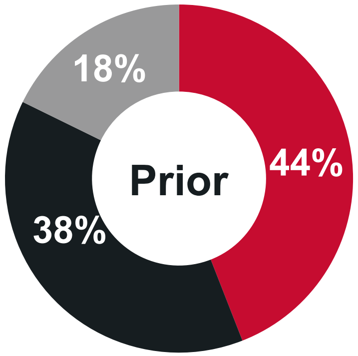
Segment Realignment

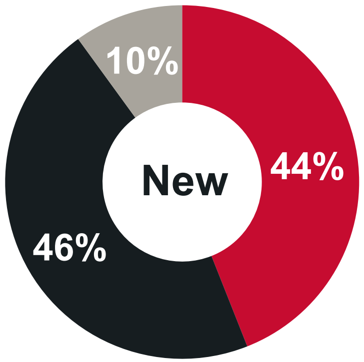
MAY 28, 2026

Enhancing Customer Focus & Organizational Alignment



Net Sales

$3,751M



Key changes

- Transportation shifted from Specialty and combined with Motive Power to form Industrial Mobility Solutions
- Segment names updated to reflect focus on *solutions*, the breadth of markets EnerSys serves, and the growth opportunities ahead
- Recognized the benefits of BESS across our established end markets, leveraging our leading market share to address customers' shared concerns around energy scarcity and cost
- New Ventures no longer an operating segment or reported in Corporate Other; sales will be reported within the lines of business in which those sales occur
- Corporate charges distributed across all lines of business, based on a new manner of allocation

BENEFITS

- ✓ Enhances ability to serve warehousing and logistics customers
- ✓ Increases organizational alignment
- ✓ Provides greater transparency into aerospace and defense-focused PPS segment
- ✓ Simplifies corporate charge allocation

EnerSys’ Realigned Segments: FY’26



	Network & Infrastructure Solutions (NIS)	Industrial Mobility Solutions (IMS)	Precision Power Solutions (PPS)
Description	*Powering the connected world with trusted reserve and critical infrastructure solutions*	*Powering industrial vehicles and equipment that keep essential goods and industries moving around the world*	*Powering advanced, reliable, high-performance solutions for defense, aerospace and specialized applications*
End Markets	Communication Networks Data Centers Industrial Power & Utilities	Warehousing & Logistics Transportation	Aerospace & Defense
FY’26 Net Sales	$1,651M	$1,742M	$359M
FY’26 AOE[1]	$150M	$176M	$63M
AOE[1] Margin	9.1%	10.1%	17.6%

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

Appendix

Restatement Summary

FY'25 & FY'26 NET SALES AND ADJ OP EARNINGS

	Q1 FY'25	Q2 FY'25	Q3 FY'25	Q4 FY'25	FY'25	Q1 FY'26	Q2 FY'26	Q3 FY'26	Q4 FY'26	FY'26
Net Sales										
Network & Infrastructure Solutions (NIS)	$361.0	$382.1	$389.2	$398.8	$1,531.1	$391.4	$434.7	$399.5	$425.7	$1,651.3
Industrial Mobility Solutions (IMS)	440.8	433.9	430.3	489.9	1,794.9	420.4	430.8	434.8	455.6	1,741.6
Precision Power Solutions (PPS)	51.1	67.7	86.7	86.1	291.6	81.2	85.8	84.8	106.7	358.5
Total	**$852.9**	**$883.7**	**$906.2**	**$974.8**	**$3,617.6**	**$893.0**	**$951.3**	**$919.1**	**$988.0**	**$3,751.4**
Adjusted Operating Earnings*										
Network & Infrastructure Solutions (NIS)	$18.0	$23.4	$24.5	$33.6	$99.5	$27.5	$34.7	$43.7	$44.3	$150.2
Industrial Mobility Solutions (IMS)	51.3	49.4	41.1	64.2	206.0	38.2	41.0	50.3	46.2	175.7
Precision Power Solutions (PPS)	4.1	10.2	15.5	11.4	41.2	11.5	15.3	16.9	19.2	62.9
Corporate and other unallocated	32.3	31.6	74.2	43.3	181.4	37.1	38.5	31.4	44.4	151.4
Total	**$105.7**	**$114.6**	**$155.3**	**$152.5**	**$528.1**	**$114.3**	**$129.5**	**$142.3**	**$154.1**	**$540.2**

Prior costs associated with New Ventures have been incorporated into the Company's corporate charges and redistributed across all lines of business, based on a new manner of allocation. Remaining corporate and other unallocated includes IRC 45X tax credits, initial expenses related to potential lithium plant, other unallocated expenses.

* Non-GAAP measure. Please refer to appendix for reconciliation.

Non-GAAP Reconciliation

FY'26 ADJUSTED OPERATING EARNINGS BY QUARTER

Quarter ended ($ millions) — June 29, 2025

	Network & Infrastructure Solutions	Industrial Mobility Solutions	Precision Power Solutions	Corporate and other unallocated	Total
Net Sales	$ 391.4	$ 420.4	$ 81.2	$ —	$ 893.0
Operating Earnings	14.0	27.4	8.0	37.1	$ 86.5
Restructuring and other exit charges	1.1	4.8	—	—	5.9
Amortization	5.9	0.4	2.1	—	8.4
Accelerated Stock Compensation Expense	5.4	4.8	—	—	10.2
Other	1.1	0.8	1.4	—	3.3
Adjusted Operating Earnings	$ 27.5	$ 38.2	$ 11.5	$ 37.1	$ 114.3

Quarter ended ($ millions) — September 28, 2025

	Network & Infrastructure Solutions	Industrial Mobility Solutions	Precision Power Solutions	Corporate and other unallocated	Total
Net Sales	$ 434.7	$ 430.8	$ 85.8	$ —	$ 951.3
Operating Earnings	$ 15.5	$ 27.3	$ 10.7	$ 38.5	$ 92.0
Restructuring and other exit charges	9.3	10.2	1.6	—	21.1
Amortization of intangible assets	5.8	0.4	2.1	—	8.3
Other	4.1	3.1	0.9	—	8.1
Adjusted Operating Earnings	$ 34.7	$ 41.0	$ 15.3	$ 38.5	$ 129.5

Quarter ended ($ millions) — December 28, 2025

	Network & Infrastructure Solutions	Industrial Mobility Solutions	Precision Power Solutions	Corporate and other unallocated	Total
Net Sales	$ 399.5	$ 434.8	$ 84.8	$ —	$ 919.1
Operating Earnings	34.8	43.9	14.1	31.4	$ 124.2
Inventory adjustment relating to exit activities	—	1.2	—	—	1.2
Restructuring and other exit charges	1.0	3.2	0.1	—	4.3
Amortization of intangible assets	5.9	0.4	2.1	—	8.4
Other	2.0	1.6	0.6	—	4.2
Adjusted Operating Earnings	$ 43.7	$ 50.3	$ 16.9	$ 31.4	$ 142.3

Quarter ended ($ millions) — March 31, 2026

	Network & Infrastructure Solutions	Industrial Mobility Solutions	Precision Power Solutions	Corporate and other unallocated	Total
Net Sales	$ 425.7	$ 455.6	$ 106.7	$ —	$ 988.0
Operating Earnings	$ 25.6	$ 38.0	$ 15.7	$ 44.4	$ 123.7
Inventory adjustment relating to exit activities and step up to fair value relating to recent acquisitions	—	1.1	—	—	1.1
Restructuring and other exit charges	12.1	7.5	0.1	—	19.7
Impairment of indefinite-lived intangibles	0.4	—	—	—	0.4
(Gain) Loss on assets held for sale	—	(1.2)	—	—	(1.2)
Amortization of intangible assets	5.9	0.4	2.1	—	8.4
Other	0.3	0.4	1.3	—	2.0
Adjusted Operating Earnings	$ 44.3	$ 46.2	$ 19.2	$ 44.4	$ 154.1

Non-GAAP Reconciliation

FY'25 ADJUSTED OPERATING EARNINGS BY QUARTER

Quarter ended ($ millions) — June 30, 2024

	Network & Infrastructure Solutions	Industrial Mobility Solutions	Precision Power Solutions	Corporate and other unallocated	Total
Net Sales	$ 361.0	$ 440.8	$ 51.1	$ —	$ 852.9
Operating Earnings	$ 8.0	$ 49.1	$ 1.9	$ 32.3	$ 91.3
Restructuring and other exit charges	3.8	1.6	0.5	—	5.9
Amortization of intangible assets	6.0	0.6	0.3	—	6.9
Other	0.2	—	1.4	—	1.6
Adjusted Operating Earnings	$ 18.0	$ 51.3	$ 4.1	$ 32.3	$ 105.7

Quarter ended ($ millions) — September 29, 2024

	Network & Infrastructure Solutions	Industrial Mobility Solutions	Precision Power Solutions	Corporate and other unallocated	Total
Net Sales	$ 382.1	$ 433.9	$ 67.7	$ —	$ 883.7
Operating Earnings	$ 16.7	$ 47.7	$ 3.4	$ 31.6	$ 99.4
Inventory step up to fair value relating to recent acquisitions	—	—	1.9	—	1.9
Restructuring and other exit charges	0.7	1.1	0.4	—	2.2
Amortization of intangible assets	6.0	0.6	1.6	—	8.2
Other	—	—	2.9	—	2.9
Adjusted Operating Earnings	$ 23.4	$ 49.4	$ 10.2	$ 31.6	$ 114.6

Quarter ended ($ millions) — December 29, 2024

	Network & Infrastructure Solutions	Industrial Mobility Solutions	Precision Power Solutions	Corporate and other unallocated	Total
Net Sales	$ 389.2	$ 430.3	$ 86.7	$ —	$ 906.2
Operating Earnings	$ 18.4	$ 39.6	$ 10.5	$ 74.2	$ 142.7
Inventory step up to fair value relating to recent acquisitions	—	—	1.1	—	1.1
Restructuring and other exit charges	0.1	1.0	0.1	—	1.2
Amortization of intangible assets	5.8	0.5	2.1	—	8.4
Other	0.2	—	1.7	—	1.9
Adjusted Operating Earnings	$ 24.5	$ 41.1	$ 15.5	$ 74.2	$ 155.3

Quarter ended ($ millions) — March 31, 2025

	Network & Infrastructure Solutions	Industrial Mobility Solutions	Precision Power Solutions	Corporate and other unallocated	Total
Net Sales	$ 398.8	$ 489.9	$ 86.1	$ —	$ 974.8
Operating Earnings	$ 25.9	$ 55.3	$ 6.8	$ 43.3	$ 131.3
Inventory adjustment relating to exit activities	0.3	—	0.3	—	0.6
Restructuring and other exit charges	1.4	2.2	1.5	—	5.1
Amortization of intangible assets	5.8	0.4	2.1	—	8.3
Loss (Gain) on Assets held for Sale	—	4.6	—	—	4.6
Other	0.2	1.7	0.7	—	2.6
Adjusted Operating Earnings	$ 33.6	$ 64.2	$ 11.4	$ 43.3	$ 152.5