

Investor Presentation

JUNE 2022

Forward Looking Statements

As a reminder, we will be presenting certain forward-looking statements on this call that are based on Management's current expectations and views regarding future events and operating performance and are subject to uncertainties and changes in circumstances. Our actual results may differ materially from the forward-looking statements for a number of reasons. Our forward-looking statements are applicable only as of the date of this presentation. For a list of the factors which could affect our future results, including our earnings estimates, see forward-looking statements included in "Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations," set forth in our Annual Report on Form 10-K for the fiscal year ended March 31, 2022, which was filed with the U.S. Securities and Exchange Commission.

In addition, we will also be presenting certain non-GAAP financial measures. For an explanation of the differences between the comparable GAAP financial information and the non-GAAP information, please see our company's Form 8-K which includes our press release dated May 25, 2022, which is located on our website at www.enersys.com.

Key Takeaways



We are a global Industrial Technology company delivering highly differentiated Energy Solutions to Diverse End Markets



Our Proprietary Technologies and Services play a critical role in the energy transition fueled by Megatrends



Our Resilient Business Model positions us well to Capture Growth and Margin Expansion

EnerSys At A Glance (NYSE: ENS)

LEADING PROVIDER OF DIFFERENTIATED ENERGY SOLUTIONS

\$3.4bn¹ Sales

7.9%1 Adj. Operating Margin

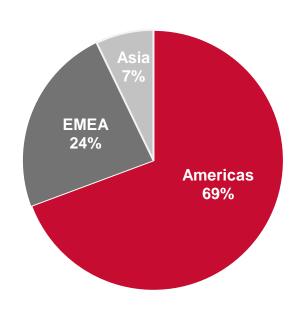
\$4.471 Adj. Diluted EPS

~11.4k¹ **Total Employees**

 $10k+^{1}$ Customers

22%1 Market Share²

FY'22 SALES BY GEOGRAPHY



GLOBAL CUSTOMER BASE³



- FY'22, year end March 31, 2022
- Source: BCI, Eurobat industry reports and management estimates based on the markets where EnerSys participates. Market size and share are for batteries and chargers only. It excludes power solution and services to broadband, telecom and other markets, and the aerospace & defence and cabinet enclosures markets (each estimated at \$1 to \$2 billion
- 3. Represents geographies with EnerSys manufacturing and distribution centers

Technology Driven Portfolio Transformation

2010

- Traditional lead acid battery company
- Narrow set of end markets
- Limited scale

2022

- Integrated technology solutions across energy storage, power & electronics, and software & services
- Broad exposure to a wide range of end markets with secular growth trends
- Enhanced scale

Growth Opportunities

- Expand capacity for premium products
 - Grow Motive Power maintenance-free solutions
 - Increase Transportation market share
- Leverage 5G and other megatrends with proprietary technologies
 - Small Cell build out
 - Battery management and software platforms
 - Fast Charge & Storage launch
- Reduce costs through EOS and volume leverage

Transformed Through Strategic Initiatives and Disciplined M&A

Strategic Initiatives

- Expansion of TPPL product line
- ✓ Launched lithium platform
- ✓ End market / product diversification

M&A





2013



2015





2018

2019

June 2022 © 2022 EnerSys. All Rights Reserved.

Leveraging Our Platforms Across All Segments

3 Core Technology Platforms

3 Business Segments

8 End Markets













Technology Agnostic To Meet Customer Needs

Lithium-ion

- Maintenance-free, longer cycle life, fastest charge rate
- Patented safety technology
- Ideal for use cases requiring high power density / long life and heavy-duty applications

TPPL

- Virtually maintenance free
- Ideal for light-to-medium applications

Flooded

Ideal for industrial / harsh environment applications



- Edge computing, efficient data collection to the cloud
- Asset management software
- App support to monitor health of assets
- Fleet management automated service notifications
- Smart batteries
- Advanced, high efficiency power conversion
- High voltage power transfer with power line communication for 5G small cells
- Wireless power transfer for automated warehouses
- Fast chargers for electric vehicles

Differentiated platforms with enhanced vertical capabilities to deliver the right solutions for our customers

Examples of New Technology Advancements

POWERING THE FUTURE, EVERYWHERE FOR EVERYONE



Fast Charge and Storage

Combines solar energy, energy storage, backup power and EV charging capabilities







Business Segment Overview

FISCAL YEAR 2022

	Net Sales (\$ millions)	Adj. Op Margin	Segment Overview
Energy Systems	\$1,537 +11% y/y	3.1% -360 bps y/y	 \$740M record backlog Pricing actions gained traction in Q4'22 Infrastructure spending / network upgrades fueling growth Fast Charge and Storage on track, end FY'23
Motive Power	\$1,361 +17% y/y	12.5% +20 bps y/y	 Continued penetration of proprietary NexSys TPPL and Lilon maintenance-free products Demand driven by recovery, electrification and automation Ongoing price increases offsetting persisting inflation Continued progress on transformation initiatives
Specialty	\$459 +6% y/y	9.9% -120 bps y/y	 Significant revenue and share growth opportunities remain in Transportation Strong momentum in Aerospace and Defense Labor and supply shortages pressuring margins

Note: See appendix for non-GAAP reconciliation

Our Inaugural Sustainability Report

OUR SUSTAINABILITY JOURNEY

- Sustainability update detailing our key initiatives published August 2021
- Supplemental environmental data published December 2021
- Our inaugural comprehensive <u>Sustainability Report</u> published April 2022

OUR POWER SOLUTIONS ENABLE THE TRANSITION TO A LOW CARBON ECONOMY

Energy Storage

Developing reliable, accessible, scalable and distributed energy storage solutions to advance and accelerate the transition to a low carbon economy

Motive Power

Providing innovative, low carbon battery solutions to help customers reach their sustainability goals

Specialty

Engineering custom, advanced battery technologies that support critical missions and enable customers to mitigate climate risks

GOALS AND TARGETS

Energy Intensity

Reduce energy intensity per kWh of storage produced by 25% by 2030



Water Intensity

Reduce water intensity per kWh of storage produced by 25% by 2030



Female Representation

Improve female representation at the leadership level to 20% in 2025



Multicultural Talent

Improve representation of multicultural talent in U.S. leadership to 25% by 2025



Leading Employer

Become recognized by up to 3 global indexes as a leading employer by 2025





Financial Update

Q4'22 & FY'22 Results

(\$ millions, except EPS)	Q4'22	FY'22
Revenue (Y / Y Growth)	\$907 +11.5%	\$3,357 +12.7%
Adj. Operating Earnings & % Margin	\$67 <i>7.4%</i>	\$264 7.9%
Adj. EBITDA & % Margin	\$88 9.7%	\$340 10.1%
Adj. Diluted EPS	\$1.20	\$4.47

Key Takeaways

- \$907M record quarterly net sales +11.5% y/y
- Backlog grew to \$1.3B on robust market demand across all business segments
- Q4'22 price outpaced cost, driving sequential earnings improvement despite new macro headwinds
- Earnings declined y/y due to price recapture lag for increased costs and supply chain mix drag
- Returned \$186M to shareholders through share buybacks and dividends in FY'22
- Launched first comprehensive sustainability report in April 2022

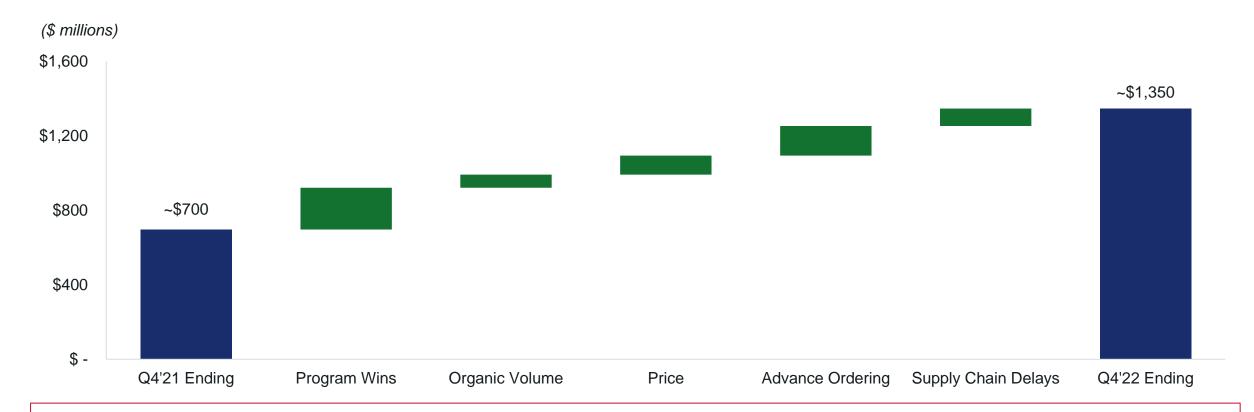
Note: See appendix for non-GAAP reconciliation

June 2022

© 2022 EnerSys. All Rights Reserved.

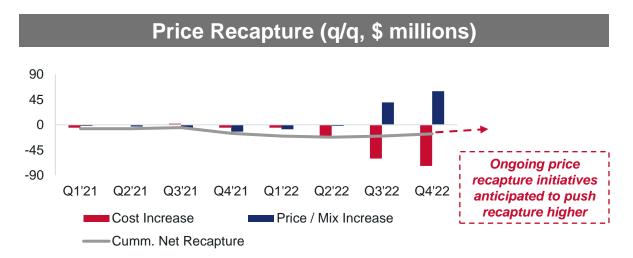
Record Backlog Drives Long-Term Growth

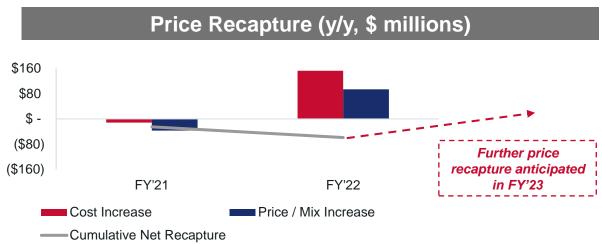
ORDER GROWTH & MACRO CONDITIONS DRIVING RECORD BACKLOG



- Continued backlog growth driven by strong demand across end markets
- ~50% of FY'22 backlog increase from program wins and organic volume, while the remaining 50% is comprised of price, advance orders, and delayed shipments due to supply chain

Price Recapture Gaining Traction





Ongoing Price Capture Initiatives

- Q4'22 price recapture of ~\$0.40 adj. EPS eclipsed cost increase of ~\$0.35 adj. EPS
- Recaptured ~2/3 of FY'22 cost increases
- Equitable price increases commensurate with our higher costs sticking, despite lag in realization
- Current margin headwinds to become tailwinds when costs normalize, onshoring initiatives take hold and pricing actions catch up from multi-quarter lags

FY'22 Segment Price Recapture Update

- Energy Systems lagging, anticipate improvement over next several quarters
- Motive Power ahead with mix tailwinds from maintenance-free
- Specialty roughly flat, mix impacted by supply challenges

Adj EPS Bridge

Q4'22 SEQUENTIAL AND FULL YEAR



Note: See appendix for non-GAAP reconciliation

June 2022

© 2022 EnerSys. All Rights Reserved.

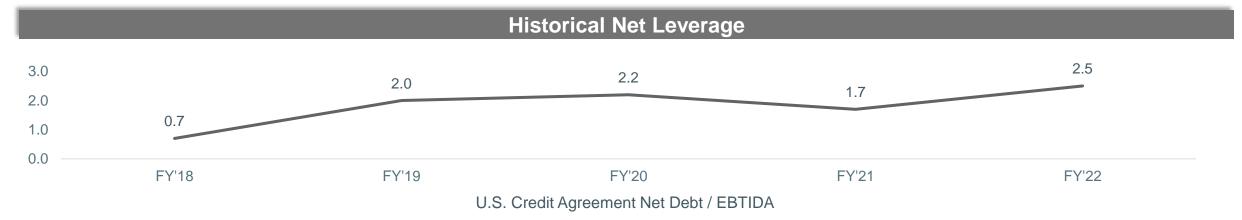
Disciplined & Balanced Capital Allocation

Capital Allocation Priorities	FY'18 – FY'22 (cumulative) \$ millions	FY'22 \$ millions
Invest in Organic Growth (Capex)	~\$390	~\$75
2 Strategic M&A	~\$940 (Alpha Technologies and NorthStar Battery)	\$0
3 Return of Capital	~\$150 dividends ~\$370 buybacks	~\$30 dividends ~\$160 buybacks

Healthy Balance Sheet

- 2 3x target leverage
- ~\$400M cash and cash equivalents
 - Strong cash generation outpaced by strategic inventory increase FY'22, PWC yields cash in recessionary periods
- Ample flexibility to support business investment
- Committed to consistent dividends through cycles
- \$188M* outstanding repurchase authorization (including \$150m additional authorization announced in Q4'22 and \$25m annual evergreen dilution authorization Q1'23)

*Remaining stock repurchase authorization as of May 25, 2022



Focusing on What We Can Control

- 1. Pricing continue to execute pricing increases commensurate with cost increases
- **2. Redesign** redesign products for component supply constraints (e.g., chips)
- 3. Operating Efficiencies reduce costs through EOS
- 4. Profitable Growth retain leading market position & grow share through expansion of technologically advanced products and increased TPPL capacity
- 5. Mitigate Supply Constraints onshore CMs, dual source & buffer sourcing with strategic inventory

Foundation for a Strong Financial Future

FY'23 Guidance		
Q1'23 Adj EPS	\$1.10 - \$1.20	
FY'23 Capex	~\$100M	

Strat Plan:

- Priorities on track and trending to plan
- Supply chain conditions volatile
 timing uncertain
- Will update model as macro environment stabilizes

Strat Plan Pillars	~ Value	Strat Plan Priorities	FY'22 Tracking
Revenue >6% CAGR	\$100M AOE	Markets: ES 5G MP Maint Free Trans MS Gain	 ✓ 8% CAGR FY'26 vs FY'20 • Megatrends further fueling markets • Higher cost pass-through pricing; COVID pushed out volumes 1 year
		Capacity: • Grow TPPL	 ✓ NSB Acq ✓ \$1.2B TPPL capacity exit FY'22; +\$200M pa planned capacity increases
Higher Value Products	\$200M AOE	Higher margin TPPL, lithium, & systems technologies	 NPIs on track DC Fast Charge & Storage (not in prior strat plan) Redesign distractions; supply chain headwinds
EOS	\$100M AOE	Lean & footprint rationalization	 ✓ EOS processes operational at all production sites with ~\$30M / pa savings Savings overshadowed by labor, inflation, and supply chain headwinds ✓ Hagen closure on time and under budget
OpEx	\$75M AOE	\$75M AOE	✓ Op Ex growing slower than volume
Cap Alloc	+ EPS	10M+ buy backs	✓ Consistent dividend & opportunistic buy backs
Supply chain conditions	FY'22 (\$50M) price recapture lag	Initial Assumptions:	 ? Unprecedented inflation ? Tariffs ? COVID recession; looming economic recession ? Ongoing COVID absenteeism & shutdowns ? Russia / Ukraine war ? APAC geopolitical tensions

Note: See appendix for non-GAAP reconciliation

Compelling EnerSys Investment Case

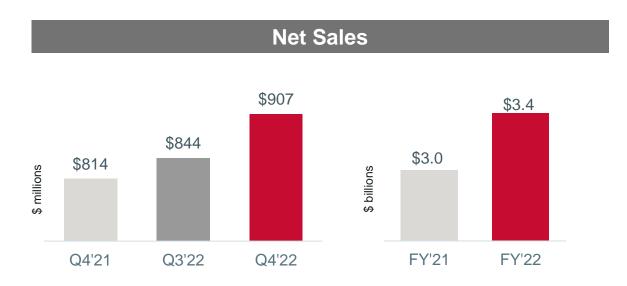
BUILDING BLOCKS FOR CONTINUED SUCCESS

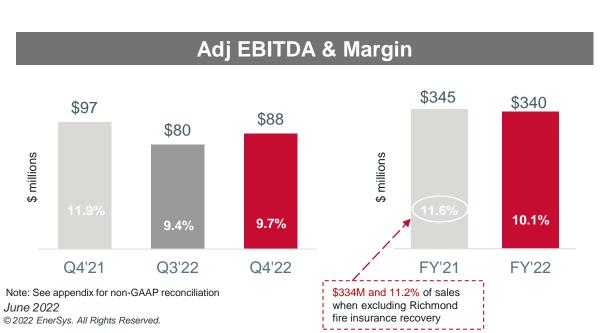
- 1 Provider of highly differentiated energy solutions
 - 2 Full suite of technologies for a diverse set of end markets
 - 3 Strategically aligned to large and growing markets fueled by industry megatrends
 - 4 Healthy balance sheet with ample flexibility to invest in the business
 - 5 Positioned for accelerated earnings growth when market conditions normalize
- Strong leadership team focused on delivering long-term shareholder value

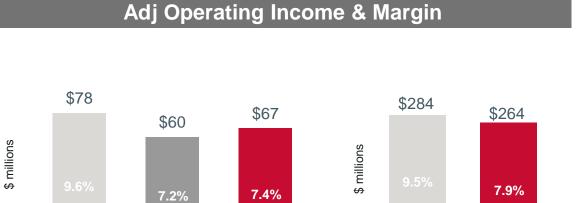


Appendix

Q4'22 & FY'22 Results



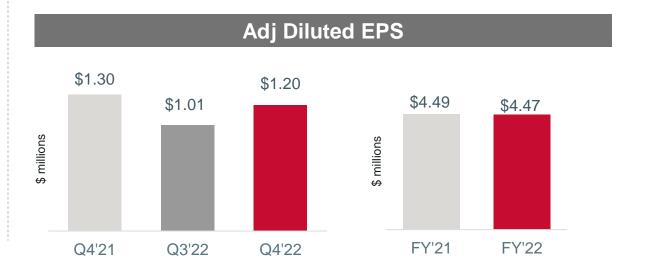




Q4'22

Q4'21

Q3'22



FY'22

Q4'22 Segment Financial Highlights

	(\$ millio	Sales ons; % y/y Growth)	Segment Adj Operating Margin	Segment Highlights
Energy Systems	\$410	Volume +13% Price/Mix +6% FX (2%) Reported +18%	3.9% +130 bps y/y	 Record backlog +131% y/y, +142% vs FY'20 Second quarterly progress on net price / mix cost recapture
Motive Power	\$365	Volume +6% Price/Mix +6% FX (3%) Reported +10%	11.0% -460 bps y/y	 Record backlog +102% y/y, +148% vs FY'20 Ongoing price increases and maintenance-free demand offsetting inflation
Specialty	\$132	Volume (2%) Price/Mix +3% FX (1%) Reported (0%)	8.2% -500 bps y/y	 Class 8 OEM strong recovery Robust A&D demand Cost and supply challenges at Missouri plants

Note: See appendix for non-GAAP reconciliation. Rounding may cause totals not to foot

		Quarter ended			_	
	(în i	(in millions, except share and per share amounts)				
	M	March 31, 2022 March 31, 2021			March 31, 2021	
Net Earnings reconciliation						
As reported Net Earnings	\$	28.1		\$	33.8	
Non-GAAP adjustments:						
Inventory adjustment relating to exit activities		1.6	(1)		_	
Restructuring and other exit charges		5.6	(1)		20.7	(1)
Impairment of indefinite-lived intangibles		1.2	(2)		_	
Loss on assets held for sale		3.0	(3)		_	
Amortization of identified intangible assets from recent acquisitions		6.3	(4)		6.0	(4)
Other		4.6	(6)		_	
Purchase accounting related tax		_			2.2	
Income tax effect of above non-GAAP adjustments		(0.3))		(6.2)	
Non-GAAP adjusted Net Earnings	\$	50.1		\$	56.5	
Outstanding shares used in per share calculations		41.040.600			12 (0) 112	
Basic Diluted	_	41,243,629		=	42,686,413	
Non-GAAP adjusted Net Earnings per share:	_	41,843,270		=	43,587,698	
Basic		1.21		s	1.33	
Diluted	\$	1.20		5	1.33	
	-	1.20		-	1.50	
Reported Net Earnings (Loss) per share:						
Basic	\$	0.68		\$	0.79	
Diluted	\$	0.67		\$	0.78	
Dividends per common share	\$	0.175		\$	0.175	

The following table provides the line of business allocation of the non-GAAP adjustments shown in the reconciliation above:

	Quarte	er ended
	(S mi	illions)
	March 31, 2022	March 31, 2021
	Pre-tax	Pre-tax
(1) Inventory adjustment relating to exit activities - Energy Systems	0.2	_
(1) Inventory adjustment relating to exit activities - Motive	1.4	_
(1) Restructuring and other exit charges - Energy Systems	1.4	0.5
(1) Restructuring and other exit charges - Motive Power	4.2	20.0
(1) Restructuring and other exit charges - Specialty	_	0.2
(2) Impairment of indefinite-lived intangibles - Energy Systems	0.5	_
(2) Impairment of indefinite-lived intangibles - Motive	0.7	_
(3) Loss on assets held for sale - Motive	3.0	_
(4) Amortization of identified intangible assets from recent acquisitions - Energy Systems	5.8	5.5
(4) Amortization of identified intangible assets from recent acquisitions - Specialty	0.5	0.5
(6) Other - Energy Systems	3.3	_
(6) Other - Motive	1.0	_
(6) Other - Specialty	0.3	
Total Non-GAAP adjustments	\$ 22.3	\$ 26.7

		Twelve months ended (in millions, except share and per share amounts)		
	(in milli			
	Marc	March 31, 2022 March 31, 2		rch 31, 2021
Net Earnings reconciliation				
As reported Net Earnings	\$	143.9	\$	143.3
Non-GAAP adjustments:				
Inventory adjustment relating to exit activities		2.6 (1)	_
Restructuring and other exit charges		18.8 (1)	40.4
Impairment of indefinite-lived intangibles		1.2 (2)	_
Loss on assets held for sale		3.0 (3)	_
Amortization of identified intangible assets from recent acquisitions		25.4 (4)	25.3
Acquisition activity expense		_		0.3
Other		6.4 (6)	1.8
Purchase accounting related tax		_		2.2
Income tax effect of above non-GAAP adjustments		(10.3)		(17.3)
Swiss Tax Reform	\$	_	\$	(1.9)
Non-GAAP adjusted Net Earnings	\$	191.0	\$	194.1
Outstanding shares used in per share calculations				
Basic		42,106,337		42,548,449
Diluted		42,783,373		43,224,403
Non-GAAP adjusted Net Earnings per share:				
Basic	\$	4.54	\$	4.56
Diluted	S	4.47	\$	4.49
Reported Net Earnings (Loss) per share:				
Basic	\$	3.42	\$	3.37
Diluted	S	3.36	\$	3.32
Dividends per common share	\$	0.70	\$	0.70

The following table provides the line of business allocation of the non-GAAP adjustments shown in the reconciliation above:

	Twelve months ended		
	(S mi	llions)	
	March 31, 2022	March 31, 2021	
	Pre-tax	Pre-tax	
(1) Inventory adjustment relating to exit activities - Energy Systems	0.2	_	
(1) Inventory adjustment relating to exit activities - Motive Power	2,4	_	
(1) Restructuring and other exit charges - Energy Systems	2.8	3.1	
(1) Restructuring and other exit charges - Motive Power	17.1	36.9	
(1) Restructuring and other exit charges - Specialty	(1.1)	0.4	
(2) Impairment of indefinite-lived intangibles - Energy Systems	0.5	_	
(2) Impairment of indefinite-lived intangibles - Motive	0.7	_	
(3) Loss on assets held for sale - Motive	3.0	_	
(4) Amortization of identified intangible assets from recent acquisitions - Energy Systems	23.6	23.5	
(4) Amortization of identified intangible assets from recent acquisitions - Specialty	1.8	1.8	
(5) Acquisition activity expense - Energy Systems	_	0.2	
(5) Acquisition activity expense - Specialty	_	0.1	
(6) Other - Energy Systems	5.1	1.5	
(6) Other - Motive	1.0	0.3	
(6) Other - Specialty	0.3		
Total Non-GAAP adjustments	\$ 57.4	\$ 67.8	

Quarter ended			
(in millions, except share and per			
share amounts)			

January 2, 2022

	Janua	ary 2, 2022
Net Earnings reconciliation		
As reported Net Earnings	\$	36.3
Non-GAAP adjustments:		
Restructuring and other exit charges		2.5 (1)
Amortization of identified intangible assets from recent acquisitions		6.3 (2)
Other		0.4 (3)
Income tax effect of above non-GAAP adjustments		(2.5)
Non-GAAP adjusted Net Earnings	\$	43.0
Outstanding shares used in per share calculations		
Basic		41,905,815
Diluted	-	42,497,045
Non-GAAP adjusted Net Earnings per share:		
Basic	\$	1.03
Diluted	\$	1.01
Reported Net Earnings (Loss) per share:		
Basic	\$	0.87
Diluted	\$	0.85
Dividends per common share	\$	0.175

The following table provides the line of business allocation of the non-GAAP adjustments shown in the reconciliation above

	Pre-tax				
(1) Restructuring and other exit charges - Energy Systems		0.7			
(1) Restructuring and other exit charges - Motive Power		1.7			
(1) Restructuring and other exit charges - Specialty		0.1			
(2) Amortization of identified intangible assets from recent acquisitions - Energy Systems		5.9			
(2) Amortization of identified intangible assets from recent acquisitions - Specialty		0.4			
(3) Other - Energy Systems		0.4			
(3) Other - Motive Power		<u> </u>			
Total Non-GAAP adjustments	\$	9.2			

Quarter ended (\$ millions)

Net Sales
Operating Earnings
Restructuring and other exit charges
Amortization of identified intangible assets from recent acquisitions
Other
Adjusted Operating Earnings

January 2, 2022									
Energy Systems		Motive Power			Specialty	Total			
\$	385.2	\$	339.5	\$	119.3	\$	844.0		
\$	2.8	\$	37.3	\$	11.0	\$	51.1		
	0.7		1.7		0.1		2.5		
	5.9		_		0.4		6.3		
	0.4		_		_		0.4		
\$	9.8	\$	39.0	\$	11.5	\$	60.3		

Reconciliations of GAAP to Non-GAAP Financial Measures (Unaudited)

The table below presents a reconciliation of Net Earnings to EBITDA and Adjusted EBITDA:

	Quarter ended			Twelve months ended			nded
	March 31, 2022		March 31, 2021	March 31, 2022		March 31, 2021	
Net Earnings	\$	28.1	\$ 33.8	\$	143.9	\$	143.3
Depreciation		15.3	15.8		62.6		60.9
Amortization		8.2	8.1		33.2		33.4
Interest		9.4	9.1		37.8		38.5
Income Taxes		10.8	9.4		30.0		26.8
EBITDA		71.8	76.2		307.5		302.9
Non-GAAP adjustments		16.0	20.7		32.0		42.5
Adjusted EBITDA	\$	87.8	\$ 96.9	\$	339.5	\$	345.4

The following table provides the non-GAAP adjustments shown in the reconciliation above:

Quarter ended				Twelve months end			ended
March 31, 2022		March 31, 2021		March 31, 2022		March 31, 20	
\$	1.6	\$	0.0	\$	2.6	\$	_
	5.6		20.7		18.8		40.4
	1.2		_		1.2		_
	3.0		_		3.0		_
	_		_		_		0.3
	4.6		_		6.4		1.8
\$	16.0	\$	20.7	\$	32.0	\$	42.5
	-	March 31, 2022 \$ 1.6 5.6 1.2 3.0 — 4.6	March 31, 2022 March 5.6 1.2 3.0 4.6	March 31, 2022 March 31, 2021 \$ 1.6 \$ 0.0 5.6 20.7 1.2 — 3.0 — — — 4.6 —	March 31, 2022 March 31, 2021 March 31, 2021 S	March 31, 2022 March 31, 2021 March 31, 2022 \$ 1.6 \$ 0.0 \$ 2.6 5.6 20.7 18.8 1.2 — 1.2 3.0 — 3.0 — — 6.4	March 31, 2022 March 31, 2021 March 31, 2022 March 3

Adj EBITDA

\$ Millions	Q4'21	Q1'22	Q2'22	Q3'22	Q4'22	FY'21	FY'22
Net Sales	\$ 813.5	\$ 814.9	\$ 791.4	\$ 844.0	\$ 907.0	\$2,977.9	\$3,357.3
\$ Millions	Q4'21	Q1'22	Q2'22	Q3'22	Q4'22	FY'21	FY'22
Net Earnings	\$ 33.8	\$ 43.9	\$ 35.6	\$ 36.3	\$ 28.1	\$ 143.3	\$ 143.9
Depreciation	15.8	16.0	15.6	15.7	15.3	60.9	62.6
Amortization	8.1	8.4	8.3	8.3	8.2	33.4	33.2
Interest	9.1	9.1	9.6	9.7	9.4	38.5	37.8
Income Taxes	9.4	8.4	4.3	6.5	10.8	26.8	30.0
EBITDA	\$ 76.2	\$ 85.8	\$ 73.4	\$ 76.5	\$ 71.8	\$ 302.9	\$ 307.5
Non-GAAP Adjustments							
Inventory adjustment relating to exit activities	-	-	1.0	-	1.6	-	2.6
Restructuring and other exit charges	20.7	7.8	2.9	2.5	5.6	40.4	18.8
Impairment of indefinite-lived intangibles	-	-	-	-	1.2	-	1.2
Loss on assets held for sale	-	-	-	-	3.0	-	3.0
Acquisition activity expense	-	-	-	-	-	0.3	-
Other	-	-	1.4	0.4	4.6	1.8	6.4
Adjusted EBITDA	\$ 96.9	\$ 93.6	\$ 78.7	\$ 79.4	\$ 87.8	\$ 345.4	\$ 339.5
	11.9%	11.5%	9.9%	9.4%	9.7%	11.6%	10.1%





Thank you.

For more information visit us at enersys.com

2366 Bernville Road Reading, PA 19605 | USA Tel. +1-610-208-1991 +1-800-538-3627 Fax +1-610-372-8613

EH Europe GmbH Baarerstrasse 18 6300 Zug Switzerland

152 Beach Road Gateway East Building #11-03 Singapore 189721 Tel: +65 6508 1780

