



2026 Investor Day

June 11, 2026



Welcome and Opening Remarks



Charlotte Murnan

Senior Investor Relations Analyst



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 our filings with the U.S. Securities and Exchange Commission, including, but not limited to, 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, 2026, and the "Caution Concerning Forward-Looking Statements" section of our press release and 8-K dated May 20, 2026.

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 20, 2026, which is located on our website at www.enersys.com

Agenda

8:30 AM Start

— **Welcome & Opening Remarks**

Charlotte Murnan Senior Investor Relations Analyst

— **Focused Strategy, Positioned to Win**

Shawn O’Connell President and CEO

— **Innovation and New Product Development**

Mark Matthews CTO and President, PPS

— **Network & Infrastructure Solutions (NIS)**

Keith Fisher President, NIS

— **Industrial Mobility Solutions (IMS)**

Chad Uplinger President, IMS

10:05 AM Break

10:15 AM Return

— **Precision Power Solutions (PPS)**

John Benetti Vice President, PPS

— **Driving Financial Focus and Discipline**

Andi Funk Executive Vice President and CFO

— **Closing Remarks**

Shawn O’Connell President and CEO

11:00 AM Q&A

11:45 AM Lunch & Product Showcase

Corporate Video



Focused Strategy Positioned to Win



Shawn O'Connell

President and CEO

EnerSys[®]



Key Messages

1

Focusing where we have the **right to win** with **leading market positions** in targeted markets and **customer-centric** solutions

2

Addressing customer concerns regarding **energy security** and **labor scarcity**

3

Providing **full suite** of **differentiated** power management **solutions** and services across **growing end markets**

4

Executing EnerGize strategic framework with re-focused leadership to **further transform** and **drive profitable growth**



EnerSys At-a-Glance



FY 2026
Key Statistics¹

\$3.8B
Net Sales

\$540M
Adj. Op. Earnings^{2,3}

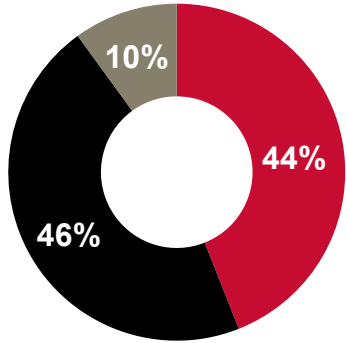
\$10.56
Adj. Diluted EPS^{2,3}

\$602M
Adj. EBITDA^{2,3}

\$468M
Free Cash Flow²

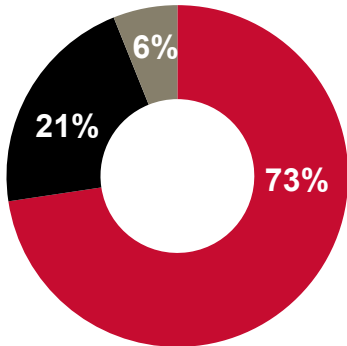
\$8.3B
Market Cap⁴

Net Sales By:



Business Segments

- Network & Infrastructure Solutions
- Industrial Mobility Solutions
- Precision Power Solutions



Geography

- Americas
- EMEA
- Asia



¹ FY 2026, year end March 31, 2026.

² Non-GAAP financial measure. Please refer to appendix for reconciliation.

³ Includes of \$159M IRC 45X tax credit recorded in Cost of Sales (COS) in FY'26.

⁴ Market-Cap as of June 9, 2026.

Leading Provider of Energy Storage Solutions for Critical Applications

Network & Infrastructure Solutions (NIS)

Powering the connected world with trusted reserve and critical infrastructure solutions



**Communications
Data Centers
Industrial Power & Utilities**

Industrial Mobility Solutions (IMS)

Powering industrial vehicles and equipment that keep essential goods and industries moving around the world



**Warehousing and Logistics
Transportation**

Precision Power Solutions (PPS)

Powering advanced, reliable, high-performance solutions for defense, aerospace, and specialized applications



**Manned Platforms
Advanced Lithium Systems
Soldier Power and Autonomous Systems**

Energy Storage Solutions Tailored to Customer Requirements

Addressing Customer Challenges with Tailored Solutions

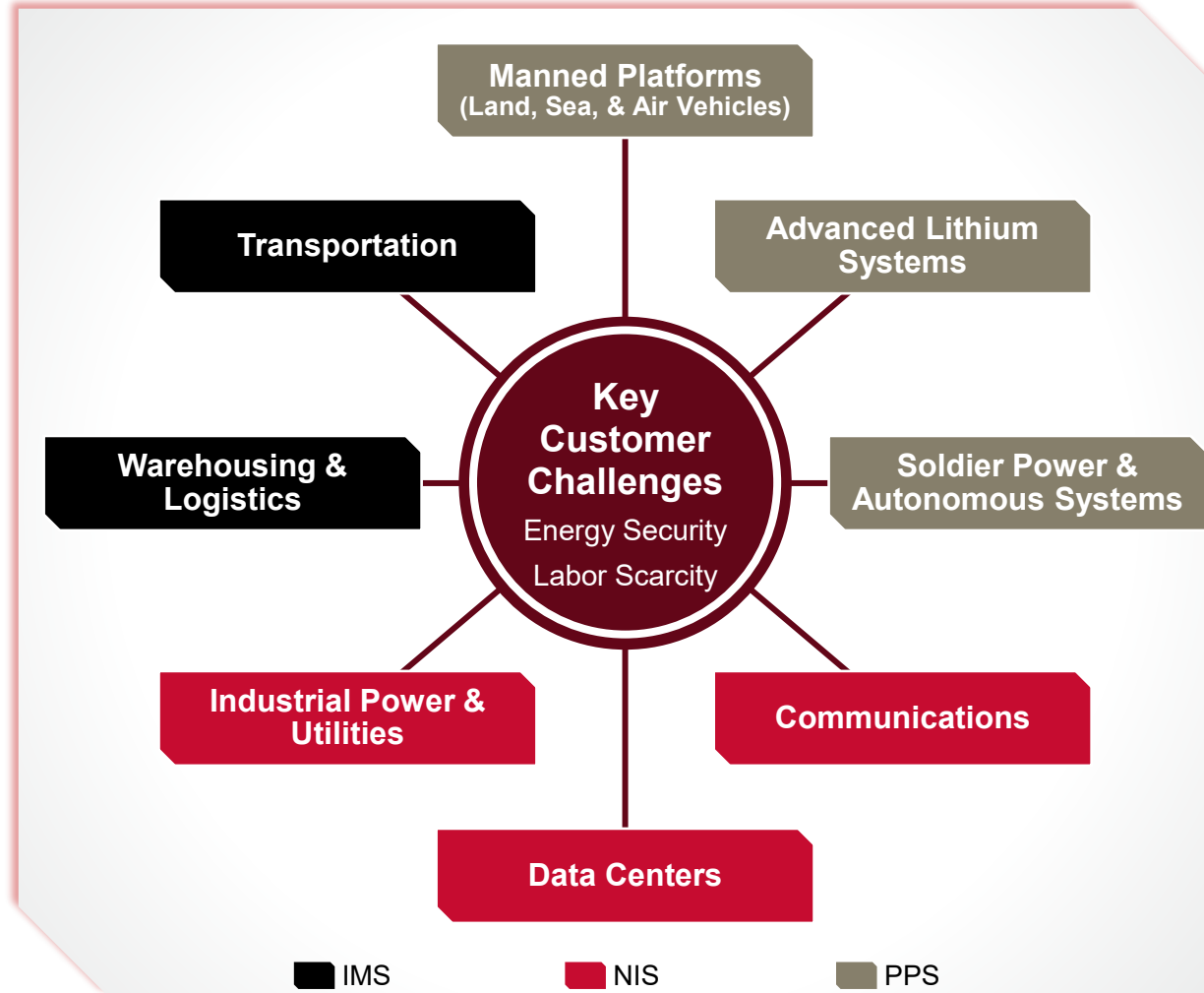


Focus on Targeted Markets with High Barriers to Entry

Capture additional share in markets where we have **the right to win**

Deliver **customer-centric offerings** comprised of:

- Battery Energy Storage
- Power Electronics
- Bespoke Software
- Services



How We Do It

Solve **common challenges**...

- Average increase in electricity prices across U.S. is **~37%** since 2020¹
- **2.1 million** workers needed by 2030 in technical/skilled trades²

... by **providing leading energy management solutions** for critical applications

ENABLING ESSENTIAL INDUSTRIES WITH ENERGY MANAGEMENT EXPERTISE

¹ Source: EIA - <https://www.eia.gov/todayinenergy/detail.php?id=65284>.

² Source: Randstad USA (Mar 2025)

Modular Platforms Enable Customer-Centric and High-Value Add Integrated Solutions

Managing Energy Systems & Needs with Integrated Solutions

Battery Energy Storage

Full range of Lithium Ion, TPPL, and Flooded Lead Acid batteries



Power Electronics

Converts, controls, and optimizes electrical power – advanced chargers for forklifts, rectifiers and inverters for communications, and network connected monitoring devices



Software

Utilizing advanced energy and battery management systems to optimize energy performance at customer sites

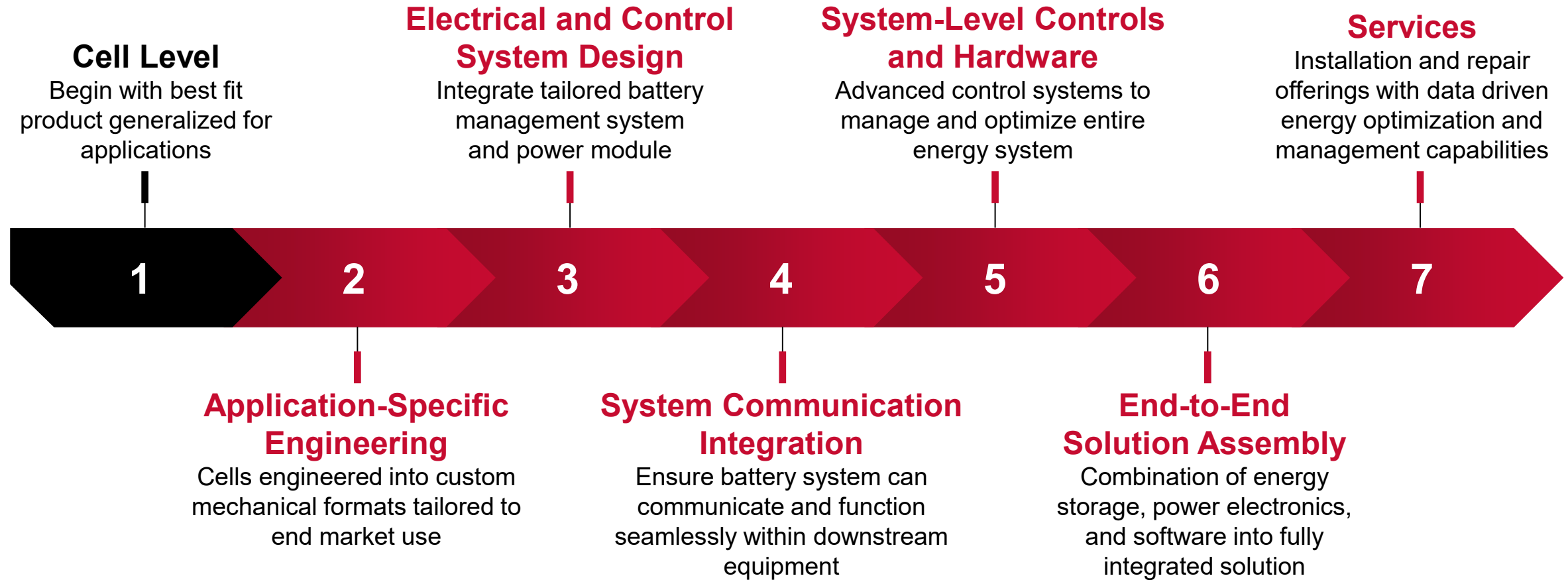


Services

Energy systems design / installation, project management, data-driven optimization, predictive maintenance, and repair



Value Add from EnerSys across Commercial Applications



EXPERTISE OF INTEGRATION AND CUSTOMIZATION OF ENERGY SOLUTIONS

Sustainable Competitive Advantages

Create Unique Positioning

- **Deep Customer Relationships** **Customer-centric end-to-end solutions** provider, from design to asset management software, service, and replacement
- **Domain Expertise** Product and company differentiation around systems / technology with **core competencies at scale**
- **Modular Technology** **Only fully integrated provider** of power hardware, conversion, and software systems to diverse end markets
- **Resilient Business Model** **Large, diverse end-markets** and global customer base supported by strong balance sheet and cash generation
- **Operational Excellence** Continuous improvement enabling **margin expansion opportunities**

Global Installed Base¹

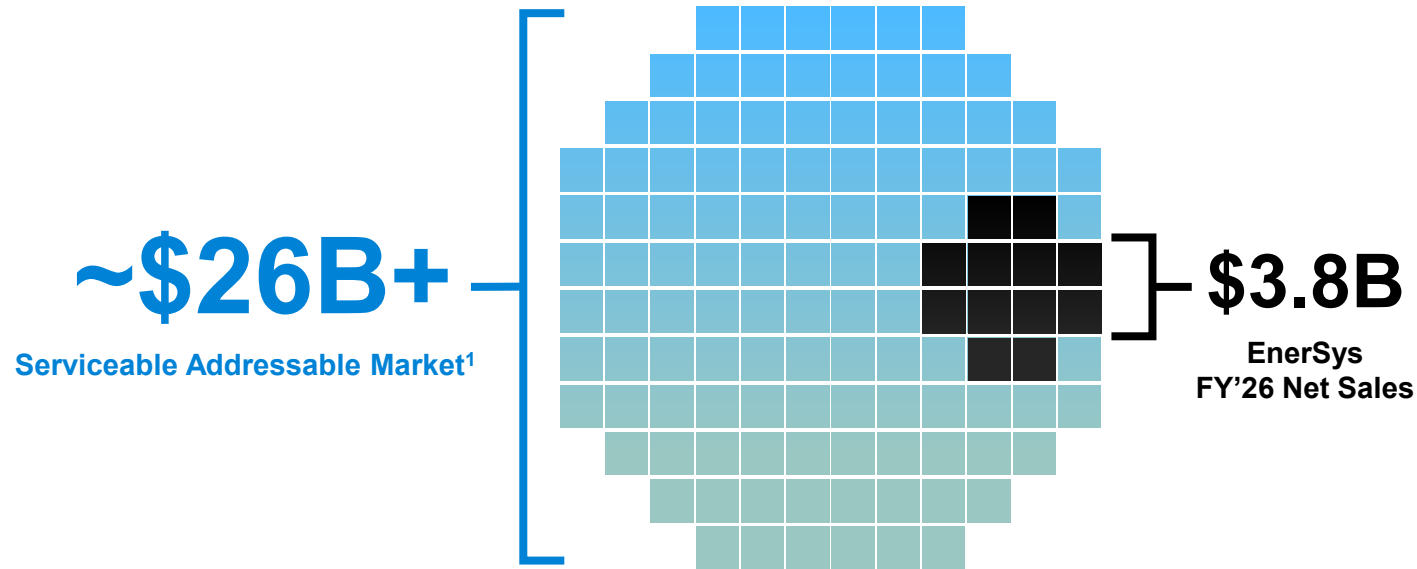
#1 or #2 Position in most markets we serve

85 GW Power Supported Daily

90%+ Retention Rate

¹ Based on management and company estimates.

Well-Positioned to Benefit from Global Megatrends



Global Megatrends

- Energy Security
- Labor Scarcity
- AI Acceleration
- Defense Investment

MEGATRENDS INCREASING DEMAND FOR ENERGY STORAGE SOLUTIONS

¹ SAM includes existing markets we serve; Source: Third-party research and Company estimates.

Growing Energy Demand Driving Need for Energy Security



— Energy Security

- Increasing resiliency of electrical infrastructure and grid
- U.S. peak electricity demand is projected to grow **14%** by 2030 and **54%** by 2050¹

— Labor Scarcity

- Challenging labor market and cost-efficiencies
- **2.1 million** workers needed by 2030 in technical/skilled trades²

— AI Acceleration

- Broad power requirements for AI proliferation
- Data center construction is **expected to double** between 2025 – 2030³

— Defense Investment

- Regional focus on supply chain resiliency for domestic lithium production
- Global defense spending accelerating with U.S. proposed FY27 defense budget of **\$1.5T**⁴ and global spending projected to reach **\$3.6T** by 2030⁵

**Energy Storage
is key to
Energy Security**

**“Battery storage
could help optimize
existing power grid
infrastructure”**

*– World Economic
Forum January, 2026⁶*

¹ Base year 2025; Source: ICF - <https://www.icf.com/insights/energy/electricity-demand-expected-to-grow>.

² Source: Randstad USA (Mar 2025)

³ Source: JLL - <https://www.jll.com/en-us/insights/market-outlook/data-center-outlook>.

⁴ Source: U.S. DoW - <https://www.war.gov/News/News-Stories/Article/Article/4465551/15-trillion-budget-request-prioritizes-service-members-modernization/>

⁵ Source: Liang, X., Tian, N., daSilva, D.L., Scarazatto, L., Karim, Z.A., Ricard, J.G. (2025, April). Trends in World Military Expenditure, 2024. Stockholm International Peace Research Institute.

⁶ Source: World Economic Forum - <https://www.weforum.org/stories/2026/02/battery-storage-grid-energy-demand/>.



Executing EnerGize Strategic Framework to Further Transform and Drive Profitable Growth

OPTIMIZE
Our Core

INVIGORATE
Our Operating Model

ACCELERATE
Our Growth

Enabled by Centers of Excellence Model

Focus on core markets and value add, customer-centric solutions

Increase operational rigor and speed of execution

Leveraging leading market positions to expand wallet share

DRIVING ALIGNMENT AND GREATER ACCOUNTABILITY

Delivering Value through Centers of Excellence



Lead Acid

- Drives operational consistency across all our lead acid and TPPL plants
- Improves productivity and enhances delivery reliability
- Optimizes more stable, capital-intensive lead acid manufacturing through standard work, plant performance, and balanced production



Power Electronics

- Manages contract manufacturing, assembly, sourcing and supply chain in one cohesive structure
- Accelerates speed to market leveraging strong external partnerships
- Optimizes nimbleness and working capital requirements of highly technical, asset-light business



Lithium-Ion

- Evaluates new and emerging chemistries
- Accelerates innovation and improves execution, leveraging deep expertise across LoBs
- Ensures new products meet our customers' needs and secures our position as a market leader

Unique Differentiation

- Deep, domain-specific expertise
- Global, focused teams
- Flexible, project-based collaboration
- End-to-end operational ownership
- Greater execution speed

ENHANCING DECISION MAKING SPEED AND REDUCING COMPLEXITIES

Key Focus Areas to Accelerate Growth



Battery Energy Storage Systems



- Tailored to IMS end market **solving** common customer challenge of **energy security**
- Opportunity to **expand wallet share** and **deepen customer relationships** across end markets

Lithium Data Center Offering



- **Builds on leading TPPL position** in data centers and creates **runway for profitable growth**
- **Enables grid resiliency** as proliferation of AI and buildout of data centers challenge infrastructure

Aerospace and Defense



- Resegmentation provides **enhanced focus** on **A&D markets**
- Opportunity to **extend leading position** as **premier supplier** of energy solutions powering critical defense applications

SOFTWARE AND SERVICES ENHANCE RIGHT TO WIN AND EXPANDS DIFFERENTIATION

Lithium Cell Manufacturing Facility Investment to Capture Customer-Driven Demand

- Consistent with EnerGize strategic framework, disciplined investment enables us to support our customers' needs
- Manufacturing FEOC compliant lithium cells as strategic supplier, critical to competitiveness of U.S.
- Enabling a closed loop ecosystem for drone powering and recharging

Purpose-Built U.S. Facility to Secure Resilient Domestic Supply Chain for Critical Defense Applications



ENABLING LONG-TERM GROWTH WITH RELIABLE DOMESTIC SUPPLY

Leadership Team Focused on Execution and Accountability



Shawn O'Connell
President and CEO
Industry Experience
30+ Years



Andi Funk
Executive Vice President and CFO
25+ Years



Mark Matthews
CTO & President, PPS
30+ Years



Keith Fisher
President, NIS
25+ Years



Chad Uplinger
President, IMS
25+ Years



John Benetti
Vice President, PPS
25+ Years



Philipp Michalsky
Chief Information Officer
20+ Years



Joe Lewis
Chief Legal and Compliance Officer
30+ Years



Todd Sechrist
Chief People Officer
30+ Years



John Andrews
Director, Corporate Strategy, M&A
25+ Years

 Presenting Today

Highlights

Focused on top-line growth, cash flow, and ROIC to maximize value creation

Driving operational and financial rigor

Cultivating a high-performance, continuous improvement culture

ALIGNED TO CREATE LONG-TERM SHAREHOLDER VALUE

Innovation and New Product Development



Mark Matthews

CTO & President, PPS



Key Messages

1

Executing **disciplined** and **customer-centric** approach to **innovation** to drive profitable growth

2

Leveraging **market** and **application expertise** to solve customer needs across end markets

3

Enabling **critical applications** as a **trusted energy storage solution** and **service** provider



Proven Track Record of Innovation and Product Portfolio Evolution



Leading Energy Performance

Providing best energy storage in the market



NexSys® TPPL Battery

Up to 2X daily energy throughput vs. traditional lead acid



NexSys® iON Lithium-ion Battery

Up to 3X daily energy throughput vs. traditional lead acid



PowerSafe® SBS Batteries

Reliability with high power density, rugged environmental performance, and minimal maintenance

Embedding Intelligence

Ensuring customers fully capture and trust the performance



Synova™ Chargers Next generation chargers to integrate into Fortix™ ecosystem

Multi-chemistry charging with built in intelligence to further enable fleet management



Wi-iQ® Battery Monitoring Device & Software

Enhanced intelligence with seamless connectivity and dynamic charge control



Alpha® LPE enclosure with **Alpha® XM3.1-HP™** power supply and **AlphaCell™** battery

Systems integration optimizes network uptime and remote visibility / control

Integrated Systems and Solutions

Technology solutions addressing customer problems



EnVision™ Elite Touch controller

Integrates hardware, software, and firmware into seamless platform



Fortix™ Battery Energy Storage System (BESS)

Fully integrated solution with tailored software to manage energy usage

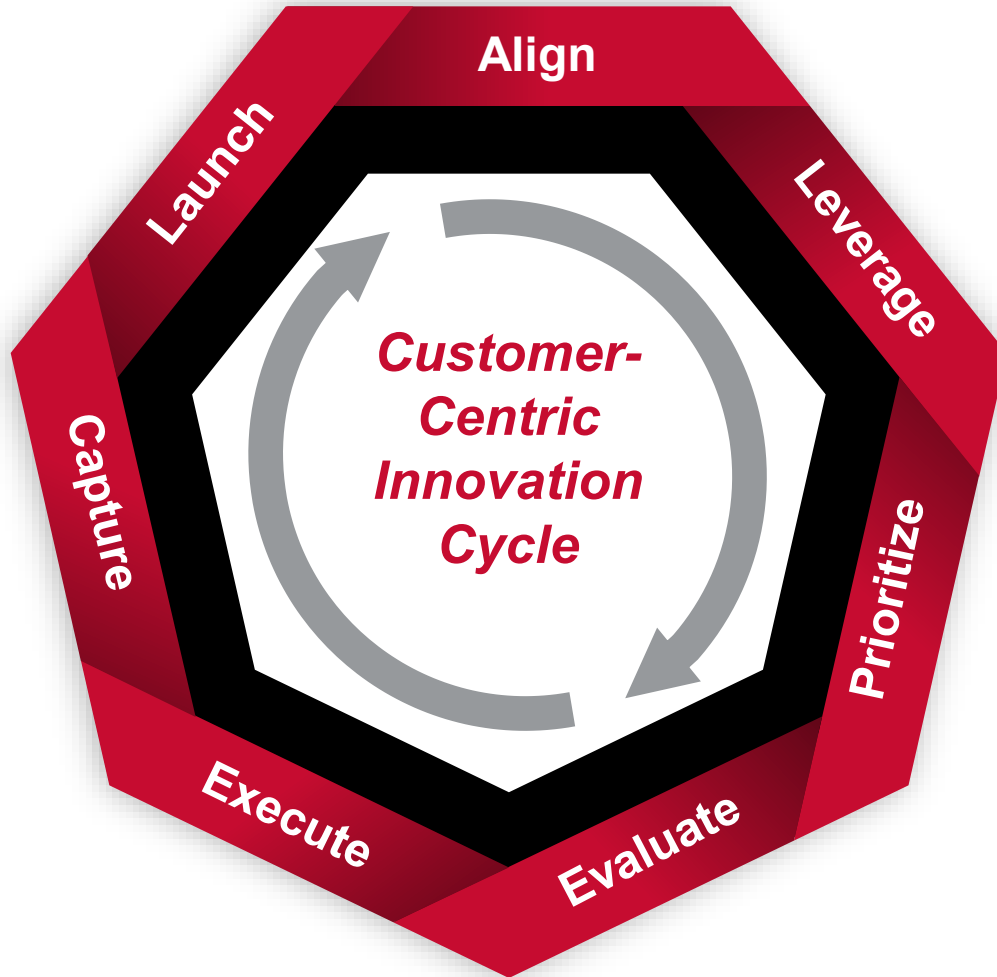


DataSafe Noir™ Energy Storage System

~60-90% footprint reduction and infrastructure optimization for always-on data centers

SHIFTING FROM ENERGY STORAGE TO ENERGY MANAGEMENT SOLUTIONS

Strategic and Disciplined Approach to Innovation



- **Align** to customers needs and technology roadmaps, identify co-development opportunities
- **Leverage** deep relationships, historical application knowledge, and strong market expertise to tailor solution to customer requirements
- **Prioritize** highest value solutions for customers; stage-gate review evaluated on monthly basis
- **Evaluate** which solutions can be applied across multiple applications and end markets; strategic partners enable faster speed to market
- **Execute** product design and development and M&A to close any technology gaps
- **Capture** customer feedback via pilots and observational learnings from field service; ensure proper ROIC
- **Launch** product to market

Leveraging Strategic Sourcing to Accelerate Product Development Speed

— Make vs. Buy Decision Framework

Make

- Deepen moat or differentiation in established markets
- Application specific customization

Buy

- Commoditized products to purchase and integrate into system

— Where We Add Value to the Buy Decision

Deep Market Expertise

- Long-standing customer relationships and deep understanding of solutions requirements

Unique and Proprietary Software

- Tailoring commoditized product specifically to customer requirements

Select Solution Examples Total Development Time



Fortix™ BESS
15 Months



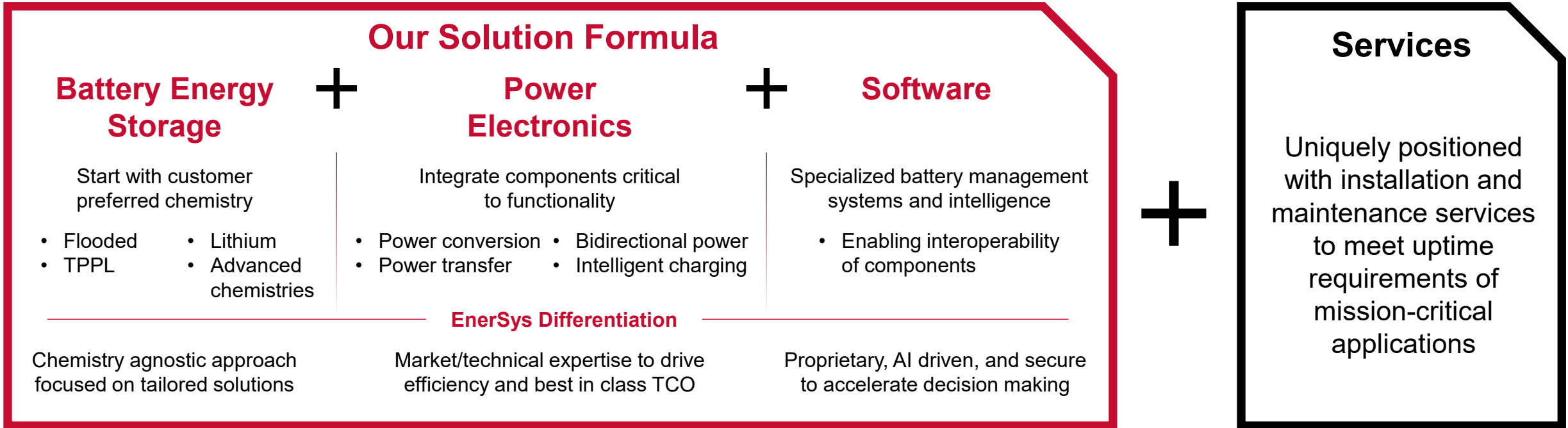
DataSafe Noir™ Energy Storage System
12 Months



Next-Generation NexSys® Lithium Batteries
12 Months

**ENHANCED FOCUS ON CUSTOMER REQUIREMENTS
ACCELERATING NEW PRODUCT DEVELOPMENT CYCLE**

New Solutions from Core Platforms



Significant Opportunity to Scale

Technology and solutions designed for one end market can be leveraged and tailored to meet requirements in other end markets

SCALABLE APPROACH TO SOLUTION DEVELOPMENT ACROSS END MARKETS

Becoming the Most Customer-Centric Trusted Energy Storage and Service Solutions Provider



**Platform Provider for
Logistics Electrification**



**Energy Resilience
Partner in the AI Era**



**Electrification Enabler for
the Modern Battlefield**

Leading Platform Provider for Logistics Electrification



Customer Need

Reliance on EnerSys for energy storage and charging needs

Trusted partner to manage power as energy demands and electricity costs rise



Lithium Battery Energy Storage System

Unique Solution

Leveraging deep customer relationships and proven expertise

EnerSys designed Fortix™ system

- Full energy management solution tailored with software to specific requirements
- Source of back-up power integrated into infrastructure
- Enables peak shaving to lower electricity costs
- Connects to 6-17+ chargers without updating building's electrical infrastructure

Why It Matters

- ✓ Solves local power supply issues without need for infrastructure upgrades
- ✓ Lowers TCO for customers across installed base with increase lift truck uptime
- ✓ Scales services and energy management solutions to offset increasing costs

EARLY STAGES OF EXTENDING POWER MANAGEMENT TO EXISTING INSTALLED BASE

Focused on Where We Have a Right to Win



Hyperscale Data Center Networks

Centralized data centers built by large cloud providers

Edge / Inference Data Center Networks

Smaller, distributed data centers located closer to end users

Size	Large	Small to mid-size
Location	Centralized campuses	Distributed, near users
Power Use	High Power	High Energy
Latency	Higher (distance dependent)	Ultra-low latency
Primary Use	Cloud, AI, Storage	Real-time apps, 5G, IoT
Owners	Big cloud providers	Telecoms, enterprises, etc.

EnerSys Focus

Lithium and Lead Battery Systems for UPS Integration

Battery Energy Storage Systems (Backup Power)

DEEP MARKET EXPERTISE, CUSTOMER RELATIONSHIPS AND SERVICE CAPABILITY TO ADDRESS HIGH RELIABILITY REQUIREMENTS

Customer-Centric Innovation in Data Center Offerings



High Power

- Increasing data center power density is driving demand for
 - Short-duration backup
 - Integration with modern UPS architectures
- DataSafe Noir™ energy storage system materially improves economics
 - ~60–80% footprint reduction
 - Faster installation
 - Lower maintenance and integrated monitoring



High Energy



- Enabling peak shaving and demand curtailment value to edge network operators
 - Sit closer to end users
 - Often operate on weaker or constrained grid connections
 - Integrated BESS provides instant backup (protecting latency-sensitive AI workloads from even momentary power disturbances)



Lithium Data Center Offering

IN EARLY STAGES OF VALUE-ADDED OFFERINGS

Where We Are Going | Unlocking Increased Service Opportunity

Strong Foundation Today

Solutions

- ✓ Energy storage and management
- ✓ Power electronics
- ✓ Battery monitoring devices and software

Services

- ✓ Installation
- ✓ Maintenance

Focus Areas

- Cybersecurity-by-design across connected solutions
- Enhance Network Operating Center (NOC) capabilities for proactive monitoring and response
- Unify telemetry and data supply chain to enable predictive services

Expected Outcomes

Benefit to Customer

- ✓ Proactive, predictive maintenance
- ✓ Mission critical uptime through secure always on monitoring
- ✓ Full visibility across installed base of global assets

Benefit to EnerSys

- ✓ Increased service attach and recurring revenue
- ✓ Enhanced replacement and upgrade visibility
- ✓ Foundation for fleet-level optimization and future energy aggregation capabilities

POWERING ALWAYS-ON OPERATIONS TODAY, UNLOCKING THE POTENTIAL ENERGY-AS-A-SERVICE AT SCALE TOMORROW

Electrification Enabler for the Modern Battlefield



Industry Need

Battlefield electrification is rapidly increasing demand for lithium batteries and power management solutions

U.S. requires domestic supply of lithium cells to strengthen national security

Unique Solution

New facility will

- Use domestic / allied-sourced critical minerals, materials, and components
- Produce cylindrical cells for A&D and specialty industrial markets

Why It Matters

- ✓ Creates strategic and secure supply chain of lithium cells in U.S.
- ✓ Allow for U.S. Defense application specific power solutions
- ✓ Deepens position as leading provider of batteries to U.S. Defense



ENABLING CRITICAL SYSTEMS AS FIELD PROVEN PARTNER FOR ENERGY SOLUTIONS

Key Takeaways



- **1** Executing **disciplined** and **customer-centric** approach to **innovation** to drive profitable growth
- **2** Leveraging **market** and **application expertise** to solve customer needs across end markets
- **3** Enabling **critical technologies** as a **trusted energy storage solution** and **service** provider

Network & Infrastructure Solutions (NIS)



Keith Fisher

President, NIS



NIS Key Messages

1

Driving **customer-centric, solution-led innovation** leveraging CoE and improved service delivery models

2

Continuing to **optimize fixed cost base** while extending life of portfolio offerings to critical end markets

3

Launching new, lithium-led data center solution to **capture additional wallet share**



Network & Infrastructure Solutions At-a-Glance

What We Do

Powering the connected world with trusted reserve and critical infrastructure solutions



FY 2026 Key Statistics¹

\$1.7B
Net Sales

\$150M
Adj. Op Earnings²

Customers

Communications
Largest global network operators

Data Center
Enterprise, Hyperscale, Edge & AI Data Center's
All large UPS OEMs

Industrial Power & Utilities
Local, Regional, and Global providers

Market Share

North America – leading market position
Global – growing core markets in EMEA, Asia, and Australia

¹ FY 2026, year end March 31, 2026. ² Non-GAAP financial measure. Please refer to appendix for reconciliation.
UPS – Uninterruptible Power Supply, OEM – Original Equipment Manufacturer

Supporting Customers Across Critical End Markets



Communications

750K

Broadband power supplies installed

40%

Approaching end of useful life

Data Centers

10M+

Batteries sold the last 5 years

~20%

Replaced annually

Significant acceleration of new build growth

Industrial Power and Utilities

2M+

Utility grade batteries sold the last 10 Years

~10%

Replaced annually

Select Solutions across Full Ecosystem

Power Systems



Batteries



Enclosures



Services Enabling End-to-End Offerings



Engineering



Installation



Preventative Maintenance



Project Management



Asset Provisioning



Monitoring Software

Network & Infrastructure Solutions Ecosystem



Market Drivers

- Reliability & Uptime
- Electrification & Load Growth
- Grid Instability
- Total Cost of Ownership Pressure



Create Common Needs

- Certainty that Loads Stay Energized
- Scalable Power Capacity
- Resilience Against Grid Disruption
- Predictable Lifecycle Cost

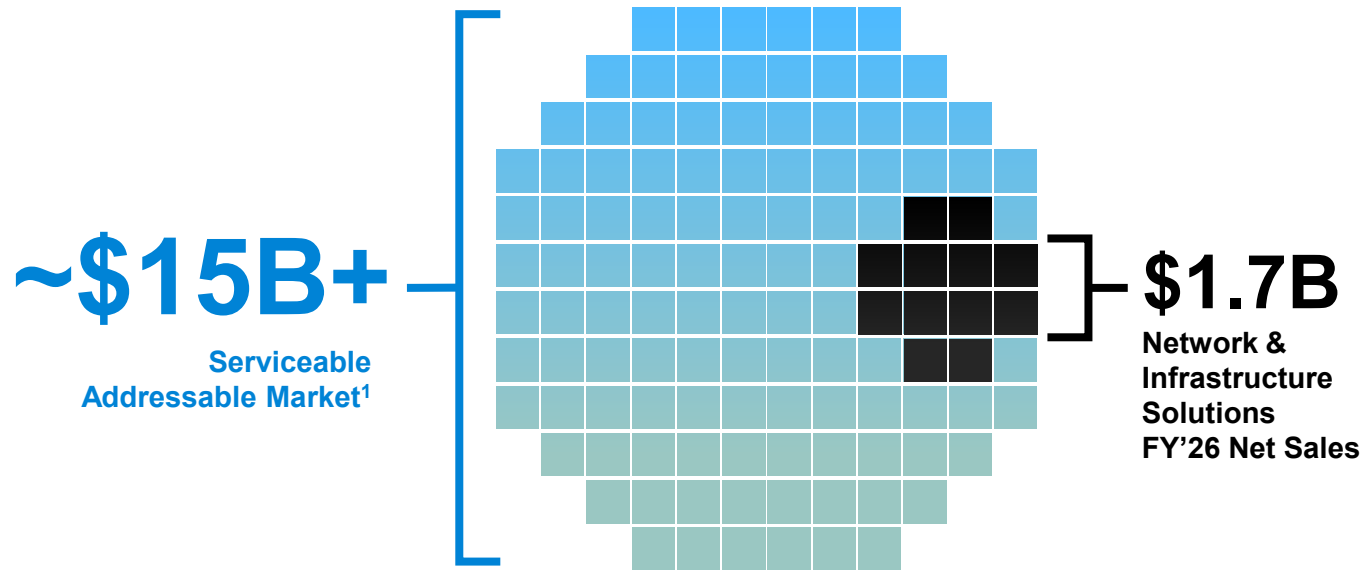
Communications

Data Centers

Industrial Power
and Utilities

OUR SOLUTION OFFERINGS ADDRESS COMMON NEEDS
ACROSS INTERCONNECTED ECOSYSTEM

Well-Positioned in a Growing Network & Infrastructure Solutions Market



Drivers

- AI buildout and network infrastructure upgrades
- Need for energy resilience & improved asset utilization
- Labor scarcity driving need for intelligence to support energy solutions
- Deferred system improvements on telecommunications infrastructure

AGING INFRASTRUCTURE AND INCREASING CONNECTIVITY DRIVING INVESTMENT

¹ SAM includes existing markets we serve; Source: Third-party research and Company estimates.

Why We Win in Network & Infrastructure Solutions



Reliable Integrated Solutions

- **Failure is not an option**; lifecycle consistency
- Modular, scalable core building blocks with inter-operability
- Energy Storage, Power Electronics, Software, and Services



Trusted Long-Term Partner

- **Trusted brands** with 40+ years industrial systems expertise
- Premium partner with high customer retention
- Reduce operational and execution risk



Deep Application Expertise

- **Regulatory**, interoperability, and testing and certification **expertise**
- Intelligence-enabled hardware & software
- Full stack code for integrated functionality & cybersecurity



Dependable and Responsive

- Standout service and reliability
- **Engaging beyond the contract**, enabling increased uptimes
- Faster innovation time to market enabled by CoE model



Global Scale, Local Expertise

- Global partners value our trusted channel network
- **Financial strength** to invest in new product development globally
- Multinational service / support

Executing EnerGize Strategic Framework to Further Drive Value Creation

OPTIMIZE
Our Core

INVIGORATE
Our Operating Model

ACCELERATE
Our Growth

Enabled by Centers of Excellence Model

- Targeted end markets
- Strategic global footprint
- TPPL and deep focus on installed base for services

- Bring new products to market faster with disciplined make versus buy approach
- Leverage internal IP and combine with strategic partners

- Expand lithium offerings to data centers and other key markets
- Utilizing Broadband success to deepen our Telecom position
- Deploy service capability across EnerSys portfolio

Case Study | Bringing New Products to Market Faster



Customer Need

Global telecom operator required U.S. energy solution provider to:

- Mitigate tariff impacts and improve supply chain resiliency
- Leverage North American supply chain and a U.S. cellular network
- Provide UL Lithium solution for energy optimization
- Reduce OpEx costs while increasing battery service life
- Extend 5G macro runtime with greater remote access

Unique Solution

Full system comprised of our core technologies:

- Power cabinet system manufactured, optimized, and scaled (3X output)
- Tailored pre-existing system to rapidly redesign, test, and meet new standards
- 48V Li battery with retrofit kit, remote monitoring, and installation
- Enhanced technology stack to support OpEx cost reduction
- Next gen power enclosure with larger capacity 2RU 48V lithium battery

Results

- ✓ Won ~3X greater wallet share
- ✓ Successful product approval with ramped production
- ✓ Complex UL9540 certification, field trial, software approval
- ✓ Released in Q2 FY'26, provides a more competitive solution with over 2X greater runtime and ability to deploy across customer network

UTILIZING COE MODEL AND SUPPLY PARTNERS TO SOLVE CUSTOMER NEEDS

Enabling Faster, More Reliable Communication Networks



Customer Need

Optimized power efficiency to offset technology driven increases in utility demand

A self configuring solution that can identify and resolve issues whilst minimizing technician dependency



XM Edge™ Cable Broadband Power Backup

Unique Solution

Premier provider of broadband edge solutions

EnerSys developed XM Edge™ power supply

- Higher efficiency system with increased intelligence
- Modular design with wide range operating capability reducing system complexity

Why It Matters

XM Edge™ power supply reduces TCO by:

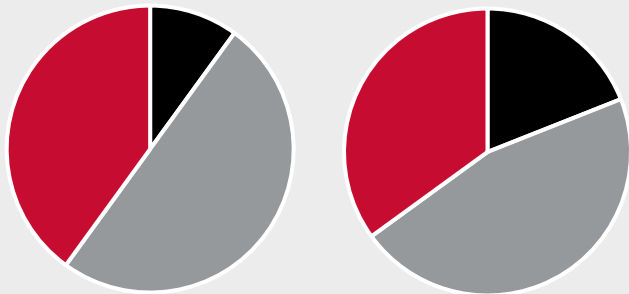
- ✓ Increased network powering efficiency up to 15%
- ✓ Integrated intelligence to reduce truck rolls and technician time on site
- ✓ Providing customer's grid and network insights to enhance resilience and create new revenue opportunities

SUPPORTING CRITICAL NETWORKS WITH NEXT GENERATION OF INTELLIGENCE AND EFFICIENCY

Unlocking Increased Company-Wide Service Opportunity



FY'26 Net Sales



- Service Contracts
- Retrofits, Upgrades
- Projects
- Top Customer
- "Next 9"
- All Others

Focus

- Diversify Broadband & Telecommunications customer base
- Launch structured, validated Data Center and BESS service offerings

Strong Foundation Today

- **Global Service Delivery Network** supported by 750 EnerSys service professionals and an expanding subcontractor network
- Support >43 GW of critical power infrastructure worldwide creating an **Installed Base Advantage**
- Extensive **Connected Digital Infrastructure** with EnVision™ Continuity monitoring 500,000+ sites
- **Proven Li-ion Leadership** with 5,000 contracted installations, >50% deployed
- Leading **Customer Access Network** and trusted **Service Execution Expertise** with established relationships across direct & partner ecosystems

Where We Are Going

- **Customer Success** led execution model with low friction in our delivery model
- Segmented, SLA-driven **Outcome-Based Services** for targeted customers driven by uptime
- **Software-Enabled & Predictive Services** that leverage analytics & AI-driven insights
- **Optimized Channel Network** adding scale through ENS-certified partners
- **Installed Base Monetization** through targeted retrofits, modifications & upgrades
- **Solution-led, end-to-end commercial model**



DELIVER FULLY-INTEGRATED SERVICE SOLUTIONS ACROSS ALL ENERSYS MARKETS

Accelerating Growth | Lithium Data Center Offering



Data Center Type	Primary Need	Lead data safe	data safe NOiR
Edge	Run-Time	✓	✓✓
Enterprise	Energy Density	✓✓	✓✓
Hyperscale	Power Scaling	✓✓	✓✓
Ai Inference	Uptime	✓	✓✓
Ai Training	Power Density	✓	✓✓

Key Differentiator



- 60% space reduction vs competition & 80%+ reduction vs VRLA / TPPL
- 2x energy per sq.ft. vs traditional

Customer Benefits

Ultra high-density solution with *premium service and support:*

- ✓ Scalable architectures from 100kW to 1+ MW
- ✓ System level engineering and safety qualifications
- ✓ Comprehensive Protection (Cell → Pack → System)
- ✓ Active balancing and thermal management

DATASAFE NOiR™ ENERGY STORAGE SYSTEM PROVIDES BETTER CONTROL OVER YOUR POWER SUPPLY

Key Takeaways



- **1** Driving **customer-centric, solution-led innovation** leveraging CoE and improved service delivery models
- **2** Continuing to **optimize fixed cost base** while extending life of portfolio offerings to critical end markets
- **3** Launching new, lithium-led data center solution to **capture additional wallet share**

Industrial Mobility Solutions (IMS)



Chad Uplinger

President, IMS



IMS Key Messages

1

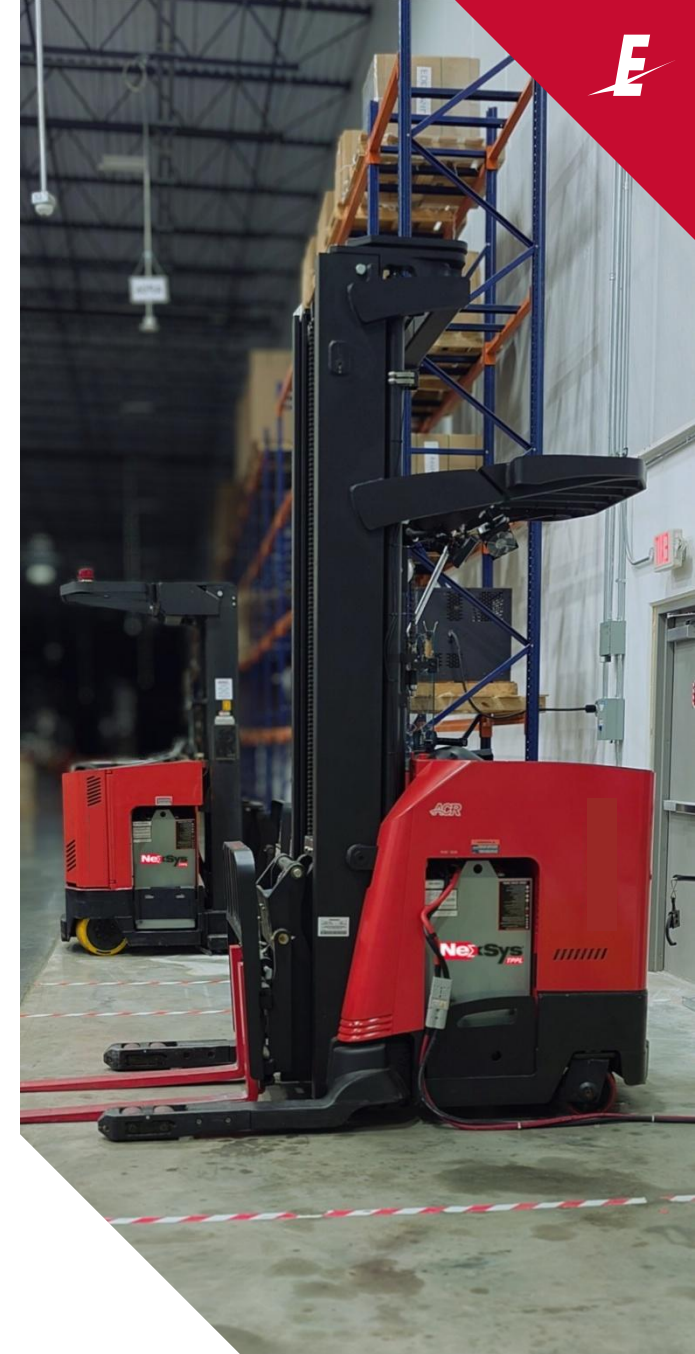
Advancing **next generation solutions** to capture **significant** maintenance-free **conversion opportunity**

2

Leveraging new **organizational alignment** to cross-sell and capture **greater go-to-market opportunities**

3

Providing **energy management solutions** for customers through **Fortix™ Battery Energy Storage System**



Industrial Mobility Solutions at a Glance

What We Do

Powering industrial vehicles and equipment that keep essential goods and industries moving around the world



FY 2026 Key Statistics¹

\$1.7B
Net Sales

\$175M
Adj. Op Earnings²

Customers

Logistics & Warehousing

Lift truck OEMs / Dealers
Large end-user fleets
Battery distributors

Transportation

OEMs / Aftermarket
Fleet leasers
Large and individual fleets

Market Share

#1 position in North America and top provider in EMEA for material handling
Growing position in **Class-8 trucking**

¹ FY 2026, year end March 31, 2026. ² Non-GAAP financial measure. Please refer to appendix for reconciliation.

IMS Creates Greater Focus and Alignment across End Markets

Industrial Mobility Solutions

- ✓ Enhanced Go-to-Market Approach
- ✓ Organizational Synergies
- ✓ Supporting Common Customers



Warehousing & Logistics

Transportation

WELL POSITIONED TO CAPTURE ADDITIONAL WALLET SHARE

IMS Portfolio Supporting Customers in Critical End Markets



Warehousing & Logistics



700K+

Global charge points installed

1.9M+

Forklifts powered globally

345K+

Batteries monitored across customer sites

Batteries



Charging



Software & Services



Transportation



900K+

Trucks powered globally

4K+

Monthly Active Users of Odyssey® Connect app

500K+

ACE Chip installed base

Batteries

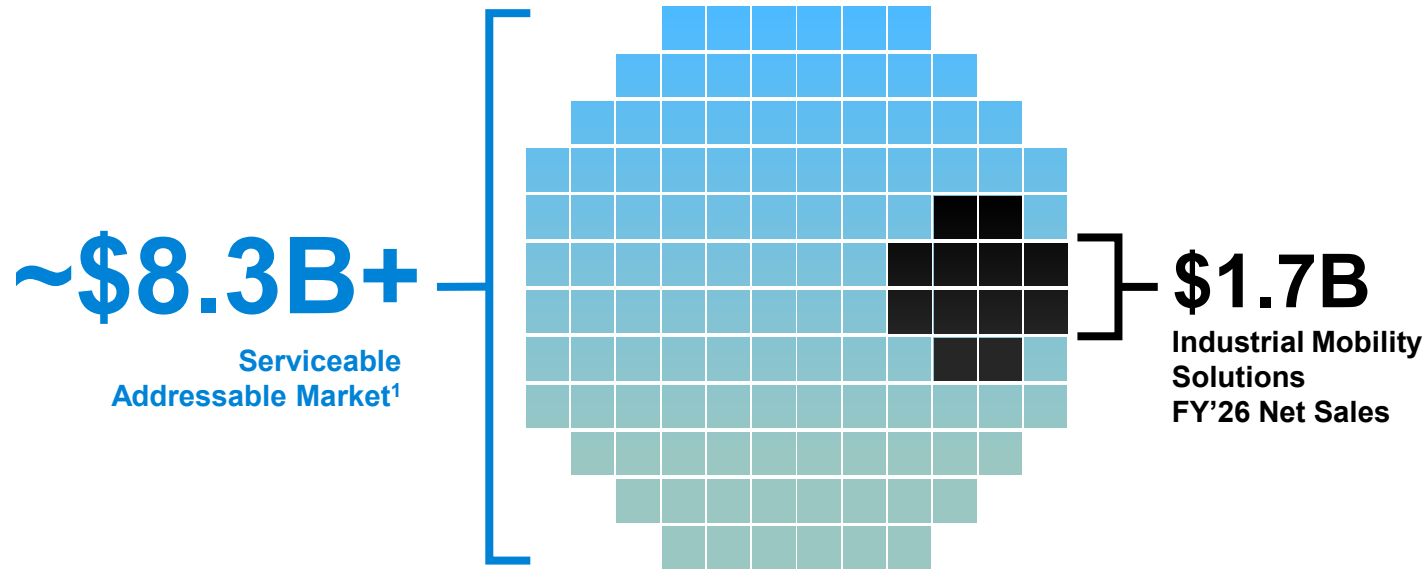


Software & Services



GLOBAL REACH ACROSS 92+ COUNTRIES WITH LOCALIZED IMPACT FOR OUR CUSTOMERS

Well-Positioned in a Growing Industrial Mobility Solutions Market



Drivers

- Decarbonization & Sustainability Compliance
- Automation & Electrification
- Improved Environmental Health & Safety
- Lower Total Cost of Ownership vs ICE
- Growth of Lithium-ion & Advanced Battery Technologies
- Labor Shortages Driving Maintenance-Free Energy Solutions
- Maximizing Uptime and Operational Efficiency
- Reliance on batteries for increased electrical systems in over-the-road trucks

POWERFUL TAILWINDS ARE EXPANDING THE MARKET FOR INTEGRATED ENERGY MANAGEMENT SOLUTIONS

¹ SAM includes existing markets we serve; Source: Third-party research and Company estimates. ICE – Internal Combustion Engine

Why We Win in Industrial Mobility Solutions



Recognized Leader in Forklift Electric Power Systems

- **3 battery chemistries**
 - Flooded lead-acid
 - TPPL
 - Lithium-ion
- Charging products
 - Unique integrated closed loop systems
 - Standard chargers
 - Fast/Opportunity chargers
 - Wireless chargers
 - Outdoor chargers



Customer-Centric Solutions for a Broad Set of Industries

- **Warehousing and Logistics**
 - Warehousing & Distribution
 - E-commerce & Retail
 - Cold storage
 - Manufacturing
- **Transportation**
 - Class 8 Trucking
 - Marine
 - Commercial and government fleets



Decades of Expertise Delivering Critical Energy Solutions

- Solve energy challenges
- **Assess, advise, and deliver complete operations solutions**
- Save customers valuable time at lower TCO
- **Leverage proprietary EnSite™ modelling software**
- **Odyssey® Connect & FleetPower Program**



Industry-leading Team and Product Offerings

- **Strong sales channel and dealer network**
- Recognized global service organization
- **Data-driven product predictability, sustainability, and reliability**

Executing EnerGize Strategic Framework to Further Drive Value Creation



OPTIMIZE
Our Core

INVIGORATE
Our Operating Model

ACCELERATE
Our Growth

Enabled by Centers of Excellence Model

- Advancing next generation of TPPL and Lithium solutions
- Capture significant maintenance-free conversion opportunity

- Leverage organizational synergies
- Enhance go-to-market strategy across transportation

- Utilize software and data to lower customers' total cost of ownership
- Extend BESS offering to industrials and manage their entire energy ecosystem

Drive Product Mix Shift With Next-Generation Offerings

Next Generation TPPL Solutions



- Expanded TPPL capacity by ~15-40% per model vs prior generation
- Provides much broader global portfolio for truck models
- Odyssey® Evolution battery: increased cycle life to industry leading 2,000 cycles

Next Generation Lithium Platform



- Changed chemistries to lower cost entry point much more suited to customer requirements
- Refreshed power electronic components
- Design optimized for manufacturability, increasing scalability and serviceability

Synova™ Charger



- Exceptional efficiency and charging performance
- Two-way data and energy flow capabilities
- Cloud-based data reporting enabled

Expected Outcomes

Further **capture conversion** from flooded lead acid to **maintenance-free**

Capture **replacement opportunities**

Enhancing **full-service battery and charger solutions**

Case Study | Data-Driven Energy Optimization for Warehouse Distribution Centers

Background

Large grocery retailer operating 24/7 distribution center required upgrades to forklift fleet to maintain high throughput

Existing fleet relied on lead-acid batteries requiring frequent watering, cleaning, and maintenance

Needed solution that balanced cost, performance, and flexibility across different forklift use cases

Unique Solution

Conducted a data-driven power study using real operational data and EnSite™ simulation software

- Determined a blended, application-specific battery strategy
- Lithium-ion (NexSys® iON Battery): for high-demand equipment (reach trucks, counterbalance forklifts)
- TPPL batteries (NexSys® TPPL Battery): for lower-duty equipment (rider pallet jacks)



Results

- ✓ ~40% reduction in total battery and operating costs
- ✓ Improved uptime and equipment availability
- ✓ Maintained or improved operational efficiency in 24/7 environment

CREATED A SCALABLE, REPEATABLE MODEL FOR OTHER DISTRIBUTION CENTERS



Leveraging New Organizational Alignment to Enhance Go-to-Market Strategy across Transportation

— Accomplishments to Date

Consolidated marketing and commercial operations teams

Identified key accounts with cross-sell opportunities in existing warehousing and logistics customers

— Select Synergy Example

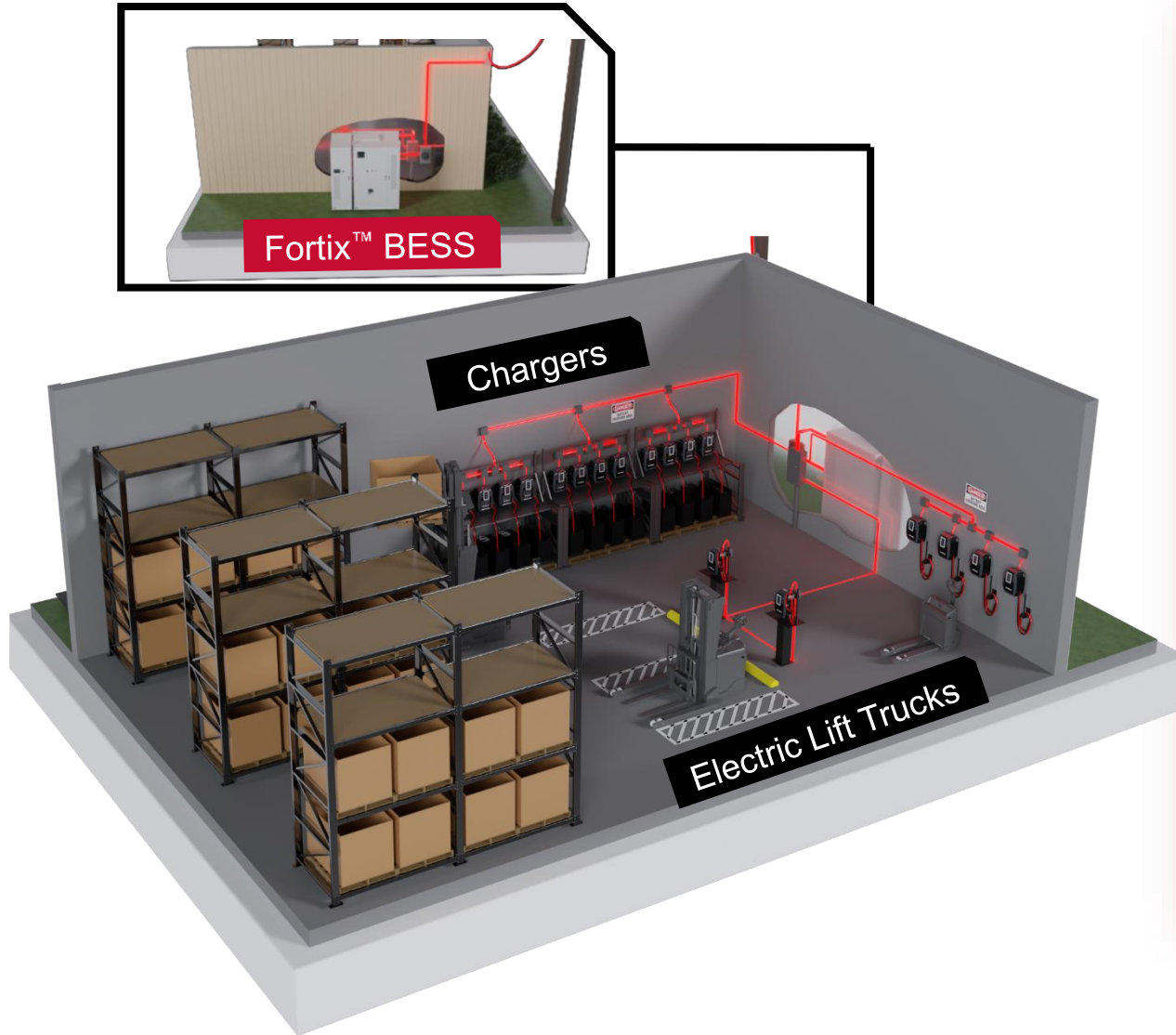
Leveraging EnSite™ Modeling Software and Odyssey® Connect App to Create ODYSSEY™ FleetPower Program

Battery-Level Data	Data Collection	Fleet Power Study
Embedded chip connectivity captures real-world voltage and temperature	30-day field data captured through Odyssey® Connect mobile app	Data aggregated and standardized into performance KPIs with EnSite™ modeling tool
Results		

- ✓ Fast, sales-ready view of real-world performance
- ✓ Enables quick field evaluations and value-based conversations
- ✓ Enhances transportation go-to-market approach

WELL-POSITIONED TO CAPTURE CROSS-SELL OPPORTUNITY

Fortix™ BESS | Unique Solution Integrated into Existing EnerSys Installed Base



Operational Benefits

- ✓ **Peak Shaving & Bill Reduction:** Cuts demand charges by 20–40%, which represents 30-50% of customers' electricity bill.
- ✓ **Eliminates Costly Infrastructure Upgrades:** Supports fleet electrification without expensive or disruptive power system changes.
- ✓ **Accelerates Lithium-Ion Adoption:** Enables use of lithium-ion batteries in power-limited facilities, avoiding multi-year transformer delays.
- ✓ **Enhances Uptime and Resilience:** Maintains stable power supply during peak demand and energy shortages, ensuring operational continuity.

Fortix™ BESS | Unlocking a Significant Market Opportunity



Significant Opportunity

~725K

Total U.S. Industrial
Warehouses & Distribution
Centers*

80-105K

Prime-Opportunity
U.S. Warehouses &
Distribution Centers

Where EnerSys holds the
strongest competitive advantage

Early Traction

5 Active Customer Pilots

15+ Pipeline Discussions

475+ Target Locations Identified



Why We Will Win

- ✓ Deep installed base across target customer segments
- ✓ Established 24V–80V infrastructure and charging ecosystem already in place
- ✓ Trusted relationships with fleet operators and distribution partners
- ✓ Single-source power ecosystem for seamless installation and support
- ✓ Decades of proven expertise in high-cycle, high-reliability energy applications

**ENERGY MANAGEMENT SOLUTION DRIVES INCREASED CUSTOMER VALUE
AND EXPANDS WALLET SHARE**

Key Takeaways



- **1** Advancing **next generation solutions** to capture **significant** maintenance-free **conversion opportunity**
- **2** Leveraging new **organizational alignment** to cross-sell and capture **greater go-to-market opportunities**
- **3** Providing **energy management solutions** for customers through **Fortix™ Battery Energy Storage System**

Break



EnerSys[®]



Precision Power Solutions (PPS)



John Benetti

Vice President, PPS



PPS Key Messages

1

Positioning portfolio to further support **electrification of battlefield** applications

2

Providing **turnkey solutions, in region, for region** with multi-chemistry expertise

3

Extending portfolio capabilities to capture adjacent market **growth opportunities**



Precision Power Solutions At-a-Glance



What We Do

Powering advanced, reliable, high-performance solutions for defense, aerospace, and specialized applications



FY 2026 Key Statistics¹

\$358M

Net Sales

\$63M

Adj. Op Earnings²

20%

Net Sales CAGR
(FY23 – FY26)

Customers across End Markets

**Manned
Platforms**

U.S. Defense

**Advanced Lithium
Systems**

Defense Prime
Contractors

**Soldier Power and
Autonomous Systems**

Allied Ministries
of Defense

Market Share

Largest Primary Reserve Battery Provider
Supporting every platform of U.S. missile defense
Largest supplier of portable rechargeable batteries
Largest provider of vehicle batteries

¹ FY 2026, year end March 31, 2026. ² Non-GAAP financial measure. Please refer to appendix for reconciliation.
Artemis II Launch, Image Credit: NASA/Aubrey Gemignani

Clear Focus in Broad A&D Market



Background

- Hybrid power has shifted to the front end of battlefield
- Clear need for trusted partner with size and scale to provide mission-critical energy solutions and support increasing power demand

End Market	Focus Areas	How We Do it
1 Manned Platforms (Land, Sea, & Air Vehicles)	Traditional military platforms and vehicle-based power systems	Industrial-scale battery systems with deep platform integration across chemistry types
2 Advanced Lithium Systems	Program based solutions <ul style="list-style-type: none">• Specialized missile defense• Counter-drone• Space missions	Custom-engineered solutions (thermal, liquid reserve, and space-grade systems) Proprietary chemistry optimized for <ul style="list-style-type: none">• Performance• Precision• Design
3 Soldier Power and Autonomous Systems	Portable power solutions <ul style="list-style-type: none">• Drones• Robotics• Distributed autonomous battlefield operations (including wearables & UAVs)	Scalable, semi-standardized systems integrating batteries, electronics, and software to enable full energy ecosystem



Precision Power Solutions Portfolio Supporting Customers across Critical End Markets

Manned Platforms
(Land, Sea, & Air Vehicles)

Advanced Lithium Systems

Soldier Power and Autonomous Systems

Select Solutions



Hawker® Batteries



ABSL™ Space Batteries



Thermal Cells



Muniton Shell



Liquid Reserve



Hyper Portable Power System



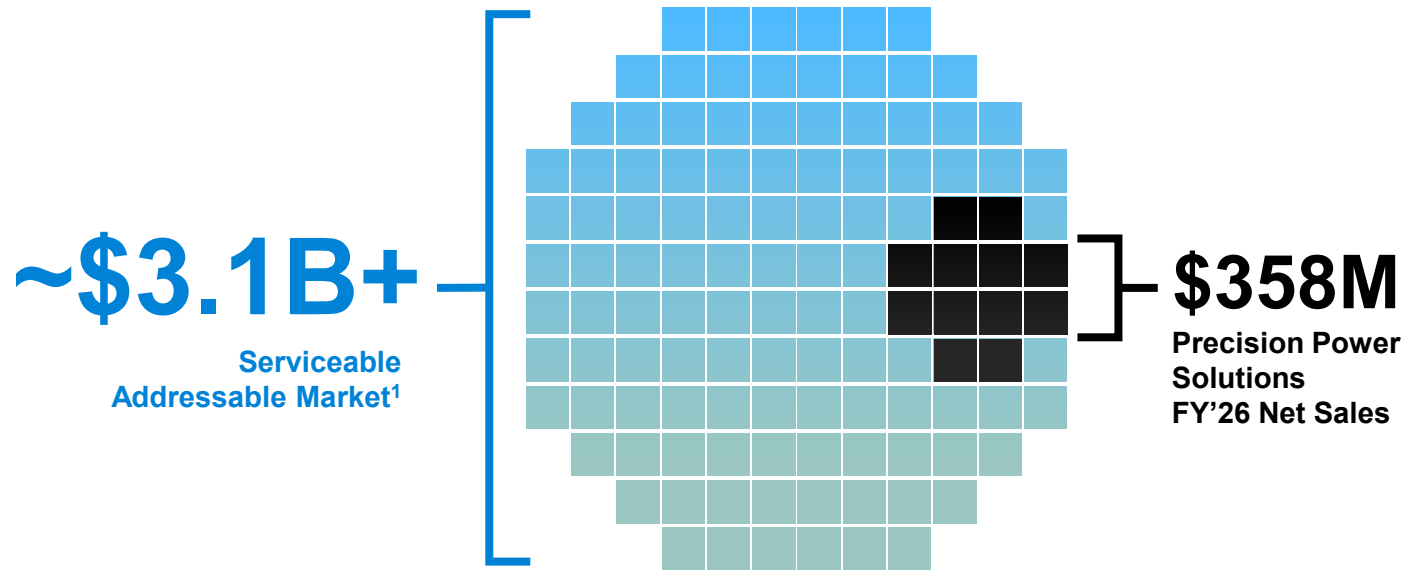
ABC Charger



Military Batteries

SERVING PRIMES AND BOTH U.S. AND ALLIED DEFENSE ORGANIZATIONS GLOBALLY

Well-Positioned in Growing Aerospace and Defense Markets



Drivers

- Increasing in global military spend
 - Missile defense
 - Counter-drone
 - Drones
- Drive towards electrification
 - Operational power
 - Increasing power demand (e.g., next gen command and control systems, compute at the edge, force protection, directed energy weapons)

CRITICAL NEED FOR TRUSTED U.S. BASED ENERGY SOLUTIONS PROVIDER

¹ SAM includes existing markets we serve; Source: Third-party research and Company estimates.

Why We Win in Precision Power Solutions



Recognized Battery Technology Leader

- 11B+ cell hours of space operation without failure
- **50+ years delivering** cell and battery solutions across industry
- Leading hybrid power energy management for edge battlefield networks



Customer-focused Solutions Provider

- Design and development from cells to batteries and charging solutions
- Agile development capabilities enable rapid response to evolving customer requirements
- **Consistent execution supports repeat awards** and strong customer loyalty



Proven Ability to Scale

- Largest Supplier of Batteries to U.S. Defense
- **Only U.S. battery company** combining Commercial / Defense production at scale
- 4M Hawker Armasafe™ 6T vehicle batteries fielded



Proven Co-development Partner of Choice

- **Co-innovating** mission-critical multi-chemistry solutions
- Actively participating in **75+ development programs**
- Enabled by funding from federal awards, Prime awards, subawards, and grants

Executing EnerGize Strategic Framework to Further Drive Value Creation



OPTIMIZE
Our Core

INVIGORATE
Our Operating Model

ACCELERATE
Our Growth

Enabled by Centers of Excellence Model

- Ramp-up Thermal and Liquid Reserve capacity (missile defense and counter drone)
- Adding A&D-specific li-ion capability at Arras, France facility to service growing EMEA demand

- Drive differentiation in operational power systems with Rebel
- Utilize additional capabilities in custom-engineered solutions for missile defense, counter-drone, and space applications

- Capture opportunities across drones and Unmanned Aerial Vehicle (UAV)
- Lithium plant in Greenville, SC adds capacity for rapidly growing demand

Ramp-up Liquid Reserve and Thermal Offerings to Capture Missile Defense & Counter Drone Opportunities

Background

- Liquid Reserve and Thermal batteries are primary cells
 - Liquid Reserve: counter-drone
 - Thermal: missile defense
- Require long shelf life of over 20+ years
- Must be produced in the U.S.



Liquid Reserve



Strong Progress

- Healthy backlog with purchase agreements in place
- Customer, U.S. Defense, and EnerSys funding to add capacity
- Expanding Liquid Reserve facility in Horsham, PA and Thermal facility in Tampa, FL with customer funded equipment

Opportunity

- Expansion of volume and production capabilities



PROVEN PARTNER FULFILLING CUSTOMER DRIVEN NEED FOR DOMESTIC PRODUCTION

Case Study | Capturing Operational Power System Opportunity with Rebel Acquisition

Customer Need

The Army needs resilient, distributed, low-signature power solutions

- Power demand at the tactical edge is rapidly increasing
- Today's battlefield depends on generators for nearly every mission
- Fuel resupply operations create vulnerable logistics tails
- Acoustic and thermal signatures increase detection risk

Unique Solution

Rebel™ Hyper hybridized power solution

- Intelligent and portable distribution of power on the battlefield
- Modular and Scalable Family of Systems



Results

- ✓ 6 development contracts to date; currently being evaluated on mounted and dismounted solutions
- ✓ Demonstrated up to 50% reduction in fuel consumption and 70% reduction in engine runtime hours
- ✓ Safety and security for soldiers transporting fuel supply to the frontlines

POSITIONED TO BE THE LEADER IN OPERATIONAL POWER

Well-Positioned to Capture Opportunities in Drones



Near-Term



Smaller handheld drones requiring individual battery packs

- Currently developing cells
- Delivered prototypes to the U.S. Army

Bren-Tronics® ABC Charger

- Won award to develop drone battery charging adapter



Medium-Term



Larger fixed wing drones requiring multiple battery packs

- Designing prototype builds for key customers
- To be produced at lithium cell manufacturing facility in Greenville, SC

Why We Will Win

- ✓ Proven leadership and trusted partner of FEOC compliant lithium cell technologies
- ✓ Clear support from top customers
- ✓ End-to-end solutions offering with Bren-Tronics and Rebel
- ✓ Significant opportunity to scale with lithium facility

VERTICALLY INTEGRATED SOLUTIONS FOR DRONES

Key Takeaways



- **1** Positioning portfolio to further support **electrification of battlefield applications**
- **2** Providing **turnkey solutions, in region, for region** with multi-chemistry expertise
- **3** **Extending portfolio capabilities** to capture **adjacent** market **growth opportunities**

Driving Financial Focus and Discipline



Andi Funk

Executive Vice President and CFO



Key Messages

1

Executing EnerGize strategic framework to be faster, more agile, and more customer focused to **drive accelerated growth**

2

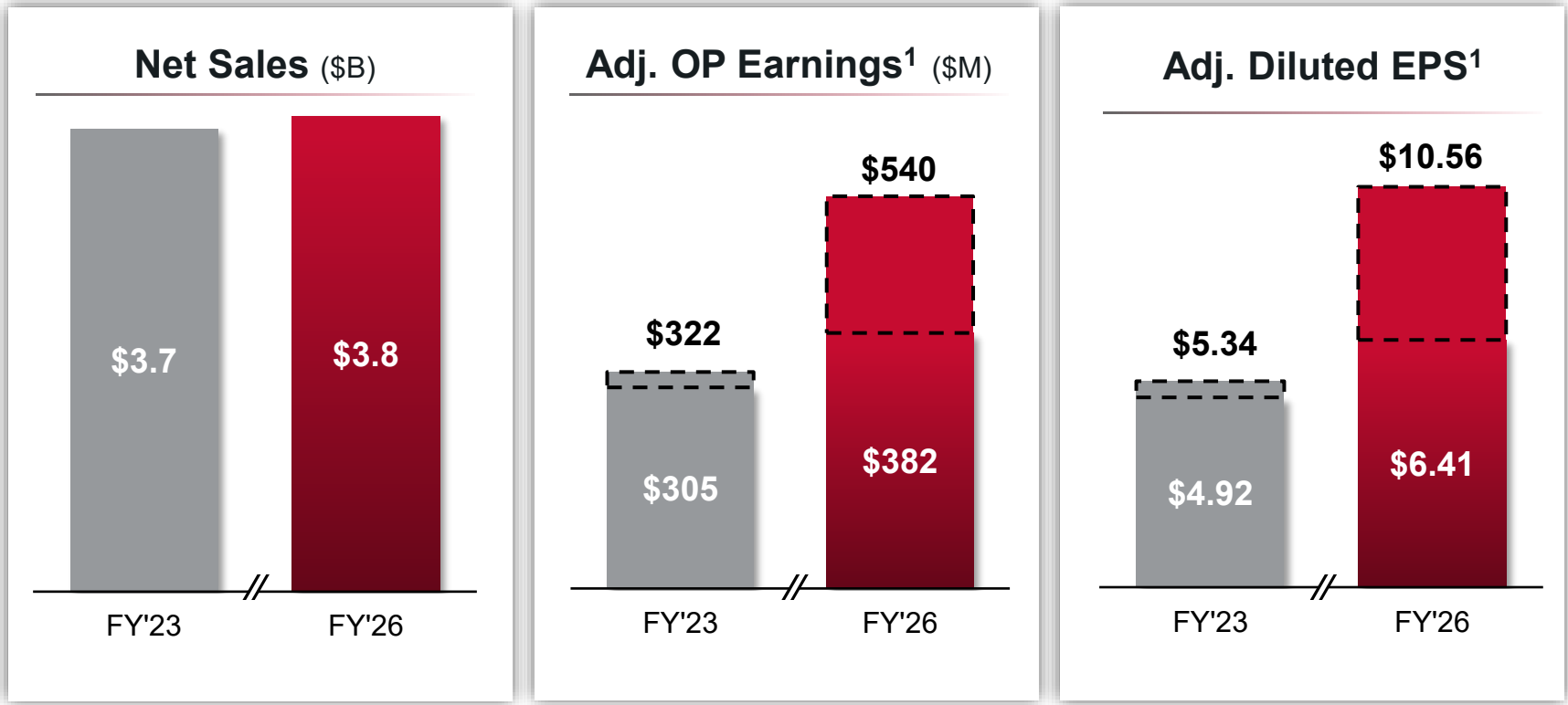
Increasing efficiency with positive operating leverage to further **capture margin expansion opportunities**

3

Leveraging strong FCF generation to fuel disciplined approach to capital allocation and **enhance shareholder value**



Financial Performance



FY'23 Base
 FY'23 45X
 FY'26 Base
 FY'26 45X

Key Drivers

- Reduced OpEx and CoGS through Strategic Organizational Realignment
- Price/mix benefits, including benefits from Bren-Tronics acquisition
- Manufacturing consolidation & footprint optimization
- Additional benefits from 45X
- Benefit of expanded share buyback program

ORGANIZATIONAL FOCUS AND DISCIPLINE LEADING TO IMPROVED PROFITABILITY

¹ Non-GAAP measure. Please refer to appendix for reconciliation. Includes IRC 45X tax credit recorded in Cost of Sales (COS): \$17M in FY'23 and \$159M in FY'26.

Recent Accomplishments and Ongoing Opportunities

Product & Footprint Improvement

- ✓ Successful Bren-Tronics and Rebel acquisitions create significant opportunities ahead
- ✓ Announced two plant closures resulting in annual pre-tax benefit of ~\$19M from Monterrey closure in FY'27 and additional ~\$20M from Tijuana closure in FY'28

Operating Discipline

- ✓ Launched EnerGize strategic framework
- ✓ Executing with increased financial rigor and discipline including actions that took out \$80M of annualized cost in FY'26

Growth & Shareholder Value Creation

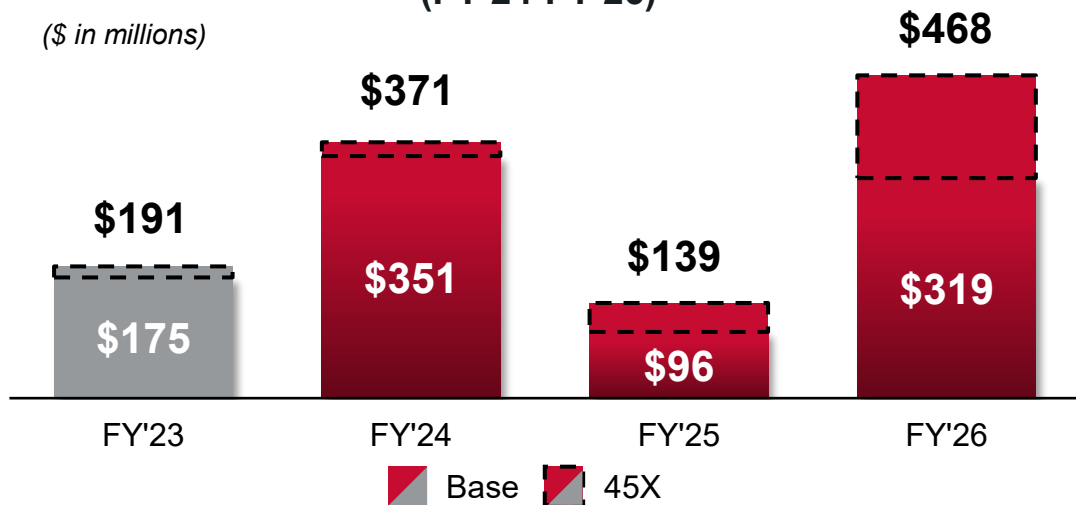
- ✓ Delivered 150% TSR over past ~3 years¹ on strong performance enhanced by buying back \$620M in shares and increasing dividends ~50%
- ✓ Announced \$1B share buyback, ~\$875M outstanding²

¹ April 1, 2023 - May 20, 2026. ² As of May 20, 2026; include the 2025 stock repurchase authorization as well as estimated anti-dilution repurchases.

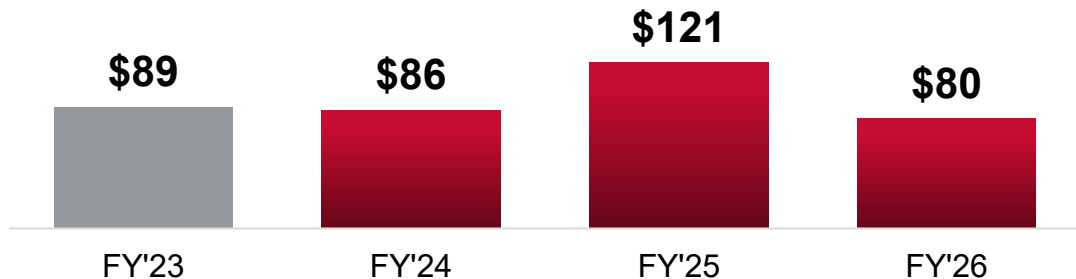
Resilient and Significant Free Cash Flow Generation Enables Future Growth Investments

~\$1.0B Cumulative FCF¹ Generation
 112% Average FCF¹ Conversion
 (FY'24-FY'26)

(\$ in millions)



Annual Capital Expenditures



Continued FCF¹ Generation

- Expect normalized capital expenditures to be \$70M - \$80M annually, excluding the lithium plant buildout
- Enhanced working capital efficiencies expected to increase cash flow from operations going forward

¹ Free Cash Flow is a non-GAAP measure. Please refer to appendix for reconciliations.

Strong and Flexible Balance Sheet

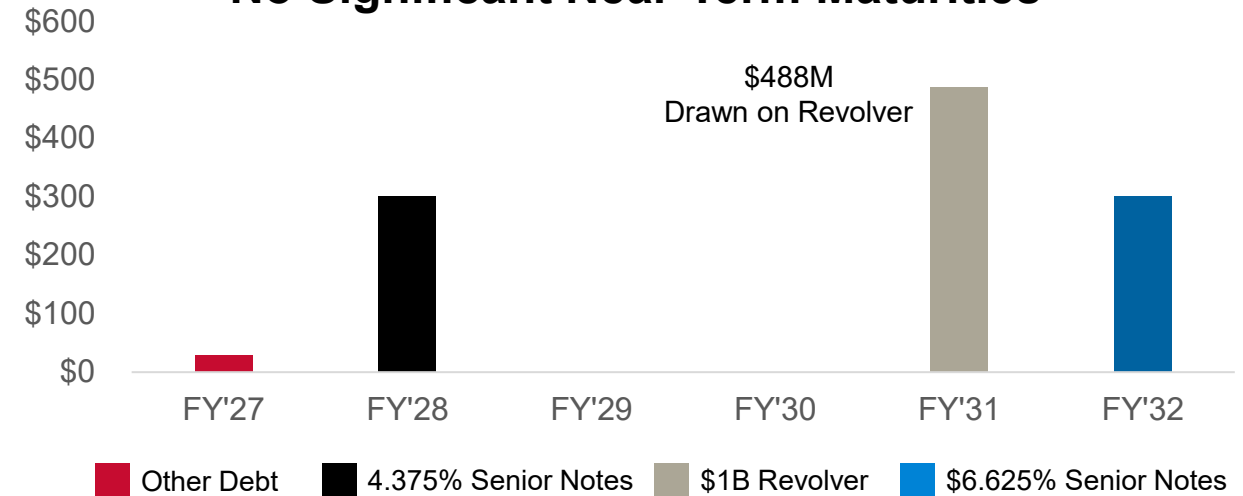


Selected Balance Sheet Metrics¹

(\$M)	FY'26
Cash and Cash Equivalents	\$439
Net Debt ²	\$684
Net Leverage Ratio ²	1.1x
Primary Operating Capital ³	\$877

Debt Maturity (\$M)

No Significant Near-Term Maturities



**Long-Term Net Leverage
Ratio Target of 2-3x**

**Favorable credit ratings
(S&P BB+ / Moodys Ba2)**

MAINTAIN FLEXIBILITY AND MANAGE LIQUIDITY TO OPTIMIZE RETURNS

¹ Balances as of period ending March 31, 2026. ² 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). ³ Primary Operating Capital (POC) is a key performance indicator. Please refer to appendix for reconciliations.

Improved Approach to Capital Allocation to Drive Greater Accountability & Higher ROIC

3-Year Historical Use of Cash

✓ \$287M on capex
✓ Returned \$111M to shareholders through ~50% dividend growth since 2023
✓ ~\$220M for Bren-Tronics and Rebel acquisitions
✓ 1.1x Net Leverage Ratio ¹
✓ Bought back ~15% shares outstanding with \$620M of share repurchases

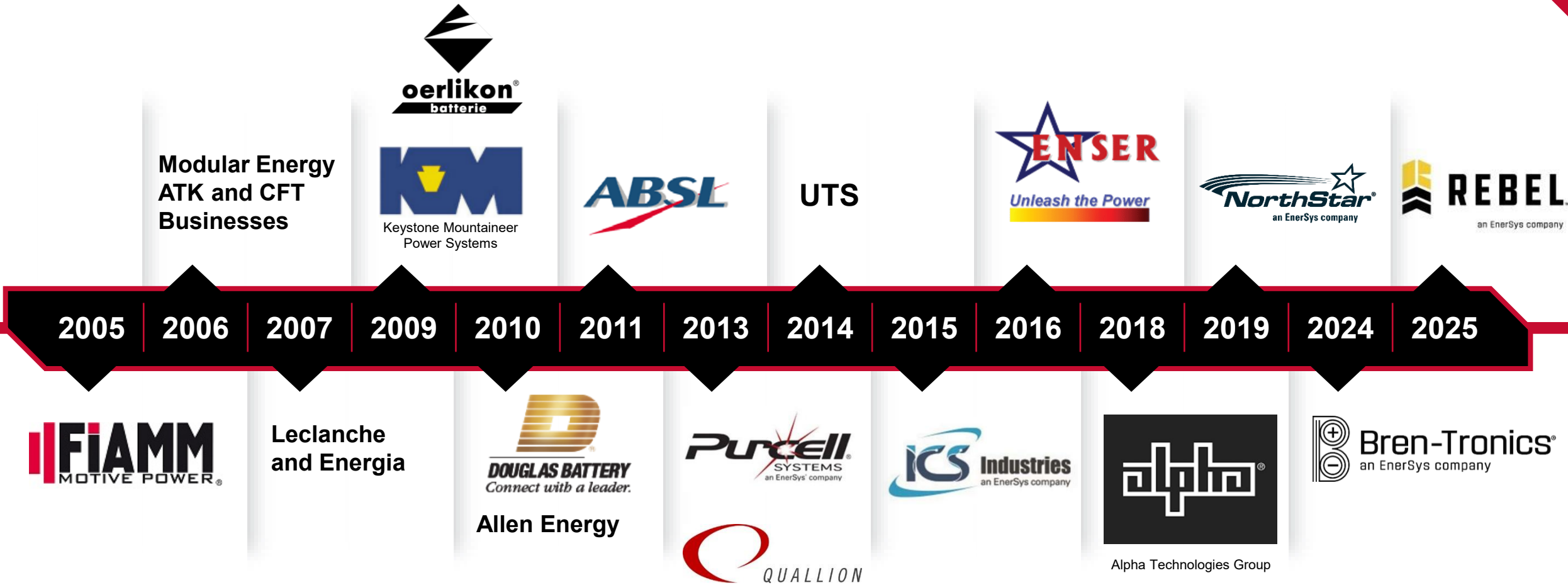
Go Forward Priorities

1 Invest in Organic Growth <ul style="list-style-type: none"> Planned lithium-Ion battery facility materially increases capacity, investment spread across 2-3 years Enhanced financial rigor with greater focus on right to win
2 Dividend that Grows with Earnings <ul style="list-style-type: none"> Earnings excluding 45X benefits
3 Strategic M&A <ul style="list-style-type: none"> Selective M&A for strategic business growth Target 1 or 2 acquisitions per year if opportunities satisfy strategic and financial filters
4 Maintain Balance Sheet Strength & Flexibility <ul style="list-style-type: none"> Target 2 – 3x long-term net leverage range Provide cushion for volatility and 45X timing
5 Share Repurchases <ul style="list-style-type: none"> Committed to returning capital to shareholders \$1B current authorization, ~\$875M outstanding²

¹ Non-GAAP financial measure. Please refer to appendix for reconciliation; Net leverage = Net Debt / Adj EBITDA (per credit agreement).

² As of May 20, 2026; includes the 2025 stock repurchase authorization as well as estimated anti-dilution repurchases.

Proven History of Acquisitions



M&A SERVES AS KEY PART OF STRATEGY WITH OPPORTUNITY TO EXPAND VALUE TO CUSTOMERS

Recent M&A Highlights Disciplined Approach to Capital Allocation



Closed: 2024 for \$208M

		Closed: 2024 for \$208M	
Strategic Priorities	Aligns with Growth Priorities	✓	Expands presence in critical defense applications
	Accelerates Technical Evolution in Our Markets	✓	
	Adds Differentiating Technology for Portfolio Transformation	✓	Expands lithium product capabilities
	Increases Energy Solutions Capabilities and/or Reach	✓	
	Increases Customer Intimacy	✓	Deepens relationship with US military
	Deepens Services or Software Capabilities		
	Drives Share of Wallet within Customer Base	✓	Overlap with key customers
Financial Filters	Cost and/or Revenue Synergies	✓	> \$100M of Revenue and bolsters geographic reach in Rest of World
	Higher than GDP Growth / Earnings	✓	15%+ CAGR in 3 years prior to acquisition
	Accretive Margins	✓	> \$25M of EBITDA
	ROIC > WACC	✓	~ 20% IRR

Highlights

Expanded presence in critical defense applications

Where We Are Today | Policy



Net Positive Assumptions

45X Tax Credits

- Generated \$497M of credits FY'23-FY'26, which resulted in \$231M of cash flow benefits
- Expected annual value to EnerSys:
 - 2023-2029 (yrs 1–7): ~\$140–\$190M p.a.
 - 2030-2032 (yrs 8–10)¹: ~\$40–\$120M p.a.

Favorable Tax Environment

- Current administration policies enabling avoidance of previously planned rate increases

Tariffs

- Successfully offset full impact in FY'26 through proven playbook

Actions Taken

- ✓ Prioritizing in U.S. domestic energy production
 - Closed Monterrey and Tijuana plants to further optimize business, transferring production into U.S. plants
 - U.S. battery production planned at 50% compared to 40% in FY'23 upon completion of closures
 - Announced plan to build a lithium-ion cell gigafactory in the U.S. dedicated to EnerSys products
- ✓ Established Tariff Task Force and structural buffers in place from longstanding practices:
 - Producing in region for region
 - Onshoring from China
 - Dual sourcing
 - Footprint rationalization

¹ Based on phase out of 75%, 50%, and 25% for years 8-10, respectively.

Lithium Cell Manufacturing Facility Key to Accelerating Growth Over the Long-Term

Capital Outlay

- 9-12 months until any material capex spending following grant approval
- Awarded state and local grants for Greenville, SC facility
- Completion anticipated within 2-3 years of grant approval
- Ability to fund through existing cash flow and debt capacity



Why It Matters

- ✓ Consistent with EnerGize strategy
- ✓ Revenue ramp following investment period
- ✓ Demand driven need for FEOC-compliant, U.S. made battery cells and U.S. battery management systems

INCREMENTAL OPPORTUNITY TO DRIVE GROWTH AND MARGIN ACCRETION

EnerGize Creates Clear Path for Profitable Growth



Market Growth¹ and Drivers

EnerGize Initiatives to Drive Incremental Target Growth

— NIS (~4-6% market growth)

Markets Served:

- **Communications**
- **Data Centers**
- **Industrial Power & Utilities**

- AI buildout and network infrastructure upgrades
- Labor scarcity driving need for intelligence to support energy solutions



- Expanding wallet share in data centers with DataSafe Noir™ energy storage system
- Leverage leading positions to grow in current end-markets (broadband and telecom)
- Expand services offerings
- XM Edge launch

— IMS (~2-4% market growth)

- **Warehousing & Logistics**
- **Transportation**

- ICE to electric forklift conversions
- Market recovery / upcycle
- Maintenance-free offerings



- Extend Fortix™ BESS offering to additional customers
- Next-Gen offerings to further capture significant maintenance-free conversion opportunity
- Leverage organization synergies

— PPS (~9-11% market growth)

- **Manned Platforms**
- **Advanced Lithium Systems**
- **Soldier Power and Autonomous Systems**

- Defense investment
- Electrification of the battlefield



- Ramp-up thermal and liquid reserve offerings
- Extend differentiation in operational power systems
- Capture opportunities across Drone / Unmanned Aerial Vehicle (UAV) market
- Invest in FEOC-compliant domestic lithium-ion production

¹ Based on management and company estimates.

Our Long-Term Value Creation Framework



Aggregate Market Growth

+3-5%

Exceeds GDP on diversified end markets attached to mega trends

EnerSys
FY'26
Growth
+2.6%

Incremental Target Growth

+1-3%

EnerGize initiatives driving above market growth in targeted areas with leading positions

+1.1%

AOE¹ Margin Leverage

+50-100bps
Per Year ex 45X

CoE improvements and OpEx leverage vs topline growth driving margin expansion

+68bps

FCF¹ Conversion

+80-100%
ex-Li Plant Invest

FCF generation after Li plant re-invested in M&A and/or buybacks to enhance shareholder return

+159%

CONSISTENT EARNINGS GROWTH AND SHAREHOLDER RETURNS

¹ Adjusted Operating Earnings (AOE) and Free Cash Flow (FCF) are non-GAAP measures. EnerSys does not provide a quantitative reconciliation for forward-looking metrics.

Key Takeaways



- 1 Executing EnerGize strategic framework to be faster, more agile, and more customer focused to **drive accelerated growth**
- 2 Increasing efficiency with positive operating leverage to further **capture margin expansion opportunities**
- 3 Leveraging strong FCF generation to fuel disciplined approach to capital allocation and **enhance shareholder value**

Closing Remarks



Shawn O'Connell

President and CEO



Invest with Us



- **1** Focusing where we have the **right to win** with **leading market positions** in targeted markets and **customer-centric** solutions
- **2** Addressing customer concerns regarding **energy security** and **labor scarcity**
- **3** Providing **full suite** of **differentiated** power management **solutions** and services across **growing end markets**
- **4** **Executing EnerGize** strategic framework with re-focused leadership to **further transform** and **drive profitable growth**

Q&A



2026 Investor Day

June 11, 2026



Appendix

Non-GAAP Reconciliations

Non-GAAP Reconciliation

FY'26 Adjusted Operating Earnings

	Twelve months ended				
	(\$ millions)				
	March 31, 2026				
	Network & Infrastructure Solutions	Industrial Mobility Solutions	Precision Power Solutions	Corporate and other unallocated	Total
Net Sales	\$ 1,651.3	\$ 1,741.6	\$ 358.5	\$ —	\$ 3,751.4
Operating Earnings	\$ 89.9	\$ 136.6	\$ 48.5	\$ 151.4	\$ 426.4
Inventory adjustment relating to exit activities and step up to fair value relating to recent acquisitions	—	2.3	—	—	2.3
Restructuring and other exit charges	23.5	25.7	1.8	—	51.0
Impairment of indefinite-lived intangibles	0.4	—	—	—	0.4
(Gain) Loss on assets held for sale	—	(1.2)	—	—	(1.2)
Amortization of intangible assets	23.5	1.6	8.4	—	33.5
Accelerated stock compensation expense	5.6	5.2	—	—	10.8
Other	7.3	5.5	4.2	—	17.0
Adjusted Operating Earnings	\$ 150.2	\$ 175.7	\$ 62.9	\$ 151.4	\$ 540.2

Non-GAAP Reconciliation

FY'26 Adjusted EBITDA

	Twelve months ended	
	(\$ millions)	
	March 31, 2026	March 31, 2025
Net Earnings	\$ 293.6	\$ 363.7
Depreciation	80.1	69.1
Amortization	33.5	31.8
Interest	50.5	51.2
Income Taxes	53.8	42.8
EBITDA	511.5	558.6
Non-GAAP adjustments	90.1	30.0
Adjusted EBITDA	\$ 601.6	\$ 588.6

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

	Twelve months ended	
	(\$ millions)	
	March 31, 2026	March 31, 2025
Inventory adjustment relating to exit activities and step up to fair value relating to recent acquisitions	2.3	3.6
Restructuring and other exit charges	51.0	14.4
Impairment of indefinite lived intangible asset	0.4	—
Loss(Gain) on pension settlement	9.6	(1.6)
Loss(Gain) on assets held for sale	(1.2)	4.6
Accelerated stock compensation expense	10.8	—
Other	17.2	9.0
Non-GAAP adjustments	\$ 90.1	\$ 30.0

Non-GAAP Reconciliation

FY'26 Adjusted Diluted Earnings per Share

	Twelve months ended	
	<i>(in millions, except share and per share amounts)</i>	
	March 31, 2026	March 31, 2025
Net Earnings reconciliation		
As reported Net Earnings	\$ 293.6	\$ 363.7
Non-GAAP adjustments:		
Inventory adjustment relating to exit activities and step up to fair value relating to recent acquisitions	2.3 (1)	3.6 (1)
Impairment of indefinite-lived intangibles	0.4	—
Restructuring and other exit charges	51.0 (2)	14.4 (2)
Amortization of identified intangible assets	33.5 (3)	31.8 (3)
Accelerated Stock Compensation Expense	10.8 (4)	— (4)
Loss(gain) on assets held for sale	(1.2) (5)	4.6 (5)
Other	17.2 (6)	9.0 (6)
Loss(gain) on pension settlement	9.6	(1.6)
Income tax adjustment of benefit from tax law changes and litigation	—	(4.6)
Swiss income tax goodwill expiration	—	2.2
Valuation allowance from exit activities	4.2	—
Income tax expense on intercompany sale of IP	5.9	2.5
Other income tax expense items	1.8	—
Income tax effect of above non-GAAP adjustments	(26.1)	(15.2)
Non-GAAP adjusted Net Earnings	\$ 403.0	\$ 410.4
Net Earnings without IRC 45X		
As Reported Net Earnings	\$ 293.6	\$ 363.7
IRC 45X Benefit	158.6	184.6
Reported Net Earnings without IRC 45X Benefit	\$ 135.0	\$ 179.1
Non-GAAP adjusted Net Earnings without IRC 45X		
Non-GAAP Adjusted Net Earnings	\$ 403.0	\$ 410.4
IRC 45X Benefit	158.6	184.6
Non-GAAP adjusted Net Earnings without IRC 45X Benefit	\$ 244.4	\$ 225.8
Outstanding shares used in per share calculations		
Basic	37,439,727	39,760,829
Diluted	38,144,210	40,438,579

Reported Net Earnings (Loss) per share:

Basic	\$ 7.84	\$ 9.15
Diluted	\$ 7.70	\$ 8.99

Dividends per common share

	\$ 1.0275	\$ 0.945
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Non-GAAP adjusted Net Earnings per share:

Basic	\$ 10.76	\$ 10.32
Diluted	\$ 10.56	\$ 10.15

Reported Net Earnings (Loss) per share without IRC 45X benefit

Basic	\$ 3.60	\$ 4.50
Diluted	\$ 3.54	\$ 4.43

Non-GAAP adjusted Net Earnings (Loss) per share without IRC 45X benefit

Basic	\$ 6.53	\$ 5.68
Diluted	\$ 6.41	\$ 5.58

Non-GAAP Reconciliation



FY'26 Adjusted Diluted Earnings per Share (continued)

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

	Twelve months ended	
	(\$ millions)	
	March 31, 2026	March 31, 2025
	Pre-tax	Pre-tax
(1) Inventory adjustment relating to exit activities - Energy Systems	2.3	0.3
(1) Inventory adjustment relating to exit activities and step up to fair value relating to recent acquisitions - Specialty	—	3.3
(2) Restructuring and other exit charges - Energy Systems	23.4	6.0
(2) Restructuring and other exit charges - Motive Power	24.0	5.7
(2) Restructuring and other exit charges - Specialty	3.5	2.7
(2) Restructuring and other exit charges - Corporate Other	0.1	—
(3) Amortization of identified intangible assets - Energy Systems	23.5	23.6
(3) Amortization of identified intangible assets - Motive Power	0.4	0.7
(3) Amortization of identified intangible assets - Specialty	9.6	7.5
(4) Accelerated stock compensation expense - Energy Systems	5.6	—
(4) Accelerated stock compensation expense - Motive Power	3.4	—
(4) Accelerated stock compensation expense - Specialty	1.8	—
(5) Losses(gains) on assets held for sale	(1.2)	4.6
(6) Other - Energy Systems	7.3	0.6
(6) Other - Motive Power	3.9	1.7
(6) Other - Specialty	5.8	6.7
(6) Other - N/A	0.2	\$ —
Total Non-GAAP adjustments	\$ 113.6	\$ 63.4

Non-GAAP Reconciliation

FY'26 Leverage Ratio

The following table provides a reconciliation of Net earnings to EBITDA (non-GAAP) and adjusted EBITDA (non-GAAP) per credit agreement for March 31, 2026 and March 31, 2025 to calculate our net leverage ratio, in connection with the Fourth Amended Credit Facility:

	Last twelve months	
	March 31, 2026	March 31, 2025
	(in millions, except ratios)	
Net earnings as reported	\$ 293.6	\$ 363.7
Add back:		
Depreciation and amortization	113.6	\$ 100.9
Interest expense	50.5	\$ 51.1
Income tax expense	53.8	42.8
EBITDA (non-GAAP)	\$ 511.5	\$ 558.5
Adjustments per credit agreement definitions ⁽¹⁾	91.9	56.2
Adjusted EBITDA (non-GAAP) per credit agreement ⁽¹⁾	\$ 603.4	614.7
Total net debt ⁽²⁾	\$ 684.1	781.1
Leverage ratios:		
Total net debt/credit adjusted EBITDA ratio	1.1 X	1.3 X

- (1) The \$91.9 million adjustment to EBITDA in the last twelve months ending March 31, 2026 primarily related to \$37.6 million of non-cash stock compensation and \$53.2 million of restructuring and other exit charges. 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.
- (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, 2026 and March 31, 2025, the amounts deducted in the calculation of net debt were U.S. cash and cash equivalents and foreign cash investments of \$438.7 million, and in fiscal 2025, were \$343.1 million.

Key Performance Indicator

FY'26 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 \$876.6 million (yielding a primary operating capital percentage of 22.2%) at March 31, 2026 and \$932.2 million (yielding a primary operating capital percentage of 23.9%) at March 31, 2025. The primary operating capital percentage of 22.2% at March 31, 2026 is 170 basis points lower than that for March 31, 2025, and 120 basis points lower than that for March 31, 2024. The change in the ratio is primarily due to improved collections and asset securitization and decrease in inventory due to the release of our strategic build up in prior periods.

Primary Operating Capital and Primary Operating Capital percentages at March 31, 2026, 2025 and 2024 are computed as follows:

<i>(\$ in Millions)</i>	March 31, 2026	March 31, 2025	March 31, 2024
Accounts receivable, net	506.1	597.9	\$ 524.7
Inventory, net	724.7	740.0	697.7
Accounts payable	(354.2)	(405.7)	(369.5)
Total primary operating capital	<u>\$ 876.6</u>	<u>\$ 932.2</u>	<u>\$ 852.9</u>
Trailing 3 months net sales	<u>\$ 987.9</u>	<u>\$ 974.8</u>	<u>\$ 910.7</u>
Trailing 3 months net sales annualized	<u>\$ 3,951.6</u>	<u>\$ 3,899.2</u>	<u>\$ 3,642.8</u>
Primary operating capital as a % of annualized net sales	22.2 %	23.9 %	23.4 %

Non-GAAP Reconciliation

FY'23 Adjusted Operating Earnings

	Twelve months ended
	(\$ millions)
	March 31, 2023
	Total
Net Sales	\$ 3,708.5
Operating Earnings	\$ 278.3
Inventory adjustment relating to exit activities and step up to fair value relating to recent acquisitions	0.6
Restructuring and other exit charges	16.4
Impairment of indefinite-lived intangibles	0.5
Amortization of intangible assets	25.1
Other	1.3
Adjusted Operating Earnings	\$ 322.2

Non-GAAP Reconciliation

FY'23 Adjusted Diluted Earnings per Share



	Twelve months ended	
	(in millions, except share and per share amounts)	
	March 31, 2023	March 31, 2022
Net Earnings reconciliation		
As reported Net Earnings	\$ 175.8	\$ 143.9
Non-GAAP adjustments:		
Inventory adjustment relating to exit activities	0.6 (1)	2.6 (1)
Restructuring and other exit charges	16.4 (2)	18.8 (2)
Impairment of indefinite-lived intangibles	0.5 (3)	1.2 (3)
Loss on assets held for sale	— (4)	3.0 (4)
Amortization of identified intangible assets from recent acquisitions	25.1 (5)	25.4 (5)
Remeasurement of monetary assets included in other (income) expense relating to exit from Russia operations	4.5	—
Asset Securitization Transaction Fees	0.6	
Cost of funding to terminate net investment hedges	1.4	—
Financing fees related to debt modification	1.2	—
Other	2.2	6.4
Income tax effect of above non-GAAP adjustments	(7.5)	(10.3)
Non-GAAP adjusted Net Earnings	\$ 220.8	\$ 191.0
Outstanding shares used in per share calculations		
Basic	40,809,235	42,106,337
Diluted	41,326,755	42,783,373
Non-GAAP adjusted Net Earnings per share:		
Basic	\$ 5.41	\$ 4.54
Diluted	\$ 5.34	\$ 4.47
Reported Net Earnings (Loss) per share:		
Basic	\$ 4.31	\$ 3.42
Diluted	\$ 4.25	\$ 3.36
Dividends per common share	\$ 0.70	\$ 0.70

Non-GAAP Reconciliation

FY'23 Adjusted Diluted Earnings per Share (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, 2023	March 31, 2022
	Pre-tax	Pre-tax
(1) Inventory adjustment relating to exit activities - Energy Systems	\$ (0.2)	\$ 0.2
(1) Inventory adjustment relating to exit activities - Motive Power	0.8	2.4
(2) Restructuring and other exit charges - Energy Systems	1.5	2.8
(2) Restructuring and other exit charges - Motive Power	12.8	17.1
(2) Restructuring and other exit charges - Specialty	2.1	(1.1)
(3) Impairment of indefinite-lived intangibles - Energy Systems	0.1	0.5
(3) Impairment of indefinite-lived intangibles - Specialty	0.4	0.7
(4) Loss on assets held for sale - Motive	—	3.0
(5) Amortization of identified intangible assets from recent acquisitions - Energy Systems	23.4	23.6
(5) Amortization of identified intangible assets from recent acquisitions - Specialty	1.7	1.8
Total Non-GAAP adjustments	\$ 42.6	\$ 51.0

Non-GAAP Reconciliation

FY'23, FY'24, FY'25, FY'26 Free Cash Flow & Free Cash Flow Conversion



	Twelve months ended			
	(\$ millions)			
	March 31, 2026	March 31, 2025	March 31, 2024	March 31, 2023
Net cash provided by (used in) operating activities	\$ 547.6	\$ 260.3	\$ 457.0	\$ 279.9
Less Capital Expenditures	(80.0)	(121.0)	(86.4)	(88.8)
Free Cash Flow	467.6	139.3	370.6	191.1

	Twelve months ended			
	(\$ millions)			
	March 31, 2026	March 31, 2025	March 31, 2024	March 31, 2023
Net cash provided by (used in) operating activities	\$ 547.6	\$ 260.3	\$ 457.0	\$ 279.9
Net earnings	293.6	363.7	269.1	175.8
Operating cash flow conversion %	186.5 %	71.6 %	169.8 %	159.2 %
Free cash flow	467.6	139.3	370.6	191.1
Net earnings	293.6	363.7	269.1	175.8
Free cash flow conversion %	159.3 %	38.3 %	137.7 %	108.7 %

Speaker Bios

Speaker Bios



Shawn O'Connell

President & CEO

Shawn O'Connell has served as President and Chief Executive Officer since May 23, 2025. Prior to his current role, he served as President and Chief Operating Officer from November 2024 to May 2025. He previously held the position of President, Energy Systems Global from November 2023 through November 2024, and President, Motive Power Global from July 2020 through November 2023.

Earlier roles include President, Motive Power Americas from April 2019 to July 2020, Vice President - Reserve Power Sales and Service for the Americas from February 2017 to April 2019, and Vice President of EnerSys Advanced Systems from December 2015 to January 2017.

Shawn joined EnerSys in March 2011 and has held a variety of leadership roles in sales and marketing across the business. He began his career in the energy storage industry in 1997 and first became involved with EnerSys in 2003 as an outside channel partner.

He currently serves as a Director of several EnerSys subsidiaries, is Vice Chairman of the Board of Directors of Battery Council International and sits on the Board of Directors for the Association of European Automotive and Industrial Battery Manufacturers (EUROBAT).

Shawn holds a Master of Business Administration in International Business from the University of Redlands, CA, and a Bachelor of Arts in English Literature from California State University, San Bernardino. He is also a veteran of the U.S. Army's 82nd Airborne Division, where he served as a Signals Intelligence Analyst and Spanish Linguist with Top-Secret security clearance.

Speaker Bios



Andi Funk

Executive Vice President & CFO

Andrea (Andi) Funk has served as Executive Vice President and Chief Financial Officer since April 1, 2022. She joined EnerSys in December 2018 as Vice President Finance - Americas. Prior to that, from 2013 to 2018, Andi served as the Chief Executive Officer for Cambridge Lee Industries LLC, an international manufacturing and distribution company, and as its Chief Financial Officer and Treasurer from 2011 to 2013.

Andi is an independent director of Crown Holdings (NYSE: CCK), a leading global diversified packaging business, and is on the Board of Directors of TouchPoint, Inc., a privately held, diversified global growth company with a focus on the technology and manufacturing sectors.

Andi holds a Master of Business Administration degree from The Wharton School of Business and a Bachelor of Science degree in accounting from Villanova University and was a certified public accountant.

Speaker Bios



Mark Matthews

CTO & President, PPS

Mark Matthews has served as our Chief Technology Officer and President, PPS, since August 2025. Prior to this role, he was Acting CTO beginning in March 2025 while continuing to lead the Specialty Global Line of Business, which he has led since April 2024. He previously served as Senior Vice President, Specialty Global from July 2020 to April 2024, and held roles of increasing responsibility since joining EnerSys in 2016, including Vice President, EnerSys Advanced Systems and Senior Director of Sales and Marketing.

With over 30 years of experience in energy storage and lithium battery technology, Mark brings deep expertise in lithium-ion chemistry, energy system design, and commercial strategy. As CTO, he leads the Company's Lithium-Ion Center of Excellence and is responsible for aligning product development with evolving customer needs across EnerSys' global businesses. His leadership has been instrumental in advancing our lithium strategy, including the development of battery energy storage systems and aerospace and defense technologies.

Mark's career journey consists of extraordinary achievements and contributions in the energy storage and lithium battery technology industry, including designing a patented battery powered energy distribution system. Prior to joining EnerSys, Mark held a variety of management positions including CEO, President, General Manager, and leadership roles in Quality Management, Product Management, Global Sales, Engineering, and Research and Development. His prior work includes developing a ground breaking technology that integrates renewable energy generation with energy storage and power distribution to reduce demand charges and utility costs, and his other innovative designs facilitated the US Army's conversion from Li-SO₂ to Li-MnO₂ technology, delivering 50% higher energy density at half the battery weight.

Mark earned a Bachelor of Science Degree in Engineering Management, with an emphasis in chemical engineering, from Missouri University of Science and Technology.

Speaker Bios



Keith Fisher

President, NIS

Keith Fisher has served as our President, NIS since January 2025. Prior to joining EnerSys, he had a 27-year distinguished career at Honeywell, where he served in various roles throughout the organization, most recently as President of Honeywell Intelligrated from February 2022 through December 2024, President Honeywell Building Solutions from November 2021 through January 2022, Vice President & General Manager of Honeywell Building Technologies Global Services from May 2019 through October 2021, Vice President & General Manager of Honeywell Aerospace Mechanical Components Business from May 2014 through April 2019, and Vice President of Honeywell Aerospace Engine Component Customers from February 2011 through April 2014. He has effectively led multi-billion-dollar businesses across several strategic business units, demonstrating his capacity to scale and optimize operations in various industry cycles and market conditions.

Keith received his Master of Business Administration degree in from Emory University, and his Bachelor of Science degree in Materials Science and Engineering from Lehigh University

Speaker Bios



Chad Uplinger

President, IMS

Chad Uplinger has served as our President, IMS since November 2023. Prior to that he served as Vice President, Motive Power, Americas from November 2017 to November 2023. From April 2013 to November 2017, he was General Manager of Motive Power Specialty Markets which included rail, mining and ground support. In this capacity, he led the team that successfully launched Thin Plate Pure Lead (TPPL) maintenance-free energy storage solutions into the material handling market, marking a turning point in EnerSys's journey converting customers to maintenance-free power solutions in the industry. Prior to that he was District Manager in the Mid-Atlantic Region April 2002 to April 2013. Chad began his career with EnerSys in March 1999 and has held various roles of in sales and marketing throughout the Motive Power business.

Chad earned a Bachelor of Science in Marketing Management from PennWest California.

Speaker Bios



John Benetti

Vice President, PPS

John Benetti has served as our Vice President, PPS since June 2025. Prior to that he served as Director of Operations, EnerSys Advanced Systems from March 2018 to June 2025. Prior to joining EnerSys, he held operations leadership roles at UEC Electronics, IEC Electronics Corp., Arista Power, Inc., and Ultralife Corp. John has over 25 years of experience in power and electronic fields, with notable knowledge in contract manufacturing and the scaling of lithium solutions, particularly for Aerospace & Defense markets.

John received his Bachelor of Science degree in Mechanical Engineering from Clarkson University.