Company is undertaking preparatory steps as described above. These efforts also encompass completing water risk assessments for all sites, which will inform the development of tailored policies and actions. The Company systematically monitors water consumption across all its facilities, including key metrics such as water usage and discharge intensity. Based on the assessments, the Company will, in the upcoming fiscal year, determine whether specific actions should be implemented at locations identified as being in areas of high-water stress.

Water consumption
[E3-4]

Table 16. Total water consumption

Water consumption in FY25	[m^3]
Total water consumption	2,126,651
Including water consumption in high-stress areas	576,576

2.4.2. Resource Use and Circular Economy and Sustainable Product Design

[E5-2]

Exide has introduced a series of initiatives related to resource use, circular economy and sustainable product design:

Resources inflows, including resource use

Actual negative impact:
Environmental impacts resulting from the use of raw materials in the battery production process

Opportunity:
Increased share of recycled materials through in-house reprocessing

Resource outflows related to products and services

Actual positive impact:
Promotion of resource recovery through the operation of battery recycling facilities

Actual negative impact:
Hazardous waste generation resulting from the use of raw materials in the battery production process

Risk:
Reduced demand for products as a result of the reduction of clients' production scales

Risk:
Costs associated with the implementation of circular economy elements

Waste

Actual negative impact:
Industrial waste generation resulting from the battery production and recycling processes

Sustainable product design

Opportunity:
Increased revenue and product competitiveness as a result of sustainable product design

Risk:
Costs associated with R&D processes required to ensure the sustainability of the product design

Table 17. Initiatives related to resource use, circular economy and sustainable product design

Initiative	Description	Related Disclosure	Related target
Circularity maps	Development of circularity maps for Exide plants.	E5-4 E5-5	1 2
Global Circular Economy Policy	Exide's taskforce is set to develop a comprehensive Global Circular Economy Policy addressing resource use, waste management, and circular economy principles by the end of 2025.	E5-4 E5-5	1 2
Life Cycle Assessment	Conducting Life Cycle Assessments for selected products.	E5-5	2
Circularity product design principles	Integration of principles of sustainability and circularity in Exide's product design process by the end of FY27.	E5-4 E5-5	3

Targets and metrics relating to resource use, circular economy and sustainable product design

[E5-3]

Exide's targets promote circular product design, the increase of the circular materials usage rate, and the minimization of primary raw materials consumption.

Table 18. Targets related to resource use, circular economy and sustainable product design

#	Target	Target date
1	Increase the percentage of purchased secondary lead (internally and externally) to 85%.	End of FY30
2	Develop a Global Circular Economy Policy across all Business Units.	End of 2025
3	Develop a standard for sustainable product design.	End of FY26

Additionally, under the EU Batteries Regulation, from August 18, 2031 onwards, the Company will be obliged to demonstrate that all industrial batteries with a capacity greater than 2 kWh and SLI batteries that the Company produces comply with the following minimum percentage share of recovered material (from battery manufacturing waste or post-consumer waste): cobalt – 16%; lead – 85%; lithium – 6%; and nickel – 6%. From 18 August 2036 onwards, these minimum boundaries will increase as follows: cobalt – 26%; lead – 85%; lithium – 12%; and nickel – 15%.

Exide has established metrics related to waste management, with a focus on the ratio between the amount of waste generated and the amount of lead used or produced. Specific waste management objectives were integrated into internal environmental procedure, aiming to achieve a 100% recycling rate for selected non-contaminated waste streams generated at its facilities. Although the Company has invested in process efficiency improvements, no specific targets have been set for all waste categories at the time of this report. However, to encourage waste reduction and prevention, Exide has established indicators and targets such as, Total Hazardous Waste vs. Lead Consumed (Tn/Tn%)' and, Total Non-Hazardous Waste vs. Lead Consumed (Tn/Tn%)'.

Together, these actions form a comprehensive approach to responsible waste management that not only ensures regulatory compliance but also drives continuous improvement in the Group's environmental performance.

Resource inflows

[E5-4]

Exide's material resource inflows captured in Table 19 reflects the main manufacturing components utilized in the battery production process, i.e. lead, alloys and plastics.

Table 19. Resource inflows

Resource inflows in FY25	Tons
Lead and alloys	262,650
Plastic materials	22,177
Total weight of products and technical and biological materials used	**284,827**
Percentage of biological materials (and biofuels for non-energy purposes)	*0%*
Recycled lead and alloys	201,700
Recycled plastic materials	8,067
Reused or recycled components and materials used	**209,767**
Percentage of reused or recycled components and materials used	*74%*

Bill of materials

[E5-4]

Each product is characterized by a bill of material in which all components are listed, including information about their weight and specified material type. By multiplying each component's materials' weight by the component's expected annual inflow volume, the total quantity of annual material inflows per type of material is calculated.

Lead & Alloys: Exide uses refined lead, with a recycled lead share of 77%. All lead originating from the Company's smelters is classified as recycled.

Plastic Material: Exide uses recycled (reprocessed) polypropylene plastics (PP Repro and PP compound). All other plastics (PP Virgin, PP Virgin AGM, ABS, SAN, V0/V2 & the rest of the PP compound volume which is not recycled) are of virgin nature.

Resource outflows
[E5-5]

Key Products
Automotive lead- acid batteries: Enhanced Flooded Batteries, Absorbent Glass Mat batteries, and conventional lead-acid batteries for cars, trucks, and motorcycles.

Industrial lead-acid batteries: Valve-Regulated Lead-Acid batteries for applications like uninterruptible power supplies, telecommunications, and renewable energy storage.

Key products

- **Automative lead-acid batteries**
- **Industrial lead-acid batteries**
- **Advanced lithium-ion batteries**

Advanced lithium-ion batteries: designed for material handling fleets such as forklifts and automated guided vehicles, customized energy solutions (CES), data center (UPS) and some marine leisure applications. These batteries offer enhanced reliability, safety, and energy efficiency.

Exide designs its products with a focus on high durability. While a formal rating system for product repairability has not been established, all lead-acid batteries are engineered for ease of recycling. The Company also operates product take-back systems for automotive batteries, supporting high levels of recyclability and contributing to strong recycling rates.

Waste
[E5-5]

Waste generation data includes information about the EU waste codes, the amount of generated waste and the waste disposal and recovery operations for each waste stream and plant. Please note that differences in the reporting values for waste compared to the previous year are due to an improved calculation method.

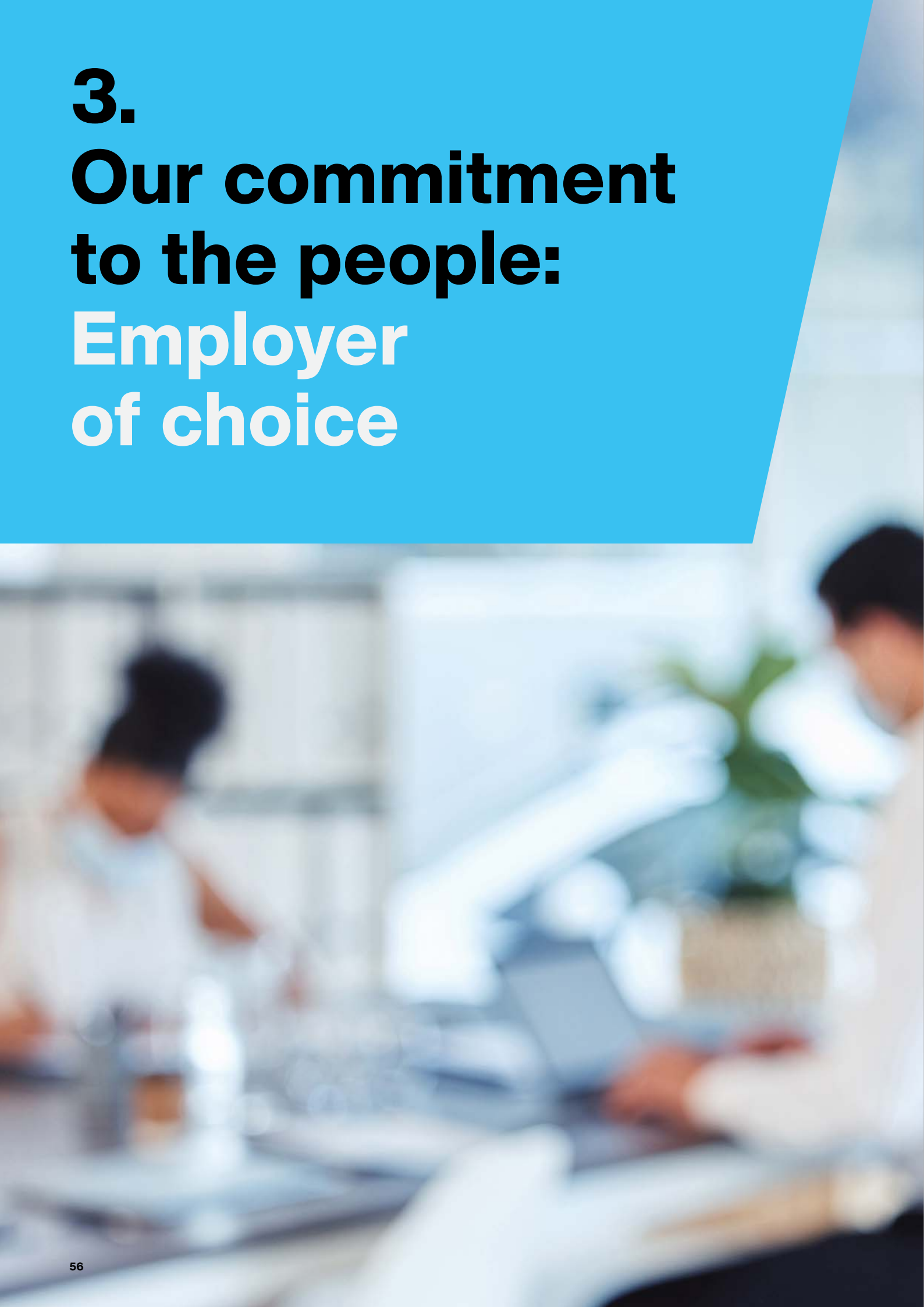
Table 20. Total amount of waste generated in FY25

Waste generated per category	Tons
Hazardous and non-hazardous waste diverted from disposal	35,858
Hazardous and non-hazardous directed to disposal	38,072
Non-recycled waste	384
Total amount of waste generated	**74,314**
Total amount of hazardous waste generated	**67,831**

The primary waste streams associated with Exide's manufacturing processes are linked to onsite lead-related manufacturing operations. The waste include mud, sludge, electrolyte waste from batteries, cells, accumulators, and related components. Lead is the predominant material found in these waste streams, while sulfuric acid represents the main waste component derived from used electrolytes. Within the framework of both global and local Environmental Management Systems, Exide's facilities prioritize waste prevention, recycling, and resource recovery. The Company maintains a strong focus on the structured collection, segregation, and recycling of waste materials, reinforcing its commitment to responsible and sustainable waste management practices.

Looking ahead, Exide is dedicated to further evolving its waste strategy to support a circular economy approach and drive continuous improvement across its operations.

3.
Our commitment to the people: Employer of choice



This chapter emphasizes Exide's strategic ambition to be an Employer of Choice, underscoring the Company's commitment to its people. A safe and stable workplace is a cornerstone of this ambition, as Exide strives to create an environment that fosters open dialogue and collaboration. This focus on safety and stability ensures that employees feel secure and valued, which is essential for cultivating a positive organizational culture.

In parallel, Exide is dedicated to building an inclusive and skilled workforce. By promoting diversity and providing opportunities for professional development, the Company empowers employees to enhance their skills and advance their careers. These initiatives reflect Exide's commitment to nurturing a supportive and dynamic workplace, ultimately contributing to its goal of being recognized as an employer of choice in the industry.

3.1. Our workforce

[ESRS S1 SBM-2] [ESRS S1 SBM-3]

The workforce is one of Exide's key stakeholder groups and the Company recognizes that their interests, views and rights are essential in shaping its strategy and business model. Exide's Sustainability Strategy includes a dedicated pillar titled Our Commitment to People: Employer of Choice, which is divided into two sub-pillars: Safe and Stable Workplace and Inclusive and Skilled Workforce.

To effectively integrate employee perspectives into the Company's strategic framework, Exide actively utilizes information gathered from regular engagement surveys and internal stakeholder engagement initiatives. This data collection allows to capture valuable insights directly from its workforce, which informs the development and refinement of the Company's policies and practices.

Through a comprehensive materiality assessment process, as outlined within disclosure ESRS 2 IRO-1 in section 1.3.10. Description of the process to identify and assess material impacts, risks and opportunities, Exide has identified various actual and potential impacts, as well as opportunities related to its workforce. These impacts and opportunities are further described within disclosure ESRS 2 SBM-3 in section 1.3.9. Material impacts, risks, and opportunities and their interaction with strategy and the business model.

The Sustainability Strategy was built on the results of this assessment, with a focus on addressing the identified impacts and opportunities and fostering a resilient and engaged workforce, prepared for industry challenges. Table 21 below maps the relevant ESRS sub-topics reflecting the areas to which the identified impacts and opportunities pertain to the sub-pillars.

Table 21. Sustainability Strategy and IROs mapping

Strategy sub-pillar	Material ESRS sub-topics	
Stable and safe workplace	Secure Employment	Social Dialogue
	Adequate Wage	Health & Safety
Inclusive and skilled workforce	Gender Equality and Equal Pay for Work of Equal Value	Diversity
	Training and Skills Development	Employment and Inclusion of Persons with Disabilities

The identified impacts are closely connected to the Group's business model as a battery producer, which prioritizes secure employment, fair wages and access to training and skills development. Opportunities related to adequate wages and secure employment are essential for enhancing Exide's appeal as an employer, aligning with the Company's core ambition to be recognized as an "Employer of Choice". The identified opportunities are designed to benefit all employees, fostering a more engaged and capable workforce.

Exide's workforce includes a diverse range of individuals, including permanent employees, temporary, full-time and part-time employees. All these groups are subject to material impacts from the Company's operations. The identified negative impacts are primarily related to individual incidents rather than being systemic. For example, health and safety concerns – particularly those related to lead exposure – are linked to specific operational contexts rather than being pervasive throughout the entire organization.

While Exide does not yet have a fully developed transition plan for reducing its negative environmental impacts and achieving climate-neutral operations, it is making progress in this area (see disclosure E1-1 in section 2.1.1. Policies related to environment) while ensuring that its workforce is adequately prepared and supported.

The Company has developed a comprehensive understanding of how certain groups within its workforce, particularly production workers exposed to lead, may be at greater risk of harm. This understanding is informed by regular risk assessments, which evaluate the specific conditions and hazards associated with different roles. Additionally, Exide engages in ongoing dialogue with employees and their representatives to gather insights on their experiences and concerns. Feedback from these discussions, along with data collected from health monitoring programs, helps the Company identify vulnerable groups and tailor its health and safety initiatives accordingly.

At this time no material risks were identified that relate to Exide's own workforce.

3.1.1. Characteristics of our workforce

[S1-6]

Exide's workforce reflects a diverse and dynamic composition, with a total employee headcount of 4,740 at the end of FY25. The gender distribution showcases a significant male presence, comprising 86% of the workforce (reflecting a common trend in the manufacturing sector, particularly in battery production) while female employees account for 14%. This diversity is further illustrated across various countries where Exide operates, with notable employee concentrations in Spain and Germany. The majority of employees are permanent, indicating a stable workforce, while a smaller segment holds temporary positions.

The tables provided offer insights into the details of own workforce structure, excluding non-employees.

Table 22. Employee headcount by gender

Gender	Average headcount	Headcount at the end of FY25
Male	4,197	4,093
Female	633	647
Other*	0	0
Not disclosed	0	0
Total employees	**4,831**	**4,740**

* Gender decided by individual.

Table 23. Employee headcount in the countries where Exide operates

Country	Average employee headcount	Employee headcount at the end of FY25
Germany	961	929
Austria	7	7
Spain	1,312	1,247
Portugal	489	496
Poland	824	818
Italy	440	448
France	396	393
Sweden	56	55
Denmark	15	16
Finland	21	20
Norway	34	33
UK	99	99
Belgium	11	11
Netherlands	47	50
Dubai	7	7
Russia	2	0
Australia	62	61
Greater China	49	50

Table 24. Number of employees divided by gender and by type of contract at the end of FY25

	Female	Male	Other	Not disclosed	Total
Number of employees	647	4,093	0	0	**4,740**
Number of permanent employees	586	3,770	0	0	**4,356**
Number of temporary employees	61	323	0	0	**384**
Number of non-guaranteed hours employees	0	0	0	0	**0**
Number of full-time employees	579	3,944	0	0	**4,523**
Number of part-time employees	68	149	0	0	**217**

Throughout FY25, Exide experienced a total of 381 employees leaving, encompassing various types of departures, including voluntary resignations, dismissals, restructuring-related exits, retirements, and deaths in service. Notably, “End of Contract” cases were excluded from this count, as they reflect the natural conclusion of fixed-term employment agreements rather than active terminations. This resulted in an employee turnover rate of 8%, based on an average headcount for the year and includes all employees across the organization. The average headcount figures are determined by taking the headcount at the end of each month throughout the fiscal year. Full-time equivalent (FTE) calculations are not considered in the analysis.

3.1.2. Policies related to own workforce
[S1-1]

Exide implemented a comprehensive set of policies to effectively manage the material impacts and opportunities related to its workforce. These policies are designed to promote a safe, inclusive, and sustainable work environment. The key components of these policies are presented in Table 25.

Table 25. Policies related to own workforce

Related ESRS sub-topic	Policy	Key contents	Coverage	Accountable	Third-party standards (incorporated/ aligned)	Availability
Gender equality and equal pay for work of equal value Health and safety Diversity	Code of Ethics and Business Conduct	Global expectations for a safe and ethical workplace that respects human rights, promotes mutual respect, supports environmental and community well-being, and fosters open communication.	All Exide employees and management across all locations	Group Compliance Committee	International Labour Organization (ILO) Conventions on freedom of association, collective bargaining, and secure employment; Universal Declaration of Human Rights; UNGC Principles; OECD Guidelines for Multinational Enterprises	Intranet & required onboarding for new hires
Health and Safety	Blood Lead Management Procedure	Procedure to minimize the exposure of employees to lead, achieved by continuously reducing the maximum target levels of tolerable blood lead exposure and implementing various initiatives described within the document. Lead reduction targets are set annually, both for the Company as a whole and for each workplace particularly. Every worker is provided with the same level of health protection. Compliance with this guideline does not exempt local management from complying with national/regional requirements, if these are more stringent.	All Exide employees and management across all locations	CEO	UE Directive 98/24/EC on the protection of workers from risks related to exposure to chemical agents at work Occupational Safety and Health Administration (OSHA) Standards	Web Intranet site
Social dialogue	Global Human rights and Social Responsibility Commitment Statement	Emphasis on social dialogue as a fundamental component of operations, fostering relationships between management, employees, and labor representatives, promoting mutual respect, trust, and transparency. For more details, please see section “Human Rights at Exide” below	All Exide employees and management across all locations	Group Compliance Committee	ILO Conventions on freedom of association, collective bargaining, and secure employment	Intranet

Related ESRS sub-topic	Policy	Key contents	Coverage	Accountable	Third-party standards (incorporated/ aligned)	Availability
Secure employment Adequate wages	Social Statement	Emphasis on maintaining a work environment that respects human rights, commitment to labor rights including fair wages and protections, regular review of wage policies to reflect economic conditions, and provision of fair and dignified wages that meet or exceed legal requirements.	All Exide employees and management across all locations	-	Universal Declaration of Human Rights; ILO Conventions; United Nations Guiding Principles on Business and Human Rights; UNGC Principles; OECD Guidelines for Multinational Enterprises	-
Health and safety	Environmen-tal, Health and Safety Policy	Commitment to maintaining a safe and healthy work environment, including principles to prevent workplace accidents and health hazards for all employees. For more details, please refer to section 2.1.1. Policies related to environment	All Exide employees and management across all locations	CEO	Occupational Safety and Health Administration (OSHA) guidelines and ILO conventions on workplace safety; UNGC Principles; ISO 9001; IATF; ISO 14001	Intranet and employee boards
Training and skills development	Development Policy	Principles and commitments towards training and development of the workforce, promoting a culture of continuous improvement, providing a framework and tools for competency development, and ensuring access to development opportunities for all employees.	All Exide employees and management across all locations	Talent and Com-pensation Department	ILO Standards: 1. Convention C142 – Human Resources Development Convention, 1975 2. Recommendation R195 – Human Resources Development Recommenda-tion, 2004 3. Recommendation R208 – Quality Apprenticeships Recommenda-tion, 2023	Intranet
	Talent Management Policy	The policy outlines a structured approach to assessing and developing employee skills, potential, and performance, emphasizing the principles of hiring talent, fostering internal growth, and promoting from within. Key components of the policy include talent reviews, action plans, succession planning, and the identification of knowledge keepers, all aimed at aligning talent management with Exide's strategic objectives.				
	Performance Management Policy	The objective of the policy is to foster continuous improvement by aligning employee goals with organizational objectives through clear expectations and regular feedback. Key contents include a structured performance rating system, mid-year and end-year reviews, performance improvement plans, and a focus on competency development linked to compensation and talent management.				

Related ESRS sub-topic	Policy	Key contents	Coverage	Accountable	Third-party standards (incorporated/ aligned)	Availability
Gender equality and equal pay for work of equal value Diversity	Global Equality, Diversity, and Inclusion Policy	Principles and commitments towards a workforce and stakeholders that promote equality, inclusion, and respect for human rights, fostering a work environment free from discrimination and harassment, and ensuring fair treatment and development opportunities for all employees.	All Exide employees and management across all locations	Group Compliance Committee	Universal Declaration of Human Rights; ILO Conventions; OECD Guidelines for Multinational Enterprises	Intranet
Human rights	Policy on the Prevention of Child Labor, Forced Labor, and Human Trafficking	Policy commits to eliminating child labor, forced labor and human trafficking across its operations and supply chain, aligning with international standards and requiring compliance from all employees, contractors and suppliers. The policy includes clear definitions, oversight roles, preventative measures, a framework for monitoring, reporting, remedial actions to uphold human rights and ethical labor practices.	All Exide employees and management across all locations	Steering Committee	United Nations Declaration of Human Rights, Ten Principles of UNGC	Website

3.1.3. Human rights at Exide

[S1-1]

Exide is dedicated to upholding human rights in all aspects of operations, guided by the Company's Global Human Rights and Social Responsibility Commitment Statement (Statement), where Exide pledges to uphold fundamental human rights. The Company's key commitments include:

1

Prohibition of Forced and Child Labor:
Exide unequivocally rejects all forms of forced and child labor, adhering strictly to the International Labour Organization (ILO) Conventions 29 and 105. The Company's policies are designed to prevent these practices and ensure compliance.

2

Equal Opportunities and Non-Discrimination:
Exide strives to create an inclusive workplace that values diversity and is free from discrimination based on race, gender, sexual orientation, religion, disability, age, or any other characteristic. The Company upholds ILO Convention 100 on equal remuneration and Convention 156 on equal opportunities, ensuring fairness in recruitment, hiring, training and promotions.

3

Safe and Respectful Workplace:
Exide is committed to fostering a work environment that is free from harassment, discrimination and any form of derogatory behavior. The Company takes allegations of misconduct seriously and conducts thorough investigations to maintain a culture of respect and integrity.

4

Occupational Health and Safety:
The health and safety of the Company's employees are paramount. Exide implements comprehensive health and safety policies, continuously monitors performance through key indicators and complies with all relevant laws and regulations. Regular training sessions ensure that Exide adheres to the highest safety standards.

5

Freedom of Association and Collective Bargaining:
Exide fully respects its employees' rights to unionize and engages in collective bargaining. The Company encourages open and constructive dialogue with worker representatives to improve working conditions and promote a collaborative environment.

6

Stable Employment and Fair Wages:
Exide is committed to providing stable employment opportunities that foster both personal and professional growth, in alignment with ILO Recommendation 202. The Company adheres to the principles of living wages, ensuring that its employees receive fair and adequate compensation for their work.

Exide takes the issue of human trafficking, forced or compulsory labor, and child labor very seriously. To effectively address these problems, the Group has implemented several internal policies that reflect its commitment in this regard. Among these policies, the Policy on the Prevention of Child Labor, Forced Labor, and Human Trafficking was specifically created to address these critical issues.

Exide has implemented a workplace accident prevention policy and a management system that addresses risks and aims to ensure a safe working environment for all employees.

The Global Equality, Diversity, Inclusion Policy explicitly includes the following grounds to ensure an inclusive and fair work environment for all employees independently from nationality, race, ethnicity, social background, marital or family status, pregnancy or maternity condition, religion or beliefs, age, disability, physical appearance, sexual orientation, political beliefs, gender, or affiliation with a party, as well as their role as a workforce or union representative. The Recruitment and Selection Policy addresses the issue of equal opportunities for all candidates – ensuring that hiring decisions are solely based on the qualifications and merits of the candidates, without bias or discrimination.

Human rights related incidents and complaints
[S1-17]

Exide reported no severe human rights incidents connected to its workforce during the reporting period, including any cases of non-compliance with the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, or the OECD Guidelines for Multinational Enterprise. Also, no complaints were filed with the National Contact Points for OECD Multinational Enterprises related to these matters.

3.1.4. Workforce Engagement on Impacts
[S1-2]

Exide actively integrates workforce perspectives into decision-making to effectively manage impacts. Employee feedback is gathered through global and local surveys, works councils, and health and safety committees. This feedback is then communicated to senior management for incorporation into action plans. The European Works Council (EWC) and local works councils are instrumental in informing employees about anticipated workforce impacts and collecting their input, fostering a participative culture that enhances commitment and loyalty to the Company.

Feedback mechanisms encompass surveys, performance evaluations, direct communication with managers, and both structured and informal meetings with employee representatives. Employees receive information about potential impacts through various channels, ensuring their voices are heard in decision-making. Regular town halls, hosted globally by the CEO, invite employees to engage and ask questions.

Engagement with the workforce and their representatives is ongoing, beginning with a comprehensive orientation during onboarding that covers engagement policies and communication channels. Throughout the employment cycle, continuous dialogue addresses concerns and promotes a positive work environment, with heightened engagement during performance evaluations and annual reviews to discuss individual progress. This engagement occurs through direct meetings, surveys, questionnaires, and consultations, with frequency varying from daily communications to regular structured meetings.

Workforce engagement is assessed through global and local satisfaction surveys, annual performance reviews, and metrics such as the Employee Engagement Index and Employee Retention Rate. The feedback process includes analyzing survey results, developing action plans, and implementing continuous monitoring to evaluate the effectiveness of initiatives. Transparency is maintained by publishing reports that summarize engagement evaluations and actions, ensuring proactive responses to employees' needs, and fostering a healthy, productive work environment. The Vice President of Human Resources holds operational responsibility for ensuring effective engagement and informing employees on the Company's approach.

3.1.5. Remediation of Negative Impacts and Workforce Reporting [S1-3]

Exide recognizes its responsibility to address any negative impacts arising from the Company's operations, even if they are not systemic. Employees have multiple avenues to express their concerns or needs. They can participate in employee surveys, communicate directly with their managers, utilize the Company's reporting line, or engage with worker representatives. Exide is committed to resolving employee concerns and complaints efficiently and promptly, allocating the necessary resources and action plans for each situation.

To ensure fair, prompt, and transparent resolution of grievances, Exide has implemented comprehensive mechanisms for handling employee complaints. The Company's approach includes a dedicated grievance and whistleblower hotline managed by a third-party service to maintain impartiality and confidentiality. Additionally, the Human Resources department is equipped to address various employee grievances, providing support through email, phone, or in-person meetings. These mechanisms underscore Exide's commitment to maintaining a supportive and equitable work environment, where employee concerns are taken seriously and addressed with integrity.

Exide prioritizes effective and accessible channels for raising concerns. Different policies mandate the availability of grievance channels, which are communicated during onboarding, training, and through internal communications. Managers actively promote and support the use of these channels, ensuring prompt and fair resolution of concerns. Exide continuously monitors the effectiveness and accessibility of these channels through employee feedback. To accommodate diverse needs, multiple options are provided, including digital platforms and phone lines. An oversight committee is in place to ensure compliance and address any issues related to these channels, guaranteeing reliable and accessible means for employees to raise concerns.

Exide employs robust mechanisms for tracking and monitoring issues raised through its grievance channels. The Company's approach includes a comprehensive issue tracking system, regular reporting reviewed by senior management, and structured case management protocols. The effectiveness of the grievance channels is periodically evaluated through employee feedback and internal audits. Continuous improvement is ensured by making necessary adjustments based on evaluations and feedback. Exide's Group Compliance Committee is tasked with monitoring the overall effectiveness of the process, and a feedback loop allows employees to share their experiences with the grievance process. These measures ensure timely resolution and responsiveness to employee needs. A quarterly Group Compliance Committee meeting is held at Exide, with further details provided in Section 4.2: Healthy Business.

The Company conducts regular employee surveys and feedback mechanisms to assess whether its workforce is aware of and trusts the structures and processes for raising concerns. These surveys evaluate employees' understanding of the available channels and their confidence in utilizing them. The effectiveness of these structures is periodically reviewed to ensure they meet employee needs and foster a supportive environment.

3.2. Stable and safe workplace

Secure employment

Actual positive impact:
Low attrition rate and job security through provision of employment contracts and bargaining agreements

Opportunity:
Enhanced competitiveness in the labor market as a result of a positive reputation as an employer who provides secure employment

Sharon Cottam,
Vice President of Human Resources & Internal Communications

At Exide Technologies, we firmly believe that our people are the true driving force behind our progress.

Our sustainability strategy is rooted not only in strong environmental and governance commitments but also in a clear vision: to be an employer of choice - where every individual feels valued, safe, and empowered to grow.

Over the past year, we have deepened our commitment to fostering an inclusive, stable, and healthy work environment. We've expanded our wellbeing programs, increased the average number of training hours per employee, and set ambitious targets for gender diversity and the inclusion of people with disabilities. These milestones go beyond metrics – they reflect a culture that listens, learns, and evolves with and for its people.

3.2.1. Secure Employment

[S1-4] [S1-5] [S1-11]

In today's rapidly changing geopolitical landscape, characterized by economic uncertainty and shifting labor markets, secure employment has never been more critical. Exide recognizes that a stable workforce is essential not only for the Company success but also for the well-being of all of its employees. The commitment to fostering a secure and supportive work environment is reflected in the actions and policies designed to protect employees and promote their well-being.

Table 26. Initiatives related to secure employment

Initiative	Description	Related Disclosure
Stable Contracts	Exide prioritizes permanent contracts and does not offer zero-hour contracts, ensuring its employees have stable and secure employment.	-
Transparent Communication	Exide maintains open lines of communication with its employees regarding the Company's stability and future plans. This is achieved through corporate meetings, internal newsletters, local and global town halls, and divisional communication forums.	S1-2
Employee Participation	Exide actively involves employee representatives in discussions about changes that may impact job security. Regular meetings between the European Works Council, local works councils, union representatives and global management facilitate this engagement, allowing for meaningful participation in key decisions.	S1-2
Proactive Talent Management	Exide's HR team is dedicated to implementing retention and professional development programs. These initiatives are designed to foster career growth and skills development, thereby reducing employment uncertainty.	S1-13

While the Group currently does not have specific targets related to secure employment, it recognizes the importance of protective social measures. Exide's employees are covered by social protection – through public programs or through provided benefits – against loss of income due to sickness, unemployment starting from when the worker is working for undertaking, employment injury and acquired disability, parental leave, and retirement, in accordance with local practices and regulations. In some cases, Exide has enhanced these benefits to provide greater protection for its employees.

3.2.2. Adequate Wages

[S1-4] [S1-5] [S1-10]

Exide understands that adequate wages are crucial for the financial security and overall well-being of its employees. As economic pressures and living costs continue to rise, Exide's commitment to fair compensation becomes even more vital. The Company has established a structured approach to ensure that its compensation packages are reasonable and competitive.

Adequate wages

Actual positive impact:
Adequate wages resulting from the use of benchmarking tools and bargaining agreements to determine them

Opportunity:
Enhanced competitiveness in the labor market as a result of a positive reputation as an employer who provides adequate wages

Table 27. Initiatives related to adequate wages

Current initiative	Description	Related Disclosure
Market Analysis	The Company conducts regular salary reviews based on benchmark studies to ensure alignment with industry standards and local conditions. This practice allows Exide to remain competitive and attractive to current and prospective employees.	-
Internal Equity Assessments	Exide conducts salary audits to identify and address potential wage gaps based on gender or other forms of discrimination. This commitment to equity ensures that all employees are compensated fairly for their contributions.	-
Living Wage Policy	Exide is dedicated to ensuring that its employees receive wages that are aligned with the cost of living in each region where the Company operates, consistently meeting or exceeding legal requirements. This policy contained in the Social Statement reflects its commitment to the well-being of the Company's workforce.	S1-1

While Exide currently does not have specific targets related to adequate wages, the Company is steadfast in its commitment to ensuring that all employees are paid adequately, in line with applicable benchmarks. Exide also ensures that the national minimum wage amounts are respected across all the jurisdictions in which the Company operates.

3.2.3. Social Dialogue

[S1-4] [S1-5]

Exide believes that effective social dialogue is a cornerstone of a healthy workplace culture. By actively engaging with its employees, Exide creates an environment where their voices are valued, and their concerns are addressed. The Company's commitment to fostering open communication and collaboration is evident in its current initiatives aimed at enhancing employee engagement and satisfaction.

Social dialogue

Actual positive impact:
Facilitation of social dialogue and employee engagement through the conduction of regular surveys and the appointment of the works council representatives

Table 28. Initiatives related to social dialogue

Current initiative	Description	Related Disclosure
Regular Meetings	Exide organizes periodic meetings between employees and management to discuss workplace concerns and suggestions, facilitating a direct line of communication. The Company maintains regular employee calls and townhall meetings on local, divisional and group level.	S1-2
Open Communication Channels	Exide provides internal forums and digital platforms where employees can express their concerns and ideas freely, ensuring that all voices are heard.	S1-2
Collaboration with Labor Unions and Employee Committees	Exide maintains an ongoing dialogue with labor unions and employee committees to effectively address labor-related matters, fostering a collaborative approach to problem-solving.	S1-2
Active Listening Program	In 2024, Exide implemented real-time feedback mechanisms to gather and analyze employees' concerns, allowing the Company to respond promptly to their needs.	S1-2

Exide aims to increase employee satisfaction levels to 75% by the end of FY26 and to 80% by the end of FY28. To measure progress towards the target, Exide will utilize its global employee survey. This survey includes a specific question where each employee rates their level of satisfaction on a scale from 0 to 100. The overall satisfaction level will be calculated as the average of all responses to this question. To ensure that results are comparable with previous assessments, Exide will maintain consistent survey methodologies and question formats over time. Exide plans to conduct employee engagement surveys annually starting from FY26.

3.2.4. Health & Safety

[S1-4]

At Exide, the health and safety of the Company's employees is paramount, especially in a manufacturing environment where exposure to hazardous materials, such as lead, is a concern. Exide is committed to implementing robust measures to protect its workforce and ensure their well-being.

Health and safety

Actual negative impact:
Lead exposure resulting from the battery production process and requiring regular blood levels checks, despite the implementation of various protective measures

Table 29. Initiatives related to health and safety

Current initiative	Description	Resources	Related Disclosures	Related target*
Risk Assessments	Exide conducts regular risk assessments to identify potential impacts on its workforce, including health and safety risks, job security concerns, and work-life balance issues. Based on these assessments, the Company develops and implements targeted risk management strategies.	Dedicated Risk Management Teams are responsible for conducting these assessments and updating risk mitigation plans.	S1-14	1, 3
Employee Well-being and Support Programs	Exide has established well-being programs that address physical and mental health, work-life balance, and job satisfaction. These initiatives include wellness programs, employee assistance services and providing training for the workforce in these topics.	EHS and HR departments, in collaboration with external wellness partners, manage and deliver these programs.	S1-14, S1-15	3
Health and Safety Measures	Exide enforces strict health and safety protocols to protect its employees from workplace hazards. This includes regular safety drills, health screenings and adherence to regulatory standards.	The Safety and Compliance Team ensures that these measures are effectively implemented and maintained.	S1-14	3
EHS training plan	Exide prepares thorough EHS training plans covering the entire workforce to improve their skills and knowledge.	EHS and HR departments, in collaboration with external partners.	S1-14	3

Planned initiative	Description	Related Disclosures	Related target*
Internal Procedures Development	Exide will develop and implement internal procedures and roadmaps to ensure compliance with its health and safety targets.	S1-14	2

Planned initiative	Description	Related Disclosures	Related target*
Expert Collaboration	A group of multidisciplinary experts will be established to improve facilities and meet occupational exposure limits according to new regulations.	S1-14	1
EHS Process Standardization	Exide will standardize Environmental, Health, and Safety (EHS) processes across all operations.	S1-14	2
ISO Certification	Exide aims to certify all of its manufacturing plants under ISO 14001 and 45001 standards by the end of FY26.	S1-14	2
Multi-Site EHS Management System	The Company will establish a multi-site EHS management system to ensure consistent implementation of the standards across all manufacturing sites.	S1-14	2
Event Analysis and Action Plans	Exide will implement systematic event analysis and action plans to achieve a 5% annual reduction in accident rates, including the promotion of near-miss reporting.	S1-14	3

* Each number corresponds to a target's identifier, as set out in Table 30 under disclosure S1-5 below.

Human rights related incidents and complaints

[S1-5] [S1-14]

As part of Exide's commitment to enhancing health and safety, the Company has established specific targets within its Sustainability Strategy. These targets are designed to drive continuous improvement and ensure the well-being of Exide's employees:

Table 30. Targets related to health and safety

#	Target	Target date
1	Limit employees' lead exposure to 20 µg/dl by the end of FY25, and to 15 µg/dl by the end of FY28.	End of FY25 and End of FY28
2	Define and implement a common management system for the standardization of EHS processes.	End of FY26
3	Improve the accident rate by reducing the Lost Time Injury Frequency Rate (LTIFR) by 5% year over year, using the LTIFR for FY24 as the baseline.	Year over year by 2030

Below are additional health and safety metrics to offer a comprehensive overview of Exide's performance in ensuring a safe workplace for all of its employees.

Table 31. Metrics related to health and safety

Metric	Value
Percentage of own workforce covered by an H&S management system	100%
Fatalities in own workforce as a result of work-related events	0
Fatalities of other workers working on sites as a result of work-related events	0
Number of recordable work-related accidents for own workforce	90
Rate of recordable work-related accidents for own workforce	13.6
Cases of recordable work-related ill health of employees	15
Number of days lost to work-related injuries and fatalities (based on workdays)	2,499

3.3. Inclusive and skilled workforce

Gender equality and equal pay

Potential negative impact:
Disparities in compensation as a result of the lack of monitoring of the gender pay gap, despite the efforts to promote gender equality

Diversity

Actual negative impact:
Hindered inclusion and representation of workers from various backgrounds resulting from the lack of effective diversity initiatives

Employment and inclusion of persons with disabilities

Potential positive impact:
Creation of senses of empowerment and inclusion as a result of the introduction of measures to support the employment of people with disabilities

3.3.1. Gender Equality, Diversity and Disability Inclusion
[S1-4]

Exide is dedicated to fostering an inclusive and skilled workforce that reflects the diversity of the communities it serves. The Company's commitment to gender equality, diversity, and disability inclusion is integral to its organizational culture and is essential for driving innovation and success. Exide is actively implementing strategies to create an equitable workplace where all of its employees can thrive.

Table 32. Initiatives related to gender equality, diversity and disability inclusion

Current initiative	Description	Related ESRS sub-topic	Related target
Diversity and Inclusion Initiatives	Exide implements strategies to promote diversity, equity, and inclusion within the workforce. This includes creating an inclusive work environment and ensuring fair treatment and opportunities for all of its employees. A Diversity and Inclusion Committee oversees these initiatives, supported by training programs and resources dedicated to fostering an inclusive culture.	Diversity/Employment and Inclusion of Persons with Disabilities	-
Training	Exide conducts regular awareness programs across the workforce to educate employees about (i) diversity and inclusion, and (ii) to foster an inclusive environment and eliminate barriers for employees with disabilities. The Company also ensures that it has a valid representation of females in its key programs, such as new managers, in order to help promote women in management.	Diversity/Employment and Inclusion of Persons with Disabilities/Gender Equality and Equal Pay for Work of Equal Value	1, 2, 3
Mentoring Program	Exide has implemented a mentoring program that includes a high percentage of women to support the development of women in management positions.	Diversity/Gender Equality and Equal Pay for Work of Equal Value	2
Physical Adaptations	Exide has made accessibility improvements, such as ramps and proper signage in its plants and offices, to ensure a welcoming environment for all of its employees.	Employment and Inclusion of Persons with Disabilities	3
Inclusive Technology	Exide provides assistive tools, including accessibility software and ergonomic equipment, to support employees with disabilities.	Employment and Inclusion of Persons with Disabilities	3
Employer Branding	Exide will collaborate with the marketing team to enhance advertising campaigns aimed at attracting a diverse pool of candidates.	Diversity/Gender Equality and Equal Pay for Work of Equal Value	1, 3
Women in Management Training Program	Exide is considering the establishment of a women in management training program in 2026 to further support female leadership development.	Diversity/Gender Equality and Equal Pay for Work of Equal Value	2
Monthly Reporting	Exide has an established monthly reporting of key KPIs related to social sustainability, including a flash scorecard that can be published to track the Company's progress.	Diversity/Employment and Inclusion of Persons with Disabilities/Gender Equality and Equal Pay for Work of Equal Value	1, 2, 3

Targets and metrics relating to Gender Equality, Diversity and Disability

[S1-5] [S1-9] [S1-12] [S1-16]

Table 33. Targets related to gender equality, diversity and disability inclusion

#	Target	Target date	Related ESRS sub-topic
1	Achieve 40% female representation in all salaried roles.	End of 2028	Diversity/Gender Equality and Equal Pay for Work of Equal Value
2	Achieve a female representation in management positions* of 25% by the end of the calendar year 2028, 30% by the end of 2030, and 40% by the end of 2035.	End of 2028, 2030 and 2035	Diversity/Gender Equality and Equal Pay for Work of Equal Value
3	Aim to have 2% of employees with disabilities by the end of 2025 and 4% by the end of 2028, following mandatory requirements and striving for continuous improvement.	End of 2025 and 2030	Diversity/Employment and Inclusion of Persons with Disabilities

* Management positions cover Bands 5 and 5A, i.e. Senior Manager, Manager, Subject Matter Expert, responsible for overseeing team performance and contributing to organizational goals.

To accurately track Exide's progress towards these targets, the female headcount is taken at the end of each month and compared with the total for the fiscal or calendar year based on the target. The same methodology applies to the calculation of employees with disabilities.

Below are the metrics related to gender equality, diversity, and disability inclusion as at the end of FY25 to offer a comprehensive overview of Exide's progress and commitment to building an inclusive workforce. By prioritizing these values, the Company aims to create a workplace where every employee feels valued and empowered to contribute to its collective success.

Table 34. Metrics related to gender distribution at top management

Gender	Number of employees	Percentage of employees
Female	21	19%
Male	88	81%
Other	0	0

Table 35. Metrics related to employees age distribution

Metric	Value
Number of employees (head count) under 30 years old	413
Percentage of employees under 30 years old	8.71%
Number of employees (head count) between 30 and 50 years old	2,382
Percentage of employees between 30 and 50 years old	50.26%
Number of employees (head count) over 50 years old	1,945
Percentage of employees over 50 years old	41.03%

Exide is currently in the process of calculating gender pay gap.

In FY25, the percentage of employees with disabilities within Exide's workforce was 2.8%, including employees for whom disability data can be recorded, specifically in the following countries: France, Germany, Italy, Netherlands, Portugal, Poland, Spain, and the United Kingdom.

3.3.2. Training and skills development
[S1-4]

Continuous training and skills development are essential for fostering a capable and adaptable workforce. The Company's commitment to training ensures that employees are well-prepared to navigate changes and seize new opportunities in a dynamic work environment.

Training and skills development

Actual positive impact:
Enhanced employee performance and creation of the culture of improvement resulting from the training and skills development opportunities provided by Exide

Table 36. Initiatives related to training and skills development

Current initiative	Description	Related target
Training and Development	Ongoing training and development opportunities are offered to enhance employees' skills and adaptability, ensuring they are prepared to handle changes and seize new opportunities. Investments are made in professional development resources, including training programs, workshops, and educational tools.	1
Performance Review Utilization	Exide utilizes existing performance review and talent management processes to identify training needs and create succession and development plans.	2

Planned initiative	Description	Related target
Global Mentoring Program	A global mentoring program has been rolled out in FY25, offering coaching to employees on a trajectory towards management positions.	1

Targets and metrics relating to training and skills development

[S1-5] [S1-13]

To effectively measure the Company's progress in training and skills development, Exide has established specific targets and corresponding metrics:

Table 37. Targets related to training and skills development

#	Target	Target date
1	Ensure every employee receives a minimum of 7 hours of professional skills training by the end of FY25, 8 hours by the end of FY26, and 10 hours by the end of FY27.	End of FY25, FY26, FY27
2	Aim to have development plans in place for 80% of all salaried employees using existing performance and talent processes by the end of FY26, and for 100% by the end of FY28.	End of FY26 and FY28

In FY25, Exide recorded a total of 58,936 training hours, with 45,204 hours dedicated to salaried employees and 13,732 hours for hourly employees. This translates to an average of 12 training hours per employee, significantly exceeding the target for the year.

Exide remains committed to fostering a culture of continuous learning and professional development across all levels of the organization. Training programs are designed to enhance technical skills, promote safety awareness, and support the Company's broader ESG and operational goals.

4.
Our commitment to business:
Sustainable and ethical growth

This chapter outlines the Company's commitment to responsible business practices, emphasizing the importance of a healthy value chain and a healthy business. Promoting ethical and safe practices throughout the value chain is fundamental to Exide's operations. The Group recognizes that its responsibility extends beyond its own activities, encompassing the entire value chain to ensure that sustainable and ethical growth is a guiding principle.

In addition to fostering a healthy value chain, Exide is committed to conducting business in a manner that is not only compliant with legal standards but also grounded in strong ethical principles. This approach reflects the belief that sustainable practices are essential for long-term viability and prosperity. By embedding sustainability into the Company's governance and operations, Exide aims to create a positive impact that aligns business success with planetary well-being, reinforcing its dedication to responsible business practices.

EcoVadis

In recognition of Exide's ongoing commitment to sustainability, the Company has been awarded a **Gold Medal rating by EcoVadis**, a leading global provider of business sustainability ratings. This prestigious distinction places Exide in the top 5% of over 150,000 companies assessed worldwide and in the top 2% within the battery and accumulator manufacturing industry.

EcoVadis evaluates companies across four key areas: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement. Exide's high rating reflects the Company's strong performance and transparency in these critical areas, as well as its dedication to continuous improvement and responsible business practices.

This achievement underscores Exide's broader ESG strategy and its mission to lead with integrity, reduce environmental impact, and foster a sustainable future across the Company's global operations and supply chain.

UN Global Compact

As part of Exide's ongoing commitment to responsible business practices and sustainable development, the Company **proudly participates in the UNGC**. This global initiative aligns with Exide's core values and reinforces the Company's dedication to upholding the Ten Principles of the UNGC, which cover human rights, labor, environment, and anti-corruption. By joining the world's largest corporate sustainability initiative, Exide strengthens its role as a responsible corporate citizen and deepens its integration of sustainability into the Company's strategy, operations, and stakeholder engagement. This participation reflects Exide's broader ESG vision of Energizing a new world through ethical, transparent, and forward-thinking practices.

4.1. Healthy value chain

Health and safety in the value chain

Actual negative impact:
Increased likelihood of workplace accidents and illnesses resulting from inadequate health and safety measures in the upstream value chain

4.1.1. Workers in the value chain

[S2 SBM-2] [S2 SBM-3]

Exide recognizes that its operations have a negative impact on the health and safety of workers within its supply chain, particularly due to the inherent risks associated with producing components for battery production. By sourcing from these suppliers, Exide indirectly contributes to the health and safety challenges that workers in this sector face.

The critical nature of health and safety issues in this context highlights the adverse effects on the well-being of workers throughout the supply chain. Insufficient health and safety measures can lead to an increased risk of workplace accidents and occupational illnesses, emphasizing the significant challenges and dangers encountered by those involved in the production of battery components. This understanding of the negative impact on value chain workers is essential for informing Exide's strategy and business model, as it underscores the need for a proactive approach to safeguarding their rights and well-being. Exide operates within a global value chain network including upstream suppliers that provide raw materials, production components and services to Exide, as well as downstream entities responsible for storage, freight, distribution and end-of-life of Exide's products. These collaborations are substantial to Exide's model and at the same time, impose a responsibility on the Company to promote decent and safe working conditions and prevent negative impacts in the value chain.

The impacted workers are engaged in operations such as manufacturing, service, transport, storage, handling and dismantling. This group includes:

1. Workers of a supplier contracted by Exide who work on the supplier's premises using the supplier's work methods;
2. Workers deeper in the supply chain who extract commodities that are then processed into components that are used in Exide's products;
3. Contractors working in Exide's workplaces (third-party canteen workers, security workers, maintenance workers, and others); and
4. Workers of downstream entities (freight, storage, distribution, and dismantling).

The negative impacts on health and safety are widespread and systemic, as they are inherent to the manufacturing nature of the work undertaken by these workers. Typical occupational hazards include working with chemical substances and toxic materials, exposure to hazardous energies, unsafe systems, heat stress, working at heights, lifting and driving, equipment and machinery accidents, and inherent hazards within the mining and extraction industry. Workers engaged in physically demanding tasks or those exposed to these hazards are identified as being at greater risk of occupational injuries and health issues.

By having many of its business partners in Europe, Exide ensures better working conditions for its value chain workers, due to the generally more demanding nature of European health and safety regulations and standards in comparison with those implemented across other regions. However, for those workers employed outside of Europe or those working further up Exide's value chain, oversight of their working conditions is more challenging to execute.

No material positive impacts, risks or opportunities relating to workers in the value chain have been identified.

4.1.2. Policies related to value chain workers
[S2-1]

To effectively manage impacts associated with workers in the Company's value chain, Exide integrates the following policies in its supplier onboarding and assessment processes: Supplier Code of Conduct, Sustainable Purchasing Policy, Conflict Minerals Policy, and Lead in Blood Contractors Management Policy. The Sustainable Purchasing Policy and the Conflict Minerals Policy are linked to Exide's Global Human Rights and Social Responsibility Commitment Statement (described within chapter 4. Our commitment to business).

Additionally, ESG-related supplier assessments constitute an important part of the overall supplier score within the supplier acceptance process in Exide (described as part of disclosure G1-2 in section 4.1.6. Management of relationships with suppliers). The Company aims to collaborate with suppliers who align with Exide's values.
Supplier Code of Conduct

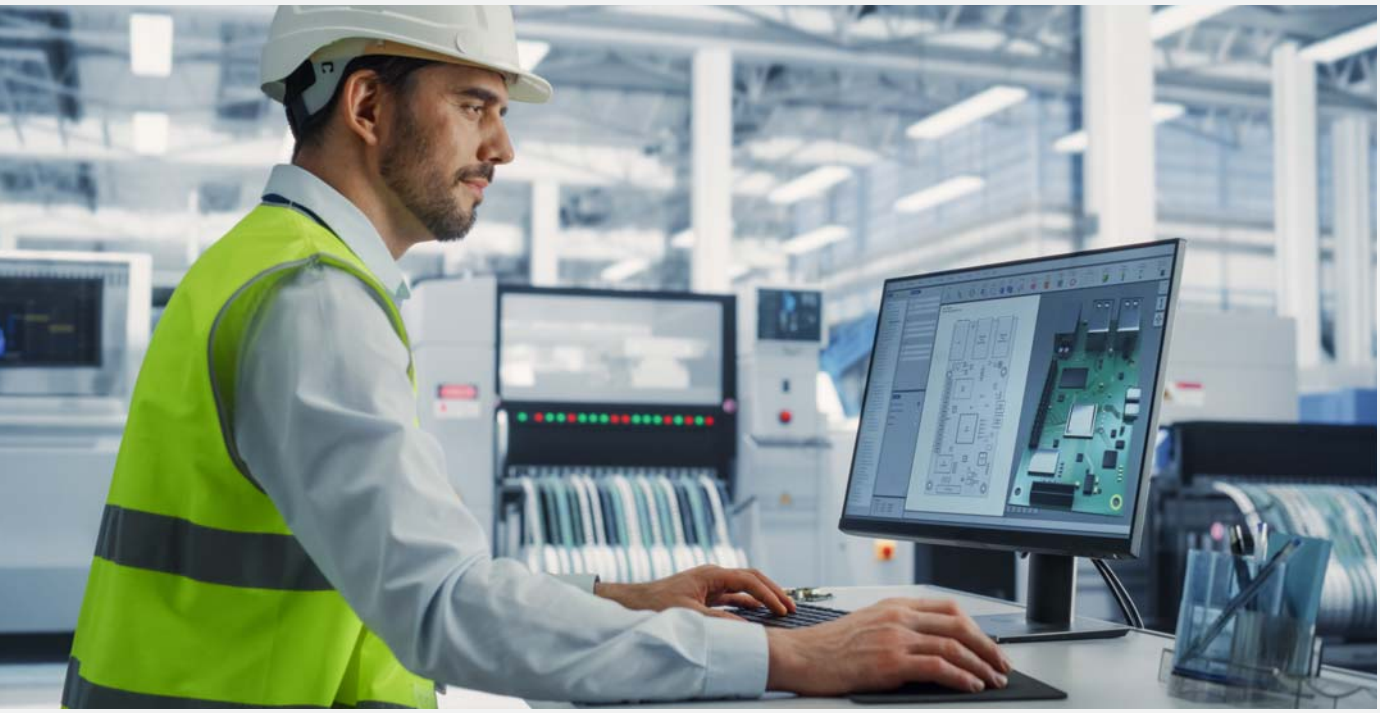
The Supplier Code of Conduct established by Exide Technologies outlines guidelines and expectations for all supplier partners. It is a starting point for Exide's supplier due diligence framework and is an integrated part of purchase agreements. The general objectives of the policy are to ensure that business is conducted honestly and ethically, in strict compliance with laws, rules, and regulations applicable to the countries in which Exide operates. It aims to ensure that work conditions in the supply chain are safe, that workers are treated with respect and dignity, and that manufacturing processes are environmentally and socially responsible. The policy relates to labor rights, as it establishes the commitment to upholding the human rights of workers and prohibiting forced, bonded, or indentured labor, slavery, or human trafficking. It also sets guidelines for working hours and requires suppliers to comply with applicable wage laws. In terms of health and safety, suppliers are required to proactively manage health and safety risks to provide an accident-free environment where occupational injuries and illnesses are prevented. The policy also emphasizes environmental responsibility, requiring suppliers to minimize adverse effects on the community, environment, and natural resources, while safeguarding public health and safety. The process for monitoring the policy includes reporting violations of the Code, which can be done in confidentially and anonymously. Exide also requests its suppliers to take diligent and reasonable steps to prevent human labor rights violation within their own supply chains, with the intention of covering workers deeper in the value chain.

Joanna Zakrzewska,
Senior Director Global Sustainability

Sustainability is a continuous process of learning, evolving, and striving for better. Over the past year, we have taken meaningful steps forward, deepening our commitment and embedding sustainability more firmly into the fabric of our organization. This year's ESG Report reflects not only the tangible progress we've made, but also the growing awareness and engagement across our teams. From operational improvements to strategic alignment, sustainability is increasingly seen as a shared responsibility and a source of long-term value. I am encouraged by the momentum we've built and the culture of accountability and curiosity that continues to grow.

Sustainable Purchasing Policy

The policy underscores a responsibility to consider environmental, social, and economic factors in sourcing decisions, reflecting Exide's dedication to sustainable and responsible consumption by encompassing a set of stringent criteria designed to ensure that supply chain operations adhere to the highest standards of sustainability and ethics. Exide expects its suppliers to actively support and contribute to the objectives such as advancing a decarbonized economy, addressing climate change through the reduction of greenhouse gas and pollutant emissions, recycling, and embracing a circular economy. The process for monitoring the policy includes regular assessments to ensure compliance with social and environmental standards. Sustainability supplier assessments, including risk analysis prior to supplier selection, are conducted. The Company also reserves the right to evaluate and audit suppliers' social and environmental practices. The most senior level in Exide Technologies accountable for the implementation of the Sustainable Purchasing Policy includes the divisional Senior Procurement Directors.



Conflict Minerals Policy

Exide has implemented a policy that reflects the Company's responsibility to source materials in a manner that respects human rights and avoids contributing to conflict. The Conflict Minerals Policy is aligned with the OECD Due Diligence Guidance and emphasizes due diligence, transparency, and collaboration with suppliers to uphold responsible sourcing practices. The policy addresses risks associated with sourcing minerals and metals from regions that are prone to finance armed conflict, human rights abuse, or environmental harm. The general objectives of the policy include conducting due diligence to identify and assess the sources of minerals and metals used in suppliers' products, collaborating with them to establish responsible sourcing practices, promoting transparency and traceability within the supply chain, and giving preference to suppliers on the list of global responsible smelters and refiners established by the European Commission.

The policy applies to all Exide Technologies employees, contractors, suppliers, and partners involved in the procurement and use of minerals and metals in their products. Suppliers are expected to conduct due diligence on the source and chain of custody of minerals and metals used in the production of materials supplied to Exide, adhere to industry-recognized due diligence standards, and provide information and certifications regarding the origin of minerals in their supply chain. This policy is particularly relevant to those sourcing minerals and metals from conflict-affected and high-risk areas, including the Democratic Republic of the Congo and any country that shares an internationally recognized border with it. The policy also applies to any area in a state of armed conflict or fragile post-conflict, or witnessing weak or non-existent governance and security, such as failed states, and widespread and systematic violations of international law, including human rights abuses.

Lead in Blood Contractors Management Policy (LIB Contractors Management Policy)

Exide has introduced the LIB Contractors Management Policy, an appendix to its Blood Lead Management Procedure, to address lead exposure risks for external contractors working within its facilities. This policy is designed to ensure compliance with health and safety standards and to protect the well-being of all personnel on-site. The document outlines the minimum requirements for hygiene practices, personal protective equipment, and specialized training that must be implemented by contractors. These measures are essential for mitigating lead exposure risks and ensuring a safe working environment. Contractors are required to share anonymized lead exposure data (LIB data) concerning their workers exclusively with Exide's Environmental, Health, and Safety (EHS) Department. This data will be provided in an anonymous format, ensuring that Exide does not have access to the identities of individual contractor employees associated with the LIB data. The Company retains the right to remove workers and contractors from the site immediately in the event of any serious breach of the rules outlined in this policy. Additionally, further sanctions may be imposed on contractors whose employees fail to comply with the policy. Both Exide and its contractors share responsibility for ensuring full compliance with this policy.

4.1.3. Human rights in our value chain

[S2-1]

Exide's human rights commitments are reflected in the Global Human Rights and Social Responsibility Commitment Statement (the Statement) which is described within disclosure G1-1 in section 4.2.2. Corporate Culture. The Statement affirms that the grievance mechanism is accessible to value chain workers and commits the Company to remedy any adverse impacts it may cause or contribute to.

4.1.4. Engagement and Remediation Processes for Value Chain Workers

[S2-2] [S2-3]

Currently, Exide does not have a formal approach for directly engaging with supply chain workers, contractors, subcontractors, or their legitimate representatives. At present, the whistleblowing mechanism serves as the primary means for these workers to raise concerns or report issues.

The whistleblowing system is accessible to both employees and external parties, ensuring that all reports are handled confidentially and processed through an external provider. Each report is assigned to a designated investigator, following Exide policies. For a detailed description of the whistleblower procedure and software, please refer to disclosure G1-1 in section 4.2.3. Whistleblower Protection.

In addition to the whistleblower system, the Supplier Code of Conduct includes a grievance mechanism that empowers value chain workers to confidentially raise concerns directly with Exide via a dedicated telephone number, enabling workers to actively participate in the monitoring and implementation of these policies. Suppliers are encouraged to establish processes that allow their personnel to voice concerns without fear of retaliation. Furthermore, suppliers are required to ensure that their own suppliers and subcontractors are aware of and adhere to the same standards, thereby reinforcing the grievance process throughout the supply chain. Exide is committed to supporting the availability of these channels, including the use of electronic software for reporting issues anytime and anywhere. General processes have been established for monitoring the use of these channels to ensure that concerns are addressed appropriately. Additionally, policies are in place to protect individuals from retaliation when they utilize these channels to raise their concerns or needs.

4.1.5. Actions and targets related to workers in the value chain [S2-4]

Exide is committed to addressing material impacts on value chain workers. It identifies necessary actions in response to actual or potential material negative impacts through systematic risk assessments, stakeholder engagement, and data from grievance mechanisms. When specific impacts are identified, Exide takes proactive measures, such as implementing corrective actions and providing training to suppliers. To ensure effective remedies, it maintains clear protocols for reporting issues, commits to thorough investigations, and regularly assesses the effectiveness of its remedial processes to build trust and enhance worker well-being. Table 38 lists key actions which have been taken in the reporting year and those which are planned for the future, in alignment with the related targets established in the Sustainability Strategy.

Table 38. Initiatives and targets related to workers in the value chain

Initiative	Description	Related Disclosure	Related target
Supplier Due Diligence	When onboarding new Tier 1 suppliers, Exide shares its Supplier Code of Conduct, which outlines clear requirements for suppliers and their subcontractors regarding labor practices and human rights. Additionally, the Global Supplier Manual, which includes specific quality guidelines for direct materials, is provided. Both documents must be acknowledged by potential suppliers prior to business award. Furthermore, suppliers are required to complete a Supplier Self-Assessment Questionnaire that encompasses Quality, EHS, and CSR sections. Supported by Exide's Supplier Evaluation Rules, all these components are considered before any business is awarded to the supplier. Ongoing supplier monitoring ensures that current suppliers uphold Exide's standards, which applies to both direct and indirect material suppliers. The Company's commitment to enforcing adherence to the Supplier Code of Conduct and the Global Quality Manual helps protect supply chain workers from potential risks. All direct material suppliers undergo continuous risk screening conducted by a third-party provider, assessing factors such as sanctions, financial risks, reputational risks, political exposure, ESG considerations, and cybersecurity.	G1-2	Strengthening the supplier evaluation process during FY26 (originally planned during FY25)
Supply-chain-risk & data-management solution	Exide is in the process of implementing a third-party supply chain risk and data management solution, which includes both a software and an outsourced managed service, to support compliance with the European Battery Regulation and the Conflict Minerals Policy (CMRT/EMRT). The program will involve surveying Tier 1 suppliers on an annual basis in component categories where conflict minerals are expected to be present and where potential health and safety impacts on workers in the value chain may occur. Additionally, an annual smelter outreach initiative is planned to encourage non-conforming smelters to engage with the Responsible Minerals Assurance Process (RMAP) through an independent audit. The program will also include a supply chain outreach focused on social and environmental risks for Tier 1 suppliers. This initiative aims to build a foundation for designing and implementing sustainability metrics throughout the value chain.	-	Strengthening the supplier evaluation process during FY26 (originally planned during FY25)
Lead Contractor Policy	Exide is planning to implement Lead Contractor Policy.	-	Implement Lead Contractor Policy for 100% contractors with workers exposed to lead by the end of FY26

4.1.6. Management of relationships with suppliers
[G1-2]

To ensure responsible sourcing, Exide aims to communicate its sustainability requirements to suppliers. To gain deeper insights into the supply chain, a supply chain risk intelligence platform that uses artificial intelligence to monitor supply chain risks and sustainability topics is implemented. The platform identifies, evaluates, and categorizes risks affecting suppliers, allowing Exide to create risk profiles in its supply chain, focusing primarily on direct materials.

Exide's supplier evaluation matrix supports purchasing teams in awarding contracts through a systematic approach. This evaluation process considers various indicators, including cost, capability, and quality, as well as compliance with Environmental, Health, and Safety standards. Sustainability and compliance factors account for nearly 20% of the overall selection criteria, reflecting the Company's commitment to responsible sourcing and supplier accountability.

Management of relationships with suppliers including payment practices

Actual positive impact:
Enhanced management of supplier relationships resulting from commitment to sustainability and ethical practices

Potential negative impact:
Inconsistencies and delays with payments as a result of the lack of established payment procedures

Opportunity:
Enhanced financial stability as a result of the client loyalty due to the cooperation with sustainable suppliers

4.1.7. Payment practices

[G1-6]

Exide does not have established procedures specifically addressing suppliers' payment terms and practices. Instead, these terms are negotiated individually for each contract and influenced by local legislation, best practices and industry standards.

In FY25, the average time to settle supplier invoices was 59 days from the invoice date, with a weighted average contractual or standard term of 49 days across key commodities. These commodities, including lead, represent 65% of total supplier payments. Exide continues to monitor its payment practices to support strong supplier relationships and operational efficiency.

There are no legal proceedings currently outstanding against Exide for late payments.

Accounting principles

In order to provide the payment ratios, the calculation has been performed covering all payments to third party suppliers, looking at a single invoice level to be aggregated for the invoices in the fiscal year. For each invoice, the time between the invoice date and the payment date was compared to the expected payment date according to the contracts. This methodology allows for determining the variation in the number of days between actual practices and contractual or standard terms, as well as the percentage of payments aligned. To calculate the percentage, the invoice value has been retained as being more relevant than the number of invoices for payment alignment.

4.2. Healthy business

4.2.1. The role of the administrative, supervisory and management bodies

[G1 GOV-1]

At Exide Technologies, administrative, management, and supervisory bodies are responsible for ensuring that all business activities are conducted with integrity, transparency, and in compliance with applicable laws and regulations. Other than the Board of Directors described in detail within section 1.3.3. The role of the administrative, management and supervisory bodies, Exide's key body related to business conduct is the Group Compliance Committee. This Committee is assisted by the Legal Department, including the General Counsel, and the Human Resources department, as well as the Screening Committee.

4.2.2. Corporate Culture

[G1-1]

At Exide Technologies, corporate culture is shaped by a strong commitment to human rights, social responsibility, and environmental stewardship. Exide continuously monitors and enhances its culture through key indicators and regular reviews performed by the governing and supervisory bodies, ensuring transparency and accountability in its operations. By fostering equal opportunities, promoting a protected work environment, and emphasizing values such as honesty, trust, and respect, Exide creates a workplace that prioritizes the well-being of its employees and the communities it serves.

Corporate culture

Actual positive impact:
Fostering of the culture of integrity and accountability through Exide's vision, business practices, shared values and commitment to ethical growth.

To promote and evaluate its corporate culture, the Group implements policies and practices aligned with global standards. The key policies with respect to business conduct matters and how the organization fosters its corporate culture are: Code of Ethics and Business Conduct (the Code), Commitment to Corporate Social Responsibility; and Global Human Rights and Social Responsibility Commitment.

Code of Ethics and Business Conduct (the Code)

The Code establishes a framework to ensure that all employees, directors, and third parties conduct business with honesty, integrity, and in compliance with applicable laws. It outlines the importance of ethical behavior and specifies the responsibilities of employees to avoid conflicts of interest. The Code also promotes fair employment practices and encourages contributions to the community.

The Code includes provisions for governance and compliance oversight by the Group Compliance Committee. This committee provides guidance and assistance to controlling body members and employees, periodically reviews and revises the Code and other applicable policies, and oversees investigations into alleged violations of the Code, Exide policies, and applicable laws. The Exide General Counsel is designated as the owner of the Code.

This policy commits to compliance with all laws in each country where the Group conducts business, including anti-bribery laws, import and customs controls, export controls, and anti-boycott laws. The Group respects the intellectual property rights of others, including patents, copyrights, trademarks, and trade secrets. Additionally, Exide maintains the confidentiality of its own proprietary information and that of others, while adhering to antitrust and trade laws to promote fair competition. The Code applies to every member of any controlling body and every employee of Exide Technologies. It also extends to third parties representing Exide, such as agents, sales representatives, and distributors, who are required to follow this Code when acting on Exide's behalf. Suppliers may also be requested to comply with the principles contained in the Code.

Commitment to Corporate Social Responsibility

Exide Technologies' Corporate Social Responsibility (CSR) Policy focuses on social responsibility in corporate management, adherence to laws, integrity, and organizational governance. The policy addresses important areas such as consumer interests, communication, human rights, working conditions, hours of work, and civic commitment. Its objectives include promoting ethical principles like integrity, honesty, and respect for human dignity, ensuring that Exide Technologies' business activities lead to positive economic, technological, social, environmental, health, and safety impacts.

The policy emphasizes adherence to laws and legal requirements wherever Exide Technologies conducts its business. It highlights the importance of integrity and organizational governance, rejecting corruption and bribery, and maintaining policies and procedures to promote transparency, responsible leadership, and Exide's accountability. In terms of human rights, the policy commits to promoting and respecting all rights stated in the Charter of the United Nations, including those related to privacy, health and safety, environmental protection, protection against harassment, and freedom of conscience. The policy also outlines working conditions, including the prohibition of child and forced labor, wage compensation standards, employee rights, and the prohibition of discrimination.

The CSR Policy imposes on all managers the responsibility to ensure that their teams comply with both the CSR Policy and the Code. Non-compliance is expected to be reported to the appropriate managers, Human Resources representatives, and/or the Legal Department. Additionally, Exide Technologies maintains a Governance Committee for reviewing any matters concerning compliance with policies and legal requirements. The Group also has processes in place to protect employee and supplier confidentiality in reporting any potential violations of policies or legal requirements and prohibits retaliation for reporting violations.

The CSR Policy applies to all business activities, including those that can result in economic, technological, social, environmental, health, and safety impacts. The policy is not limited to Exide itself; it also extends to its suppliers and other entities within the value chain. The Company is committed to upholding several third-party standards and initiatives through the implementation of its CSR Policy. This includes adherence to the ethical values and principles outlined in the relevant United Nations Convention against Corruption (UNCAC) and compliance with applicable competition laws and regulations. Exide also respects human rights as stated in the Charter of the United Nations and complies with applicable environmental laws and regulations, operating under ISO 14001, ISO 45001, and ISO 50001 management systems. Furthermore, adheres to core work standards from the ILO, including the prohibition of child labor and forced labor, wage compensation standards, and respect for employees' freedom of association, assembly, and collective bargaining, as well as the prohibition of discrimination.

Global Human Rights and Social Responsibility Commitment Statement

At the start of 2024, Exide adopted a Global Human Rights and Social Responsibility Commitment Statement (Social Statement). This declaration solidifies Exide's commitment to conducting business with a profound respect for human rights as outlined in the United Nations Universal Declaration of Human Rights. Exide's dedication extends to adhering to the ILO's standards, ensuring that the organization's global workforce is treated with fairness and dignity. Through this commitment, Exide affirms its role in promoting sustainable economic development and contributing positively to the global community.

The Social Statement emphasizes the Group's commitment to social responsibility and respect for human rights, aiming to ensure fair working conditions within the organization and its surroundings. The policy promotes diversity, inclusion, and respect for employee rights, with a strong focus on compliance with legal regulations and the active promotion of human rights. It categorically rejects forced and child labor and promotes equal opportunities while combating discrimination. Key objectives of the policy include fostering a safe work environment, ensuring the well-being of employees, and providing opportunities for personal and professional growth. Exide is dedicated to upholding labor rights and has implemented measures to support the right to associate and engage in collective bargaining, viewing these as fundamental to its employment policy.

Monitoring the policy's implementation involves regular assessments of progress and addressing any disputes that may arise. The management focuses on ensuring compliance with the established principles, and any irregularities will be investigated by designated teams to ensure effective policy execution. The Social Statement underscores the importance of conscious management of social issues for the long-term success of Exide and the well-being of its employees and the communities in which it operates.

Exide Technologies commits to several third-party standards and initiatives through the implementation of its Social Statement. These include adherence to anti-discrimination laws, respect for the right to freedom of association and collective bargaining, and a commitment to implementing the principles of the UNGC. Exide also pledges to eliminate child labor and all forms of forced or compulsory labor, as well as to combat corruption in all its manifestations. Exide is dedicated to promoting the sustainable use of resources, fostering a culture of respect for the natural environment, and leading efforts to combat climate change. This commitment includes operating under the framework of Exide's Integrated Management System, with most of the manufacturing sites being ISO 14001 certified. Exide also emphasizes the importance of complying with the fundamental and social regulations of the ILO as stipulated in the statement.

4.2.3. Whistleblower Protection

[G1-1]

Whistleblowing Policy

The Whistleblowing Policy aims to create an environment where employees feel empowered to report any suspected violations of the law or breaches of Exide's policies without fear of retaliation. It emphasizes the importance of transparency and accountability, encouraging employees to speak up about any unethical behavior they may witness or suspect. The policy also provides protection for whistleblowers, ensuring their identities are safeguarded and that they are shielded from any retaliatory actions that may arise from their disclosures. This commitment to protecting whistleblowers is crucial for fostering a culture of trust and openness within the organization.

The policy addresses various issues, including abuse of power, sexual exploitation, discrimination, fraud, theft, and bribery. By outlining these potential issues, the policy serves as a proactive measure to mitigate risks and uphold Exide's reputation. The policy monitoring process involves a structured approach where reports of suspected violations are received by the Exide Group General Counsel and the Group Compliance Committee Secretary. These reports are then carefully reviewed, and investigations are conducted in a fair and independent manner, ensuring confidentiality and protection for the whistleblower throughout the process. The Whistleblowing Policy is a global policy and applies to all Exide Group employees as well as third parties acting on behalf of Exide. This broad applicability ensures that everyone associated with Exide is held to the same ethical standards, promoting a unified approach to integrity across the organization. The Group Compliance Committee is responsible for overseeing the implementation of the policy, providing guidance, and ensuring that all reports are handled appropriately. The Audit Committee of the Board of Directors of Energy Technologies Holdings LLC is tasked with reviewing all whistleblowing cases managed by the Group Compliance Committee.

Exide Technologies has made the Whistleblowing Policy accessible to potentially affected stakeholders through a secure whistleblowing service provided in partnership with an external provider. The service is available 24 hours a day and can be accessed through multiple channels, including a toll-free telephone number, an online submission portal, and a QR code. Additionally, technical assistance is offered via email for users who may encounter issues with the platform at the time of submitting a report.

Reporting under Code of Ethics

In addition to the reporting mechanisms mentioned above, a whistleblower can use the other mechanisms for reporting non-compliance referred in Exide's Code of Ethics.

Employees are encouraged to report any violations or potential violations of the Code, other Exide policies, or the law to the Group Compliance Committee Secretary, the local Human Resources Manager, the local Legal Department Manager, or the Group Director Internal Audit. Exide ensures that there will be no retaliation against anyone who submits a report.

The Group Compliance Committee reviews and oversees investigations into alleged violations, making decisions upon their conclusion. The Screening Committee preliminarily assesses reported violations to determine their materiality and gather additional information. Based on the initial review, the Screening Committee decides whether to stop the investigation, approve its initiation, or submit the report to the Group Compliance Committee for further evaluation. The Group Compliance Committee makes the final decisions on the outcome of the investigations and informs the Audit Committee of any conducted investigations and their outcomes. Exide's employees are expected to cooperate fully with investigations and maintain confidentiality throughout the process.

If evidence of a violation is found, the individual under investigation will typically be notified and given an opportunity to respond, although this may occur after records have been reviewed and witnesses interviewed. If deemed necessary, individuals may be suspended with or without pay during the investigation.

4.2.4. Prevention of bribery and corruption

Prevention and detection of corruption, including training

Actual positive impact:
Prevention of unethical practices due to the implementation of a dedicated anti-corruption policy, well-defined procedures and regular employee training

Anti-Bribery and Anti-Corruption Policy

[G1-1] [G1-4]

Exide's Anti-Bribery and Anti-Corruption Policy is designed to ensure ethical behavior and integrity in all business activities, regardless of location. This policy applies to all directors, executives, employees, agents, consultants, business partners, and any other individuals or entities doing business on behalf of Exide. The general objectives of the policy are to prevent any practices that could be classified as corruption or involve the giving or receiving of bribes. It establishes a "zero tolerance" stance towards bribery, prohibiting any form of bribery or attempted bribery, including payments to government officials or private individuals to influence their decisions favorably towards the Company. The policy applies to Exide's operations in many countries and geographical areas and mandates compliance with Anti-Bribery and Anti-Corruption laws around the world, especially laws that prohibit the giving or receiving of bribes and corruption between individuals.

The implementation of the Anti-Bribery and Anti-Corruption Policy is overseen by the General Counsel and the Group Compliance Committee. These entities are responsible for ensuring that the policy is effectively implemented and adhered to across the organization. All employees are required to keep books, records, and accounts in reasonable detail to accurately reflect undertaken transactions. This requirement is essential for maintaining transparency and accountability within the organization. The policy mandates the maintenance of an internal accounting controls system, capable of providing reasonable assurance that all transactions are executed as authorized by management and properly recorded. This system is designed to prevent accounting errors and fraud, thereby safeguarding the interests of stakeholders. Exide's employees are also instructed to be vigilant for any "red flags" that may indicate an increased likelihood that a business transaction involves a prohibited payment. These red flags include a history of corruption in the relevant country, unusual payment patterns, or refusal to include anti-corruption provisions in contracts, among others. If any employee suspects that a transaction might involve corrupt payments, they are required to report this immediately to Exide's Legal Department, any member of the Group Compliance Committee, or through Exide's toll-free hotline or platform.

The Anti-Bribery and Anti-Corruption Policy commits to respect various third-party standards and initiatives. These include international and local anti-corruption legislations, such as the European Union Anti-Bribery Laws, the local EU Anti-Bribery laws of each member state, the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act, the UNCAC, the OECD Anti-Bribery Convention, the China Criminal Code, and the Australia Criminal Code. Exide's Anti-Bribery and Anti-Corruption Policy is aligned with the UNCAC. It prohibits bribery and corruption, applies to a wide range of individuals and entities associated with Exide, and includes

preventive measures such as training and guidelines for interactions with government officials. The policy mandates accurate record-keeping and the reporting of suspected bribery, outlining disciplinary actions for non-compliance. It also acknowledges the need to comply with various international anti-corruption laws, reflecting the UNCAC's emphasis on international cooperation.

Exide is committed to investigating corruption and bribery incidents promptly, independently, and objectively. Exide’s Code and the Charter outline that investigations into reported violations must be promptly conducted by Human Resources, Internal Audit, the Legal Department, or external entities designated by a duly authorized Company Officer. The Screening Committee preliminarily assesses reported violations to determine materiality and gather additional information, ensuring an independent and objective review. The Group Compliance Committee makes the final decisions on the outcome of these investigations, further emphasizing Exide’s commitment to an independent and objective process.

Exide has identified its Procurement, Sales and Supply Chain functions as those most at risk with respect to corruption and bribery, whether as targets for bribery (Procurement), being pressured to secure deals (Sales), or being involved in interactions with external vendors and regulatory bodies with opportunities for bribery (Supply Chain). Nevertheless, Exide has determined that its existing training programs adequately address all material issues related to these concerns, deeming additional mandatory employee training in these topics unnecessary.

Prevention and detection of corruption and bribery

[G1-3]

Exide's Anti-Bribery and Anti-Corruption Policy defines various actions, processes, and procedures to prevent, detect, and address allegations or incidents of corruption or bribery.

There is a strict prohibition against giving, offering, promising, or authorizing anything of value to influence any act or decision, as well as against soliciting, receiving, or accepting anything of value that may improperly influence work duties. Business courtesies, such as meals, entertainment, and gifts, are regulated to ensure that they do not constitute corrupt payments, with specific guidelines provided for permissible business courtesies, including value limits and approval requirements. Detailed requirements are also set for travel, meals, entertainment, and gifts for government officials to ensure compliance with local laws and Exide policies.

Employees are trained to recognize and report red flags that may indicate potential corruption, such as unusual payment patterns, refusal to include anti-corruption provisions in contracts, and high commissions. They are also encouraged to consult additional resources such as the Code, the Supplier Code of Conduct, and the Travel & Entertainment Policy for further guidance. These procedures are designed to ensure that Exide conducts its business with the highest standards of integrity and in full compliance with all applicable anti-bribery and anti-corruption laws.

Exide's Legal Department and Group Compliance Committee play a central role in both the approval of certain actions and the investigation of suspected violations of anti-bribery and anti-corruption laws, thereby ensuring independence from the chain of management. Exide’s employees are required to report any suspicion of bribery or corruption to the Legal Department, any member of the Group Compliance Committee, or through Exide's toll-free hotline.

The Group Compliance Committee oversees investigations into alleged violations of the Anti-Bribery and Anti-Corruption Policy, ensuring that all reported potential violations are promptly and appropriately investigated. Based on the findings of the investigation, the Group Compliance Committee may recommend disciplinary actions in accordance with the severity of the violation and applicable laws and regulations.

Additionally, reports submitted under Exide’s Whistleblowing Policy are received by the Group General Counsel, who is independent from the business, and a member of the senior management. When a report relates to a member of the senior management, the report is automatically transferred to an independent director who is a member of the Audit Committee. Furthermore, certain actions, such as facilitating payments, require prior written authorization from the Legal Department or the Group Compliance Committee. Exide's Group General Counsel, on behalf of the Group Compliance Committee, reports the outcome of any investigation into allegations or incidents of corruption or bribery to the President and CEO, the Audit Committee of the Board, and, if requested, to the Board of Directors. Exide's Code and other policies, including the Anti-Bribery and Anti-Corruption Policy, are posted on Exide's intranet, making them accessible to all employees.

Anti-corruption or anti-bribery training

[G1-1] [G1-3]

In accordance with its Charter, the Group Compliance Committee identifies certain mandatory learning on compliance matters that is implemented by Human Resources. The employees are required to periodically complete the training covering anti-corruption or anti-bribery matters, either in the form of a dedicated anti-corruption and anti-bribery course or as part of training on the Code (which includes a specific section on anti-corruption and anti-bribery matters). In addition, all newcomers to Exide are required to undergo training on the Code as part of their onboarding. The management level is subject to the same learning as other employees in respect of anti-corruption and anti-bribery. In addition, all members of the controlling body and salaried employees must sign a certificate confirming that they have read and understood the Code. Annual certification is also required for officers with the title of Vice President or higher.

Table 39. Training on the prevention and detection of corruption and bribery

	At-risk functions*	Management**	Other own workers
Total number of individuals	785	106	1,662
Number of individuals who completed the training	785	106	1,662
Percentage of individuals who completed the training	100%	100%	100%

* As identified within disclosure G1-1 in the description of the Anti-Bribery and Anti-Corruption Policy.
** Senior Management and Directors, including members of the Group Compliance Committee, Legal Department, Human Resources and Steering Committee.

The most recent dedicated anti-corruption and anti-bribery training was delivered between February and May 2025, reaching all salaried employees. Prior to that, a Company-wide training on the Code was conducted in 2022, completed by 2,068 employees. By prioritizing continuous education and awareness, Exide not only ensures compliance with legal obligations but also fosters a workplace culture where ethical conduct is the standard.

4.2.5. CSR activities supported by Exide

Over the past year, Exide Technologies proudly supported over 35 CSR initiatives across Europe and Australia, reflecting the Company's deep-rooted commitment to the communities in which it operates. The employees contributed their time, skills, and resources to causes ranging from environmental clean-ups and educational outreach to social inclusion and disaster relief. In Portugal, teams renovated nursing homes, restored playgrounds, and partnered with organizations supporting individuals with disabilities. In Poland, employees volunteered at animal shelters, built dog kennels, and participated in nationwide charity runs. The Spanish teams donated batteries and materials to support food distribution and flood recovery efforts, while also collaborating with employment centers for people with disabilities. In Italy, Exide supported scientific education, environmental clean-up, and inclusive volunteering programs. In Australia, it partnered with CatholicCare to provide meaningful work for people with disabilities and offered warehouse space to reduce costs for a local foundation. Exide Germany contributed to local emergency services and hosted educational events for employees' children. Across all regions, the Group empowered employees, reinforcing Exide's belief that social responsibility begins with individual action. These initiatives not only strengthened community ties but also embodied the values of empathy, inclusion, and sustainable impact.

Reference table

[ESRS 2 IRO-2]

Table 40. Disclosure Requirements in ESRS covered by the undertaking's sustainability statement

ESRS	Disclosure	Location in the sustainability statement
ESRS2	BP-1 – General basis for preparation of the sustainability statement	1.3.1.
	BP-2 – Disclosures in relation to specific circumstances	1.3.2.
	GOV-1 – The role of the administrative, management and supervisory bodies	1.3.3.
	GOV-2 – Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	1.3.4.
	GOV-3 – Integration of sustainability-related performance in incentive schemes	1.3.5.
	GOV-4 – Statement on due diligence	1.3.6.
	SBM-1 – Strategy, business model and value chain	1.3.7.
	SBM-2 – Interests and views of stakeholders	1.3.8.
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	1.3.9.
	IRO-1 – Description of the process to identify and assess material impacts, risks and opportunities	1.3.10.
	IRO-2 – Disclosure Requirements in ESRS covered by the undertaking's sustainability statement	Reference Table
E1	GOV-3 – Integration of sustainability-related performance in incentive schemes	1.3.5.
	E1-1 – Transition plan for climate change mitigation	2.2.1.
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	2.2.2.
	IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities	2.2.3.
	E1-2 – Policies related to climate change mitigation and adaptation	2.1.1.
	E1-3 – Actions and resources in relation to climate change policies	2.2.4.
	E1-4 – Targets related to climate change mitigation and adaptation	2.2.5.
	E1-5 – Energy consumption and mix	2.2.6.
	E1-6 – Gross Scopes 1, 2, 3 and total GHG emissions	2.2.7.
	E1-8 – Internal carbon pricing	2.2.8.
E2	IRO-1 – Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	1.3.10.
	E2-1 – Policies related to pollution	2.1.1.
	E2-2 – Actions and resources related to pollution	2.3.
	E2-3 – Targets related to pollution	2.3.
	E2-4 – Pollution of air, water and soil	2.3.
	E2-5 – Substances of concern and substances of very high concern	2.3.

ESRS	Disclosure	Location in the sustainability statement
E3	IRO-1 – Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	1.3.10.
	E3-1 – Policies related to water and marine resources	2.1.1.
	E3-2 – Actions and resources related to water and marine resources	2.4.1.
	E3-3 – Targets related to water and marine resources	2.4.1.
	E3-4 – Water consumption	2.4.1.
E5	IRO-1 – Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	1.3.10.
	E5-1 – Policies related to resource use and circular economy	2.1.1.
	E5-2 – Actions and resources related to resource use and circular economy	2.4.2.
	E5-3 – Targets related to resource use and circular economy	2.4.2.
	E5-4 – Resource inflows	2.4.2.
	E5-5 – Resource outflows	2.4.2.
S1	SBM-2 – Interests and views of stakeholders	3.1.
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.1.
	S1-1 – Policies related to own workforce	3.1.2., 3.1.3.
	S1-2 – Processes for engaging with own workforce and workers' representatives about impacts	3.1.4.
	S1-3 – Processes to remediate negative impacts and channels for own workforce to raise concerns	3.1.5.
	S1-4 – Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	3.2.1., 3.2.2., 3.2.3., 3.2.4., 3.3.1., 3.3.2.
	S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.2.1., 3.2.2., 3.2.3., 3.2.4., 3.3.1., 3.3.2.
	S1-6 – Characteristics of the undertaking's employees	3.1.1.
	S1-9 – Diversity metrics	3.1.1.
	S1-10 – Adequate wages	3.2.2.
	S1-11 – Social protection	3.2.1.
	S1-12 – Persons with disabilities	3.3.1.
	S1-13 – Training and skills development metrics	3.3.2.
	S1-14 – Health and safety metrics	3.2.4.
	S1-16 – Remuneration metrics (pay gap and total remuneration)	3.3.1.
	S1-17 – Incidents, complaints and severe human rights impacts	3.1.3.

ESRS	Disclosure	Location in the sustainability statement
S2	SBM-2 – Interests and views of stakeholders	4.1.1.
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	4.1.1.
	S2-1 – Policies related to value chain workers	4.1.2., 4.1.3.
	S2-2 – Processes for engaging with value chain workers about impacts	4.1.4.
	S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns	4.1.4.
	S2-4 – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	4.1.5.
G1	GOV-1 – The role of the administrative, supervisory and management bodies	4.2.1.
	IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities	1.3.10.
	G1-1 – Business conduct policies and corporate culture	4.2.2., 4.2.3., 4.2.4.
	G1-2 – Management of relationships with suppliers	4.1.6.
	G1-3 – Prevention and detection of corruption and bribery	4.2.4.
	G1-4 – Incidents of corruption or bribery	4.2.4.
	G1-6 – Payment practices	4.1.7.

Let’s stay in touch

If you would like to share your reflections, comments or ideas, feel free to contact us:
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