EnerSys®

Q4'25 & FY'25 Earnings

MAY 21, 2025

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, 2025, and the "Caution Concerning Forward-Looking Statements" section of our press release and 8-K dated May 21, 2025, 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 21, 2025, which is located on our website at www.enersys.com.

Q4’25 & FY’25 Overview

DAVE SHAFFER

CHIEF EXECUTIVE OFFICER

EnerSys

Q4'25 & FY'25 Performance

RECORD Q4'25 & FY'25 ADJ EPS[1,2,3] EX 45X

	Net Sales	Adj Op Earnings[1,2]	Adj EBITDA[1,2]	Adj EPS[1,2]	Free Cash Flow[1]
Q4'25	**$975M** **+7% Y/Y**	**$152M** **+40% Y/Y** *+48% Y/Y ex 45X*	**$167M** **+34% Y/Y** *+39% Y/Y ex 45X*	**$2.97** **+43% Y/Y** *+56% Y/Y ex 45X*	**$105M** **($4M) Y/Y**
FY'25	**$3.6B** **+1% Y/Y**	**$528M** **+17% Y/Y** *+9% Y/Y ex 45X*	**$589M** **+16% Y/Y** *+9% Y/Y ex 45X*	**$10.15** **+22% Y/Y** *+11% Y/Y ex 45X*	**$139M** **($231M) Y/Y**

Q4'25 Adj Gross Margin[1,2] of 26.7% ex 45X, +260bps Y/Y; FY'25 25.2% ex 45X, +100bps Y/Y

[1] Non-GAAP measure. Please refer to appendix for reconciliation.
[2] Excludes $44M of IRC 45X tax credit recorded in Cost of Goods Sold (COGS) in Q4'25, $36M in Q4'24, $185M in FY'25 and $136M in FY'24
[3] Q4'25 Adj EPS ex 45X of $1.86 and FY'25 Adj EPS ex 45X of $5.58

Segment Performance and Operations

SHAWN O'CONNELL

PRESIDENT AND COO

New CEO Strategic Priorities

BUILD UPON ENERSYS' STRENGTHS

- Deep customer relationships
- Leading positions in diverse end markets
- Solutions that help customers address concerns in:
  - Energy security: managing costs and consumption
  - Labor scarcity: increasing efficiency and productivity

FOCUS AREAS

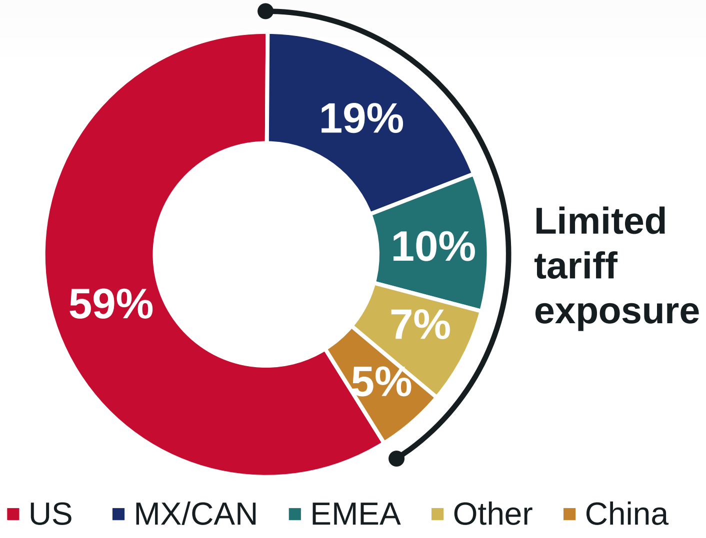
- Near-term: Execution and managing through evolving macro challenges
- Finalizing strategy roadmap, with updates to come in future quarters:
  - Focus on select growth verticals
  - Expand service capabilities
  - Achieve further operational efficiencies
- ROIC discipline

Tariff Landscape & Mitigation

TARIFF EXPOSURE

- ~92M current direct tariff exposure
- ~65% global revenue is in the US
- US supply sourced from:
  - 78% US or USMCA compliant
  - 17% countries w/ 10% reciprocal rates
  - 5% China

ORIGIN OF US SUPPLY SOURCES



MITIGATION & ACTIONS

- Dedicated Tariff Task Force in place
- Actioning supply chain and pricing mitigations
- Proactively assessing and mitigating:
  - Inflation pressures from tariffs
  - Market dynamics, including headwinds and opportunities
- Structural buffers in place from our longstanding practices
  - Producing in region for region
  - Onshoring from China
  - Dual sourcing
  - Footprint rationalization

Committed to Fully Mitigating any Financial Impact of Tariffs

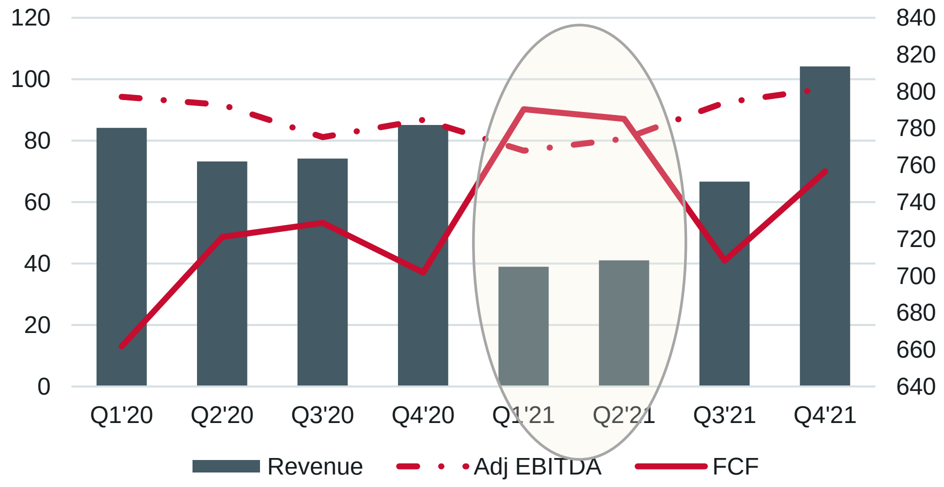
Recession Playbook

IMPACT & ACTIONS TO MITIGATE SLOWDOWN

Key Takeaways:

1. Slowdown not fully evident yet but being proactive against early indicators
2. Successful history of disciplined cost mgmt. & cash generation in recessions
3. Diversified end-markets and global mfg. footprint create competitive advantages
4. A potential recession may look different from past:
   - If there's a slowdown, it would likely triggered by inflation from tariffs
     - Growth slowdown would be result of inflation, not trigger for deflation
     - Signals may not be visible until higher priced goods work through to consumers
     - Fed tools (interest rates) may not be as effective due to potential stagflation
   - Customers carrying less inventory than in past
5. **Leadership knows the playbook and is proactively pulling levers**

FY'21 COVID Impact ($M)



LoB Resilience

All	• ENS has unique pockets of exposure and opportunities
Energy Systems	• Comms more elastic w/ interest rates than GDP; customers' CapEx anchored by budgets but inflation pressures volume • Data Centers likely to remain robust
Motive Power	• Most exposed - trends with GDP but maintenance-free buffers impact • Excellent track record of flexing OpEx
Specialty	• Trans OEM already soft; recovery to be further delayed • A&D likely to remain robust

Playbook Levers

P&L:
- ✓ Dedicated tariff task force
- ✓ Footprint rationalization (Monterrey)
- ✓ Price-cost recapture playbook
- ✓ Closely manage direct and indirect costs
- ✓ Absorb near-term stranded tariffs

Rapid EBITDA recovery track record

Cash Flow:
- ✓ Healthy balance sheet w/ conservative leverage
- ✓ Preserve P&L
- ✓ Primary Operating Capital management
- ✓ Defer non-essential CapEx
- ✓ Creates compelling buyback opportunities

Significant cash inflow track record

Q4’25 Business Segment Performance

ENERGY SYSTEMS

- Significant Q4 margin expansion
- AI-driven data demand fueling early project work and network expansion investments
- Pace of expansion moderated by customers selectively managing CapEx
- Order rates improved QoQ, with particular strength in the Americas Data Centers and Communications

MOTIVE POWER

- Record Q4 AOE margin
- Driving price/mix advantage with maintenance-free products
- Fluctuating demand signals with tariff uncertainty
- Industry forecast expects lift truck shipments flat-to-down for CY’25 with recovery in CY’26

SPECIALTY

- Significant Q4 margin expansion
- Robust A&D markets strengthened by the macro - demand for chargers, soldier power and expeditionary power systems
- Tariff and macro uncertainty have reversed the Class 8 truck recovery expected in FY’26
- Slower Transportation order rates as major OEMs are reducing forecasts

Operational & Strategic Execution

SETTING THE FOUNDATION FOR WHAT'S NEXT

Increasing Higher Value Solutions

- Synova™ Sync charger - delivers high efficiency, IoT compatibility for remote monitoring, and over-the-air firmware updates.
- BESS for warehouse and distribution centers - tackles power continuity challenges, costly infrastructure upgrades, long lead times, and limited flexibility
- Foundation for onsite microgrids - efficiently storing, managing and using energy from the traditional grid and various onsite generation sources

Operational Improvements

- New high-speed line in MO online and performing to expectations; second high speed line on track to be operational in the fall
- Strengthening footprint and optimizing cost structure with Monterrey, MEX to Richmond, KY production transition – estimated annual savings of $19M beginning in FY'27

Lithium Strategy Execution

- Mark Matthews appointed Acting Chief Technology Officer
- Reviewing lithium technology roadmap and investment plans
- Continuing to engage with DOE and refine plan for domestic lithium cell manufacturing plant

ANDI FUNK

EVP AND CFO

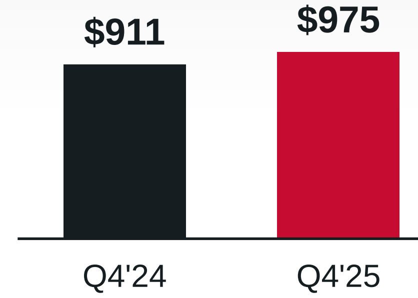
Q4’25 & FY’25 Financial Results
Q1’26 Outlook

EnerSys®

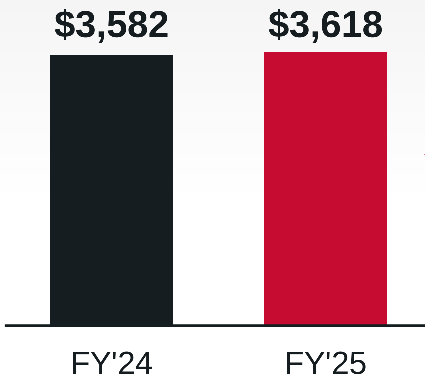
Q4’25 and FY’25 Results

($M, except EPS)

NET SALES

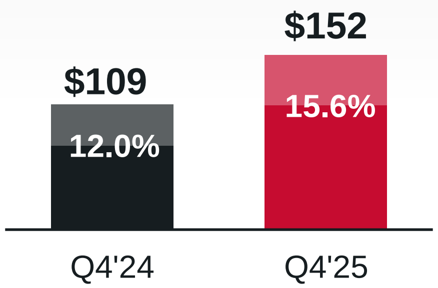


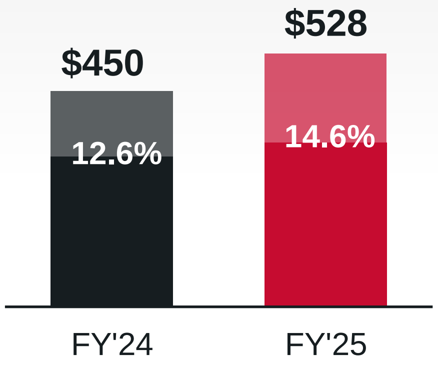
Y/Y Change
+4% volume
+1% price
+4% acquisition
(2%) FX



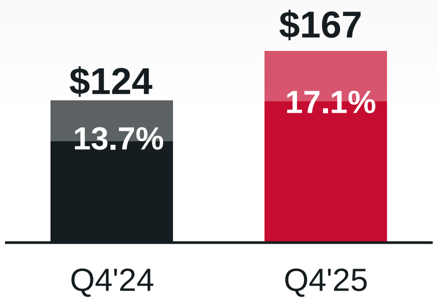
Y/Y Change
Flat volume
Flat price
+2% acquisition
(1%) FX

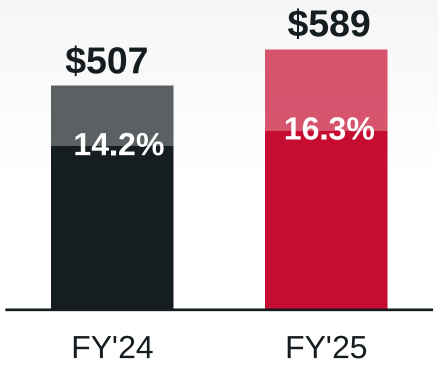
ADJ OPERATING EARNINGS[1] & MARGIN



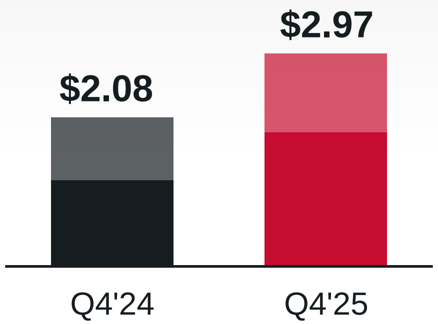


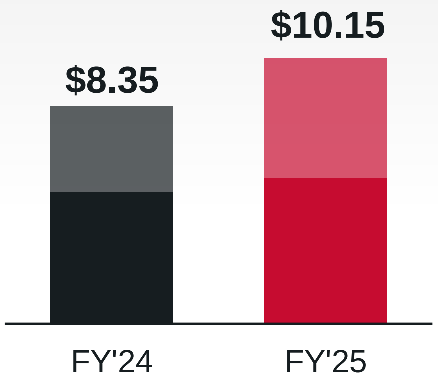
ADJ EBITDA[1] & MARGIN





ADJ DILUTED EPS[1]





10% YoY Earnings Growth ex 45X on 1% Net Sales Growth

[1] Non-GAAP measure. Please refer to appendix for reconciliation. Includes IRC 45X tax credit recorded in Cost of Goods Sold (COGS): $44M in Q4’25, $36M in Q4’24, $185M in FY’25 and $136M in FY’24

Prior Year 45X
Prior Year Base
Current Year 45X
Current Year Base

Energy Systems Segment Highlights

	Q4'25 ($M)	Y/Y change
Net Sales	$399	+8%
Adj Op Earnings[1]	$34.7	+99%
Adj OE Margin[1]	8.7%	+400 bps

Continued recovery in end markets, particularly in U.S. Communications, paced by macro uncertainty

- **Net Sales +8% Y/Y**
  - +8% volume, +2% price / mix, (2%) FX
  - Data Center revenue +22% Y/Y
- **Adj Op Earnings[1] +$17M Y/Y**
  - Nearly doubled earnings on 8% sales increase with benefits of cost optimization actions

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

Motive Power Segment Highlights

	Q4’25 ($M)	Y/Y change
Net Sales	$392	(0.6%)
Adj Op Earnings[1]	$66.5	+14%
Adj OE Margin[1]	17.0%	+230 bps

Customers recalibrating with global macro uncertainty

- **Net Sales flat Y/Y**
  - +1% price/mix, flat volume, (2%) FX
  - Maintenance-free products increased to record 29% of sales from 25% in Q4’24
- **Adj Op Earnings[1] +$8M Y/Y**
  - Strong earnings on continued price/mix favorability from maintenance-free offerings

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

Specialty Segment Highlights

	Q4'25 ($M)	Y/Y change
Net Sales	$178	+21%
Adj Op Earnings[1]	$15.1	+79%
Adj OE Margin[1]	8.5%	+270 bps

A&D demand remains robust; Transportation recovery delayed by tariff and macro uncertainty

- **Net Sales +21% Y/Y and +15% QoQ**
  - +22% acquisition, (2%) price/mix, +1% volume, flat FX
  - Bren-Tronics outperformance, partially offset by slower Class 8 truck OEM volume recovery
- **Adj Op Earnings[1] +$7M Y/Y**
  - Y/Y increase driven by accretive impact of Bren-Tronics

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

Balance Sheet, Cash Flow and Leverage

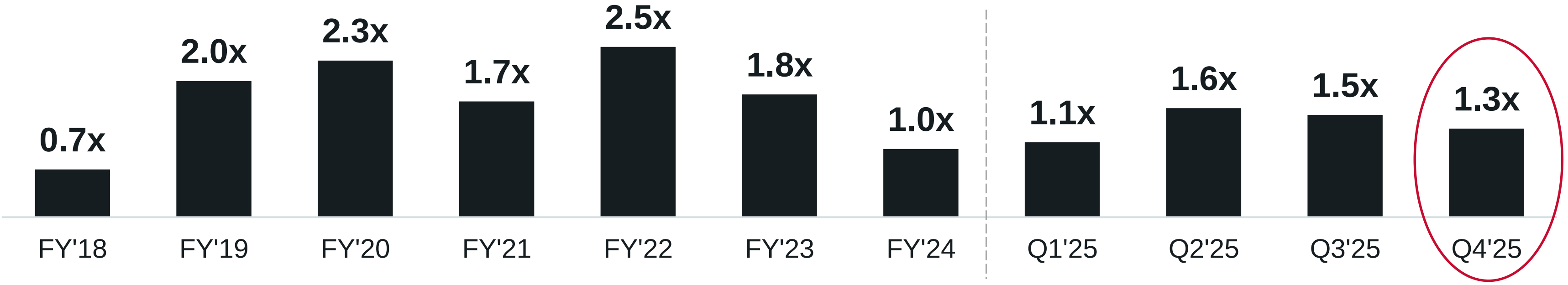
SELECTED BALANCE SHEET METRICS[1]

($M)	Q4'24	Q4'25
Cash and Cash Equivalents	$333	$343
Net Debt[3]	$511	$781
Net Leverage Ratio[3]	1.0x	1.3x
Primary Operating Capital[4]	$853	$932

SELECTED CASH FLOW METRICS[2]

($M)	Q4'24	Q4'25	FY'24	FY'25
Cash Flow from Operations	$137	$135	$457	$260
CapEx	($27)	($30)	($86)	($121)
Free Cash Flow[4]	$109	$105	$371	$139

NET LEVERAGE RATIO[3]



Strong Balance Sheet Enabling Disciplined Capital Allocation Strategy

[1] Balances as of periods ending March 31, 2024, and March 31, 2025
[2] Periods ending March 31, 2024, and March 31, 2025
[3] Net Debt includes finance lease obligations and letters of credit, net of cash and cash equivalents. Net leverage ratio = Net Debt / Adj EBITDA (per credit agreement). Please refer to appendix for reconciliations.
[4] Primary Operating Capital (POC) was formerly referred to as Primary Working Capital (PWC) and is a non-GAAP measure. Free Cash Flow is a non-GAAP measure. Please refer to appendix for reconciliations.

Disciplined Capital Allocation Strategy

Priorities		Q4'25	Future Priorities
Invest in Organic Growth (CapEx)		$30M	• Continue TPPL capacity investments & end-to-end solutions • Optimize EOS to drive additional operational efficiencies • Accelerate domestic-sourced lithium strategy
Strategic M&A		Bren-Tronics outperforming expectations	• Focused on opportunities to: ➢ Strengthen customer intimacy ➢ Expand wallet share, leveraging leading positions in growing end markets ➢ Progress transformation journey • Ample dry powder for future opportunistic tuck-in acquisitions
Net Leverage[1]		1.3x EBITDA	• Target low end of 2x – 3x long-term net leverage range
Return of Capital	*Dividends* *Buybacks*	$9.5M $40M	• Committed to competitive dividend that grows with earnings over time (excluding IRC 45X funds) • ~$200M outstanding repurchase authorization[2]

Balancing Innovation and Growth Investments while Returning Capital to Shareholders

[1] Non-GAAP financial measure. Please refer to appendix for reconciliation; Net leverage = Net Debt / Adj EBITDA (per credit agreement)
[2] As of May 21, 2025; includes $179 million remaining on stock repurchase authorization and estimated anti-dilution repurchases

Looking Ahead: Q1’26 Guidance

PAUSING QUANTIFIED FULL YEAR GUIDANCE

Q1’26 GUIDANCE[1]	
Net Sales	**$830M – $870M**
IRC 45X Benefit to Gross Profit	**$35M – $40M**
Adj. EPS[2]	**$2.03 – $2.13**

ASSUMPTIONS

Q1’26

- ES: strong Data Center market and continued cautious Communications market recovery
- MP: seasonality exacerbated by tariff disruptions, continued maintenance-free conversion
- SP: seasonality for Transportation market exacerbated by tariff disruptions, offset by robust A&D
- Absorbing ~$5M of stranded tariffs

FY’26

- Q1’26 expected to mark low point of the year
- Adj. OE growth ex 45X to outpace revenue growth
- ES: Robust data center market and gradual improvements in Communications market
- MP: Customer enthusiasm for maintenance-free offerings
- SP: Robust A&D, ongoing improvement in Transportation market

Confidently Navigating Macro Dynamics, Committed to Delivering Strong Earnings Performance

[1] Q1’26 guidance assumes tariff rates as of May 21, 2025.
[2] EnerSys does not provide a quantitative reconciliation for forward-looking statements. Please see our latest Form 8-K which includes our press release dated May 21, 2025, for more details.

Progress Toward FY'27 Targets

EPS AND OPERATIONAL GOALS REMAIN ACHIEVABLE

	FY'23 *Actual*	FY'25 *Actual*	FY'27 *Targets*
Net Sales	$3.7B	$3.6B *~(1%) CAGR[2]*	8% – 10% CAGR[3]
Adj. Operating Margin[1]	8.7%	14.6%	14% – 16%
Adj. EBITDA[1]	$388M	$589M	$850M – 950M
Adj. EPS[1]	$5.34	$10.15	$11.00 – $13.00

PERFORMANCE VS INVESTOR DAY TARGETS

+ Maintenance-free conversion
+ TPPL capacity flexibility
+ ES business optimization actions
+ Accretive Bren-Tronics acquisition
+ Excess capital reinvestment
+ Expanded IRC 45X benefit
- Sales CAGRs lagging long-term potential on macro dynamics

[1] EnerSys does not provide a quantitative reconciliation for forward-looking statements. Please see our latest Form 8-K which includes our press release dated May 21, 2025, for more details.
[2] Two-year CAGR vs. FY'23
[3] Four-year CAGR vs. FY'23

Q&A

May 2025

Appendix

May 2025

Non-GAAP Reconciliations

May 2025

Non-GAAP Reconciliation

QUARTERLY ADJUSTED OPERATING EARNINGS

($ in millions)	Quarter ended March 31, 2025				
	Energy Systems	Motive Power	Specialty	Corporate and other	Total
Net Sales	$ 398.8	$ 392.3	$ 177.8	$ 5.9	$ 974.8
Operating Earnings	$ 27.0	$ 57.9	$ 10.2	$ 36.2	$ 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
Loss on assets held for sale	—	4.6	—	—	4.6
Amortization of intangible assets	5.8	0.1	2.4	—	8.3
Integration costs	(0.3)	—	0.7	—	0.4
Other	0.5	1.7	—	—	2.2
Adjusted Operating Earnings	$ 34.7	$ 66.5	$ 15.1	$ 36.2	$ 152.5
Operating Margin	6.8 %	14.8 %	5.7 %	NM	13.5 %
Adjusted Operating Margin	8.7 %	17.0 %	8.5 %	NM	15.6 %

($ in millions)	Quarter ended March 31, 2024				
	Energy Systems	Motive Power	Specialty	Corporate and other	Total
Net Sales	$ 369.4	$ 394.8	$ 146.5	$ —	$ 910.7
Operating Earnings	$ (4.9)	$ 53.9	$ 6.7	$ 25.2	$ 80.9
Inventory adjustment relating to exit activities	1.0	—	—	—	1.0
Restructuring and other exit charges	3.8	3.7	1.0	—	8.5
Impairment of indefinite-lived intangibles	7.6	—	—	—	7.6
Amortization of intangible assets	6.0	0.2	0.7	—	6.9
Legal proceeding charge, net	3.7	—	—	—	3.7
Other	$ 0.2	$ 0.3	$ 0.1	$ —	$ 0.6
Adjusted Operating Earnings	$ 17.4	$ 58.1	$ 8.5	$ 25.2	$ 109.2
Operating Margin	(1.3)%	13.7 %	4.6 %	NM	8.9 %
Adjusted Operating Margin	4.7 %	14.7 %	5.8 %	NM	12.0 %

Increase (Decrease) as a % from prior year quarter	Energy Systems	Motive Power	Specialty	Corporate and other	Total
Net Sales	8.0 %	(0.6)%	21.4 %	— %	7.0 %
Operating Earnings	NM	7.6	51.7	43.5	62.3
Adjusted Operating Earnings	98.4	14.5	79.1	43.5	39.6

NM = Not Meaningful

Non-GAAP Reconciliation

FULL YEAR ADJUSTED OPERATING EARNINGS

($ in millions)	Twelve months ended March 31, 2025				
	Energy Systems	Motive Power	Specialty	Corporate and other	Total
Net Sales	$ 1,531.1	$ 1,484.1	$ 593.6	$ 8.8	$ 3,617.6
Operating Earnings	$ 72.7	$ 220.1	$ 16.8	$ 155.1	$ 464.7
Inventory adjustment relating to exit activities and step up to fair value relating to recent acquisitions	0.3	—	3.3	—	$ 3.6
Restructuring and other exit charges	6.0	5.7	2.7	—	14.4
Loss on assets held for sale	—	4.6	—	—	4.6
Amortization of intangible assets	23.6	0.7	7.5	—	31.8
Integration costs	(0.1)	—	4.1	—	4.0
Acquisition activity expense	—	—	2.5	—	2.5
Other	0.7	1.7	0.1	—	2.5
Adjusted Operating Earnings	$ 103.2	$ 232.8	$ 37.0	$ 155.1	$ 528.1
Operating Margin	4.7 %	14.8 %	2.8 %	NM	12.8 %
Adjusted Operating Margin	6.7 %	15.7 %	6.2 %	NM	14.6 %

($ in millions)	Twelve months ended March 31, 2024				
	Energy Systems	Motive Power	Specialty	Corporate and other	Total
Net Sales	$ 1,590.0	$ 1,456.2	$ 535.6	$ —	$ 3,581.8
Operating Earnings	$ 15.5	$ 201.2	$ 17.6	$ 117.2	$ 351.5
Inventory adjustment relating to exit activities	17.1	—	3.1	—	20.2
Restructuring and other exit charges	8.9	11.6	7.6	—	28.1
Impairment of indefinite-lived intangibles	13.6	—	—	—	13.6
Amortization of intangible assets	24.5	0.7	2.8	—	28.0
Legal proceeding charge, net	3.7	—	—	—	3.7
Other	3.7	1.1	0.3	—	5.1
Adjusted Operating Earnings	$ 87.0	$ 214.6	$ 31.4	$ 117.2	$ 450.2
Operating Margin	1.0 %	13.8 %	3.3 %	NM	9.8 %
Adjusted Operating Margin	5.5 %	14.7 %	5.9 %	NM	12.6 %

Increase (Decrease) as a % from prior year quarter	Energy Systems	Motive Power	Specialty	Corporate and other	Total
Net Sales	(3.7)%	1.9 %	10.8 %	— %	1.0 %
Operating Earnings	NM	9.4	(4.9)	32.3	32.2
Adjusted Operating Earnings	18.7	8.4	17.8	32.3	17.3

NM = Not Meaningful

Non-GAAP Reconciliation

ADJUSTED EBITDA

($ in millions)	Quarter ended		Twelve months ended	
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
Net Earnings	96.5	$ 60.9	363.7	$ 269.1
Depreciation	18.2	16.8	69.1	64.0
Amortization	8.3	6.9	31.8	28.0
Interest	12.8	10.8	51.2	49.9
Income Taxes	19.8	5.7	42.8	23.1
EBITDA	155.6	101.1	558.6	434.1
Non-GAAP adjustments	11.3	23.4	30.0	72.7
Adjusted EBITDA	$ 166.9	$ 124.5	$ 588.6	$ 506.8

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

($ in millions)	Quarter ended		Twelve months ended	
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
Inventory adjustment relating to exit activities	$ 0.6	$ 1.0	$ 0.6	$ 20.2
Inventory step up to fair value relating to recent acquisitions	—	—	3.0	—
Restructuring and other exit charges	5.1	8.5	14.4	28.1
Impairment of indefinite-lived intangibles	—	7.6	—	13.6
Loss on assets held for sale	4.6	—	4.6	—
Legal proceedings charge, net	—	3.7	—	3.7
Integration Costs	0.4	—	4.0	—
Gain on Pension Settlement	(1.6)	—	(1.6)	—
Acquisition expense	—	—	2.5	—
Other	2.2	2.6	2.5	7.1
Non-GAAP adjustments	$ 11.3	$ 23.4	$ 30.0	$ 72.7

Non-GAAP Reconciliation

QUARTERLY ADJUSTED DILUTED EPS

(in millions, except share and per share amounts)

	Quarter ended					
	March 31, 2025			March 31, 2024		
Net earnings reconciliation						
As reported Net Earnings	$	96.5		$	60.9	
Non-GAAP adjustments:						
Inventory adjustment relating to exit activities		0.6	(1)		1.0	(1)
Restructuring and other exit charges		5.1	(2)		8.5	(2)
Impairment of indefinite-lived intangibles		—			7.6	(3)
Loss on assets held for sale		4.6	(4)		—	
Amortization of identified intangible assets		8.3	(5)		6.9	(5)
Legal proceedings charge, net		—			3.7	(6)
Integration costs		0.4	(7)		—	
Other		2.2	(8)		3.3	(8)
Gain on pension settlement		(1.6)				
Income tax adjustment of benefit from tax law changes and litigation		2.2			—	
Swiss income tax goodwill expiration		2.2			—	
Income tax expense on intercompany sale of IP		2.5			—	
Income tax effect of above non-GAAP adjustments		(4.4)			(6.7)	
Non-GAAP adjusted Net earnings	$	118.6		$	85.2	
Net Earnings without IRC 45X						
As Reported Net Earnings		96.5			60.9	
IRC 45X Benefit		44.1			36	
Reported Net Earnings without IRC 45X Benefit	$	52.4		$	24.9	
Non-GAAP adjusted Net Earnings without IRC 45X						
Non-GAAP Adjusted Net Earnings		118.6			85.2	
IRC 45X Benefit		44.1			36	
Non-GAAP adjusted Net Earnings without IRC 45X Benefit	$	74.5		$	49.2	

Outstanding shares used in per share calculations				
Basic		39,369,190		40,365,995
Diluted		39,982,082		41,054,904
Reported Net earnings (Loss) per share:				
Basic	$	2.45	$	1.51
Diluted	$	2.41	$	1.48
Dividends per common share	$	0.240	$	0.225
Non-GAAP adjusted Net earnings per share:				
Basic	$	3.01	$	2.11
Diluted	$	2.97	$	2.08
Reported Net Earnings (Loss) per share without IRC 45X benefit				
Basic	$	1.33	$	0.62
Diluted	$	1.31	$	0.61
Non-GAAP adjusted Net Earnings (Loss) per share without IRC 45X benefit				
Basic	$	1.89	$	1.22
Diluted	$	1.86	$	1.20

Non-GAAP Reconciliation

QUARTERLY ADJUSTED DILUTED EPS CONTINUED

The following table provides the line of business allocation of the non-GAAP adjustments of items relating to operating earnings (that are allocated to lines of business) shown in the reconciliation prior:

($ millions)	Quarter ended			
	March 31, 2025		March 31, 2024	
	Pre-tax		Pre-tax	
(1) Inventory adjustment relating to exit activities - Energy Systems	$	0.3	$	1.0
(1) Inventory adjustment relating to exit activities - Motive Power	$	—	$	—
(1) Inventory adjustment relating to exit activities - Specialty		0.3		—
(2) Restructuring and other exit charges - Energy Systems		1.4		3.8
(2) Restructuring and other exit charges - Motive Power		2.2		3.7
(2) Restructuring and other exit charges - Specialty		1.5		1.0
(3) Impairment of indefinite-lived intangibles - Energy Systems		—		7.6
(4) Loss on assets held for sale - Motive		4.6		—
(5) Amortization of identified intangible assets - Energy Systems		5.8		6.0
(5) Amortization of identified intangible assets - Motive Power		0.1		0.2
(5) Amortization of identified intangible assets - Specialty		2.4		0.7
(6) Legal proceedings charge, net - Energy Systems		—		3.7
(7) Integration costs - Energy Systems		(0.3)		—
(7) Integration costs - Specialty		0.7		—
(8) Other - Energy Systems	$	0.5	$	0.2
(8) Other - Motive Power	$	1.7	$	0.3
(8) Other - Specialty	$	—	$	0.1
Total Non-GAAP adjustments	$	21.2	$	28.3

Non-GAAP Reconciliation

FULL YEAR ADJUSTED DILUTED EPS

(in millions, except share and per share amounts)

	Twelve months ended					
	March 31, 2025			March 31, 2024		
Net Earnings reconciliation						
As reported Net Earnings	$	363.7		$	269.1	
Non-GAAP adjustments:						
Inventory adjustment relating to exit activities and step up to fair value relating to recent acquisitions		3.6	(1)		20.2	(1)
Restructuring and other exit charges		14.4	(2)		28.1	(2)
Impairment of indefinite-lived intangibles		—			13.6	(3)
Loss on assets held for sale		4.6	(4)		—	
Amortization of identified intangible assets		31.8	(5)		28.0	(2)
Acquisition activity expense		2.5	-6		—	
Legal proceedings charge, net		—			3.7	(7)
Integration costs		4.0	(8)		—	
Other		2.5	(9)		7.8	(9)
Gain on pension settlement		(1.6)			—	
Income tax benefit from tax law changes and litigation		(4.6)			—	
Swiss income tax goodwill expiration		2.2			—	
Income tax expense on intercompany sale of IP		2.5			—	
Income tax effect of above non-GAAP adjustments		(15.2)			(25.2)	
Non-GAAP adjusted Net Earnings	$	410.4		$	345.3	
Net Earnings without IRC 45X						
As Reported Net Earnings	$	363.7		$	269.1	
IRC 45X Benefit		184.6			136.4	
Reported Net Earnings without IRC 45X Benefit	$	179.1		$	132.7	
Non-GAAP adjusted Net Earnings without IRC 45X						
Non-GAAP Adjusted Net Earnings	$	410.4		$	345.3	
IRC 45X Benefit		184.6			136.4	
Non-GAAP adjusted Net Earnings without IRC 45X Benefit	$	225.8		$	208.9	

Outstanding shares used in per share calculations				
Basic		39,760,829		40,669,392
Diluted		40,438,579		41,371,439
Reported Net Earnings (Loss) per share:				
Basic	$	9.15	$	6.62
Diluted	$	8.99	$	6.50
Dividends per common share	$	0.945	$	0.850
Non-GAAP adjusted Net Earnings per share:				
Basic	$	10.32	$	8.49
Diluted	$	10.15	$	8.35
Reported Net Earnings (Loss) per share without IRC 45X benefit				
Basic	$	4.50	$	3.26
Diluted	$	4.43	$	3.21
Non-GAAP adjusted Net Earnings (Loss) per share without IRC 45X benefit				
Basic	$	5.68	$	5.14
Diluted	$	5.58	$	5.05

Non-GAAP Reconciliation

FULL YEAR ADJUSTED DILUTED EPS CONTINUED

The following table provides the line of business allocation of the non-GAAP adjustments of items relating to operating earnings (that are allocated to lines of business) shown in the reconciliation prior:

($ millions)	Twelve months ended			
	March 31, 2025		March 31, 2024	
	Pre-tax		Pre-tax	
(1) Inventory adjustment relating to exit activities - Energy Systems	$	0.3	$	17.1
(1) Inventory adjustment relating to exit activities step up to fair value relating to recent acquisitions - Specialty		3.3		3.1
(2) Restructuring and other exit charges - Energy Systems		6.0		8.9
(2) Restructuring and other exit charges - Motive Power		5.7		11.6
(2) Restructuring and other exit charges - Specialty		2.7		7.6
(3) Impairment of indefinite-lived intangibles - Energy Systems		—		13.6
(4) Loss on assets held for sale - Motive		4.6		—
(5) Amortization of identified intangible assets - Energy Systems		23.6		24.5
(5) Amortization of identified intangible assets - Motive Power		0.7		0.7
(5) Amortization of identified intangible assets - Specialty		7.5		2.8
(6) Acquisition expense - Specialty		2.5		—
(7) Legal proceedings charge, net - Energy Systems		—		3.7
(8) Integration costs - Energy Systems		(0.1)		—
(8) Integration costs - Specialty		4.1		—
(9) Other - Energy Systems	$	0.7	$	3.7
(9) Other - Motive Power	$	1.7	$	1.1
(9) Other - Specialty	$	0.1	$	0.3
Total Non-GAAP adjustments	$	63.4	$	98.7

Non-GAAP Reconciliation

LEVERAGE RATIO BY YEAR

($ in millions, except ratios)	Fiscal year ended March 31, 2024	2023	2022	2021	2020	2019	2018
Net earnings as reported	$269.1	$175.8	$143.9	$143.3	$137.1	$160.5	$119.8
Add back:							
Depreciation and amortization	92.0	91.2	95.9	94.1	87.3	63.3	54.3
Interest expense	49.9	59.5	37.8	38.5	43.7	30.9	25
Income tax expense	23.1	34.8	30	26.8	9.9	21.6	118.5
EBITDA (non GAAP)	$434.1	$361.3	$307.5	$302.7	$278.0	$276.3	$317.6
Adjustments per credit agreement definitions(1)	85.8	51.7	51.5	56.3	123.6	139	23.2
Adjusted EBITDA (non-GAAP) per credit agreement(1)	$519.9	$413.0	$359.1	$359.0	$401.6	$415.3	$340.8
Total net debt(2)	$511.1	$736.0	$905.9	$615.0	$905.6	$835.8	$234.7
Leverage ratios:							
Total net debt/credit adjusted EBITDA ratio	1.0 X	1.8 X	2.5 X	1.7 X	2.3 X	2.0 X	0.7 X

(1) The $85.8 million adjustment to EBITDA in the last twelve months ending March 31, 2024 primarily related to $30.6 million of non-cash stock compensation, $40.7 million of restructuring and other exit charges, impairment of indefinite-lived intangibles and write-down of other current assets of $13.6 million. The $51.7 million adjustment to EBITDA in fiscal 2023 primarily related to $26.4 million of non-cash stock compensation, $22.4 million of restructuring and other exit charges, impairment of indefinite-lived intangibles of $0.5 million, and $1.4 million for swap termination fees. The $51.5 million adjustment to EBITDA in fiscal 2022 primarily related to $24.3 million of non-cash stock compensation, $26.0 million of restructuring and other exit charges, indefinite-lived intangibles of $1.2 million. The $56.3 million adjustment to EBITDA in fiscal 2021 primarily related to $19.8 million of non-cash stock compensation, $33.2 million of restructuring and other exit charges, business integration costs of $7.3 million, partially offset by $3.9 million of gain ($4.4 million gain less insurance deductibles) relating to the final settlement of the Richmond, KY fire claim. The $123.6 million adjustment to EBITDA in fiscal 2020 primarily related to impairment of goodwill and other intangible assets of $44.2 million, $20.8 million of non-cash stock compensation, inclusion of $18.5 million of six months of pro forma earnings of NorthStar, $20.8 million of restructuring and other exit charges and $1.9 million of inventory adjustments (fair value step up relating to the NorthStar transaction), $14.3 million for insurance reimbursement for business interruption due to the Richmond, KY fire and other charges of $3.1 million. The $139.0 million adjustment to EBITDA in fiscal 2019 primarily related to the inclusion of $69.3 million of nine months of pro forma earnings of Alpha, $13.6 million for fees and expenses related to the Alpha transaction, $22.6 million of non-cash stock compensation, $23.2 million of non-cash restructuring and other exit charges and $10.3 million of inventory adjustments (including a fair value step up relating to the Alpha transaction of $7.2 million). The $23.2 million adjustment to EBITDA in fiscal 2018 primarily related to $19.5 million of non-cash stock compensation and $3.7 million of non-cash restructuring and other exit charges.

(2) Debt includes finance lease obligations and letters of credit and is net of all U.S. cash and cash equivalents and foreign cash and investments, as defined in the Fourth Amended Credit Facility. In fiscal 2024, the amounts deducted in the calculation of net debt were U.S. cash and cash equivalents and foreign cash investments of $333.3 million; In fiscal 2023, were $347.0 million, in fiscal 2022, were $402.5 million, in fiscal 2021, were $399 million, in fiscal 2020, were $262 million, in fiscal 2019, were $200 million, and in fiscal 2018, were $372 million.

Non-GAAP Reconciliation

LEVERAGE RATIO BY QUARTER

($ in millions, except ratios)	Last twelve months ended March 31, 2025	Last twelve months ended March 31, 2024
Net earnings as reported	$363.7	$269.1
Add back:		
Depreciation and amortization	100.9	92.0
Interest expense	51.1	49.9
Income tax expense	42.8	23.1
EBITDA (non GAAP)	$558.5	$434.1
Adjustments per credit agreement definitions[1]	56.2	85.8
Adjusted EBITDA (non-GAAP) per credit agreement[1]	$614.7	$519.9
Total net debt[2]	$781.1	$511.1
Leverage ratios:		
Total net debt/credit adjusted EBITDA ratio	1.3 X	1.0 X

1. The $56.2 million adjustment to EBITDA in the last twelve months ending March 31, 2025 primarily related to $27.8 million of non-cash stock compensation, $22.0 million of restructuring and other exit charges, impairment of indefinite-lived intangibles and write-down of other current assets of $5.5 million. The $85.8 million adjustment to EBITDA in the last twelve months ending March 31, 2024 primarily related to $30.6 million of non-cash stock compensation, $40.7 million of restructuring and other exit charges, impairment of indefinite-lived intangibles and write-down of other current assets of $13.6 million.
2. Debt includes finance lease obligations and letters of credit and is net of all U.S. cash and cash equivalents and foreign cash and investments, as defined in the Fourth Amended Credit Facility. In the last twelve months ending March 31, 2025 and March 31, 2024, the amounts deducted in the calculation of net debt were U.S. cash and cash equivalents and foreign cash investments of $343.1 million, and in fiscal 2024, were $333.3 million.

Non-GAAP Reconciliation

FREE CASH FLOW

($ in millions)	Quarter ended		Twelve months ended	
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
Net cash provided by (used in) operating activities	$ 135.2	$ 136.8	$ 260.3	$ 457.0
Less Capital Expenditures	(30.2)	(27.4)	(121.0)	(86.4)
Free Cash Flow	105.0	109.4	139.3	370.6

($ in millions)	Quarter ended		Twelve months ended	
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
Net cash provided by (used in) operating activities	$ 135.2	$ 136.8	$ 260.3	$ 457.0
Net earnings	96.5	60.9	363.7	269.1
Operating cash flow conversion %	140.1 %	224.6 %	71.6 %	169.8 %
Free cash flow	105.0	109.4	139.3	370.6
Adjusted net earnings	118.6	85.2	410.4	345.3
Adjusted free cash flow conversion %	88.5 %	128.4 %	33.9 %	107.3 %

Non-GAAP Reconciliation

ADJUSTED GROSS PROFIT AND GROSS MARGIN

($ in millions)	Quarter ended		Twelve months ended	
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
Gross Profit as reported	$ 303.7	$ 254.3	$ 1,092.4	$ 982.8
Inventory adjustment relating to exit activities	—	1.0	—	20.2
Inventory step up to fair value relating to recent acquisitions	0.7	—	3.7	—
Adjusted Gross Profit	304.4	255.3	1,096.1	1003.0
Gross Margin	31.2 %	27.9 %	30.2 %	27.4 %
Adjusted Gross Margin	31.2 %	28.0 %	30.3 %	28.0 %

Key Performance Indicator

PRIMARY OPERATING CAPITAL

As part of managing the performance of our business, we monitor the level of primary operating capital, and its ratio to net sales. We define primary operating capital as accounts receivable, plus inventories, minus accounts payable. The resulting net amount is divided by the trailing three month net sales (annualized) to derive a primary operating capital percentage. We believe these three elements included in primary operating capital are most operationally driven, and this performance measure provides us with information about the asset intensity and operating efficiency of the business on a company-wide basis that management can monitor and analyze trends over time. Primary operating capital was $932.2 million (yielding a primary operating capital percentage of 23.9%) at March 31, 2025 and $852.9 million (yielding a primary operating capital percentage of 23.4%) at March 31, 2024. The primary operating capital percentage of 23.9% at March 31, 2025 is 50 basis points higher than that for March 31, 2024, and 280 basis points lower than that for March 31, 2023. The change in the ratio is primarily due to an increase primarily related to higher sales at the end of the current period. Additionally Bren-Tronics provided additional outstanding balances of accounts receivables and accounts for the increase to inventory. Accounts payable increased due to seasonality.

($ in Millions)	March 31, 2025	March 31, 2024	March 31, 2023
Accounts receivable, net	$597.9	$524.7	$637.8
Inventory, net	740.0	697.7	797.8
Accounts payable	(405.7)	(369.5)	(378.6)
Total primary operating capital	932.2	852.9	1,057.0
Trailing 3 months net sales	974.8	910.7	989.9
Trailing 3 months net sales annualized	3,899.2	3,642.8	3,959.6
Primary operating capital as a % of annualized net sales	23.9 %	23.4 %	26.7 %

Thank you.

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