

Q2 Fiscal 2025 Earnings

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May 6, 2025



Forward-Looking Statements

This document contains both historical and forward-looking statements. Forward-looking statements are not based on historical facts but instead reflect our expectations, estimates or projections concerning future results or events, including, without limitation, the future sales, gross margins, costs, earnings, cash flows, tax rates and performance of the Company. These statements generally can be identified by the use of forward-looking words or phrases such as "believe," "expect," "expectation," "anticipate," "may," "could," "will," "intend," "belief," "estimate," "plan," "target," "predict," "likely," "should," "forecast," "outlook," or other similar words or phrases. These statements are not guarantees of performance and are inherently subject to known and unknown risks, uncertainties and assumptions that are difficult to predict and could cause our actual results to differ materially from those indicated by those statements. We cannot assure you that any of our expectations, estimates or projections will be achieved. The forward-looking statements included in this document are only made as of the date of this document and we disclaim any obligation to publicly update any forward-looking statement to reflect subsequent events or circumstances. All forward-looking statements should be evaluated with the understanding of their inherent uncertainty. Numerous factors could cause our actual results and events to differ materially from those expressed or implied by forward-looking statements, including, without limitation:

Global economic and financial market conditions beyond our control might materially and negatively impact us. Competition in our product categories might hinder our ability to execute our business strategy, achieve profitability, or maintain relationships with existing customers. Changes in the retail environment and consumer preferences could adversely affect our business, financial condition and results of operations. Loss or impairment of the reputation of our Company or our leading brands or failure of our marketing plans could have an adverse effect on our business. Loss of any of our principal customers could significantly decrease our sales and profitability. Our ability to meet our growth targets depends on successful product, marketing and operations innovation and successful responses to competitive innovation and changing consumer habits. We are subject to risks related to our international operations, including tariff and currency fluctuations, which could adversely affect our results of operations. We must successfully manage the demand, supply, and operational challenges brought on by disease outbreak, including epidemics, pandemics, or similar widespread public health concerns. If we fail to protect our intellectual property rights, competitors may manufacture and market similar products, which could adversely affect our market share and results of operations. Changes in production costs, including raw material prices and transportation costs, from inflation or otherwise, have adversely affected, and in the future could erode, our profit margins and negatively impact operating results. Our reliance on certain significant suppliers subjects us to numerous risks, including possible interruptions in supply, which could adversely affect our business. Our business is vulnerable to the availability of raw materials, as well as our ability to forecast customer demand and manage production capacity. The manufacturing facilities, supply channels or other business operations of the Company and our suppliers may be subject to disruption from events beyond our control. Our future results may be affected by our operational execution, including our ability to achieve cost savings as a result of any current or future restructuring efforts. If our goodwill and indefinite-lived intangible assets become impaired, we will be required to record impairment charges, which may be significant. Sales of certain of our products are seasonal and adverse weather conditions during our peak selling seasons for certain auto care products could have a material adverse effect. A failure of a key information technology system could adversely impact our ability to conduct business. We rely significantly on information technology and any inadequacy, interruption, theft or loss of data, malicious attack, integration failure, failure to maintain the security, confidentiality or privacy of sensitive data residing on our systems or other security failure of that technology could harm our ability to effectively operate our business and damage the reputation of our brands. We may not be able to attract, retain and develop key employees, as well as effectively manage human capital resources. We have significant debt obligations that could adversely affect our business. Our credit ratings are important to our cost of capital. We may experience losses or be subject to increased funding and expenses related to our pension plans. The estimates and assumptions on which our financial projections are based may prove to be inaccurate, which may cause our actual results to materially differ from our projections, which may adversely affect our future profitability, cash flows and stock price. If we pursue strategic acquisitions, divestitures or joint ventures, we might experience operating difficulties, dilution, and other consequences that may harm our business, financial condition, and operating results, and we may not be able to successfully consummate favorable transactions or successfully integrate acquired businesses. Our business involves the potential for product liability claims, labeling claims, commercial claims and other legal claims against us, which could affect our results of operations and financial condition and result in product recalls or withdrawals. Our business is subject to increasing government regulations in both the U.S. and abroad that could impose material costs. Increased focus by governmental and non-governmental organizations, customers, consumers and shareholders on environmental, social and governance (ESG) issues, including those related to sustainability and climate change, may have an adverse effect on our business, financial condition and results of operations and damage our reputation. We are subject to environmental laws and regulations that may expose us to significant liabilities and have a material adverse effect on our results of operations and financial condition.

In addition, other risks and uncertainties not presently known to us or that we consider immaterial could affect the accuracy of any such forward-looking statements. The list of factors above is illustrative, but by no means exhaustive. All forward-looking statements should be evaluated with the understanding of their inherent uncertainty. Additional risks and uncertainties include those detailed from time to time in our publicly filed documents, including those described under the heading "Risk Factors" in our Form 10-K filed with the Securities and Exchange Commission on November 19, 2024.

Non-GAAP Financial Measures

The Company reports its financial results in accordance with accounting principles generally accepted in the U.S. ("GAAP"). However, management believes that certain non-GAAP financial measures provide users with additional meaningful comparisons to the corresponding historical or future period, and are used for management incentive compensation. These non-GAAP financial measures exclude items that are not reflective of the Company's on-going operating performance, such as impairment on intangible assets, restructuring and related costs, network transition costs, acquisition and integration costs, a litigation matter, the Loss/(gain) on extinguishment/modification of debt, the December 2023 Argentina Economic Reform and the Settlement loss on US pension annuity buy out. In addition, these measures help investors to analyze year over year comparability when excluding currency fluctuations as well as other Company initiatives that are not on-going. We believe these non-GAAP financial measures are an enhancement to assist investors in understanding our business and in performing analysis consistent with financial models developed by research analysts. Investors should consider non-GAAP measures in addition to, not as a substitute for, or superior to, the comparable GAAP measures. In addition, these non-GAAP measures may not be the same as similar measures used by other companies due to possible differences in methods and in the items being adjusted.

We provide the following non-GAAP measures and calculations, as well as the corresponding reconciliation to the closest GAAP measure in the following supplemental schedules:

- **Organic.** This is the non-GAAP financial measurement of the change in revenue or segment profit that excludes or otherwise adjusts for the change in hyperinflationary markets and impact of currency from the changes in foreign currency exchange rates as defined below:
 - **Change in hyperinflationary markets.** The Company is presenting separately all changes in sales and segment profit from our Egypt and Argentina affiliates due to the designation of the economies as highly inflationary as of October 1, 2024 and July 1, 2018, respectively.
 - **Impact of currency.** The Company evaluates the operating performance of our Company on a currency neutral basis. The Impact of Currency is the change in foreign currency exchange rates year-over-year on reported results, which is calculated by comparing the value of current year foreign operations at the current period USD exchange rate versus the value of current year foreign operations at the prior period USD exchange rate. The impact of currency also includes gains/(losses) of currency hedging programs, and it excludes hyper-inflationary markets.
- **Adjusted Comparisons.** Detail for adjusted gross profit and adjusted gross margin are also supplemental non-GAAP measure disclosures. These measures exclude the impact of restructuring and related costs, network transition costs and acquisition and integration costs.
- **Free Cash Flow.** Free Cash Flow is defined as net cash provided by operating activities reduced by capital expenditures, net of the proceeds from asset sales.
- **Adjusted Net Earnings and Adjusted Diluted Net Earnings Per Common Share (EPS).** These measures exclude the impact of restructuring and related costs, the costs related to acquisition and integration, network transition costs, the loss/(gain) on extinguishment/modification of debt and the December 2023 Argentina Economic Reform.
- **EBITDA and Adjusted EBITDA.** EBITDA is defined as net earnings before income tax provision, interest, the loss/(gain) on extinguishment/modification of debt, and depreciation and amortization. Adjusted EBITDA further excludes the impact of costs related to restructuring, network transition costs, acquisition and integration costs, a litigation matter, the December 2023 Argentina Economic Reform, the impairment of intangible assets, the Settlement loss on US pension annuity buy out and share based payments.
- **Net Debt.** Net Debt is defined as total Company debt, less cash and cash equivalents. Net leverage is defined as Net debt divided by Adjusted EBITDA for the last twelve month period (LTM).

Financial Results

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Q2 Fiscal 2025



Q2 Financials

Q2'25 ACTUAL

(Reported May 2025)

Net Sales

Net sales of **\$662.9M**, **-0.1%** reported, **+1.4%** organic*

- Battery net sales +1.5% reported, +3.0% organic*
- Auto net sales -4.1% reported, -2.6% organic*

Adjusted Gross Margin*

Adjusted gross margin was **40.8%**⁽¹⁾, up **+30 basis points**

- Above guidance provided of flat vs prior year

Adjusted EPS*

Adjusted EPS of **\$0.67**⁽²⁾, down 7% from the prior year

- Above mid-point guidance provided of \$0.60-\$0.70

Adjusted EBITDA*

Adjusted EBITDA of **\$140.3M**⁽³⁾, down 1.5% from prior year

Leverage

Net leverage of **4.9x**, down from 5.2x year over year

All comparisons for Fiscal 2025 actual results are to Fiscal 2024 comparable reported results.

* See non-GAAP reconciliations in the Appendix.

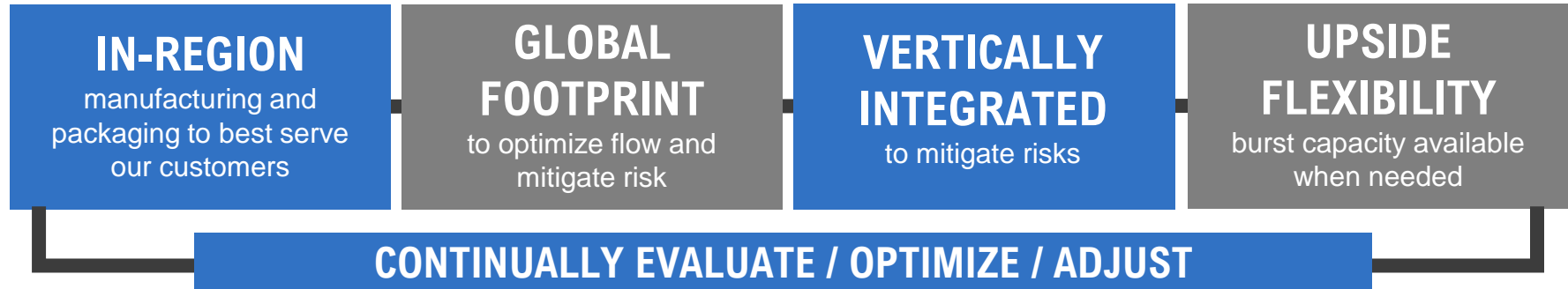
1. Reported Gross Margin: 39.1%
2. Reported Diluted EPS: \$0.39
3. Reported Net earnings: \$28.3M



Global Supply Network



Energizer has made significant investments to optimize and build optionality into the global supply network



RECENT INVESTMENTS TO OPTIMIZE OUR SUPPLY NETWORK

Project Momentum leaned into “in-market, for-market production”

Moved one-third of lights manufacturing out of China

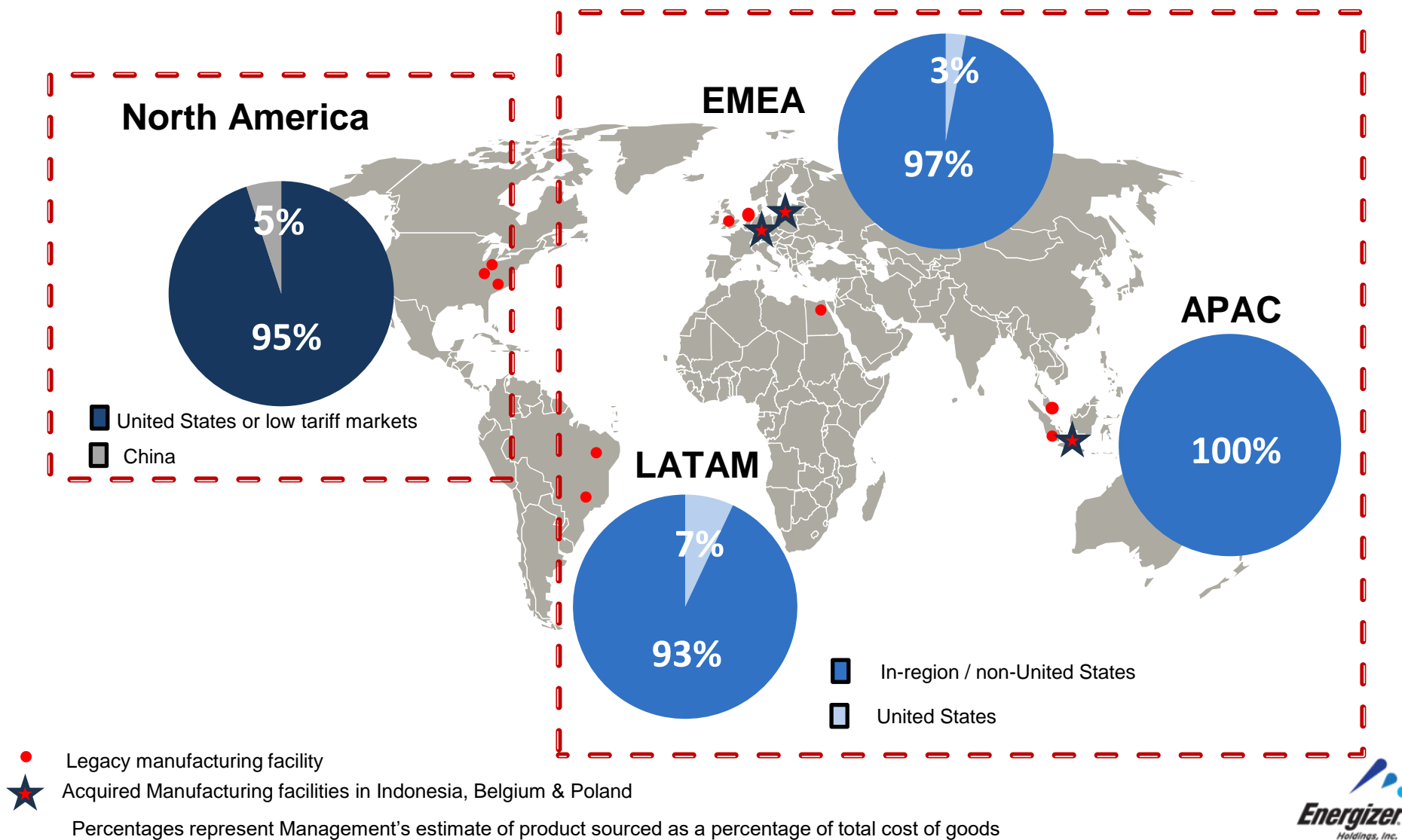
Acquired Battery Facilities in Indonesia, Belgium & Poland over the last several years

Invested over \$20M in our Dayton, Ohio auto plant to support North America manufacturing



Global supply network – product sourced by region

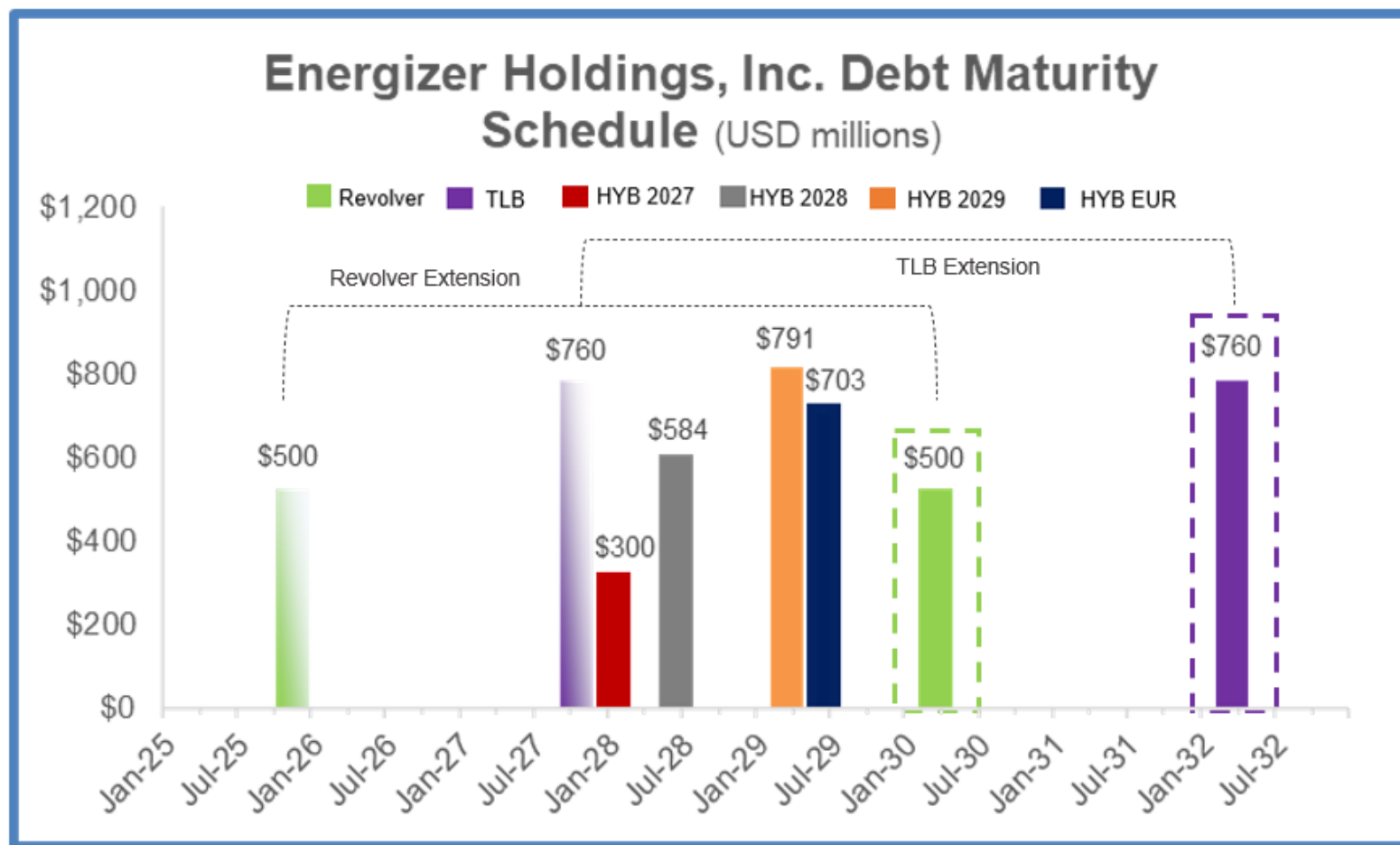
Sourcing shifts and commercial actions expected to offset impact of tariffs in FY25



Debt Capital Structure



Debt maturity profile – extended Revolving Credit Facility and Term Loan in Second Quarter



Outlook



Fiscal 2025 & Q3



Updating FY'25 Guidance

	Prior FY'25 Outlook (Provided February 2025)	Updated FY'25 Outlook (Provided May 2025)
Reported Net Sales	+1% to +2%	Flat to +2%
Organic Net Sales	+2% to +3%	Flat to +2%
Adjusted Gross Margin*	+50bps	+50bps
Adjusted EPS*	\$3.45 - \$3.65	\$3.30 - \$3.50
Adjusted EBITDA*	\$625M - \$645M	\$610M - \$630M
Free Cash Flow	8-10% of Net Sales	6-8% of Net Sales

All comparisons for Fiscal 2025 outlook are to Fiscal 2024 comparable reported results.

* See non-GAAP reconciliations in the Appendix.

Outlook excludes recently acquired Advanced Power Solutions NV on May 2, 2025

Providing Q3 Guidance

Q3'25 OUTLOOK (Provided May 2025)

Reported Net Sales

Flat to -2%

Organic Net Sales

Flat to -2%

Adjusted Gross Margin*

~Flat

Adjusted EPS*

\$0.55 - \$0.65

All comparisons for FY'25 Outlook are to Fiscal 2024 comparable reported results.

* See non-GAAP reconciliations in the Appendix

13 Outlook excludes recently acquired Advanced Power Solutions NV on May 2, 2025

Appendix Materials: Non-GAAP Reconciliations

Non-GAAP Reconciliation: Net Sales

(in millions)

Net sales	Q1'25	% Chg	Q2'25	% Chg	Six Months '25	% Chg
Batteries & Lights						
Net sales - prior year	\$ 617.8		\$ 481.0		\$ 1,098.8	
Organic	24.9	4.0 %	14.2	3.0 %	39.1	3.6 %
Change in hyperinflationary markets	(5.4)	(0.9) %	1.2	0.2 %	(4.2)	(0.4) %
Impact of currency	(4.9)	(0.7) %	(8.4)	(1.7) %	(13.3)	(1.2) %
Net sales - current year	\$ 632.4	2.4 %	\$ 488.0	1.5 %	\$ 1,120.4	2.0 %
Auto Care						
Net sales - prior year	\$ 98.8		\$ 182.3		\$ 281.1	
Organic	2.1	2.1 %	(4.8)	(2.6) %	(2.7)	(1.0) %
Change in hyperinflationary markets	0.1	0.1 %	0.2	0.1 %	0.3	0.1 %
Impact of currency	(1.7)	(1.7) %	(2.8)	(1.6) %	(4.5)	(1.6) %
Net sales - current year	\$ 99.3	0.5 %	\$ 174.9	(4.1) %	\$ 274.2	(2.5) %
Total Net Sales						
Net sales - prior year	\$ 716.6		\$ 663.3		\$ 1,379.9	
Organic	27.0	3.8 %	9.4	1.4 %	36.4	2.6 %
Change in hyperinflationary markets	(5.3)	(0.7) %	1.4	0.2 %	(3.9)	(0.3) %
Impact of currency	(6.6)	(1.0) %	(11.2)	(1.7) %	(17.8)	(1.2) %
Net sales - current year	\$ 731.7	2.1 %	\$ 662.9	(0.1) %	\$ 1,394.6	1.1 %

Organic. This is the non-GAAP financial measurement of the change in revenue that excludes or otherwise adjusts for the change in hyperinflationary markets and impact of currency from the changes in foreign currency exchange rates as defined below:

- **Change in hyperinflationary markets.** The Company is presenting separately all changes in sales and segment profit from our Egypt and Argentina affiliates due to the designation of the economies as highly inflationary as of October 1, 2024 and July 1, 2018, respectively.
- **Impact of Currency.** The Company evaluates the operating performance of our Company on a currency neutral basis. The Impact of Currency is the change in foreign currency exchange rates year-over-year on reported results, which is calculated by comparing the value of current year foreign operations at the current period USD exchange rate versus the value of current year foreign operations at the prior period USD exchange rate. The impact of currency also includes gains/(losses) of currency hedging programs, and it excludes hyper-inflationary markets.

Non-GAAP Reconciliation: Adjusted Gross Margin

(in millions)

Gross profit	Q1'25	Q2'25	Q1'24	Q2'24
Net sales	\$ 731.7	\$ 662.9	\$ 716.6	\$ 663.3
Reported Cost of products sold	462.1	403.9	449.6	410.0
Gross profit	\$ 269.6	\$ 259.0	\$ 267.0	\$ 253.3
Gross margin	36.8 %	39.1 %	37.3 %	38.2 %
<i>Adjustments</i>				
Restructuring and related costs	9.4	8.7	12.8	15.5
Network transition costs	14.0	2.7	—	—
Acquisition and integration costs	—	—	2.9	—
Cost of products sold - adjusted	438.7	392.5	433.9	394.5
Adjusted Gross profit	\$ 293.0	\$ 270.4	\$ 282.7	\$ 268.8
Adjusted Gross margin	40.0 %	40.8 %	39.5 %	40.5 %

Adjusted gross margin as a percent of sales excludes any charges related to restructuring programs, network transition costs, and acquisition and integration.

Fiscal 2025 Outlook Reconciliation - Adjusted Gross Margin

	Fiscal Q3 2025 Outlook			Fiscal Year 2025 Outlook		
Gross Margin	40.0%	to	40.6%	39.8%	to	39.7%
Restructuring and related costs	1.4%	to	0.9%	1.0%	to	1.1%
Network transition costs	0.1%	to	0.0%	0.6%	to	0.6%
Adjusted Gross Margin	41.5%			41.4%		

Non-GAAP Reconciliation: Adjusted Earnings Per Share

(in millions, except per share data)

	For the Quarters Ended March 31,		For the Six Months Ended March 31,	
	2025	2024	2025	2024
Net earnings	\$ 28.3	\$ 32.4	\$ 50.6	\$ 34.3
<u>Pre-tax adjustments</u>				
Restructuring and related costs (1)	17.6	23.4	37.9	45.8
Network transition costs (1)	2.7	—	16.7	—
Acquisition and integration (1)	2.3	0.7	3.5	3.3
Loss on extinguishment/modification of debt	5.2	0.4	5.3	0.9
December 2023 Argentina Economic Reform (2)	—	1.0	—	22.0
Total adjustments, pre-tax	\$ 27.8	\$ 25.5	\$ 63.4	\$ 72.0
Total adjustments, after tax	\$ 21.1	\$ 19.7	\$ 48.2	\$ 60.3
Adjusted Net earnings (3)	\$ 49.4	\$ 52.1	\$ 98.8	\$ 94.6
Diluted net earnings per common share	\$ 0.39	\$ 0.45	\$ 0.69	\$ 0.47
<u>Adjustments (per common share)</u>				
Restructuring and related costs	0.18	0.25	0.39	0.48
Network transition costs	0.03	—	0.18	—
Acquisition and integration	0.02	0.01	0.04	0.04
Loss on extinguishment/modification of debt	0.05	—	0.05	0.01
December 2023 Argentina Economic Reform	—	0.01	—	0.30
Adjusted Diluted net earnings per diluted common share	\$ 0.67	\$ 0.72	\$ 1.35	\$ 1.30
Weighted average shares of common stock - Diluted	73.3	72.6	73.3	72.6

Adjusted Net Earnings and Adjusted Diluted Net Earnings Per Common Share (EPS). These measures exclude the impact of restructuring and related costs, network transition costs, the costs related to acquisition and integration, the loss on extinguishment/modification of debt, and the December 2023 Argentina Economic Reform.

The effective tax rate for the Adjusted Net earnings and Adjusted Diluted EPS for the quarters ended March 31, 2025 and 2024 was 23.1% and 23.3%, respectively, and for the six months ended March 31, 2025 and 2024 was 23.9% and 23.6%, respectively, as calculated utilizing the statutory rate for where the costs were incurred.

Non-GAAP Reconciliation: Adjusted EBITDA - March 31, 2025

(in millions)

	Q2'25	Q1'25	Q4'24	Q3'24	LTM 3/31/25	Q2'24
Net earnings/(loss)	\$ 28.3	\$ 22.3	\$ 47.6	\$ (43.8)	\$ 54.4	\$ 32.4
Income tax provision/(benefit)	8.1	7.8	11.9	(13.7)	14.1	10.0
Earnings/(loss) before income taxes	36.4	30.1	59.5	(57.5)	68.5	42.4
Interest expense	38.0	37.0	37.8	38.5	151.3	38.7
Loss on extinguishment of debt	5.2	0.1	0.3	1.2	6.8	0.4
Depreciation & Amortization	30.9	31.8	30.9	30.7	124.3	28.9
EBITDA	\$ 110.5	\$ 99.0	\$ 128.5	\$ 12.9	\$ 350.9	\$ 110.4
Adjustments:						
Restructuring and related costs	17.6	20.3	27.1	18.8	83.8	23.4
Network transition costs	2.7	14.0	11.7	—	28.4	—
Acquisition and integration costs	2.3	1.2	2.3	1.6	7.4	0.7
Litigation matter	—	—	13.7	—	13.7	—
Impairment of goodwill & intangible assets	—	—	—	110.6	110.6	—
December 2023 Argentina Economic Reform	—	—	—	—	—	1.0
Share-based payments	7.2	6.2	4.0	5.8	23.2	7.0
Adjusted EBITDA	\$ 140.3	\$ 140.7	\$ 187.3	\$ 149.7	\$ 618.0	\$ 142.5

EBITDA is defined as net earnings before income tax provision, interest, the loss on extinguishment of debt, and depreciation and amortization. Adjusted EBITDA further excludes the impact of the costs related to restructuring, network transition costs, acquisition and integration costs, a litigation matter, impairment on intangible assets, the December 2023 Argentina Economic Reform and share based payments.

Non-GAAP Reconciliation: Adjusted EBITDA - March 31, 2024

(in millions)

	Q2'24	Q1'24	Q4'23	Q3'23	LTM 3/31/24 (1)
Net earnings	\$ 32.4	\$ 1.9	\$ 19.7	\$ 31.8	\$ 85.8
Income tax provision	10.0	7.5	2.9	8.6	29.0
Earnings before income taxes	42.4	9.4	22.6	40.4	114.8
Interest expense	38.7	40.7	41.6	42.2	163.2
Loss on extinguishment of debt	0.4	0.5	0.2	0.3	1.4
Depreciation & Amortization	28.9	30.0	29.7	30.5	119.1
EBITDA	\$ 110.4	\$ 80.6	\$ 94.1	\$ 113.4	\$ 398.5
Adjustments:					
Restructuring and related costs	23.4	22.4	36.5	9.1	91.4
Acquisition and integration costs	0.7	2.6	—	—	3.3
Settlement loss on US pension annuity buy out	—	—	50.2	—	50.2
December 2023 Argentina Economic Reform	1.0	21.0	—	—	22.0
Share-based payments	7.0	6.3	4.6	4.3	22.2
Adjusted EBITDA	\$ 142.5	\$ 132.9	\$ 185.4	\$ 126.8	\$ 587.6

(1) LTM defined as the latest 12 months for the period ending March 31, 2024.

EBITDA is defined as net earnings before income tax provision, interest, the loss on extinguishment of debt, and depreciation and amortization. Adjusted EBITDA further excludes the impact of the costs related to restructuring, acquisition and integration costs, Settlement on US Pension annuity buy out, the December 2023 Argentina Economic Reform and share based payments.

Non-GAAP Reconciliation: Net Debt and Net Leverage

(in millions)

Net debt	LTM 3/31/2024	LTM 3/31/2025
Current maturities of long-term debt	\$ 12.0	\$ 5.7
Current portion of finance leases	0.8	0.9
Notes payable	1.0	1.8
Long-term debt	3,225.8	3,154.8
Total debt per the balance sheet	\$ 3,239.6	\$ 3,163.2
Cash and cash equivalents	158.1	139.3
Net debt	\$ 3,081.5	\$ 3,023.9
LTM Adjusted EBITDA	\$ 587.6	\$ 618.0
Net leverage	5.2x	4.9x

Net Debt is defined as total Company debt, less cash and cash equivalents.

Net leverage is Net debt divided by the last twelve months Adjusted EBITDA.

LTM is the last twelve months for March 31, 2024 and 2025, respectively.

Non-GAAP Reconciliation: FY 2025 Outlook

(in millions – except per share data)

Fiscal 2025 Outlook Reconciliation - Adjusted earnings and Adjusted net earnings per common share (EPS)

	Fiscal Q3 2025 Outlook					Fiscal Year 2025 Outlook						
(in millions, except per share data)	Adjusted net earnings			Adjusted EPS		Adjusted net earnings		Adjusted EPS				
Fiscal 2025 - GAAP Outlook	\$26	to	\$39	\$0.36	to	\$0.53	\$168	to	\$194	\$2.29	to	\$2.65
Impacts:												
Restructuring and related costs	12		8	0.16		0.11	40		34	0.55		0.47
Network transition costs	—		—	—		—	14		13	0.19		0.18
Acquisition and integration costs	2		1	0.03		0.01	15		11	0.20		0.15
Loss on extinguishment/modification of debt	—		—	—		—	5		4	0.07		0.05
Fiscal 2025 - Adjusted Outlook	\$40	to	\$48	\$0.55	to	\$0.65	\$242	to	\$256	\$3.30	to	\$3.50

Fiscal 2025 Outlook Reconciliation - Adjusted EBITDA

(in millions, except per share data)

Net earnings	\$168	to	\$194
Income tax provision	33	to	66
Earnings before income taxes	\$201	to	\$260
Interest expense	155		145
Loss on extinguishment/modification of debt	6		5
Amortization	60		55
Depreciation	70		65
EBITDA	\$492	to	\$530

Adjustments:

Restructuring and related costs	52		45
Network transition costs	18		17
Acquisition and integration costs	20		15
Share-based payments	28		23
Adjusted EBITDA	\$610	to	\$630