

Energizer Tax Strategy

This tax strategy has been prepared in accordance with paragraph 19(2) of Schedule 19 to the Finance Act 2016 and applies to all Energizer companies resident in the UK for the financial year ended 30 September 2026.

Introduction

Energizer Holdings, Inc. and its subsidiaries are global manufacturers and marketers of household and specialty batteries, portable lights, and automotive appearance, performance, refrigerant and air freshener products. Batteries and portable lights are sold under the Energizer, Eveready and Rayovac brand names. Automotive products are sold under the Refresh Your Car!, California Scents, Driven, Bahama & Co., Lexol, Eagle One, Armor All, STP and A/C PRO brand names.

In the UK, Energizer operates its principal European product sales business, provides warehousing and distribution services to the Group, and manufactures certain battery and automotive care products.

Our tax strategy, established by the Board of Directors and the Vice President, Tax and summarised below, is grounded in our core corporate values, with integrity forming the foundation of our actions and decisions.

Planning

Energizer seeks to comply with applicable tax legislation in the UK and globally. We do not engage in aggressive tax planning or undertake arrangements that we consider contrary to the purpose of the relevant legislation. In the ordinary course of our commercial operations, we may use tax incentives and exemptions offered by governments to support investment, employment and economic development, applying them in accordance with their intended purpose. We seek to minimise uncertainty and the risk of disputes through open and constructive dialogue with the relevant tax authorities.

Transactions between Group companies are conducted on an arm's-length basis in accordance with applicable OECD transfer pricing principles.

Approach to risk management & governance

Energizer's internal risk management policies form an integral part of our tax risk assessment framework and enable us to identify, assess and manage tax risks appropriately. We regularly review and update these policies to maintain their effectiveness and ensure that tax risks are managed consistently with our broader risk management framework.

These policies require areas of tax uncertainty or complexity to be escalated to the Group's Vice President, Tax and the Energizer Board, enabling us to assess and manage the associated risks appropriately. In the UK, Energizer is subject to HMRC's Senior Accounting Officer regime, which provides an additional layer of oversight and governance. This supports the maintenance of a robust tax control environment and processes designed to facilitate ongoing compliance with UK tax legislation.

In the UK, tax matters are managed by the local finance and controllership team, with support from the US-based Group Tax team led by Energizer's Vice President, Tax, who has global oversight of tax risk.

The teams seek professional advice where appropriate to supplement their internal tax knowledge and expertise.

Relationship with HMRC

As a Group, we seek to engage with HMRC in an open, transparent and constructive manner. Where appropriate, we engage proactively with HMRC to address issues as they arise and resolve any disagreements in a timely manner.