



Corporate Responsibility ESG Update

MARCH 6, 2023

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 February 8, 2023, which is located on our website at www.enersys.com.

EnerSys at a Glance (NYSE: ENS)

LEADING PROVIDER OF DIFFERENTIATED ENERGY SOLUTIONS

\$3.4bn²

Sales

7.9%²

Adj. Op. Earnings¹ Margin

\$4.47²

Adj. Diluted EPS¹

~11.4k²

Total Employees

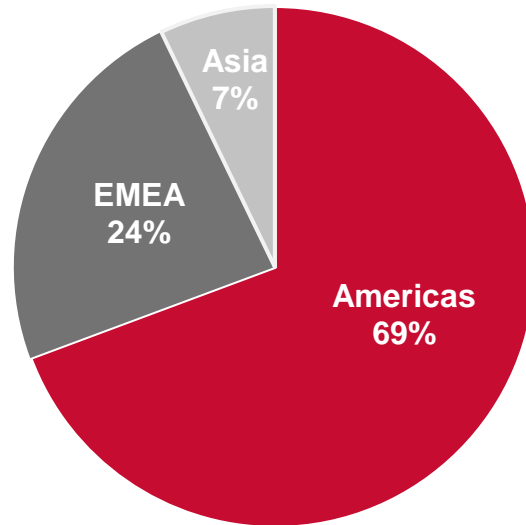
10k+²

Customers

22%²

Market Share³

FY'22 SALES BY GEOGRAPHY



GLOBAL FACILITY BASE⁴



1) Non-GAAP measure. Please refer to appendix for reconciliation.

2) FY'22, year end March 31, 2022

3) 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 & defense and cabinet enclosures markets (each estimated at \$1 to \$2 billion).

4) 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



2010



2013



2015



2018



2019

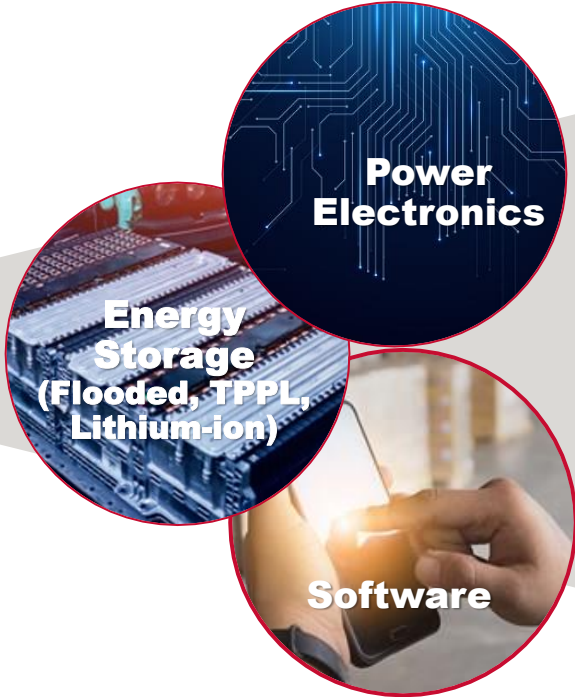
Leveraging Our Platforms Across All Segments

3 Core Technology Platforms

3 Business Segments

8 End Markets

EnerSys
Premium Energy Solutions Provider



- Telecom Networks
- Broadband Cable
- Industrial Power and Utilities
- Renewable Energy
- Data Centers
- Logistics and Warehousing
- Aerospace & Defense
- Transportation

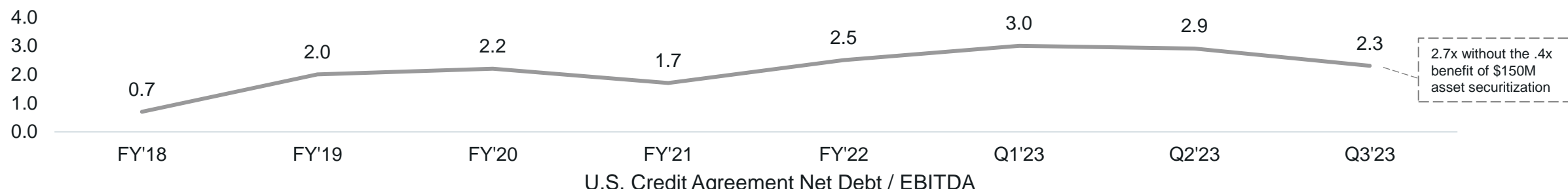
Disciplined & Balanced Capital Allocation

Capital Allocation Priorities	FY'18 – FY'22 (cumulative) \$ millions	FY'23 YTD \$ millions
1 Invest in Organic Growth (<i>CapEx</i>)	~\$390	~\$58
2 Strategic M&A <small>(Alpha Technologies and NorthStar Battery)</small>	~\$940	\$0
3 Return of Capital	~\$150 dividends ~\$370 buybacks	~\$21 dividends ~\$23 buybacks

Healthy Balance Sheet

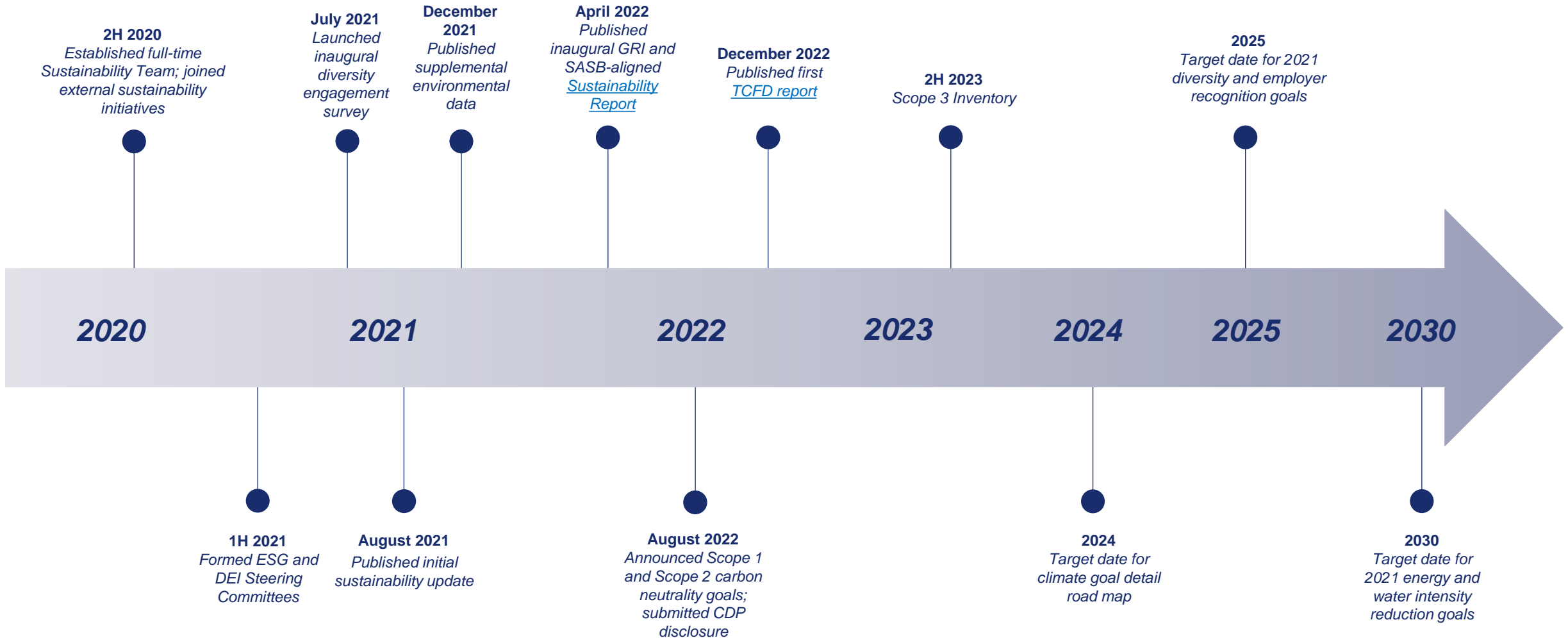
- 2 – 3x target leverage
- ~\$300M cash and cash equivalents
 - Strong cash generation outpaced by strategic inventory increase, POC¹ yields cash in recessionary periods
- Ample flexibility to support business investment
- Committed to consistent dividends through cycles
- ~\$185M outstanding repurchase authorization

Historical Net Leverage



1) Primary Operating Capital (POC) was formerly referred to as Primary Working Capital (PWC). POC is a non-GAAP measure, defined as accounts receivable, plus inventories, minus accounts payable.

Our Sustainability Journey



Our Board and management team continue to oversee and prioritize the evolution of our sustainability journey

Our Sustainability Strategy

\$4M ANNUAL CAPITAL ALLOCATION OVER THE NEXT 5 YEARS

Our Progress to Date

Future Aspirations

1

ENVIRONMENTAL STEWARDSHIP

- Detailed tracking of key environmental metrics including Scope 1 & 2; Scope 3 emission quantification underway
- Began tracking and disclosing the volume of water withdrawn at all our locations
- Partnered with trade associations and industry experts to develop a circular lithium-ion battery recycling process

- Targeting 25% reduction in energy intensity by 2030 (vs. 2020)
- Targeting 25% reduction in water intensity by 2030 (vs. 2020)
- Targeting greenhouse gas Scope 1 neutrality by 2040 and Scope 2 by 2050; announcing a comprehensive plan by August 2024

2

OUR PEOPLE AND COMMUNITY

- Committed to embedding DEI in our business strategy
- Created DEI Steering Committee, consisting of senior management and subject matter experts from across the business
- Committed to providing employees with both formal and informal learning and development opportunities

- Increasing our female representation at the leadership level from 9% in 2021 to 20% in 2025
- Increasing our representation of multicultural talent in the U.S. at the leadership level from 16% in 2021 to 25% in 2025
- Aspiring to become recognized by at least three global indexes as a leading employer by 2025

3

SUSTAINABILITY GOVERNANCE

- Assigned Board-level oversight of sustainability
- Created ESG Steering Committee, consisting of senior management and subject matter experts from across the business
- Formed dedicated sustainability team that focuses on various environment and social topics
- Embedded sustainability considerations across supply chain
- Published first TCFD-aligned report

- Continuing to analyze operations, governance, customer expectations and supply chain performance to better understand sustainability impacts and opportunities
- Submitted first CDP response in 2022, on-going continuous improvement process underway

4

SUSTAINABILITY OF PRODUCTS AND SERVICES

- Incorporated ESG considerations into development of products and services, specifically relating to the energy transition and decarbonization goals of customers
- On-going support for customer sustainability via increasingly efficient products that facilitate electrification / decarbonization
- Launched an online customer portal to improve the battery recycling process

- Working to establish a robust, ambitious and measurable goal around product sustainability
- Supply chain mapping to assess Scope 3 emissions and other important sustainability criteria
- Integration of climate impact / considerations into all major procurement, design and production decisions
- On-going alignment with customer climate and other sustainability-goals

Expect long-term accretive returns on our investments

1 Environmental Stewardship

COMMITTED TO ACTING AS A RESPONSIBLE INDUSTRY LEADER

Topic	Our Practices / Commitments	2022 Highlights
ENERGY AND GREENHOUSE GAS EMISSIONS	<ul style="list-style-type: none"> Aim to reduce direct / indirect emissions by increasing operational efficiency and exploring renewable energy sources Targeting 25% reduction in energy intensity by 2030 (vs. 2020) 	<ul style="list-style-type: none"> Set climate targets for Scope 1 and Scope 2 Budgeted US\$ 4 million per annum to achieve emission and efficiency improvements Continued work with US Dept of Energy including plant-level energy efficiency opportunity analysis with teams from the Universities of Louisville and Missouri
WATER	<ul style="list-style-type: none"> Committed to good water stewardship, minimizing wastewater discharge from operations and ensuring our levels of chemicals and total dissolved solids are well below regulatory requirements Targeting 25% reduction in water intensity by 2030 (vs. 2020) 	<ul style="list-style-type: none"> Conducted risk-based water stress analysis of all major water-using sites Identified opportunities for water savings and top location-based priorities
WASTE	<ul style="list-style-type: none"> Aim to contribute to the circular economy by recovering all EnerSys batteries sold and returning materials back across the supply chain 	<ul style="list-style-type: none"> Partnered with trade associations and industry experts to develop a circular lithium-ion battery recycling process (similar to current processes in place for lead batteries)
BIODIVERSITY	<ul style="list-style-type: none"> Managing the impacts of the limited supply of the materials we source Committed to annually reporting on biodiversity performance in our Sustainability Report 	<ul style="list-style-type: none"> On-going analysis of direct operations to align with evolving stakeholder expectations - including the outcomes of CoP 15 on Biodiversity

External Initiatives



2 Our People and Community

OUR COMMITMENT TO OUR PEOPLE

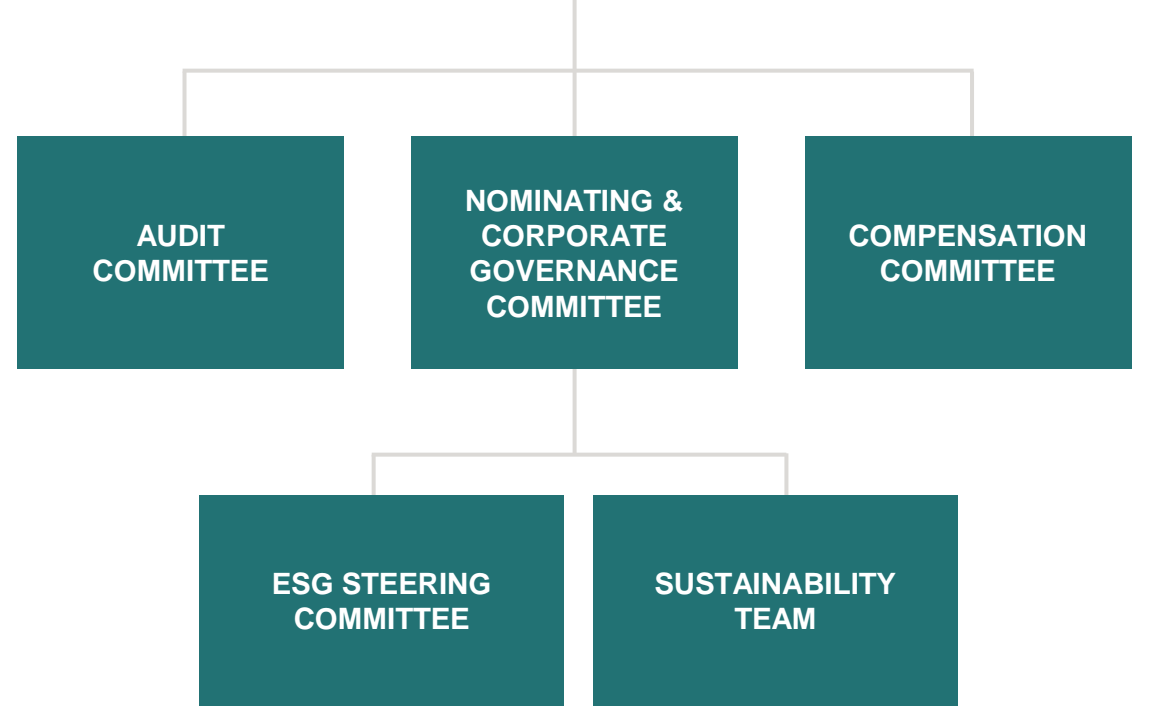
Topic	Our Practices / Commitments	2022 Highlights
WORKFORCE HEALTH AND SAFETY	<ul style="list-style-type: none"> Undertake efforts to monitor and reduce acute and chronic exposures in the workplace Educate and train our employees to find and record potential hazards in our safety management system 	<ul style="list-style-type: none"> Richmond, KY facility honored with the Governor’s Safety and Health Award for achieving over 2.2 million man-hours with no lost time due to illness or injury
DIVERSITY, EQUITY AND INCLUSION (DEI)	<ul style="list-style-type: none"> Committed to powering an organization where DEI is embedded in our business strategy Working to improve our female representation at the leadership level from 9% in 2021 to 20% in 2025 Working to improve our representation of multicultural talent in the U.S. at the leadership level from 16% in 2021 to 25% in 2025 Aspiring to become recognized by at least 3 global indexes as a leading employer by 2025 	<ul style="list-style-type: none"> Established DEI representation and recruiting data analytics to monitor progress towards goals Enhanced company Core Values and launched a company culture campaign aimed at increasing engagement Expanded the Business Resource Group footprint by launching Women in Leadership – EMEA (WiL EMEA) & Hispanic/Latinx Organization for Leadership in Action (HOLA) Initiated a social media branding strategy to raise awareness of ESG initiatives
TRAINING AND DEVELOPMENT	<ul style="list-style-type: none"> Committed to providing employees with both formal and informal learning and development opportunities Robust talent management practices to empower employees to improve their performance and development Well-established succession management process in place from CEO and four levels down with 98%+ plan completion YoY 	<ul style="list-style-type: none"> Launched the Level UP Program utilizing the talents and knowledge of employees worldwide to hold the first EnerSys Employee Learning week in December EOS Belt Completions (Advanced: Green and Blue) increased 77% and 73% respectively Created and launched the Global M3 (Managing for Modern Manufacturing) program to deliver key supervisory/management skills to front-line leaders worldwide in our manufacturing plants

3 Sustainability Governance

WE TAKE OUR RESPONSIBILITY AS A CORPORATE CITIZEN SERIOUSLY

ESG OVERSIGHT AT ENERSYS

BOARD OF DIRECTORS



SUPPLY CHAIN MANAGEMENT

HUMAN RIGHTS

- Formal [Workforce Labor Rights Policy](#) and [Corporate Social Responsibility and Human Rights Policy](#) in place
- Screen new potential suppliers for social criteria aligned with our policies and periodically evaluate our current suppliers against stated human rights standards

LABOR AND EMPLOYEE REPRESENTATION

- Work with suppliers that respect and value their employees and create a culture of open and direct communication
- Respect the rights of all workers to form multi-stakeholder and other collaborative initiatives for the protection of their interests, as upheld in our Workforce Labor Rights Policy

SUPPLIER DIVERSITY

- Provide minority and women-owned business enterprises (MWBE) an equal opportunity to participate in all aspects of supplier contractual opportunities
- Prioritize local suppliers wherever possible to help invest in local economies, improve community relationships and ensure reliable supply

CRITICAL MATERIALS

- Strategy is focused on reducing supply risks to value chain from critical minerals, investing in recycling and the realizing a circular economy
- Manage risks associated with the use of these critical minerals, including physical limits on availability and access, changes in price, regulatory, reputational, environmental and human rights risks

Sustainability of Products and Services

OUR POWER SOLUTIONS ENABLE THE TRANSITION TO A LOW CARBON ECONOMY

SUSTAINABILITY IN OUR CORE BUSINESSES

Energy Systems

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

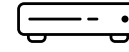
PRODUCT AND SERVICE APPLICATIONS ACROSS THE INDUSTRIES WE SERVE

Aerospace & Specialty



Supporting aerospace applications by providing ready, resilient and reliable batteries

Cable Broadband



Providing an integrated ecosystem of solutions for consistent power and access

Communication Networks



Creating customer power solutions to support expanding energy infrastructure

Data Centers



Ensuring reliable batteries designed for Uninterruptible Power Supplies

Power and Utilities



Innovating to provide advanced energy storage and advanced industrial power solutions

Logistics / Warehousing



Supporting the global supply chain with industry leading batteries

Power of 5G



Providing consistent power to private mobile, core and edging computing networks

Renewable Energy



Enabling the energy transition with flexible, grid and off-grid battery-based solutions

Safety and Security



Maintaining storage solutions for critical safety, security, surveillance and communications systems

Transportation



Innovating to provide battery solutions for vehicle, rail and marine transportation

Corporate Governance

OUR REPUTATION FOR BUILDING RELIABLE PRODUCTS AND SOLUTIONS IS ROOTED IN OUR STRONG CORPORATE GOVERNANCE

BOARD INDEPENDENCE

- Independent Board Chair
- Independent Board (10 of 11 directors)
- Fully independent Audit, Compensation and Nominating & Corporate Governance Committees
- Regular executive sessions of independent directors

BOARD PRACTICES

- Limits on outside Board membership
- Age limit for re-election of Directors
- Orientation for new directors and continuing education for all directors
- Ongoing commitment to Board refreshment and diversity

BOARD ACCOUNTABILITY

- Majority vote standard
- Shareholder engagement program
- Annual Board and Committee self-evaluations

STOCK OWNERSHIP / COMPENSATION

- Stock ownership guidelines
- Prohibit hedging and pledging of company securities
- Clawback policy in place
- Mandatory holding requirement after vesting for certain equity awards

Board of Directors

EXPERIENCED LEADERS FROM A RANGE OF RELEVANT BACKGROUNDS



Arthur Katsaros*
*Former Group Vice President
(Development and Technology),
Air Products and Chemicals*

- 15+ years of senior management leadership experience with a global manufacturer, in charge of international business and operations, manufacturing, engineering, information technology and research and development



David Shaffer
*President and CEO,
EnerSys*

- Broad range of leadership, manufacturing and sales experience across various aspects of EnerSys's global business



Caroline Chan
*Vice President and General Manager
(Network Business Incubator Division),
Intel Corporation*

- Background and expertise in wireless technology, 5G infrastructure, market development and strategic planning



Hwan-Yoon Chung
*Managing Director,
DCP Capital*

- Financial expert with private equity and investing experience and environmental expertise



Steven Fludder
*CEO,
LS Energy Solutions*

- Expertise in smart energy storage and electrical grids, with significant experience in environmental-focused business initiatives



Howard Hoffen
*Chairman, CEO and Managing Director,
Metalmark Capital*

- Extensive investment and private equity expertise with experience in audit and financial reporting, risk management, executive compensation and strategic planning



Gen. Robert Magnus, USMC (Retired)
*Retired Asst. Commandant,
United States Marine Corps*

- Extensive financial management experience and responsibilities for peacetime and wartime programs and budgets for the U.S. Marine Corps



Tamara Morytko
*Former President of Pumps Division,
Flowsolve Corporation*

- Expertise in global industrial manufacturing operations as an enterprise operating leader and supply chain subject matter expert in the pump, valve, and other flow control equipment industry



Ronald Vargo
*Former EVP and CFO,
ICF International*

- Financial acumen and broad leadership experiences in technology and engineering in global markets



Paul Tufano
*Former President and CEO,
Benchmark Electronics*

- Financial expertise garnered from service as a former senior executive, including as CFO of several public manufacturing companies involving complex technologies



Rudolph Wynter
*President of New York business,
National Grid PLC*

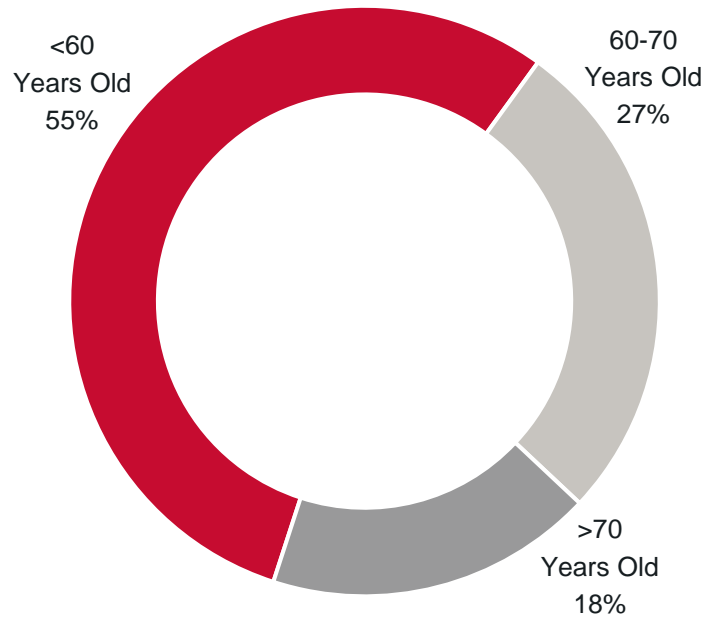
- Extensive experience in the utility industry, with a focus on grid resilience and clean energy technologies, including renewable energy sources

*Independent Non-Executive Chair

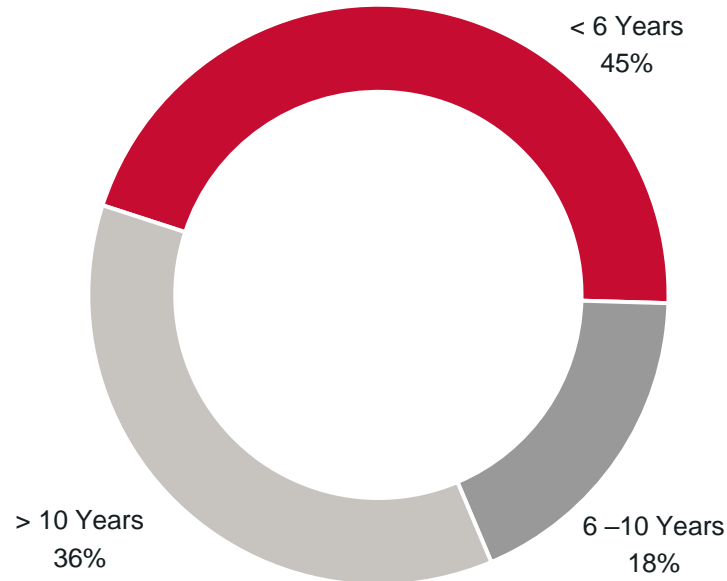
Board Commitment to Diversity

OUR BOARD PRIORITIZES AND VALUES DIVERSITY

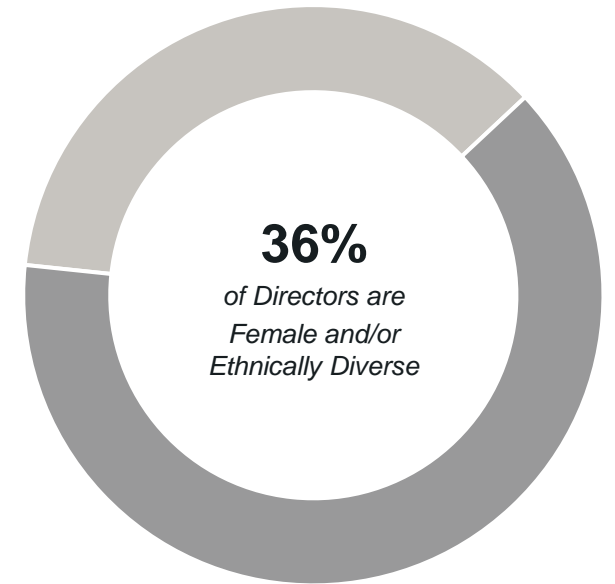
AGE¹



TENURE¹



GENDER / RACE / ETHNICITY¹



1. Data sourced from 2022 Proxy Statement (filed June 23, 2022) with adjustments for 2022 appointments

Board Evaluation and Refreshment

COMMITMENT TO REGULAR REFRESHMENT TO EVOLVE OUR BOARD

PROCESS OVERVIEW

- Robust Board evaluation and refreshment process in place
- Regularly evaluate mix of Board attributes, skills and experiences in the context of our strategy and evolving industry and business trends
- Focus on director candidates who possess a diversity of backgrounds, skills and professional experiences aligned with our strategy

KEY SELECTION CRITERIA

- Nominating and Corporate Governance Committee seeks directors with the appropriate characteristics, skills and experiences to join our Board, including:

Integrity and character

Sound and independent judgment

Breadth of experience

Business acumen

Leadership skills

Scientific or technology expertise

Familiarity with issues affecting global businesses in diverse industries

Diversity of backgrounds and experiences

OUR PROCESS IN ACTION

Four Independent Directors Added Since 2020



Caroline Chan
VP and GM,
Network Business
Incubator Division,
Intel Corporation



Steven Fludder
CEO,
LS Energy Solutions



Rudolph Wynter
President of New York
business,
National Grid PLC



Tamara Morytko
Former President of
Pumps Division,
Flowserve Corporation

Board Committees and Risk Oversight

OUR APPROACH TO COMMITTEE COMPOSITION AND RESPONSIBILITIES

BOARD ROLE IN RISK OVERSIGHT

- Full Board oversees various risks affecting the business directly and indirectly through its committees
- The Board regularly reviews information regarding our credit, liquidity, markets, legal, regulatory, compliance and operations, including technology and cyber security risk, as well as the strategic and financial considerations associated with each topic
- At least annually, the Board conducts a review of long-term strategic plans, and members of senior management report on top risks and the steps management has taken or will take to mitigate these risks

AUDIT COMMITTEE

- Receives regular reports from management's risk committee on any identified materials risks and reviews and discusses policies and procedures with respect to risk assessment and risk management



Vargo
(Chair)



Chung



Fludder



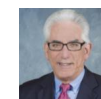
Morytko



Tufano

COMPENSATION COMMITTEE

- Oversees human capital and compensation risks, including evaluating and assessing risks arising from compensation policies and practices and ensuring executive compensation is aligned with performance and does not encourage excessive risk taking



Tufano
(Chair)



Chan



Gen. Magnus



Morytko



Vargo

NOMINATING AND CORPORATE GOVERNANCE COMMITTEE

- Oversees risks related to our overall corporate governance, including Board and committee composition, Board size and structure, Board compensation, director independence, Board and management succession planning, corporate governance profile and ratings and ESG-related strategies, initiatives and policies



Gen. Magnus
(Chair)



Chan



Fludder



Hoffen



Wynter

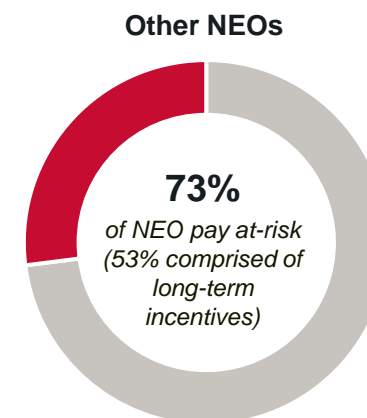
Executive Compensation Philosophy and Design

COMMITTED TO ALIGNING OUR COMPENSATION WITH STOCKHOLDER INTERESTS

INCENTIVES ALIGNED WITH BUSINESS GOALS

Type of Pay	Goals	Metrics	
MANAGEMENT INCENTIVE PLAN (MIP)	Expense Control Profitability Cash Generation and Preservation Continued Investment in New Product Lines	60% Operating Earnings	20% Free Cash Flow
LONG-TERM INCENTIVES	Shareholder Value Creation	50% Premium-Priced Stock Options <i>(vesting in annual increments over three years with a 10-year exercise term)</i>	50% Time-Vested RSUs <i>(vesting annually over four years)</i>

FY 2022 TARGET COMPENSATION MIX



1. NFQT goals include milestones that align with the achievement of our 5-year strategic plan; the plan aligns with our focus on expense control, profitability, cash generation and preservation, and continued investment in our new product lines

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**
- 6 Strong leadership team focused on delivering long-term shareholder value**



Appendix



Non-GAAP Reconciliations

Non-GAAP Reconciliation

FY'22 ADJUSTED OPERATING EARNINGS

	Twelve months ended			
	(\$ millions)			
	March 31, 2022			
	Energy Systems	Motive Power	Specialty	Total
Net Sales	\$ 1,536.6	\$ 1,361.2	\$ 459.5	\$ 3,357.3
Operating Earnings	\$ 15.1	\$ 146.5	\$ 44.6	\$ 206.2
Inventory adjustment relating to exit activities	0.2	2.4	—	2.6
Restructuring and other exit charges	2.8	17.1	(1.1)	18.8
Impairment of indefinite-lived intangibles	0.5	0.7	—	1.2
Loss on assets held for sale	—	3.0	—	3.0
Amortization of identified intangible assets from recent acquisitions	23.6	—	1.8	25.4
Other	5.1	1.0	0.3	6.4
Adjusted Operating Earnings	\$ 47.3	\$ 170.7	\$ 45.6	\$ 263.6

Non-GAAP Reconciliation

FY'22 ADJUSTED DILUTED EPS

	Twelve months ended	
	<i>(in millions, except share and per share amounts)</i>	
	March 31, 2022	March 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 (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	25.4 (4)	25.3 (4)
Acquisition activity expense	—	0.3 (5)
Other	6.4 (6)	1.8 (6)
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	\$ 4.47	\$ 4.49
Reported Net Earnings (Loss) per share:		
Basic	\$ 3.42	\$ 3.37
Diluted	\$ 3.36	\$ 3.32
Dividends per common share	\$ 0.70	\$ 0.70

Non-GAAP Reconciliation

FY'22 ADJUSTED DILUTED EPS (CONTINUED)

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

	Twelve months ended	
	(\$ millions)	
	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



Thank you.

For more information visit
us at enersys.com

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