

A wide-angle photograph of a long, straight asphalt road stretching towards the horizon under a vast, blue sky with light clouds. The road is flanked by flat, greenish-brown fields. A red rectangular box is overlaid on the lower-left portion of the image, containing white text.

Investor Presentation

Exide Industries Limited

November 2025

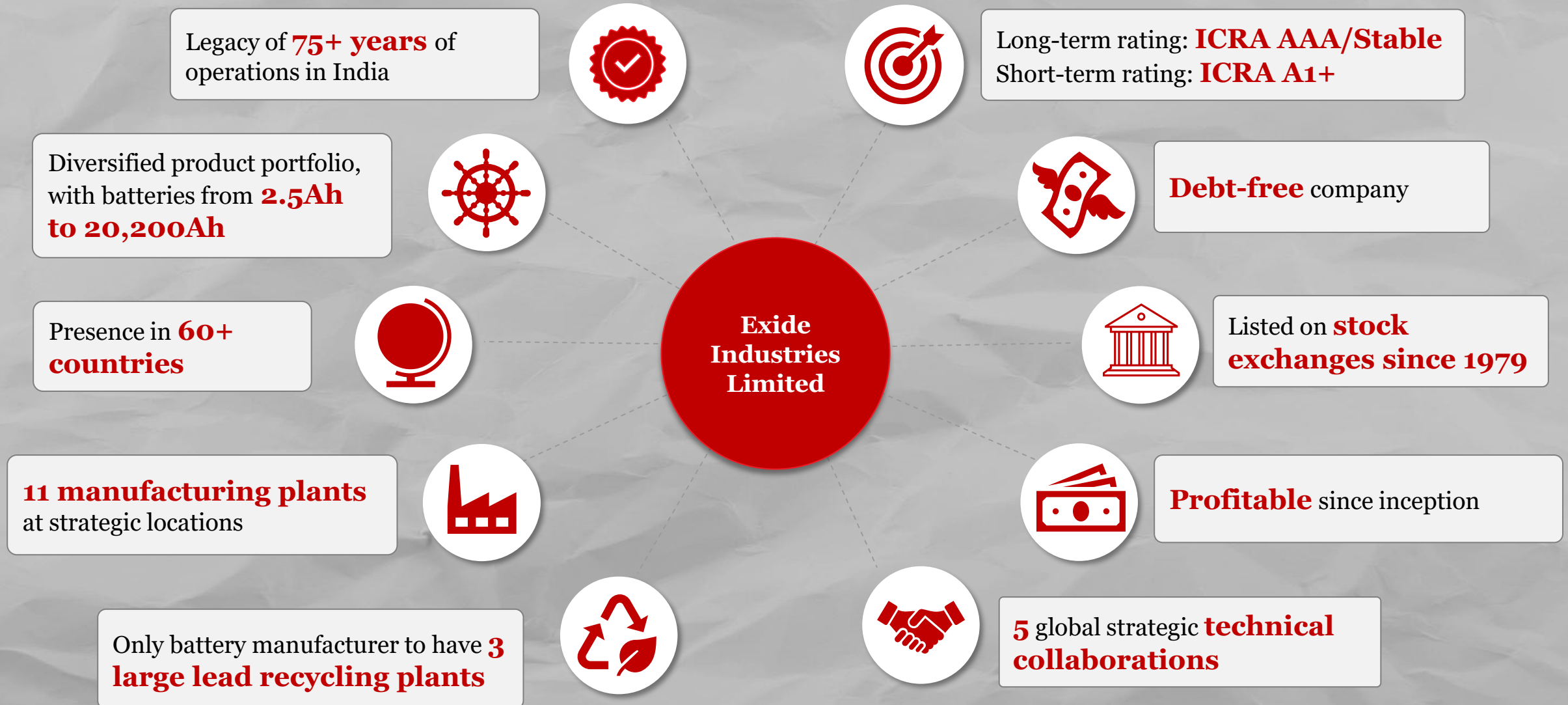
- ① Business Overview
- ② Strategic Imperatives
- ③ Key Financial Highlights
- ④ New Business: Green Technology Solutions
- ⑤ Sustainability Initiatives & CSR

Business Overview












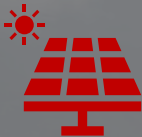
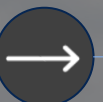






India moves on Exide



Key Verticals – Market Trend (Q2 FY26) and Outlook (Q3 FY26)




Trade (B2C)

| | | Trend Q2FY26 | Outlook Q3FY26 |
|-----------|---|---|---|
| 4-Wheeler |  |  |  |
| 2-Wheeler |  |  |  |
| I-UPS |  |  |  |
| Solar |  |  |  |
| Home UPS |  |  |  |

Institutional (B2B)

| | | Trend Q2FY26 | Outlook Q3FY26 |
|---------------------|---|---|---|
| 4-Wheeler |  |  |  |
| 2-Wheeler |  |  |  |
| Telecom |  |  |  |
| Industrial Infra |  |  |  |

International

| | | Trend Q2FY26 | Outlook Q3FY26 |
|---------|---|---|---|
| Exports |  |  |  |

A conceptual image of chess pieces on a reflective surface. A red king piece stands upright in the center-right, while several white pieces are knocked over and lying on their sides to the left and right. The pieces are reflected on the glossy surface below them.

Strategic Imperatives



Sustained Profitable Growth

—•— Growth Focused —•—

—•— Return Focused —•—

1



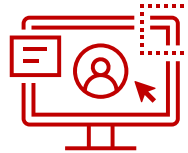
**Revenue
Growth**

2



**Customer
Centricity**

3



Digitization

4



**Process
Automation**



- Target white spaces in channels / regions
- Leverage existing strengths / network

- Direct touchpoints with end customers
- Building on Brand legacy

- Sales force enablement
- Channel partner enablement

- Operational efficiencies
- Process stability and cost savings

Reinforced by key **enablers**

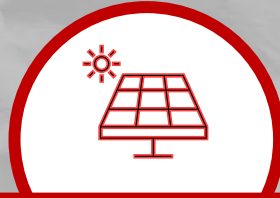


Leveraging long term Growth Drivers



Mobility

- **GST reduction from 28% to 18% across battery types**
- Improving Rural sentiment and penetration to drive growth across 2W, Tractors and LCVs
- Manufacturing sophisticated batteries with greater efficiency, reduced emissions and extended durability for OEMs



Solar

- **GST reduced from 12% to 5% on Solar combo packs**
- Focus on Renewable Energy: ambition 500 GW (2030)
- MNRE's roof-top solar target 40 GW (2026)
- Financial support provided by the 'PM Surya Ghar' scheme



Infrastructure

- **Railways:** ~100% electrification anticipated by FY26
- **Traction:** ~10-15% Material Handling Equipment electrification
- **Data Centers:** ~20% CAGR (medium term); Increasing cloud adoption and per capita data consumption
- Government focus on projects, urban infra

Executing short to medium term Growth Levers

Target 'share of counters' in identified white-spaces

- ✓ Covering high potential cities, reaching key stores
- ✓ Influencer based programs to increase outreach



Increase upcountry reach through Rural initiatives

- ✓ Identification of whitespaces & Dealer appointments
- ✓ Increasing Village-level outreach via 'Exide Battery Champions'



Leveraging OEM relationships to increase share



- ✓ **Maruti E-Vitara** launched with 100% EIL Aux battery



- ✓ **TATA Sierra** to re-launch with 100% share for EIL

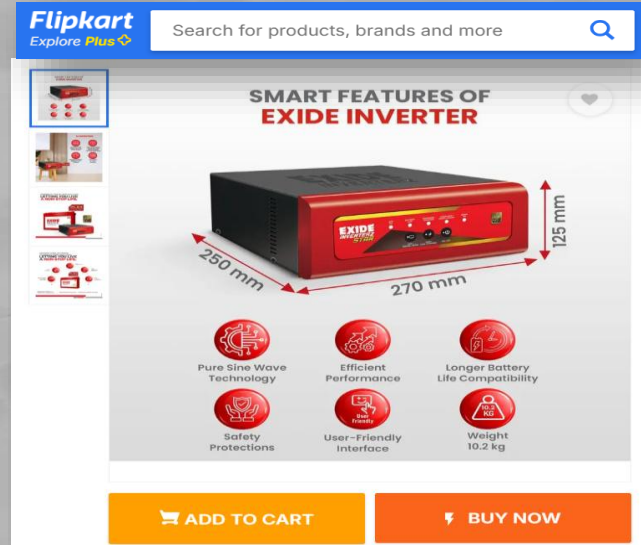
Exclusive products launched in specific channels



- ✓ Introduced "**Invazen**" range, exclusive to the White Goods channel

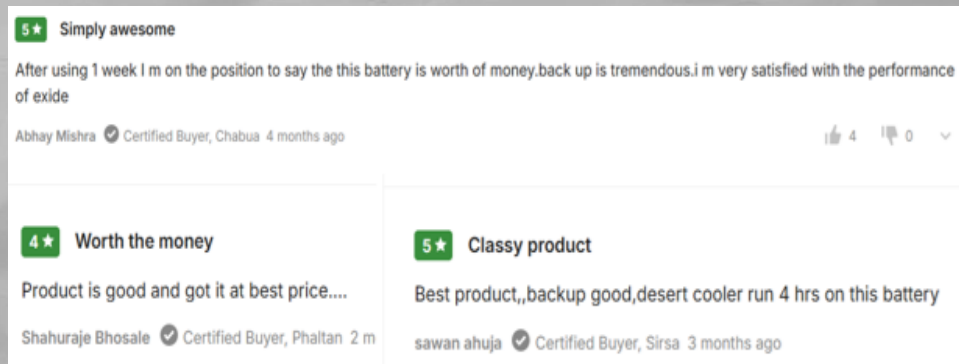
Customer centricity at our core

Reaching Customers through E-commerce platforms

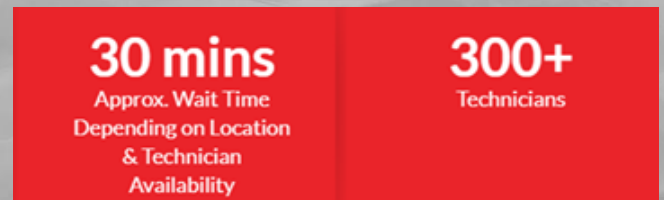
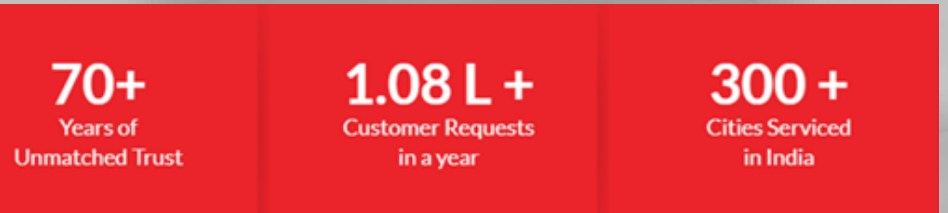


✓ Available on Amazon and Flipkart

✓ Average User rating 4+



‘Batmobile’ platform for rapid response



Reaching out to Customers via traditional and digital media

Cricket -Television Properties



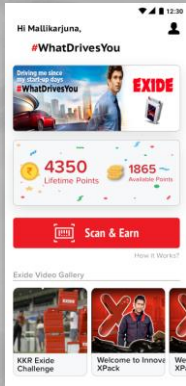
Home Inverter Ad-campaign



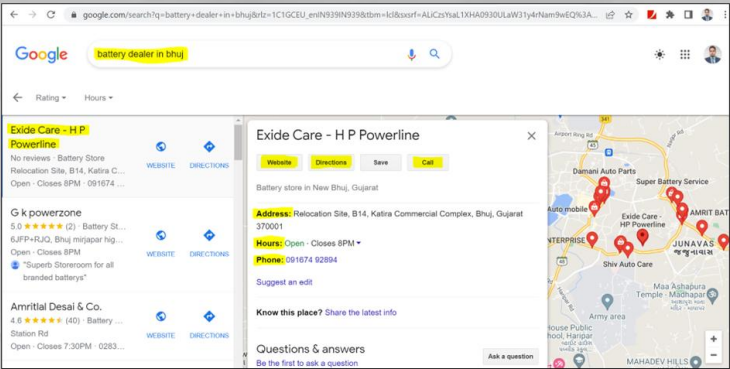


Digitization to empower our Ecosystem

Apps for Channel Partners, Influencers, Sales team

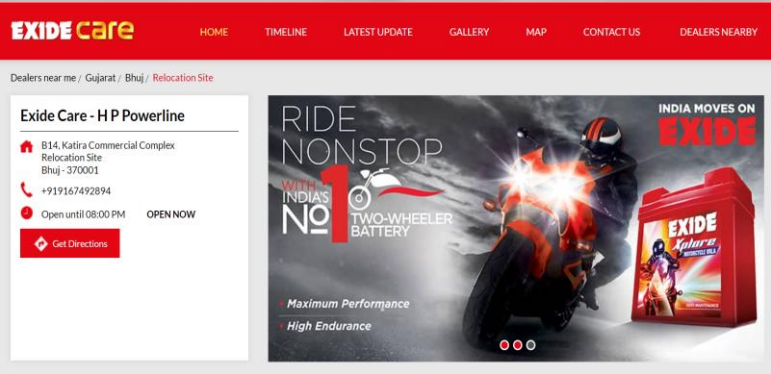


Google Search Page for Dealers

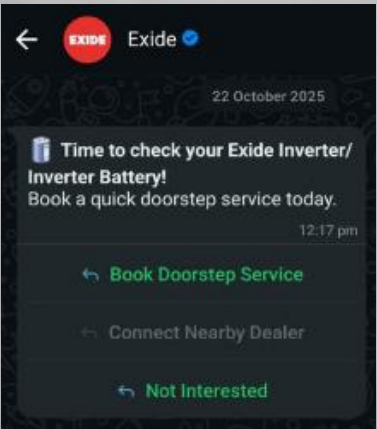


- ✓ 2,000+ dealers live
- ✓ Unique leads every month

Dealer Microsite



Automated alerts and feedback mechanism



Hope you're having a smooth and hassle-free experience with your Exide Inverter Battery! We would like to hear from you about your experience and assist you in case you need any service. Please click on this link to help us serve you better. <https://d.sfmsg.co/EXIDEC/ao1NELZaD>

EXIDE Process Automation for Operational efficiencies

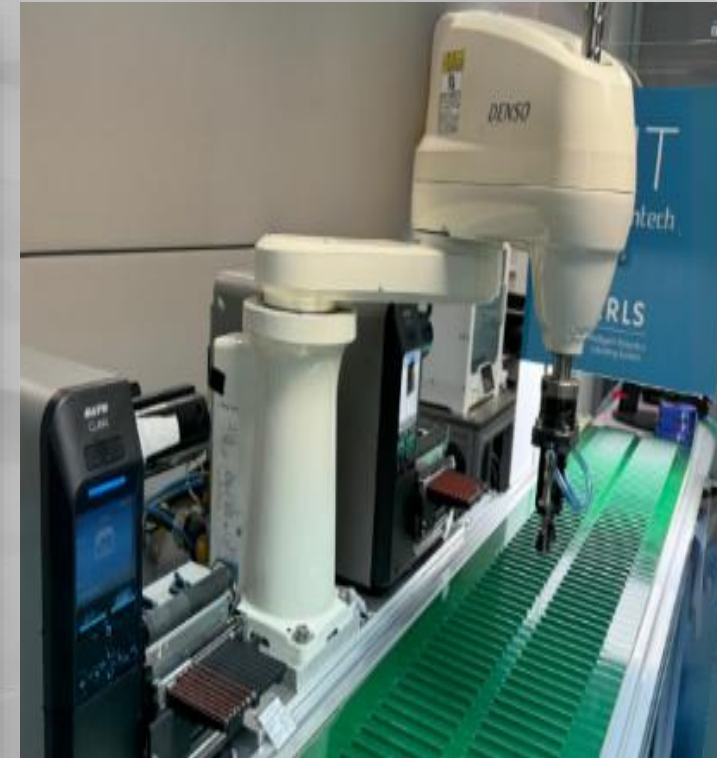
Deskilling | Safety | Material transfer | Process stability | Higher productivity



- ✓ *Punched Grid*
- ✓ *Robotic Palletizing and Depalletizing*



- ✓ *Sticker print & apply with robot*
- ✓ *Robotic vision systems*

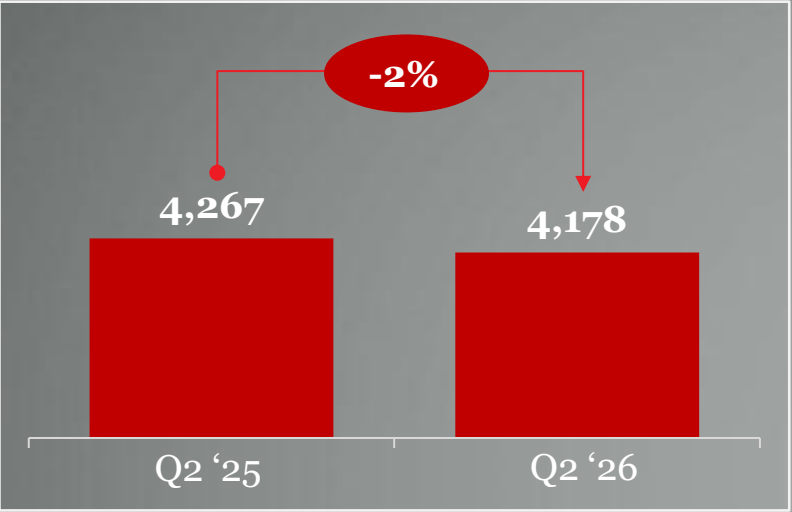


Key Financial Highlights (Standalone)



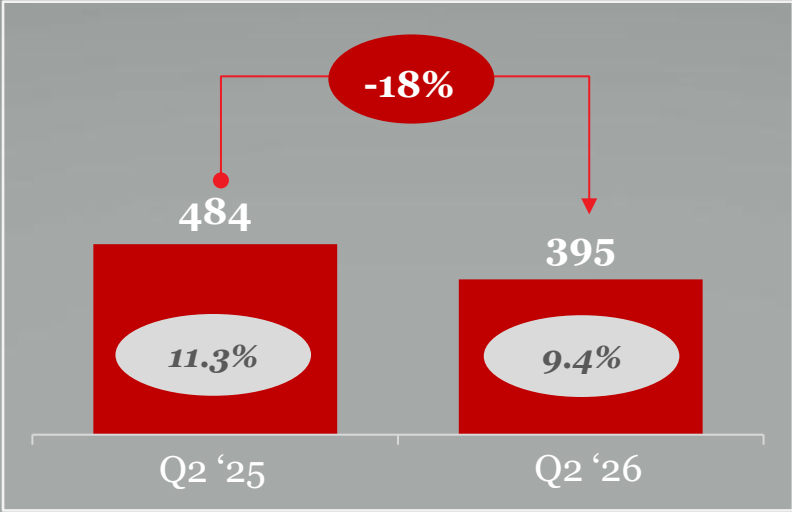
Q2 FY26 Performance Highlights

Revenue
(INR Cr.)



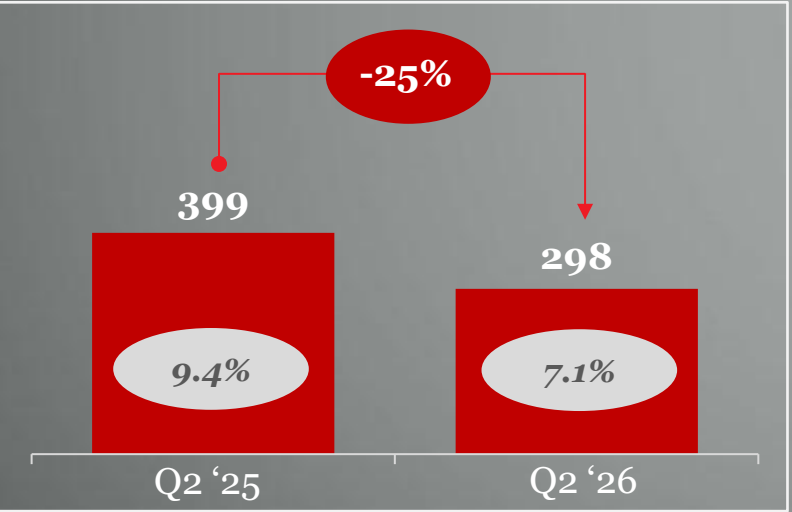
EBITDA
(INR Cr.)

EBITDA Margin %



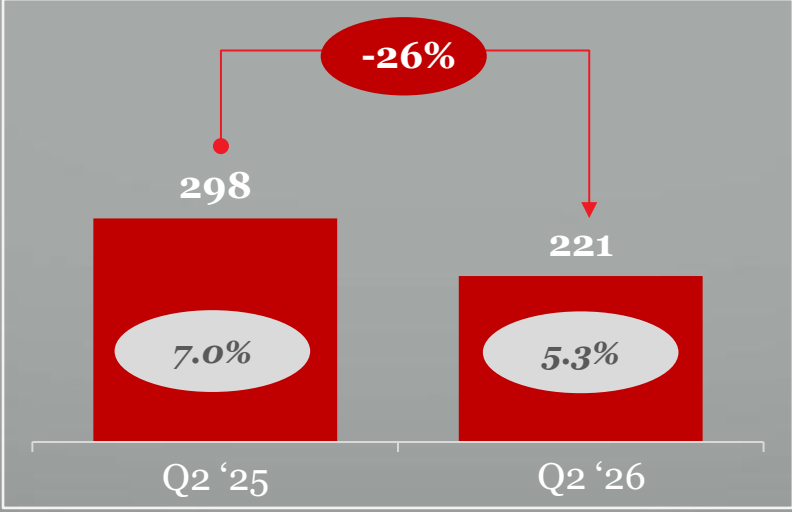
PBT
(INR Cr.)

PBT Margin %

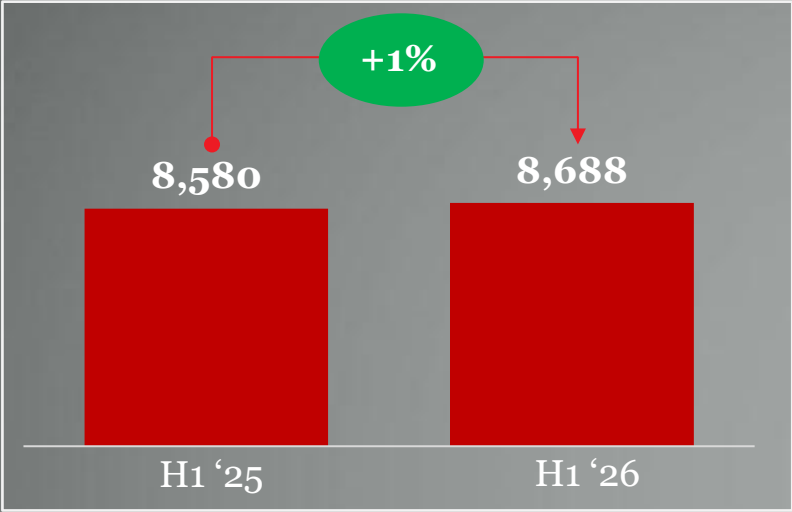


PAT
(INR Cr.)

PAT Margin %

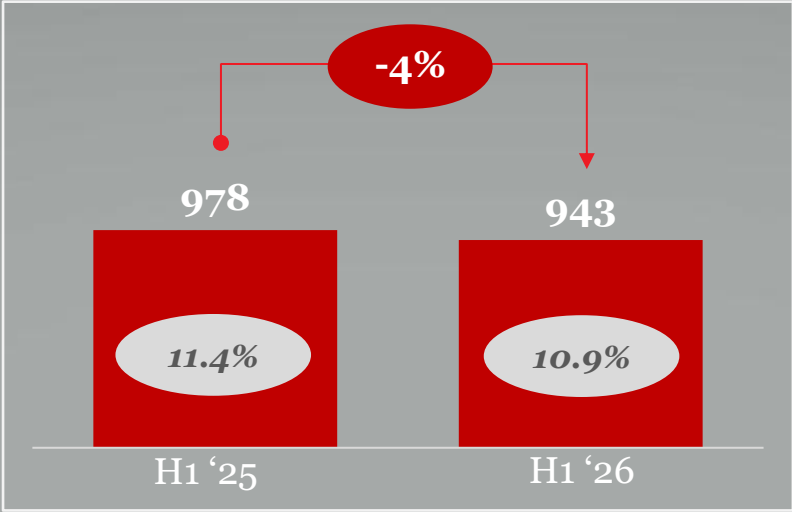


Revenue (INR Cr.)



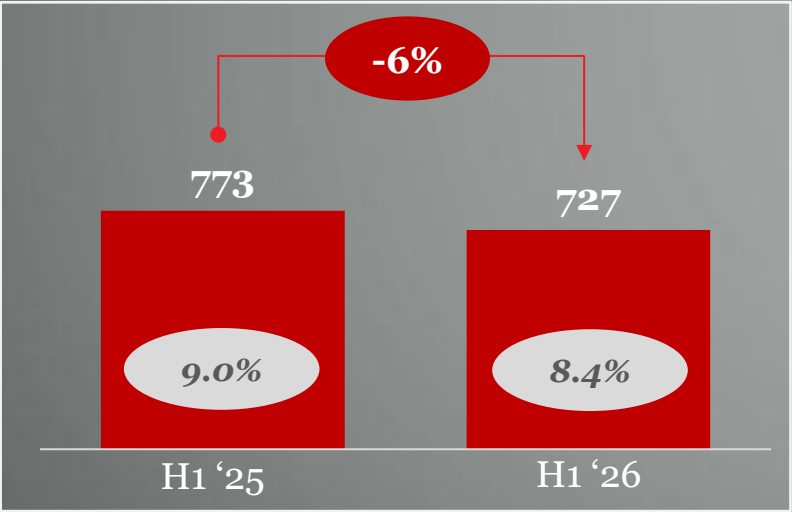
EBITDA (INR Cr.)

*EBITDA
Margin %*



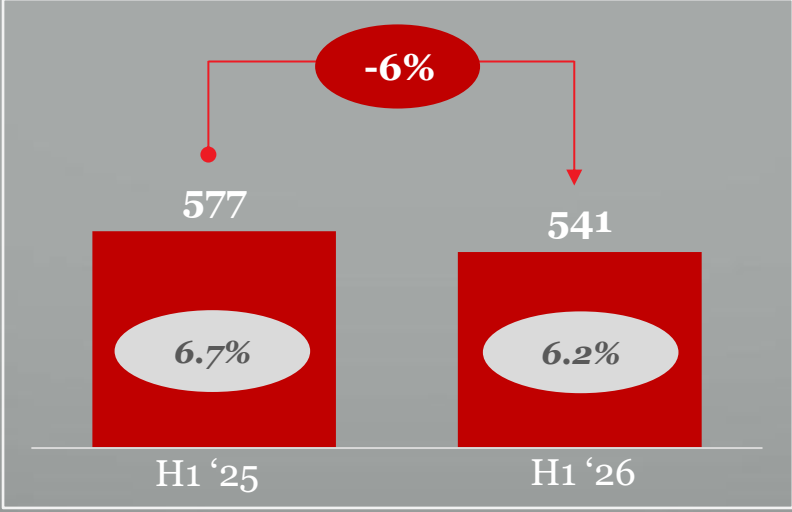
PBT (INR Cr.)

*PBT
Margin %*



PAT (INR Cr.)

*PAT
Margin %*



Key Financial Ratios and Market Cap

| | | | |
|---|---------|---|---------|
| Market Capitalization (INR Cr.) | 30,175 | → | 33,214 |
| P/E Ratio (Times) | 28.4 | → | 31.9 |
| Inventory (No. of Days) | 110 | → | 93 |
| Working Capital Usage (%) | 11.8 | → | 8.4 |
| ROCE (Core business) (%) | 17.6 | → | 16.3 |
| | Mar '25 | | Sep '25 |

- Strong working capital management – inventory optimised
- Debt-free position maintained
- Funding new projects via internal accruals



**Sales CAGR
of 10%+
over last 5
years**

**Profit After Tax
Rs. 1,000 Cr.+
over last two
successive years**

**Market
Capitalisation
Rs. 30,000 Cr.+**

**Nationwide
network
1,00,000+
Dealers /
Distributors**

**High market
share across
verticals and
expanding
global reach**

**Lithium-ion cell
manufacturing
plant nearing
production**



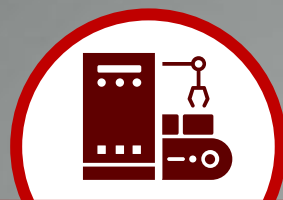
Green Technology Solutions: Lithium-ion Cells & Batteries

Exide Energy (EESL) – Critical Milestones Achieved



Facility

- Nearing 100% utility readiness across CYL, PMT lines
- On-going equipment trials leading up to start of production



Equipment

- Line 1 equipment nearing commissioning completion - product validation **trials to be initiated starting Q3**
- Line 2, 3, 4 nearing installation completion – commissioning activities ongoing in parallel



Supply Chain

- **30+ MPA signed**
- Line 1 , 2 majority material received on site
- Line 3 , 4 dispatch under planning, onsite arrival expected in line with SOP plan



Organization

- Additional 50+ visas secured, onsite arrival expected in line with SOP plan
- **300+ Shopfloor Operator Associates** onboarded – undergoing training & supporting onsite activities

L1 – commissioning near completion

L2 – installation completed, commissioning on-going

Electrode

Assembly

Formation

Line 1:



Line 2:



L3 – final installation and commissioning on-going

L4 – installation nearing completion

Electrode

Assembly

Formation

Line 3:



Line 4:





EXIDE Material storage activities initiated in parallel

Electrode Warehouse



FG & Assembly Warehouse



Hazardous Chemicals Warehouse



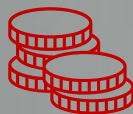
Our competitive edge and value proposition

End-to-end product and solution offering



- Multiple chemistries/form factors
- Customizable solutions
- Joint product development integrated with the new product development cycle

High focus on offering competitive costing



- Strategic raw material sourcing partnerships to improve costing
- Manufacturing efficiencies through automation & technology deployment

Backed by SVOLT's world class technology & quality



- Tech partnership with global li-ion cell player
- Industrial leading thermal stability with automated robotic assembly
- Robust quality check test points within manufacturing process

Scalable operations to meet customer needs



- State-of-the-art plant planned with multiple production lines
- Potential access to strong network for charging and after-sales market support



Sustainability and CSR



EXIDE

Sustainability is core to our business and strategy

Exide Industries Ltd.

©S&P Global 2025.

Auto Components

Corporate Sustainability Assessment (CSA) Score 2025

65 /100

As of 12 November 2025

For more information, visit: www.spglobal.com/esg/csa/methodology

S&P Global

The **S&P Global Corporate Sustainability Assessment** is one of the most well-established and reputable benchmarks of ESG performance widely used by stakeholders for benchmarking.

~50%

Improvement in 2025
compared to 2024

~2X of
Industry average

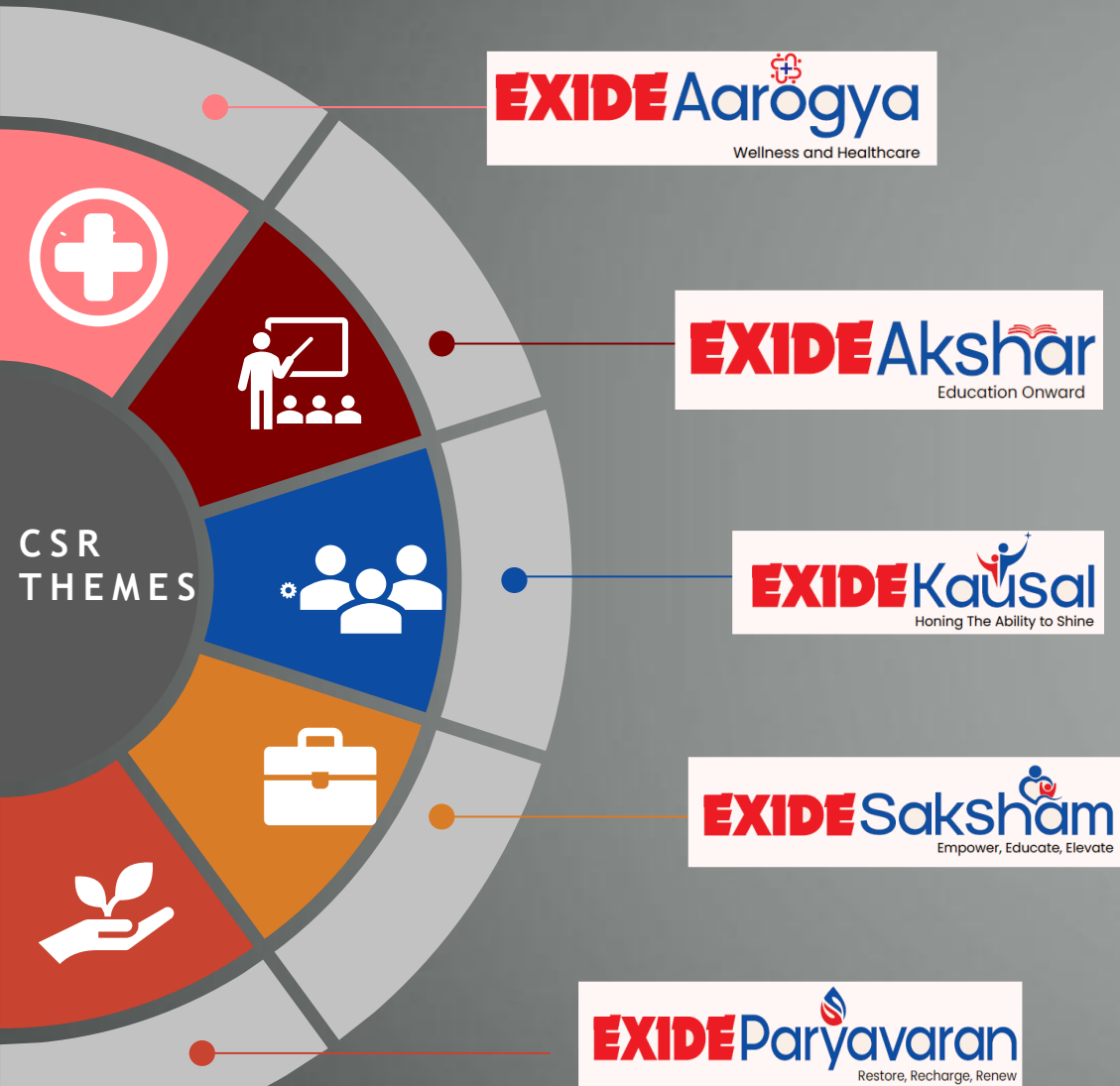
33/100

Resulting in our
position

Top 5
percentile

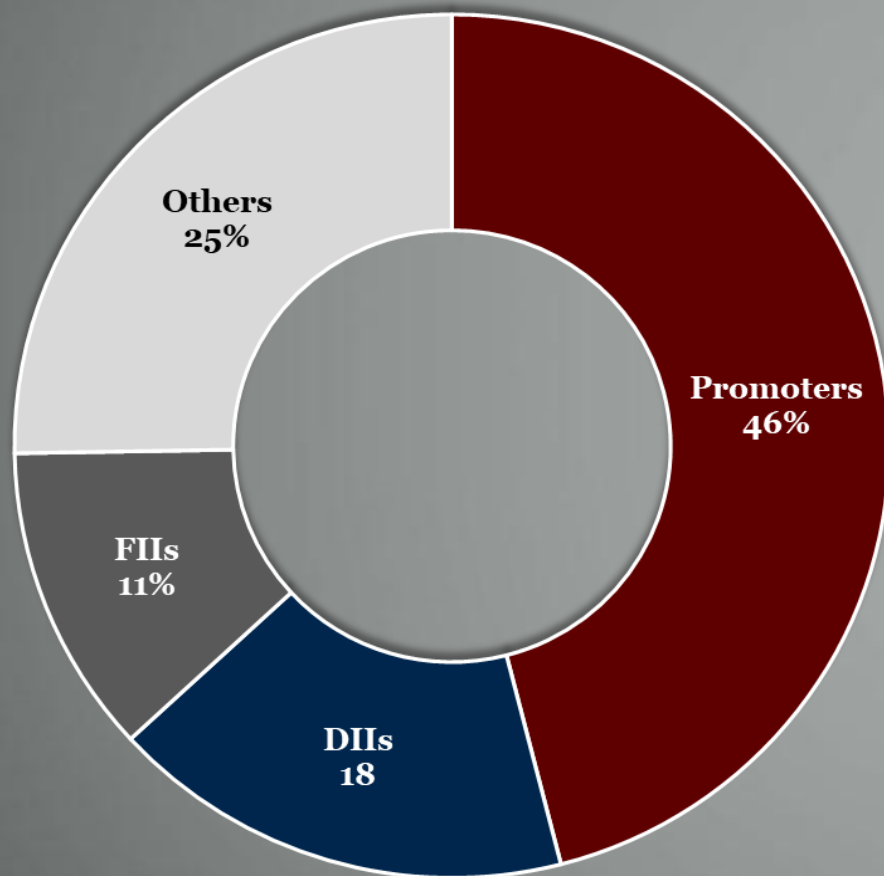


CSR initiatives: Fostering inclusive community growth



Shareholding pattern

(as on Sep 30, 2025)



Market information (as on Sep 30, 2025)

| | |
|-----------------------------------|--------|
| CMP (Rs. per share) | 390.75 |
| Shares Outstanding (in Crore) | 85.0 |
| Market Capitalization (Rs. Crore) | 33,214 |



Mr. Sridhar Gorthi
Chairman and Independent
Director

Mr. R B Raheja
Vice-Chairman & Non-Executive,
Non-Independent Director

Mr. Avik Roy
Managing Director and Chief
Executive Officer

Mr. Manoj Kumar Agarwal *
Director - Finance and Chief
Financial Officer

Mr. Surin Kapadia
Independent Director

Ms. Radhika Govind Rajan
Independent Director

Mr. Jaidit Singh Brar
Independent Director

Mr. Rajeev Khandelwal **
Executive Director

Mr. Pravin Saraf **
Executive Director

*Added to the Board on 1st May 2025

** Added to the Board on 1st September 2025

In this document, we have disclosed forward-looking information to enable analysts and investors comprehend our prospects and take investment decisions. This document and other statements—written and oral—that we periodically make, contain forward-looking statements that set out anticipated results based on the management’s plans and assumptions. We cannot guarantee that these forward-looking statements will be realised, although we believe we have been prudent in our assumptions.

The achievements of results are subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialise, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. We undertake no obligation to publicly update any forward-looking statement or comparative assessments, whether as a result of any new information, future events or otherwise.

We accept no responsibility for any loss and/or damages, risks and/or liabilities, which may be incurred and/or suffered by any investor on account of or arising from the use of the information by investors. We make no warranties of any kind, whether express or implied, as to the adequacy of such information for any intended purpose of the investors.

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Thank You