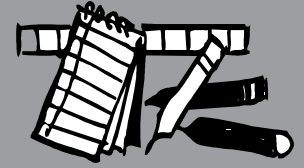




J. Addams & Partners  
Case Files #3:  
Chapter 11  
Emergence Communications



### Challenge at Chapter 11 Emergence

Communicate a global company's exit from Chapter 11 Restructuring to all of its constituencies – customers, suppliers, potential investors, the financial community at large, competitors, regulators and more than 16,000 employees worldwide.

### Program

The company needed to illustrate its new face and corporate identity and demonstrate what it has done to solve problems, improve its structure and remain a global leader in virtually all of its markets.

The program began with development of a new position, new tag line, new messages and a remapping of the profile for the entire company. It continued with an extensive schedule of Town Hall-style meetings held at the company's major locations around the world, each delivered in the



native language. The CEO and/or leading executives served as hosts of these events, where audiences saw a videotape about the new company, a message from the CEO, a sweeping PowerPoint presentation explaining the status of the company's business today, followed by a Q&A session. Employees received packages with printed materials, a company lapel pin and a t-shirt with the new tag line. Customers, suppliers and other audiences received materials appropriate to their needs. The presentations are being followed up by news of the company's listing ceremony at the NASDAQ Marketcenter on Times Square.

## A FRESH START!

**I**t is with great excitement that I announce our emergence from Chapter 11 restructuring in North America – a new beginning for a New Exide.

We have a fresh start as **One Team with One Vision**. Our Plan of Reorganization has been confirmed by the court. Today's Exide has a new capital structure and a foundation for future growth and profitability. We must maintain our focus on making our customers successful. This requires successful execution of our ongoing restructuring initiatives and achieving our financial commitments to the new shareholders and lenders.

During the past two years, we have made significant progress in transforming our business. However, emerging from Chapter 11 does not mean that all of our challenges disappear. World markets are turbulent, customers' needs are more demanding, and we still have considerable work ahead of us to ensure that we improve our competitive position.

Team Exide's commitment and mission is to make this exciting transformation a reality. The transformation would not have been possible without you, and I thank you for your courage, dedication, and support.

During the past two years, we have had to manage adversity and constant change. We also have had the opportunity to gain insight on how a company mends its broken spirit. By trusting one another and working as a team toward a common goal, we have become stronger and better at what we do. But that is not enough. In working with the many Exide teams around the world during the last several years, I have come to realize that in order to see something through, each of us must look inward. We must accept our personal responsibility and accountability to exceed the expectations of our customers and meet our financial commitments.

We have discovered that growing means changing, and we had to stretch our abilities. While the situation was difficult, each of you welcomed the opportunity to make a difference. This attitude, determination, and passion to be the best are why we have secured a fresh start.

We learned to stand shoulder-to-shoulder with our customers and suppliers and accept the challenges we faced during this time. It wasn't easy to look them in the eyes and be truthful about our problems. But we did that, and it has been extraordinarily gratifying to realize how they stood beside us and supported us during this difficult time.



continued



## Results & Comments



### Results

Customers, suppliers and investors reacted positively to the news. Employees sent positive messages to the company e-mail box, and the CEO reported that audience members were engaged and interested in the events.

### Comments

*Our people were deeply engaged, asked many frank questions, and were very interested in what they could do to secure the future of Exide. It's clear to me that employees welcomed the information and want to be more involved in understanding the challenges we face and what they can do to help.*

~Craig H. Muhlhauser, CEO  
Exide Technologies

