



INVESTOR DAY

NYSE February 28, 2017

we are proud to be EnerSys   



WELCOME

Thomas O'Neill – Vice President and Treasurer

we are proud to be EnerSys   



Forward Looking Disclaimer Statement

This presentation includes forward-looking statements and / or information, which are based on the Company's current expectations and assumptions, and are subject to a number of risks and uncertainties that could cause actual results to materially differ from those anticipated. Such risks include, among others, risk associated with competitive actions, technology development and implementation, intellectual property infringement, failure to integrate acquired businesses, penetration of existing markets, expansion into new markets, hiring and retaining high quality management and key employees and general economic conditions including the risks described in the Company's most recent annual / quarterly report, as applicable, on Form 10-K / 10-Q respectively, filed with the SEC, along with other unforeseen risks. Nothing that we say today should be interpreted as an update to the information or guidance that we provided in our most recent investor call, our most recent quarterly / annual report, as applicable, on Form 10-Q/10-K respectively, filed with the SEC, and our current reports filed with the SEC on Form 8-K since quarterly / annual report.



9:00 – 9:45 am

Overview and Vision

David Shaffer

President and CEO



10:30 – 11:15 am

Product Roadmap

Jörn Tinnemeyer

Vice President & CTO



11:45 – 12:15 pm

Financial Outlook

Michael Schmidtlein

Executive Vice
President and CFO

AGENDA

9:45 – 10:15 am

Operational Excellence

Todd Sechrist

Executive Vice President
and COO



10:15 – 10:30 am

Break

11:15 – 11:45 am

Asia Opportunities

Myles Jones

President, Asia



12:15 – 1:00 pm

Lunch & Management

Q&A



OVERVIEW & VISION

David Shaffer - President and CEO

we are proud to be EnerSys   



"Powering the **Future** **Everywhere** for **Everyone**."

At EnerSys, we pursue perfection to
deliver Power to innovate and inspire.

Power delivered simply, safely
and sustainably.

Power that creates superior
value for our customer.

We are proud to be **EnerSys**.





Investor Day 2017



David Shaffer
President and CEO



Todd Sechrist
Executive Vice
President and COO



Michael Schmidtlein
Executive Vice
President and CFO



Jörn Tinnemeyer
Vice President & CTO



Jeff Long
President, Americas



Holger Aschke
President, EMEA



Myles Jones
President, Asia



Joseph Lewis
Vice President
Chief Counsel



Don Martin
Vice President & CIO



Sid Forrest
Vice President
Human Resources

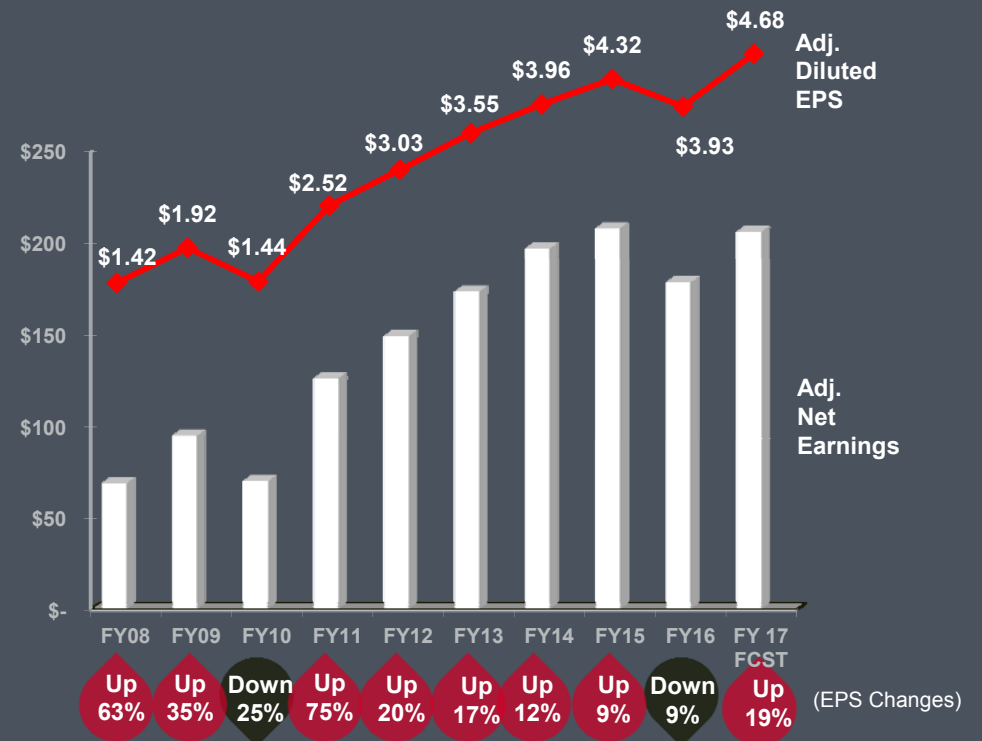
Historical Earning Improvements

Adj. Net Earnings / Diluted EPS (\$ in Millions, except per share information)

Increased sales mix of
premium products

Restructuring cost savings

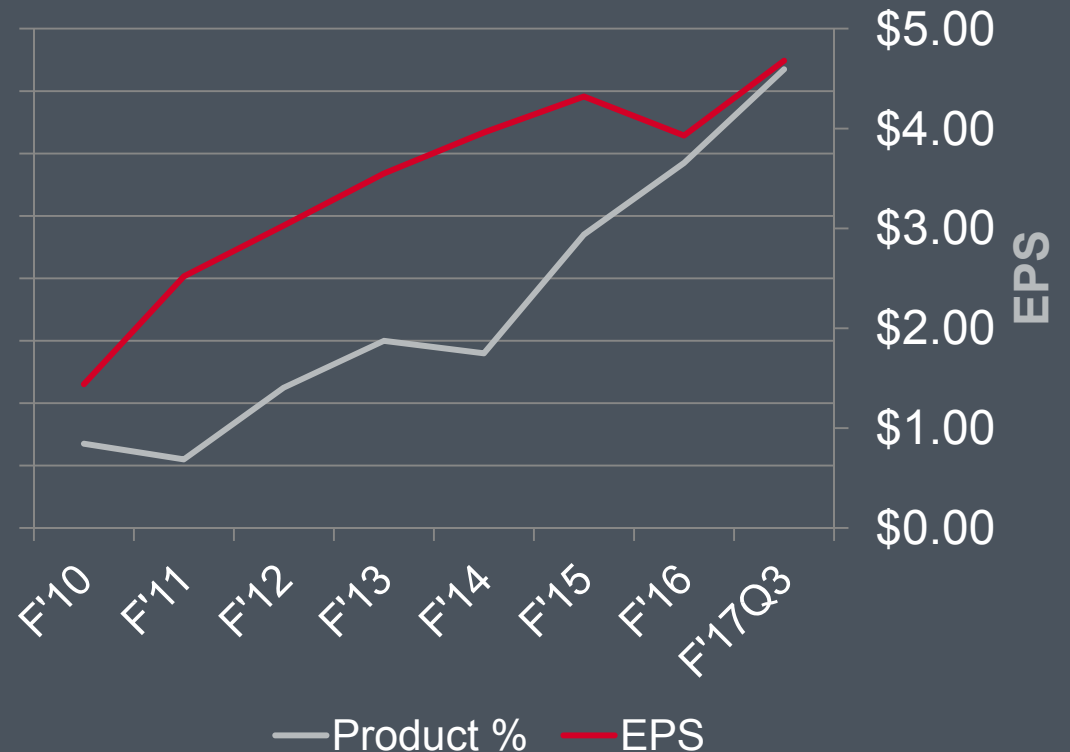
Market Leadership



Note - Adjusted earnings results exclude highlighted items.

Increasing Premium Products Mix

- ★ Thin Plate Pure Lead – Telecom, UPS, A&D, Motive Power 40%
- ★ Premium Motive Power - Ironclad 38%
- ★ Modular Chargers 36%
- ★ Battery Management Systems 34%
- ★ Lithium – A&D 32%
- 28%
- 26%
- 24%





Investor Day 2017

EnerSys Today vs Last Investor Day

FY2013 to LTM Q3 FY2017

	FY2013	LTM Q3 FY2017	+1% CAGR
Net Sales	\$2.3B	\$2.4B	+4% CAGR*
Operating Earnings \$	\$0.26B	\$0.29B	+3% CAGR
Operating Earnings %	11.3%	12.1%	+80 bps
EPS	\$3.55	\$4.50	+6% CAGR

*Excluding FX

As –adjusted Earnings & EPS

Capital Allocation

\$1B Since 2013 Investor Day*

Investors

Share buybacks
\$453M

Div.
\$109M

Capex
\$218M

Acquisitions
\$219M

Business

*through F17 Q3

Capital Allocation

Next Five Years

Investors

Capex
\$400M +

Acquisitions
\$?

Share
buybacks
\$?

Div. \$180M

Business



**Drivers
for future
growth and
earnings
expansion**

Lean initiatives



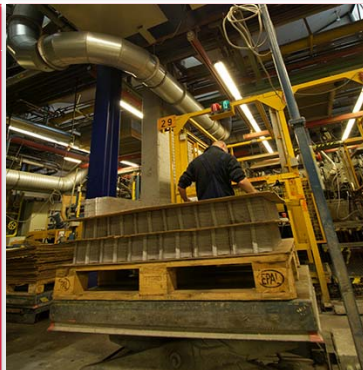
**Relentless
elimination
of waste**



**Enterprise
transformation**



**Harmonize
factories
worldwide**



**Consultant
Support**



**Software
enhancements**

Trends expanding backup power needs



Backup Power Systems

- Regulation requiring renewable energy storage



Electric Grid

- Electric Grid infrastructure having trouble keeping up with ever increasing demand



Datacenters

- Data usage increases Streaming/Facetime/Videos
- UPS architectural change to faster backup – Premium product

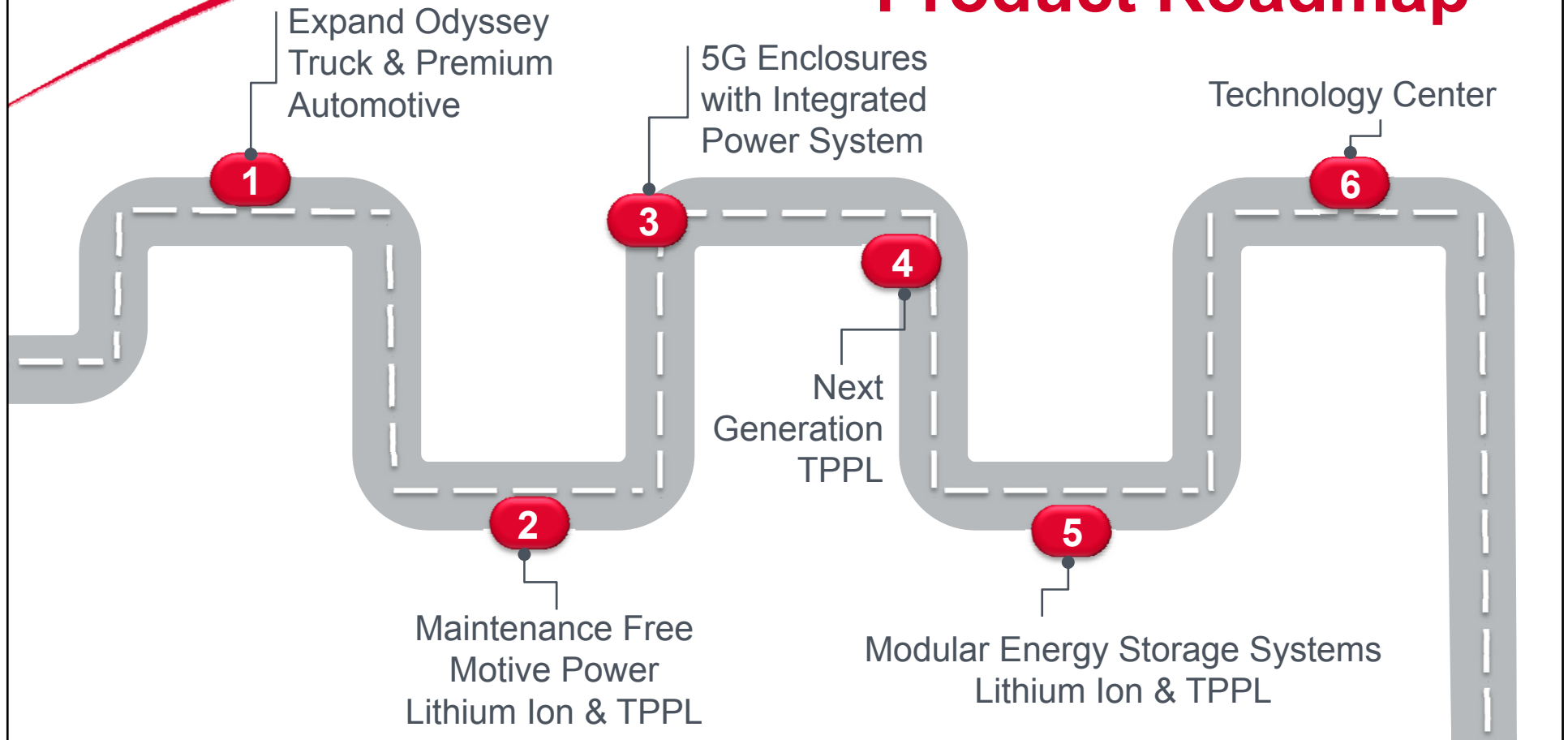


Vehicles

Trucks | Buses | Fire Engines | Police Cruisers

- Commercial Fleet heavier electric loads – Truck, Emergency response, Refrigeration, APU

Product Roadmap



Targeted Opportunities

Expand Addressable
Market by 50%




Current Market



Future Market

 Energy
Storage
Systems

 Commercial
Trucks

 A&D

 China and
India Share

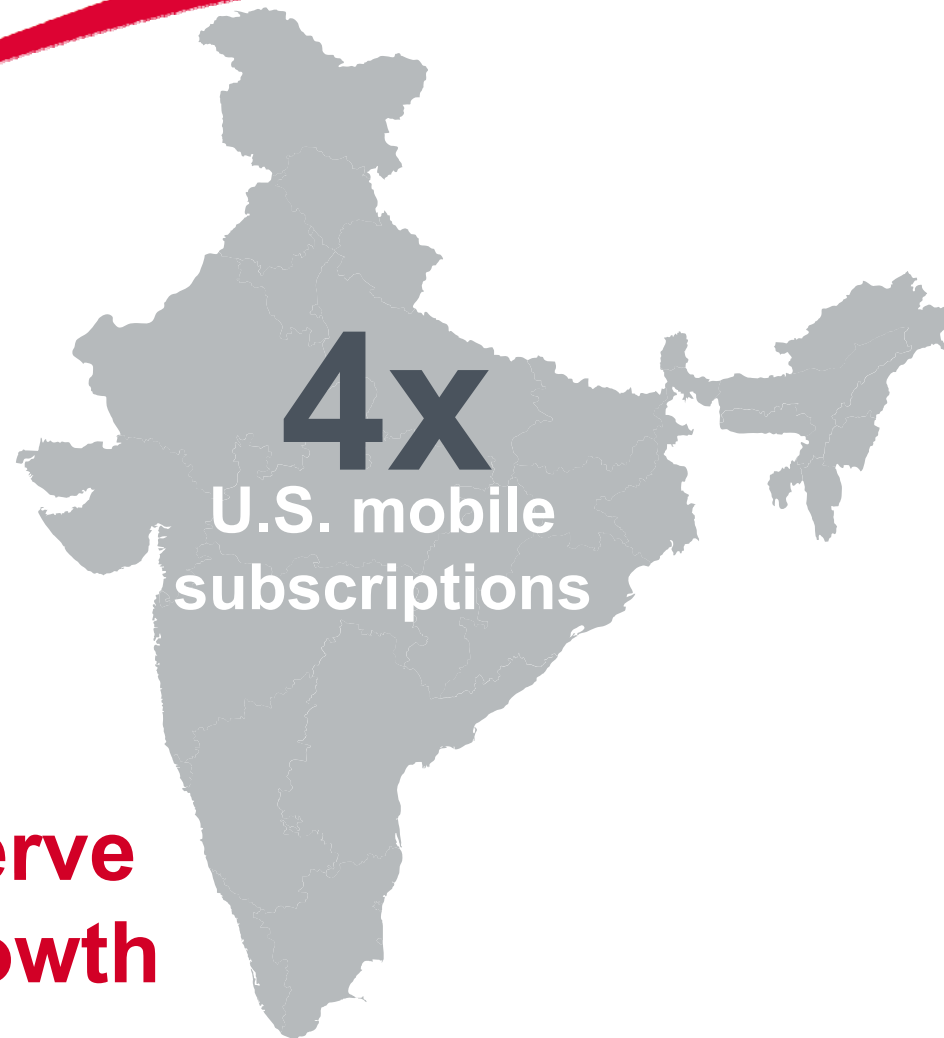
China is
55% of
U.S. market

Move from
#2 to #1

40 Million
New middle class
consumers every
year

By 2025
100%+
of U.S. market

**China Motive
Power Growth**



**India Reserve
Power Growth**

India has

#2

Mobile subscription
(1.1 B)

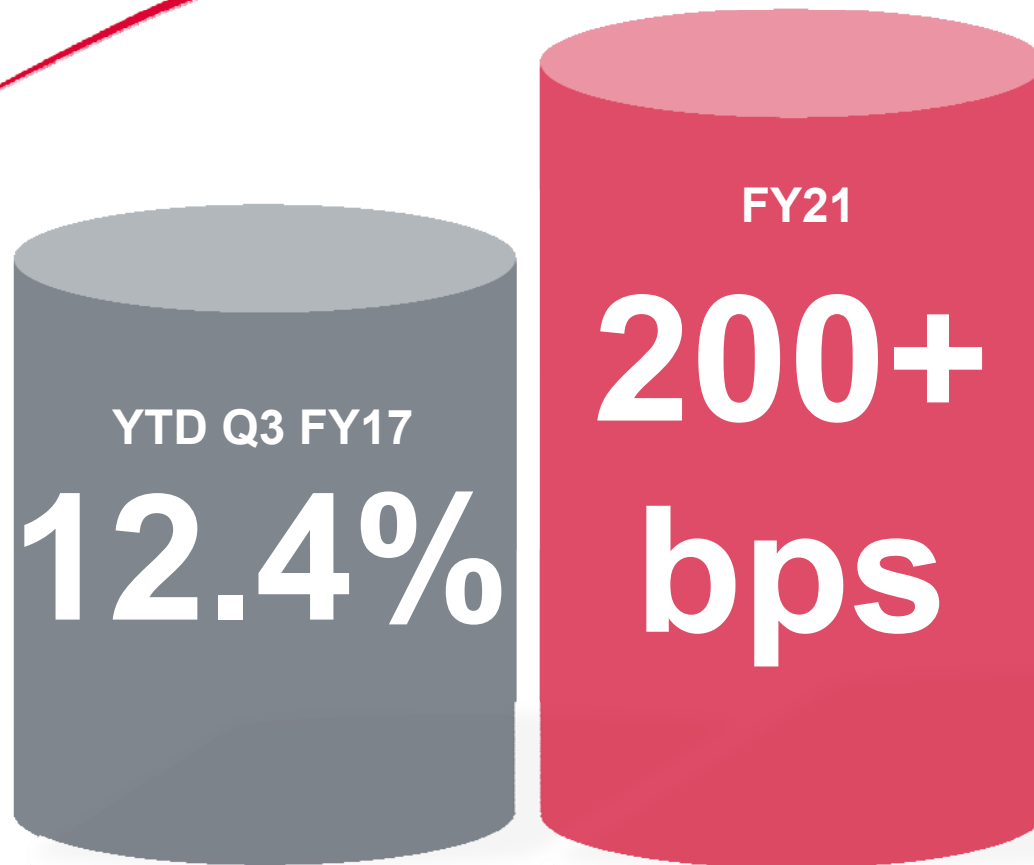
Digital India

Universal access
to mobile content

**Telecom and
Digital India**

Drive growth in UPS

Operating Margin Expansion



- Organic Growth
- Premium Mix
- Lean Initiatives
- New Products

Key Takeaways

- New Product Development increases technology edge over competitors
- Lean Initiatives lower cost and decrease lead times to increase market share
- Operating Margins expand 200+ bps
- Strong Balance Sheet enables capital deployment
- Significant opportunities in China and India





OPERATIONAL EXCELLENCE

Todd Sechrist – Executive Vice President and COO

we are proud to be EnerSys   

**Create & Exploit
a Digital Core**



Operational Excellence Priorities



**Create the EnerSys Operating
System – EOS**

**Create Productivity &
Capacity – Automation**



Deliver 2% Cost Improvement

Creating a Digital Core



0 to 1 Customer Engagement (CE) System

- Create homologated, real-time Proposal, Price and Mix Management



11 to 2 ERP Systems

- Sub-optimal inventory management
- Credible Decisions & Credible Intel

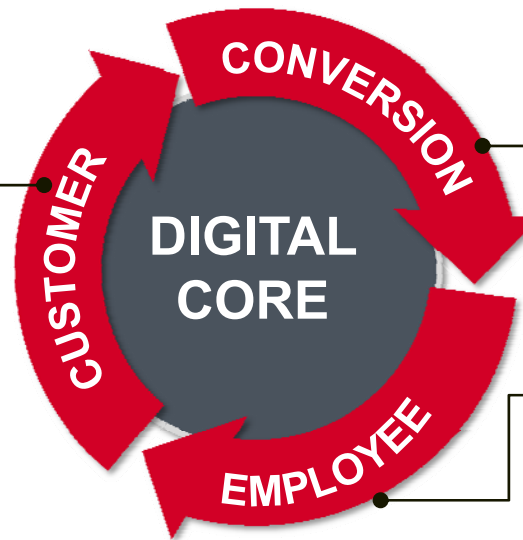


0 to 1 HRIS

- 9400 worldwide employees based in 40 countries
- Talent Management Bench Development



\$2M per year *



\$3-4M per year *

successfact[♥]ors™
An SAP Company

\$1M per year *

New EnerSys Digital Core

* Incremental to FY17 cost basis

Creating the EnerSys Operating System – EOS

High degree of
confidence in
substantial
productivity gains

External
Sensei

41 month
implementation

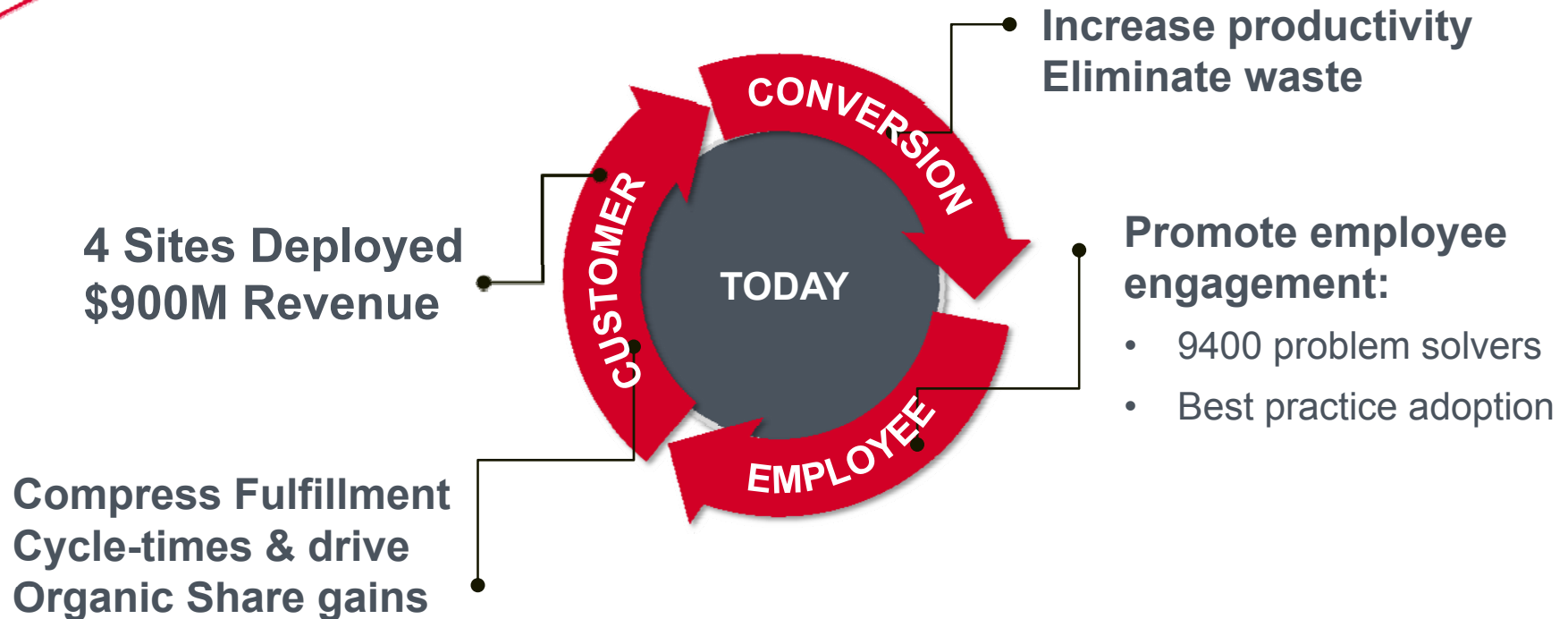
Funding
source for
future
initiatives

Increase enterprise value through...

- Customer satisfaction
- Employee satisfaction



EOS – Phase 1



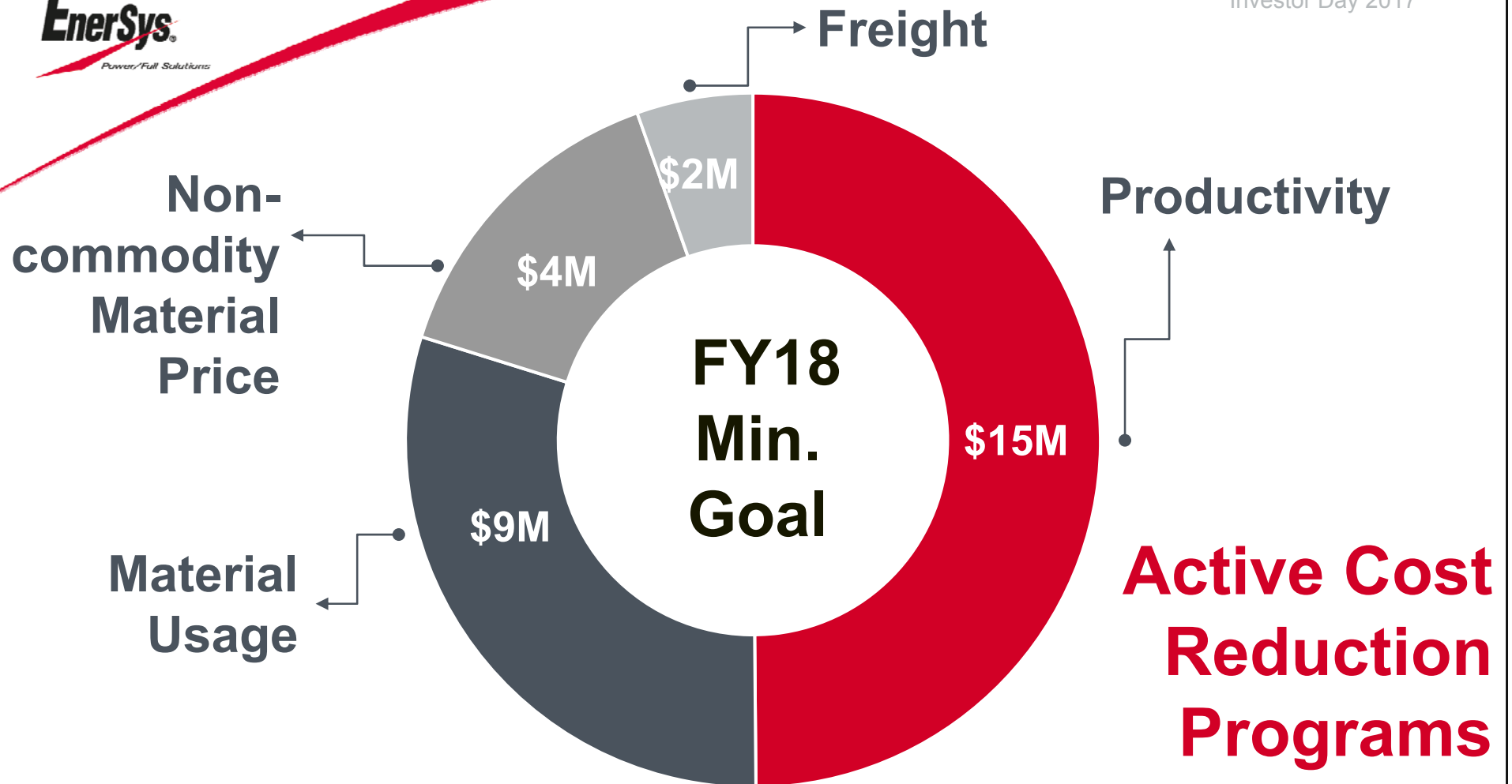
Increase
TPPL throughput in
existing footprint

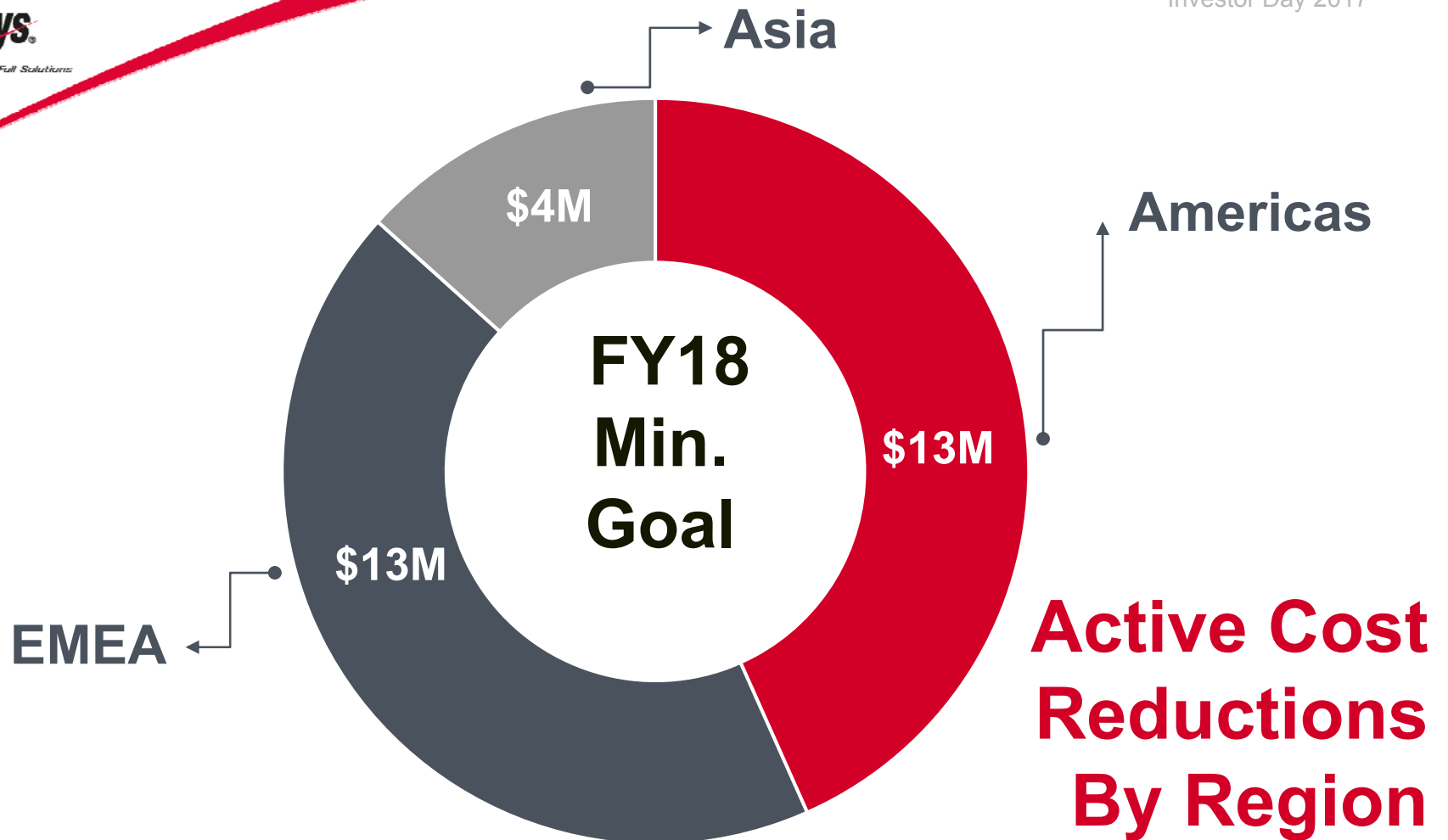
\$70M investment for
\$33M cost reductions
with revenue upside

Automation
technology
advancements
create
substantial
opportunities

Automation Initiatives

- Productivity/
Capacity
- Vertical
integration
- Workplace safety





European Restructuring

ENS productivity outpaces EMEA growth rates

\$108M invested with 1.1 year avg. payback over the last decade



Key Takeaways – Operational Excellence

- Digital Core automates customer experience from quote to delivery
- Lean Initiatives to relentlessly eliminate waste and compress cycle times
- Allocate additional CapEx on global harmonization and automation
- Improve Operating Earnings by at least 200 bps



PRODUCT ROADMAP

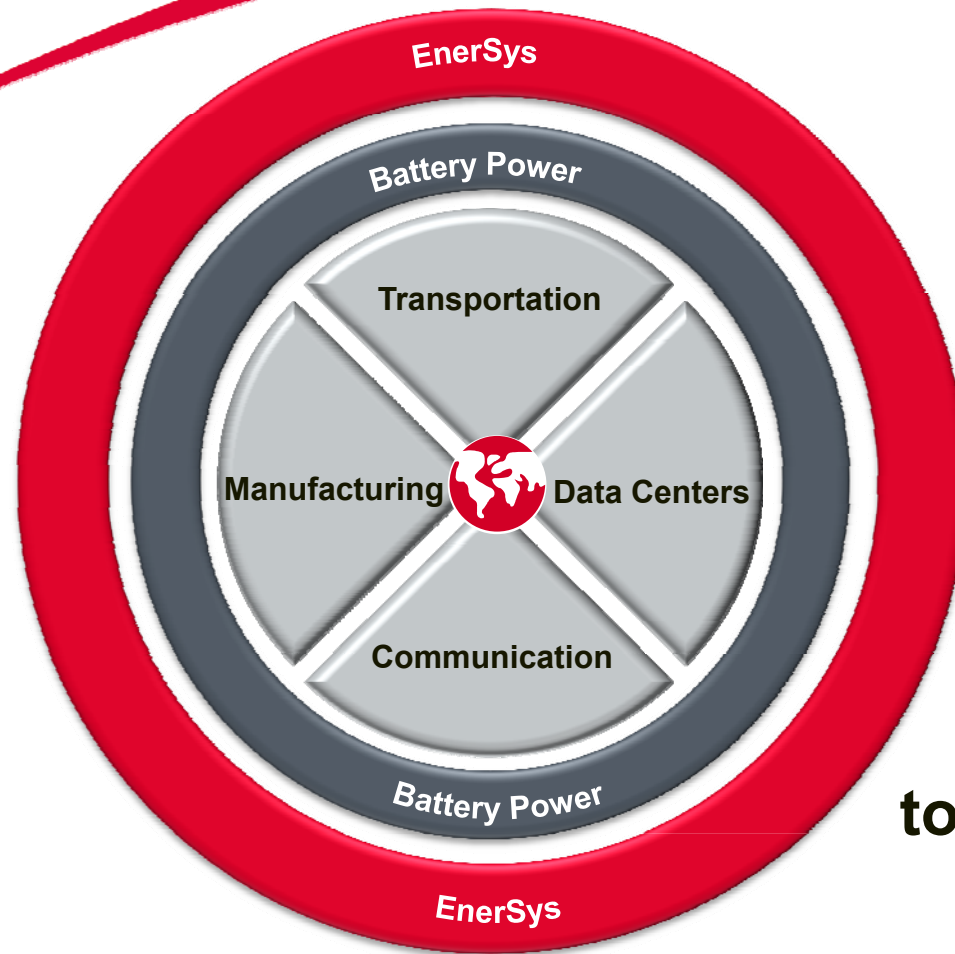
Jörn Tinnemeyer – Vice President & Chief Technical Officer (CTO)

we are proud to be EnerSys   

Overview

- Continued advancement of lead technologies
- Expand lithium from A&D into broader Industrial markets
- Enhancing product portfolio for new markets including ESS
- Larger emphasis on system engineering and modular kit development

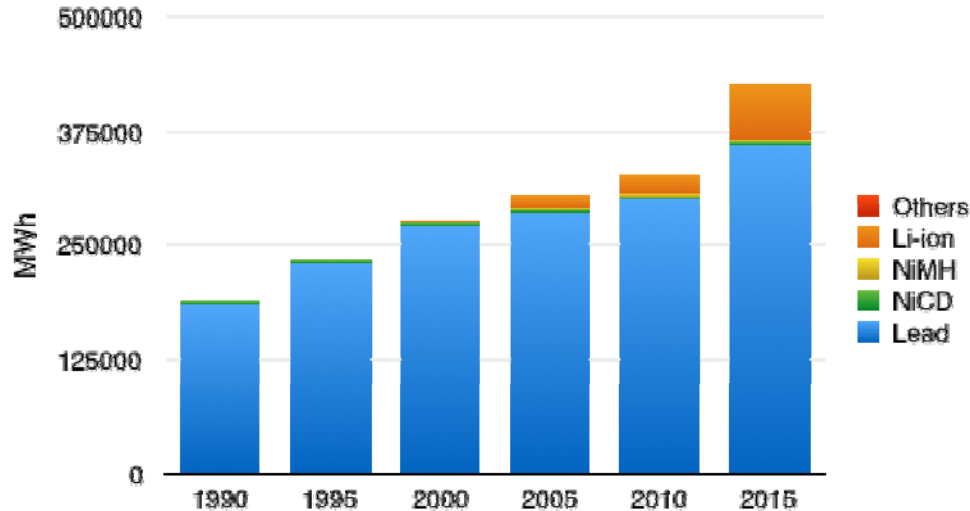




**Key sectors
driving our
global
economy**

**What are common
to all these sectors?**

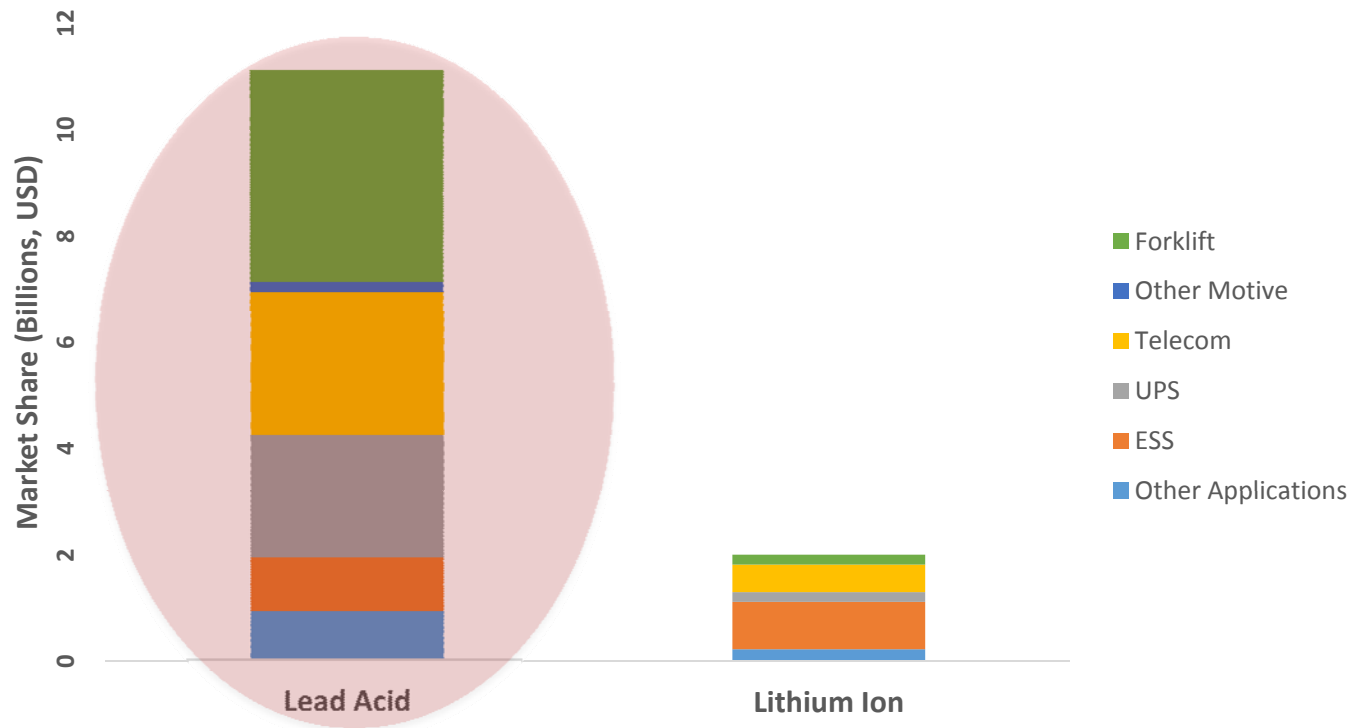
Worldwide Secondary Battery Market



- 2015 Secondary Battery market \$65B
- Battery market still highly dominated by lead (90% market share)
- Increase in lithium based technology is demonstrating exponential growth (CAGR 2005/2015 +22%/year)

Source: Avicenne Energy 2016

Industrial Battery Market 2016



Source: Avicenne Energy 2016

EnerSys keeps goods moving

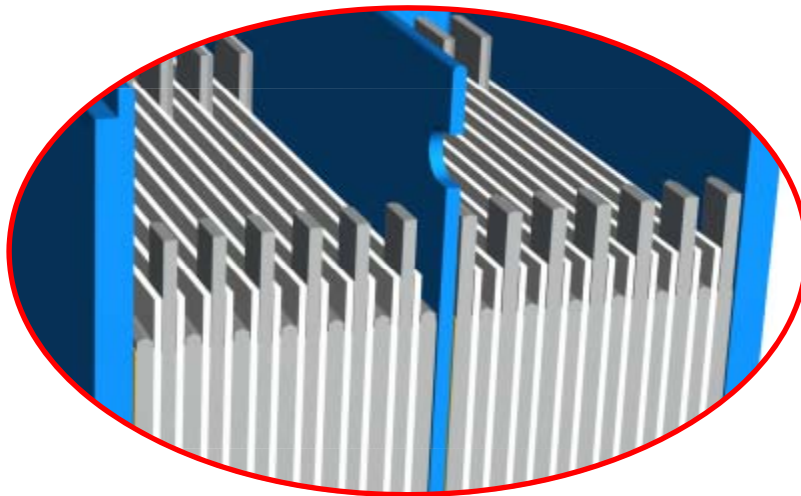
The USA trucking industry comprises a \$1B market.

Anti-idling laws and CAFE standards to reduce exhaust require higher demands on batteries

We are designing next generation TPPL technology to support.

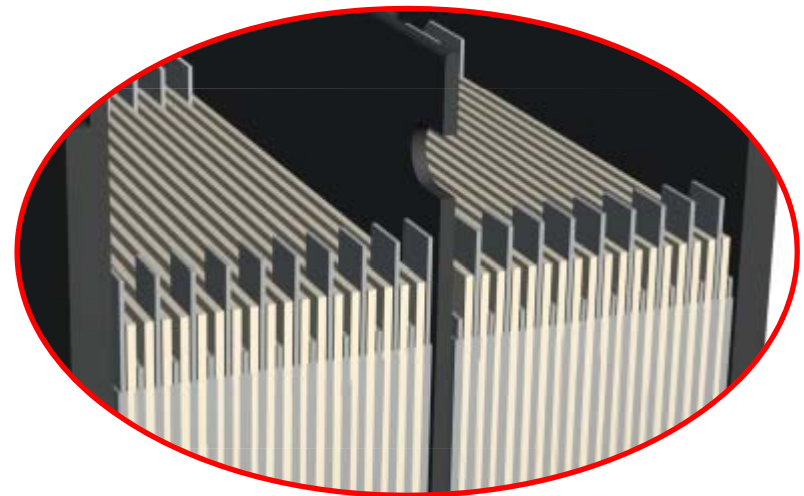


What is Thin Plate Pure Lead (TPPL)?



Traditional

- 13 Plates per Section
- 0.5m²
- 550Wpc

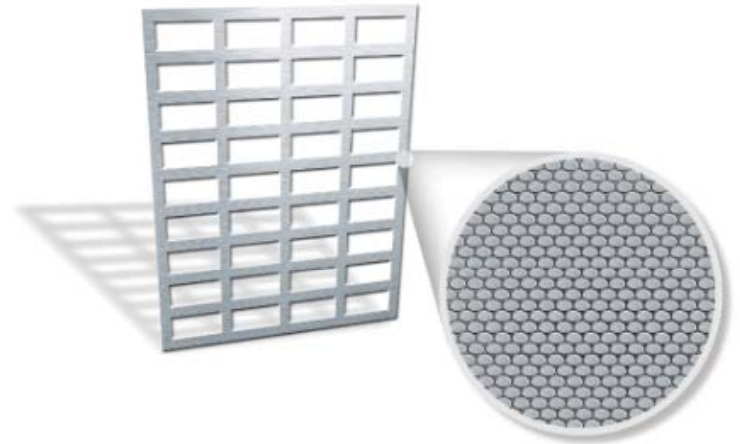


TPPL

- 21 Plates per Section
- 0.8m²
- 706Wpc

TPPL – Pure Lead Crystallography

- Thinner grids allow for a higher energy density within the same footprint
- Very fine grain structure makes the grid far more resistant to corrosion
- Promotes surface area reaction
- Dramatically lowers resistance



Next Generation TPPL

Property	TPPL (Extreme)	Next Gen TPPL*
Energy Density (C20 Rated)	34 Wh/Kg	53 Wh/Kg
Power Density	730 W/Kg	1200 W/Kg
Cycle Life (100% DoD to 50% BoL)	300	780
Vibration Life (SAEJ930 – L2)	10-30 hours	620 hours

For the same size, more energy content=longer stand times without the need for engine idle

More cranking power for the weight – better engine start

Longer battery life for improved TCO

Will withstand harsher environments allowing for large application range

*Prototype

EnerSys Keeps Data Flowing

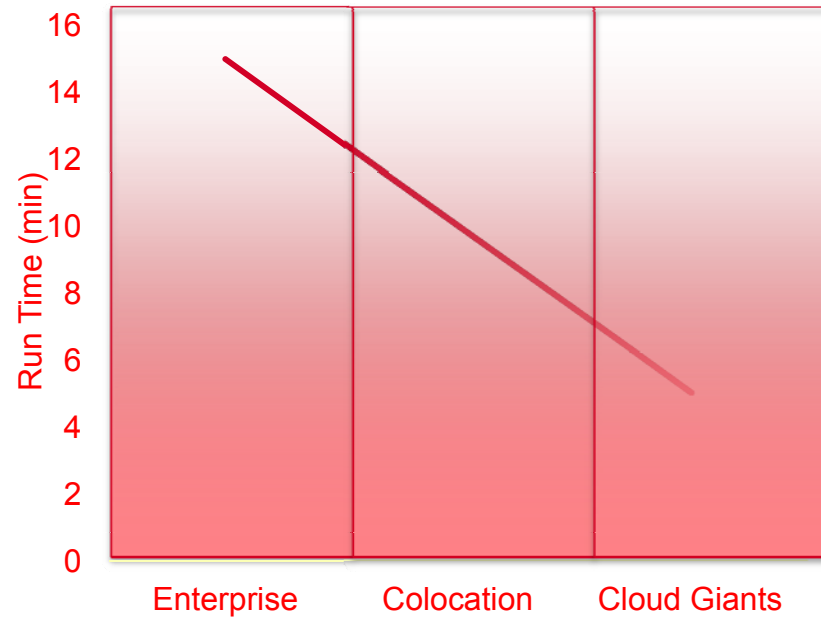
Utility grid is 99.99% reliable, what about the remaining 0.01%?

Number of servers are increasing requiring more power.



We are designing high energy density UTPPL to support.

Evolution of UPS

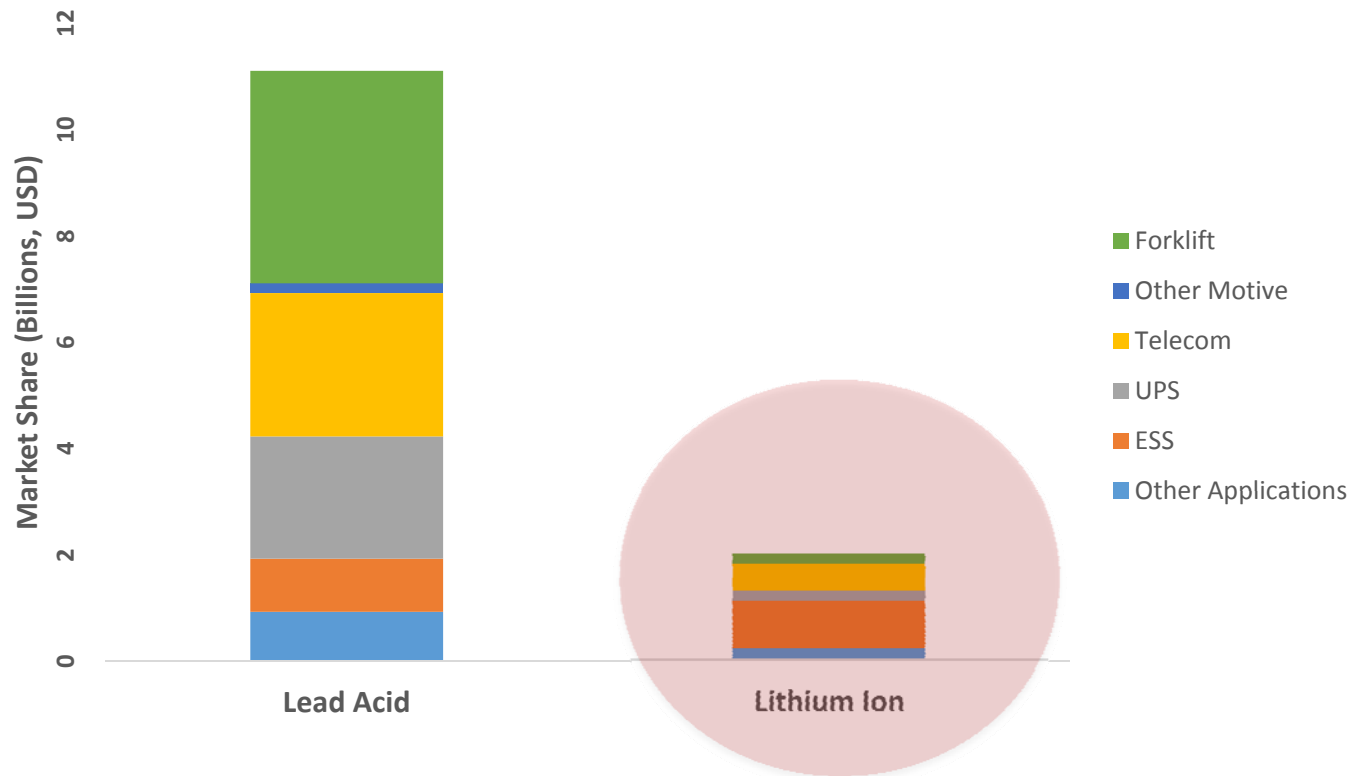


UPS Evolution

Type	Flooded	TPPL	UTPPL
Description	4DXC17B	XE95	Prototype
Number of blocs	60	160	120
W/Kg	44	140	190
W/L	145	394	500
Area (ft ²)	255	90	63
System Cost (USD per KWHr)	100%	72%	62%
Life Expectation Yrs	8-12	8	8
Maintenance Free	No	Yes	Yes

System: 750 KW Battery, 5 min

Industrial Battery Market 2016



Source: Avicenne Energy 2016

Limited Success to Date for Industrial Lithium

Yesterday



Today



x Most cells produced economically were small format

✓ Extensive usage of large format cells

Limited Success to Date for Industrial Lithium

Yesterday



Today



- x Most cells produced economically were small format
- x Limited variation available – only consumer LCO was produced at high volume

- ✓ Extensive usage of large format cells
- ✓ Advanced NMC with high energy density

Limited Success to Date for Industrial Lithium

Yesterday



- x Most cells produced economically were small format
- x Limited variation available – only consumer LCO was produced at high volume
- x 18650 cell cost was valued at 345 USD/KWh

Today



- ✓ Extensive usage of large format cells
- ✓ Advanced NMC with high energy density
- ✓ Automotive OEMs are pushing the battery industry to offer increasingly lower pricing

Limited Success to Date for Industrial Lithium

Yesterday



Today



x Most cells produced economically were small format	✓ Extensive usage of large format cells
x Limited variation available – only consumer LCO was produced at high volume	✓ Advanced NMC with high energy density
x 18650 cell cost was valued at 345 USD/KWh	✓ Automotive OEMs are pushing the battery industry to offer increasingly lower pricing
x Safety strategy primitive with limited monitoring	✓ Functional safety hardware topology complying with ISO26262 coupled with enhanced cell safety designs

Limited Success to Date for Industrial Lithium

Yesterday



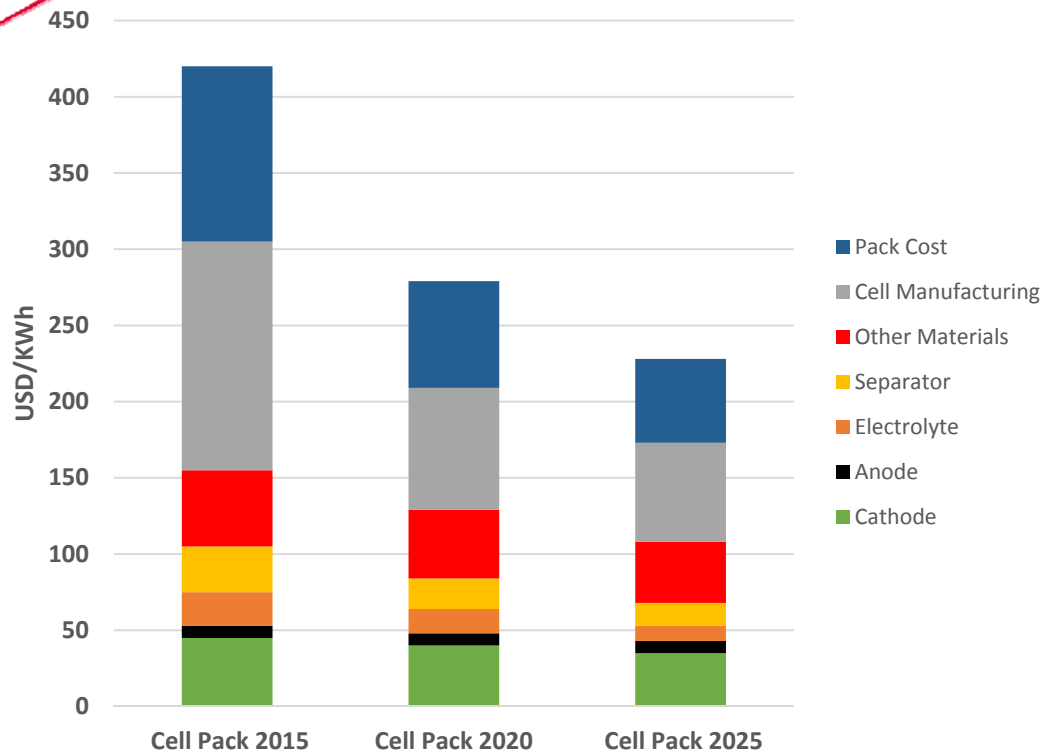
Today



x Most cells produced economically were small format	✓ Extensive usage of large format cells
x Limited variation available – only consumer LCO was produced at high volume	✓ Advanced NMC with high energy density
x 18650 cell cost was valued at 345 USD/KWh	✓ Automotive OEMs are pushing the battery industry to offer increasingly lower pricing
x Safety strategy primitive with limited monitoring	✓ Functional safety hardware topology complying with ISO26262 coupled with enhanced cell safety designs
x Low cyclic capability increases cost of ownership and limits applications	✓ High cyclic capability (+8000) at 75% BoL @ 80% DoD

Make VS Buy

BoM Dilution



- Cell costs determine 70% of pack level BoM
- BMS technology is commoditized

Make VS Buy

Advantages

- Able to access a number of suppliers
- Using supplier R&D to develop new cell technology
- Expand product portfolio as market adapts without large CapEx

Supply Risks

- Quality control of cells
- Possible import duties
- Domestic sourcing
- Cell availability
- Technology transfer

Make vs Buy

We would make if the cell:

- BoM cost must be competitive,
- could be made in existing facilities,
- demonstrates enhanced safety,
- production CapEx scales to market adoption.



EnerSys provides energy when needed

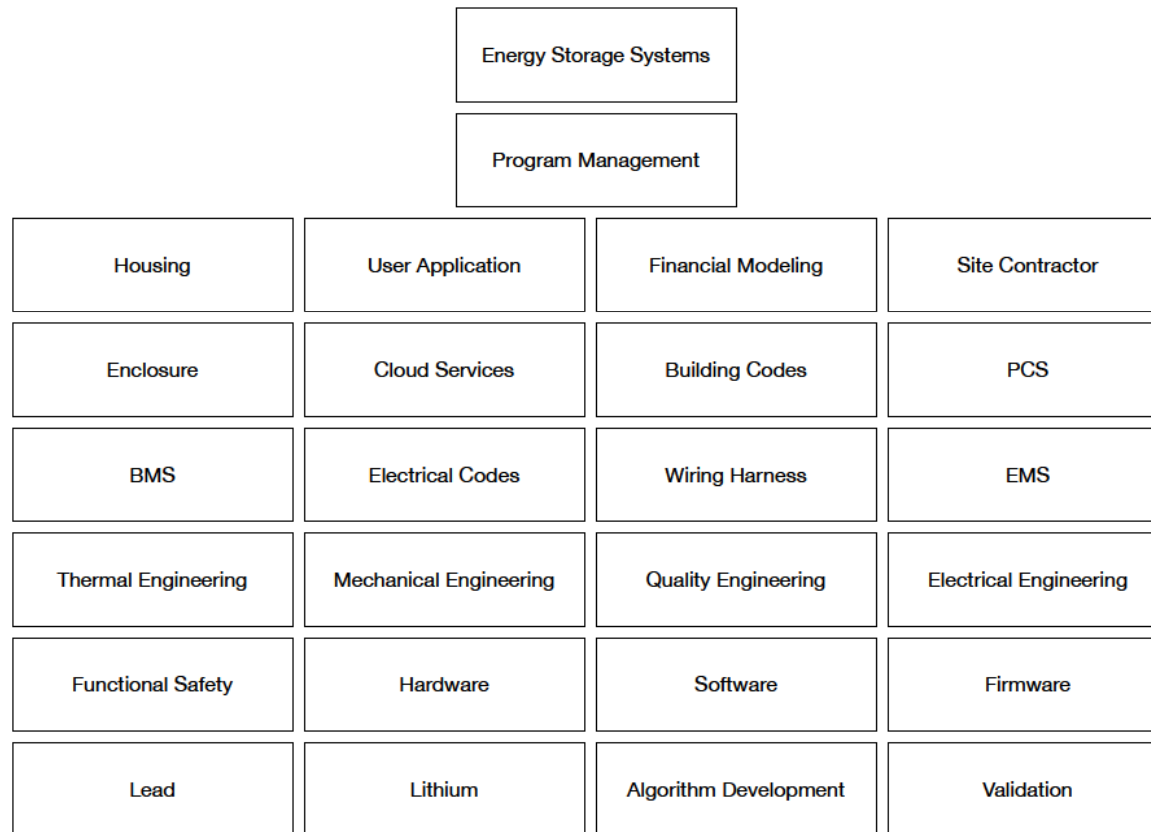
ESS is the largest growing market in industrial storage.

ESS must provide a complete energy management solution.

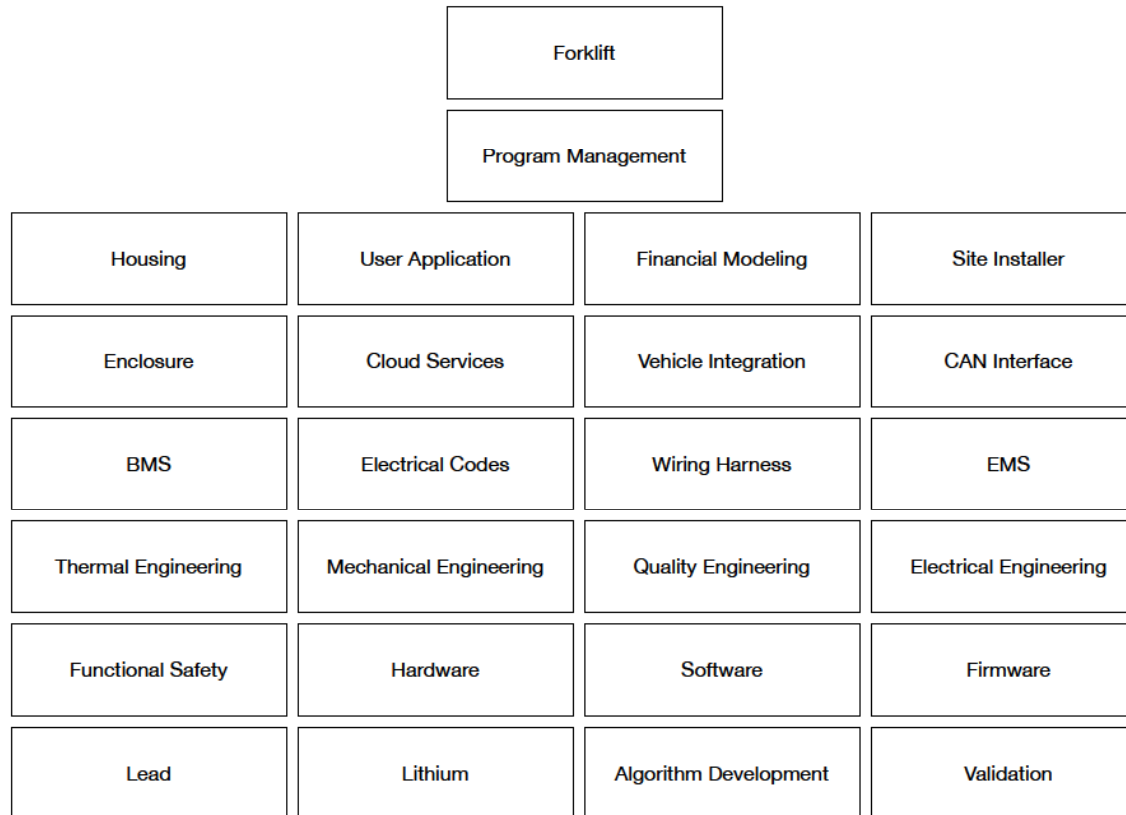
EnerSys will provide the best energy solution for the application.



What resources do we need for a lithium ESS solution?



What would we need for a motive lithium solution?



The difference is minimal

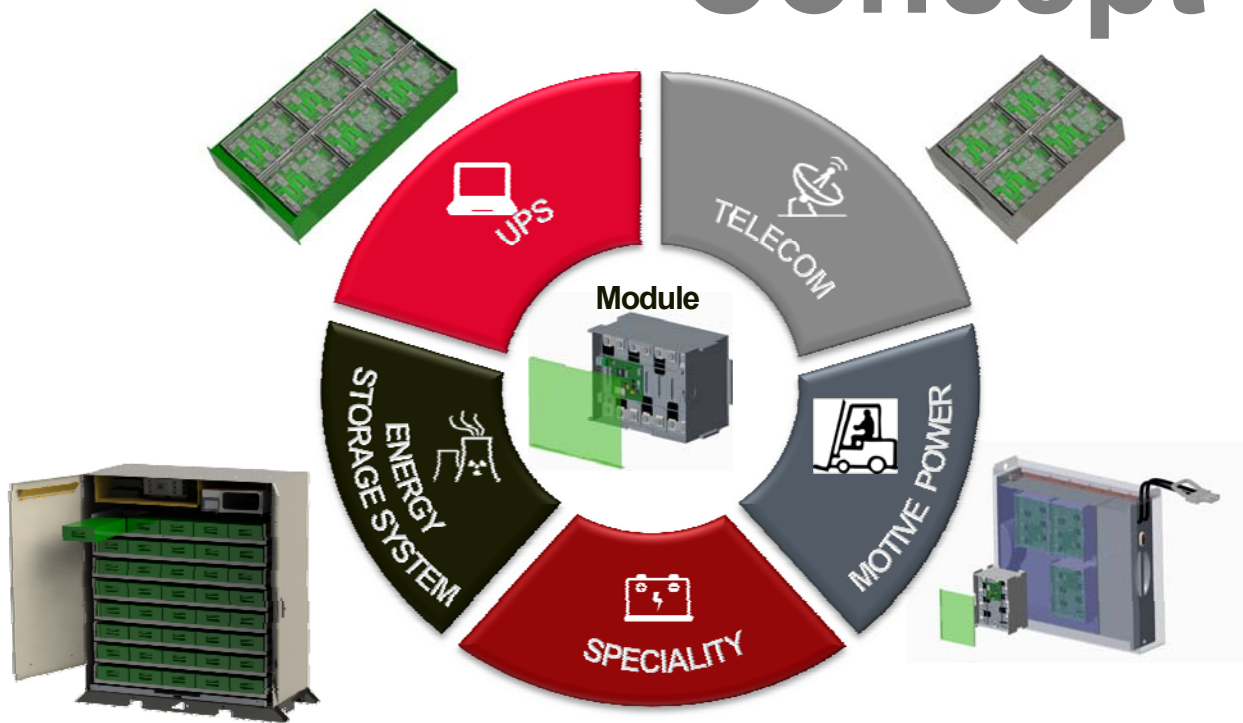
Forklift
Program Management

Housing	User Application	Financial Modeling	Site Installer
Enclosure	Cloud Services	Vehicle Integration	CAN Interface
BMS	Electrical Codes	Wiring Harness	EMS
Thermal Engineering	Mechanical Engineering	Quality Engineering	Electrical Engineering
Functional Safety	Hardware	Software	Firmware
Lead	Lithium	Algorithm Development	Validation

Energy Storage Systems
Program Management

Housing	User Application	Financial Modeling	Site Contractor
Enclosure	Cloud Services	Building Codes	PCS
BMS	Electrical Codes	Wiring Harness	EMS
Thermal Engineering	Mechanical Engineering	Quality Engineering	Electrical Engineering
Functional Safety	Hardware	Software	Firmware
Lead	Lithium	Algorithm Development	Validation

Solutions Modular Concept



ESS 100KW/400KWh System

If the application requires

- Limited to daily partial cycling (peak shaving, demand charges)
- Space is somewhat confined
- No maintenance
- Restrictions (e.g. fire code)
- Remote monitoring

Next Generation TPPL

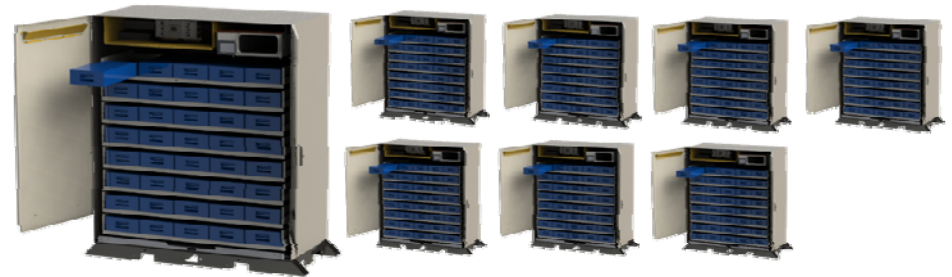




ESS 100KW/400KWh System

Parameter	Value
Price (USD/Wh/L)	1.13
Cycle Life (80% BoL with 80% DoD)	800
Relative Price	52%
TCO (Cents/Wh/L/Cycle)	0.14

Next Generation TPPL



ESS 100KW/400KWh System

If the application requires

- Significant cycling (PV, demand charges, high load profile)
- Space is very confined
- No maintenance
- No restrictions (e.g. fire code)
- Remote monitoring

Li-Ion System



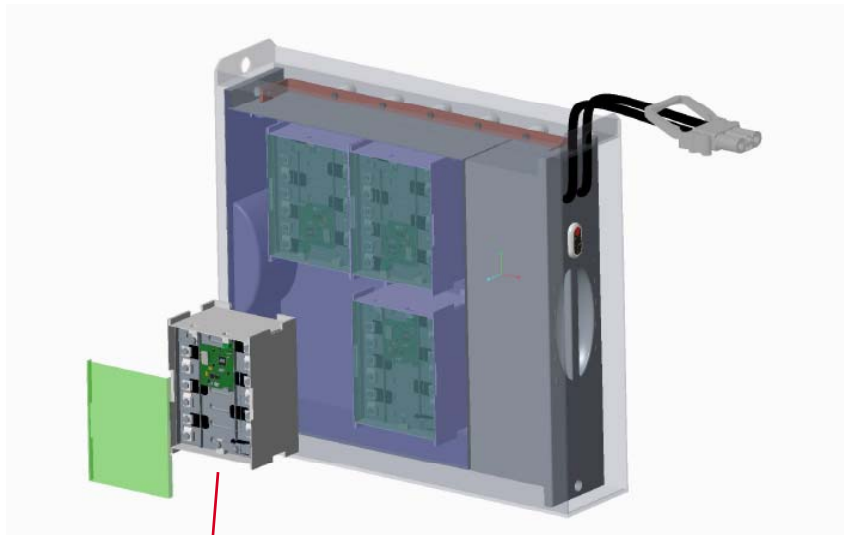
ESS 100KW/400KWh System

Li-Ion System

Parameter	Value
Price (USD/Wh/L)	2.56
Cycle Life (80% BoL @ 100% DoD)	6000
Relative Price	118%
TCO (Cents/Wh/L/Cycle)	0.04



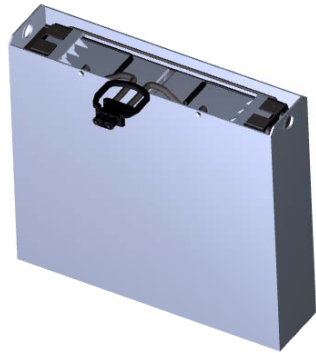
Modular Kit – Motive Power



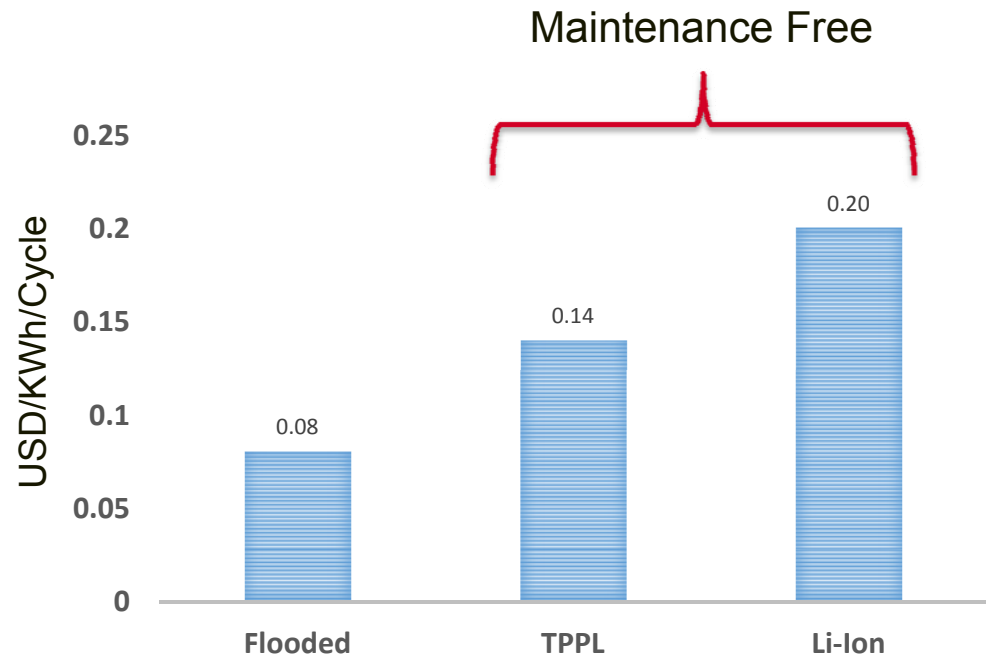
Uniform Module

Modular Kit – Motive Power

From 2.8KWh up to 40KWh



Class III : Comparison for
similar battery capacity
using same tray



EnerSys keeps you talking

Backbone

Small Cells

FTTX Broadband

Macro BTS

5G enables a 100x
increase in data
volume

Central Office

EnerSys will
provide power
reliability through
the whole network

Hybrid

Higher data
volume will require
more backup
power

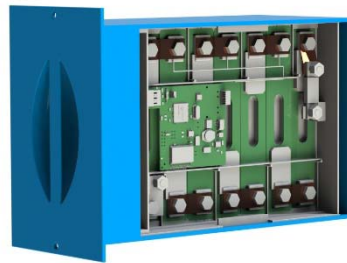
Typical telecom
infrastructure



Modular Kit – Communication

5G 48V Lithium or Advanced Lead

Lithium Module



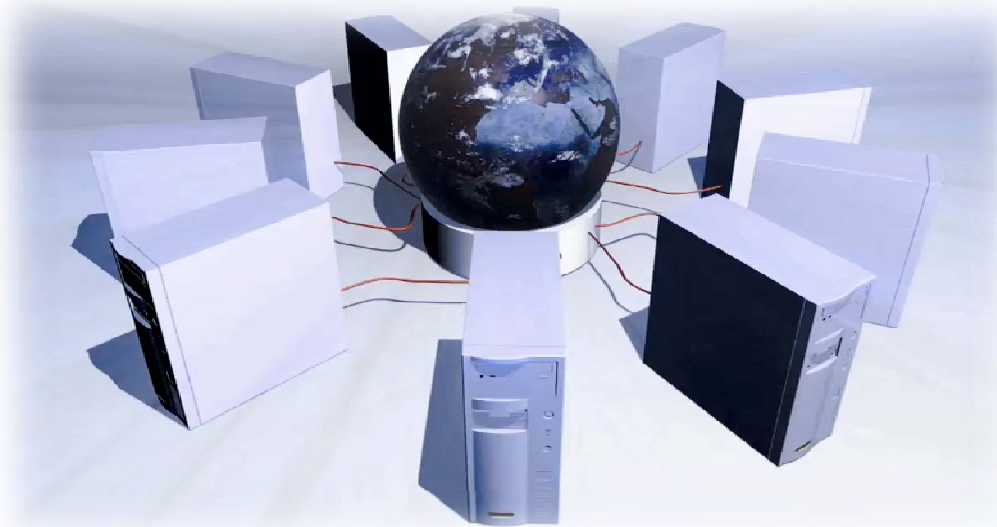
Faster, Leaner, Better

Using a modular design, we will develop new complex products with the quality and performance our customers expect.



Making It Happen

Key individuals will be centralized



Emphasis on software and systems level development

Incremental investment of up to \$5M

New competencies:

- Energy Storage Systems
- Advanced Manufacturing
- Global Project Management

EnerSys Global Technology Center

Key Takeaways

- Continued advancement of lead technologies
- Expand lithium from A&D into broader Industrial markets
- Enhancing product portfolio for new markets including ESS
- Larger emphasis on system engineering and modular kit development



ASIA OPPORTUNITIES

Myles Jones – President Asia

we are proud to be EnerSys   

Asia has scale



\$5.7B
addressable market



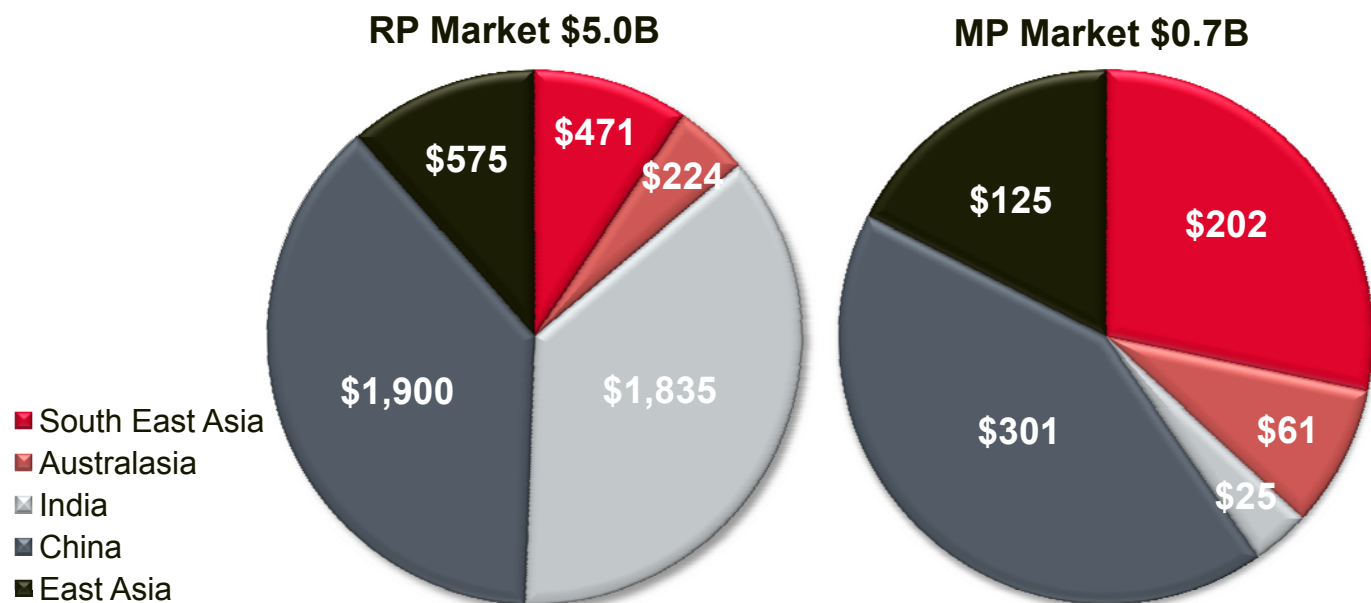
45% of
global population

Over **2B** 
mobile subscribers

200k new electric
 trucks every year

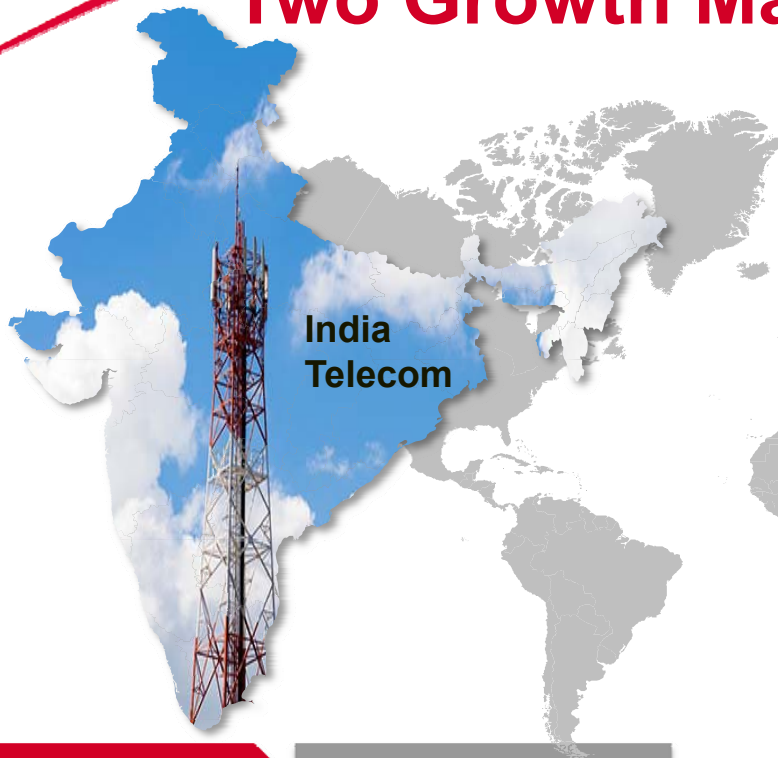
Asia Industrial Battery Market

- RP dominated by India and China
- MP dominated by China



Management estimates

Two Growth Markets – Two Drivers



\$400M 2016

\$900M 2025



China MP

\$300M 2016

\$1B 2025

China Motive Power



Mega Trends

- 40M+ people enter the middle class annually
- Logistics Growth
- Environmental concerns drive higher electric %



EnerSys Trends

- Enter Chinese domestic OEM Motive Batteries (70%) of market
- Best in Class Battery Quality
- Increase capacity utilization of EnerSys China factories



Why is China's middle class important

Chinese consumer spending will grow exponentially in the next decade

Consumerism is the driver

2006

1 Billion
Packages delivered



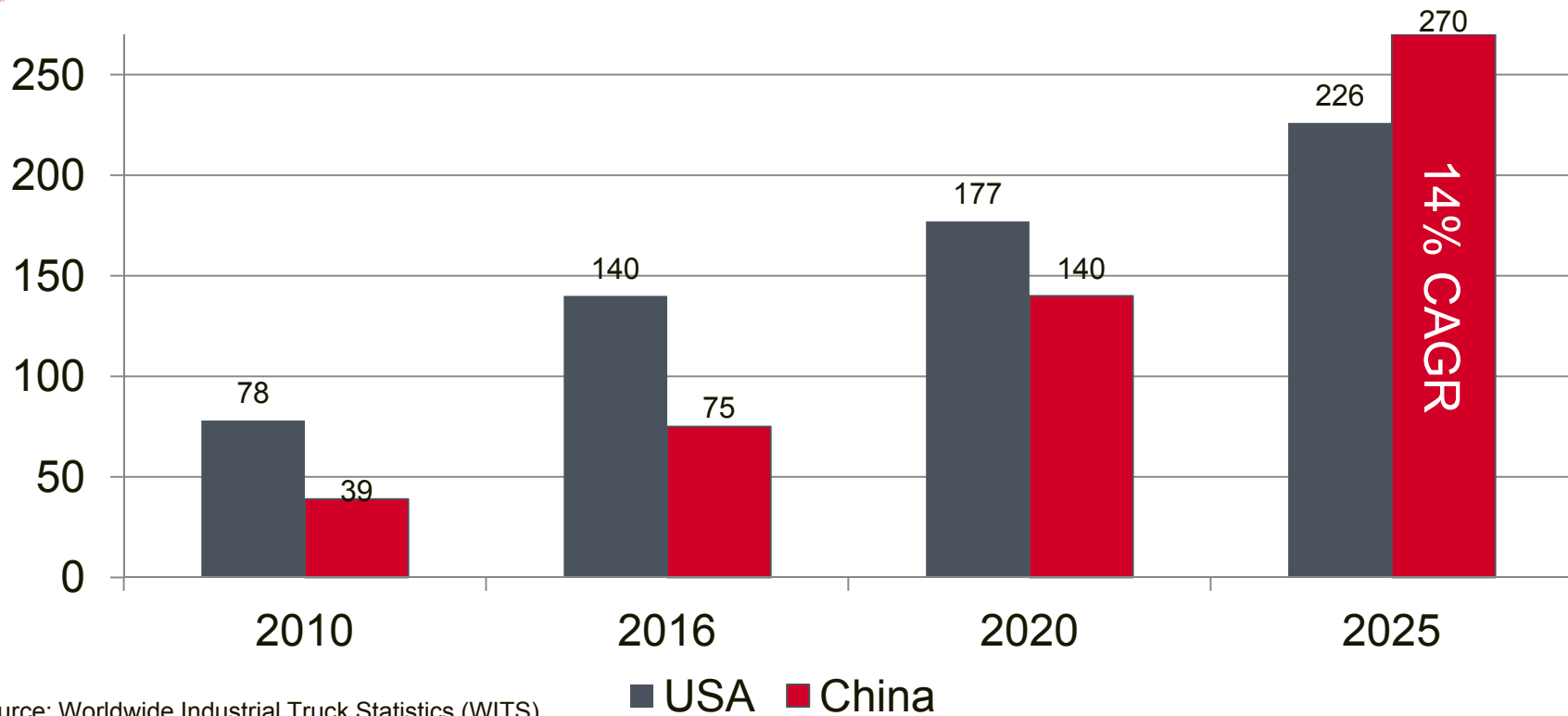
**Shipping grew 10x in
eight years...**

2014

10 Billion
Packages delivered



Motive Power – China Electric Forklift Growth



Source: Worldwide Industrial Truck Statistics (WITS)
2010-2016, Management estimates 2017-2025

China Motive Power Strategy

Strategy

EnerSys has
< 20% of the
\$300M market

Market has
potential to grow
to \$1B by 2025

Distribution
and channel
partners

Charger
systems

Better
utilization of
Yangzhou plant

Introduce MP
premium
products into
China



India Reserve Power



Mega Trends

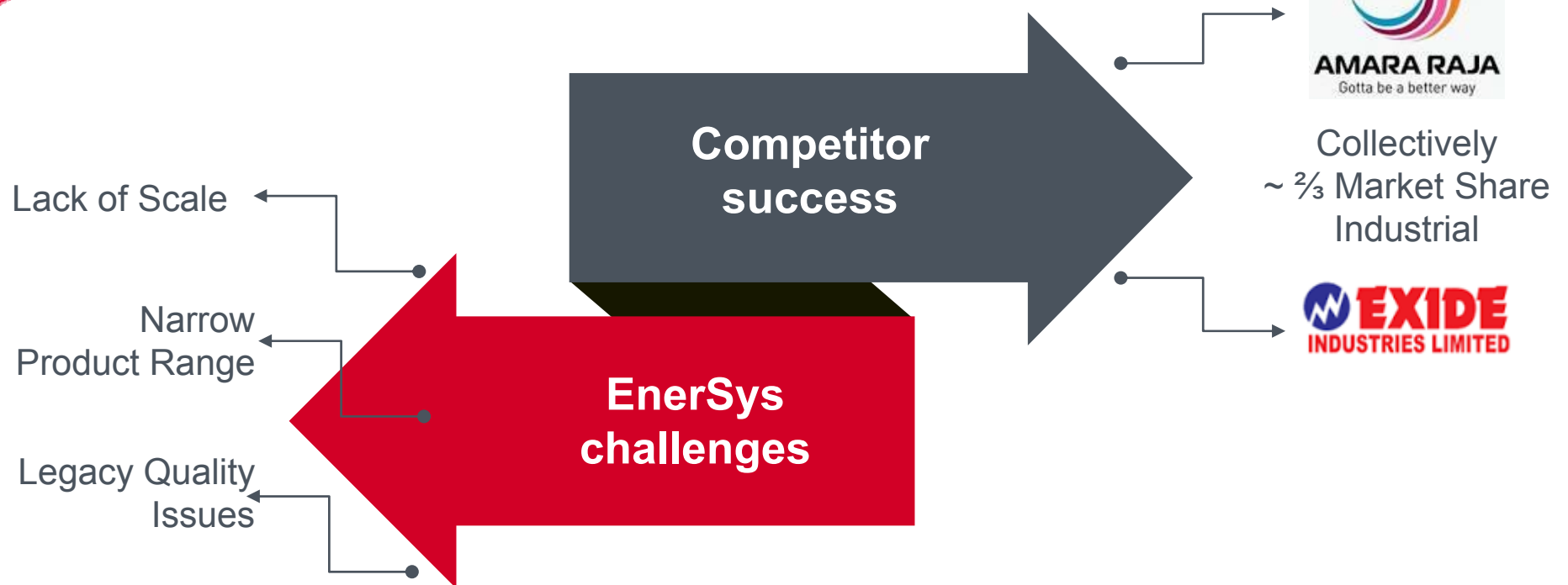
- Continued 3G and 4G expansion
- Smart Cities – Digital India
- Data Center Growth – CAGR 10%+



EnerSys Trends

- Acquisition or JV in India
- New UPS TPPL products
- Telecom Growth

Indian Competitors vs. EnerSys



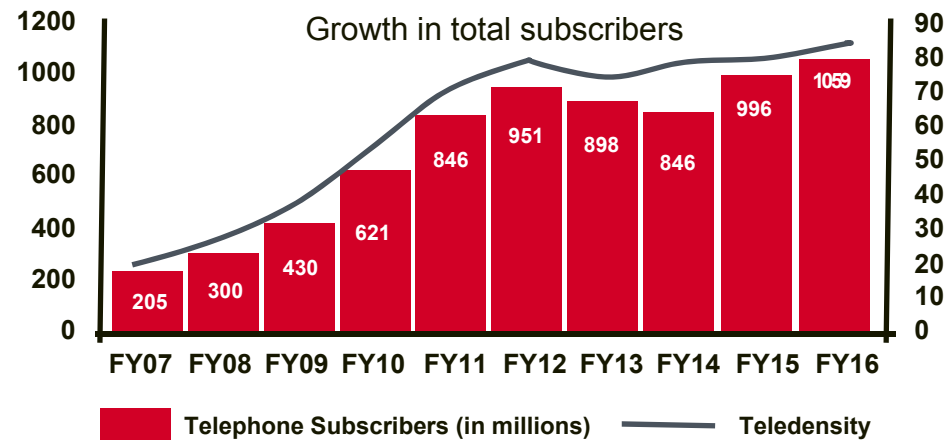
Second-largest
telecommunication
market.

Third highest
number of internet
users.

Subscriber CAGR of
18%, reaching **1.1
billion** during
FY07-16

India Telecom

Subscriber base
expansion



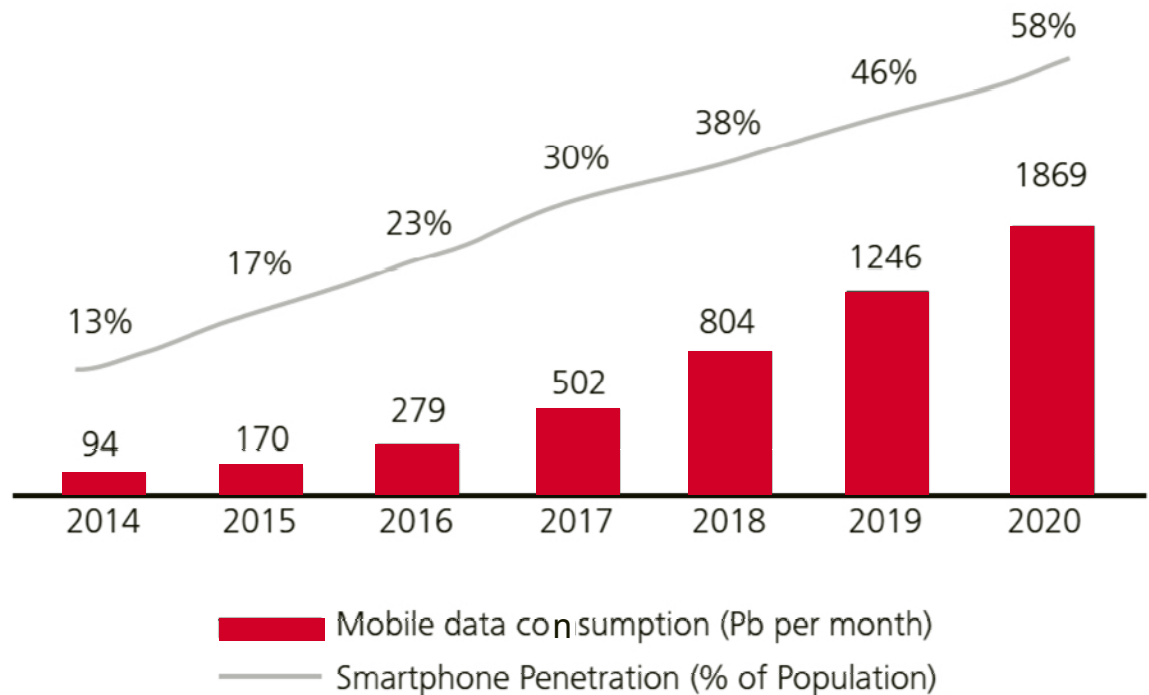
Teledensity is the number of
telephone connections for
every hundred individuals.

Source: Telecom Regulatory Authority of India, TechSci Research

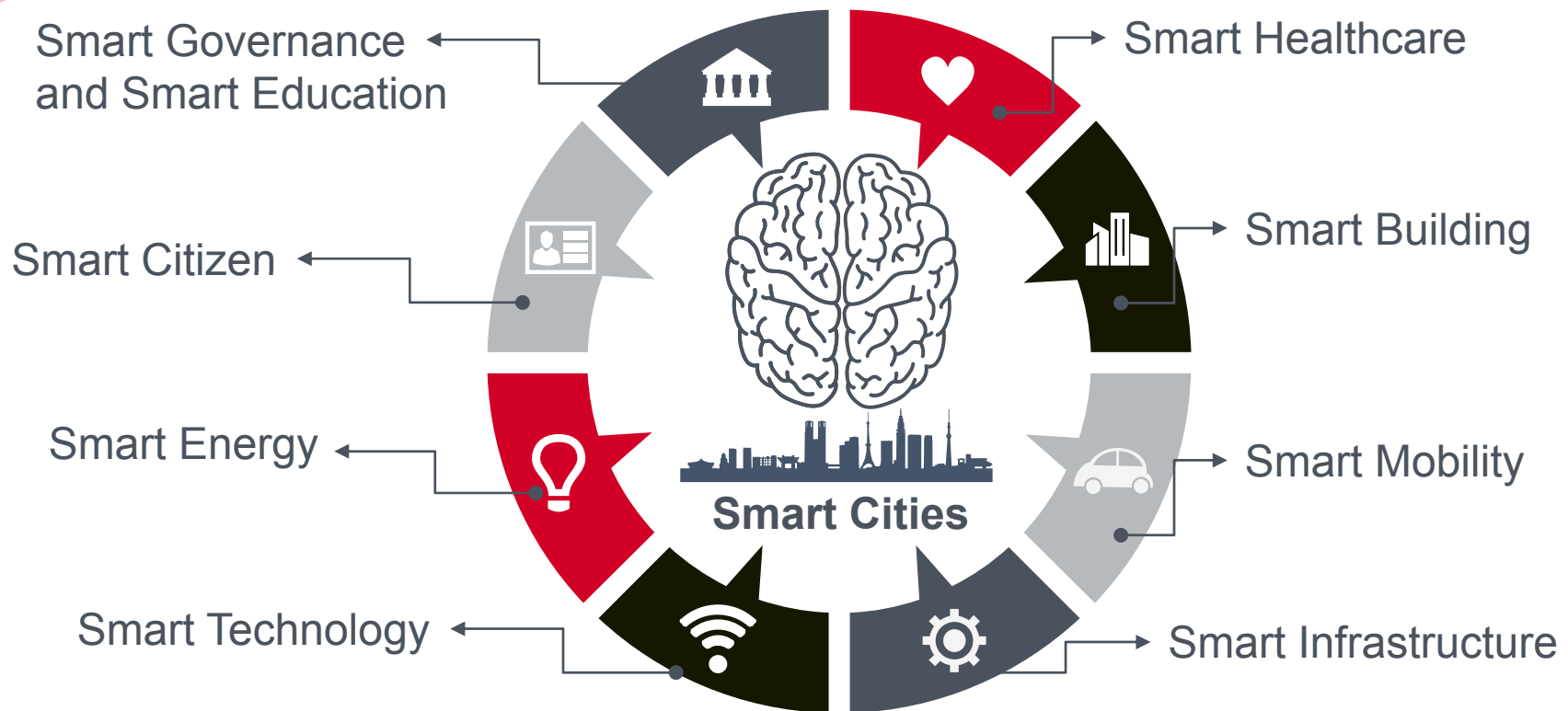
India Mobile Data Demand

Projected
Smartphone
Penetration and
Mobile Data
Consumption
for India

Source: Deloitte Analysis



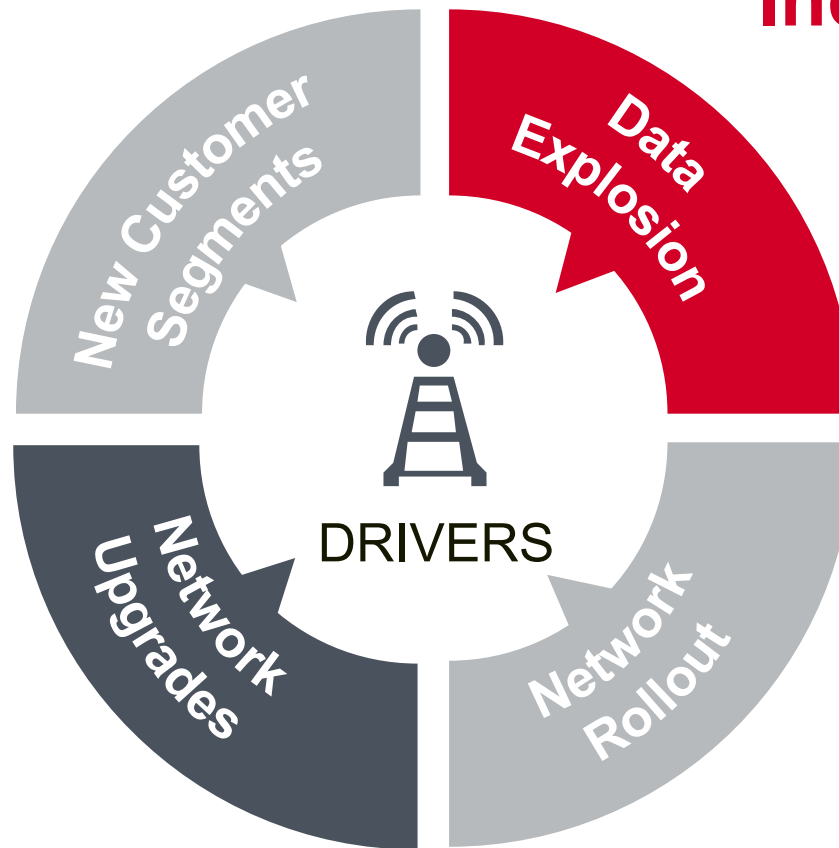
Digital India and Smart Cities



India Telecom

Key drivers of the Indian Telecom Tower Industry

Source: Deloitte Analysis



- Grid quality
- 70% of towers have power outages for up to 8 hours a day
- TCO product strategy

India Strategy

\$1B market
that's
addressable

New
products
and
technologies

Strategy

New partners to
create scale

Invest in
quality

Telco \$400M
>8% CAGR

Key Takeaways

- EnerSys is well positioned to grow MP in China with new factory, new products and established brands and channels
- EnerSys is committed to India. Key focus is to create scale and expand product offerings
- EnerSys will be a major player in Asia





FINANCIAL OUTLOOK

Michael Schmittlein – Executive Vice President and CFO

we are proud to be EnerSys   

F'17 YTD Third Fiscal Quarter Sales By Region & LOB (\$ Millions)



	F'17	F'16	Fav/(Unfav)					
			\$	%	Volume	Price	M&A	Fx
Americas	\$968	\$946	\$22	2%	2%	-	1%	-1%
EMEA	\$564	\$583	(\$19)	-3%	-	-	-	-3%
Asia	\$208	\$176	\$32	18%	11%	1%	8%	-2%
Total Net Sales	\$1,740	\$1,705	\$35	2%	2%	-	2%	-2%
Motive Power	\$895	\$894	\$1	-	1%	1%	-	-2%
Reserve Power	\$845	\$811	\$34	4%	4%	-	3%	-3%
Total Net Sales	\$1,740	\$1,705	\$35	2%	2%	-	2%	-2%

Note - Rounding may cause minor differences. Presented on an as adjusted basis.

F'17 YTD Third Fiscal Quarter Net Earnings & EPS

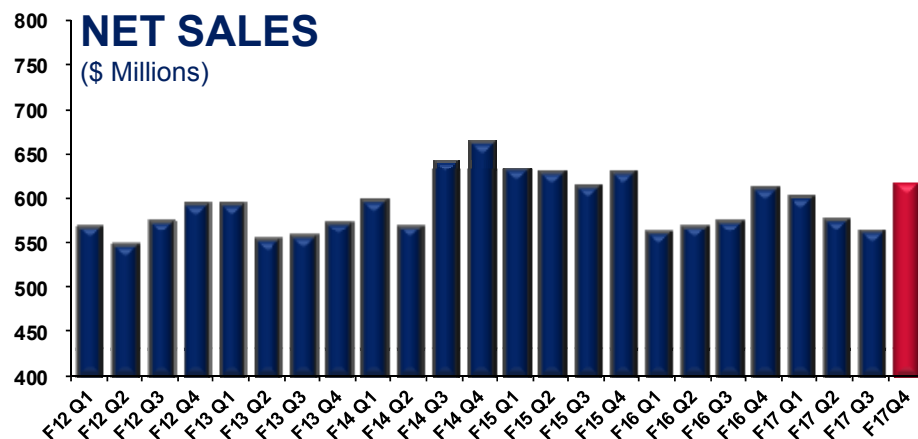
(\$ Millions, Except Per Share Amounts)



	F'17	F'16	Fav/(Unfav)	
			\$	%
Operating Earnings - As Adjusted	\$214.9	\$193.3	\$21.6	11%
As % Net Sales	12.4%	11.3%		1.0 Pts.
Book Tax Rate	24%	24%	—	—
Net Earnings - As Adjusted	\$152.5	\$132.9	\$19.6	15%
As % Net Sales	8.8%	7.8%		1.0 Pts.
EPS diluted - As Adjusted	\$3.47	\$2.90	\$0.57	20%
Avg. Diluted Shares Outstanding (Millions)	43.943	45.913	1.970	4%

Note - Rounding may cause minor differences. Presented on an as adjusted basis.

Net Sales & Gross Profit Margin

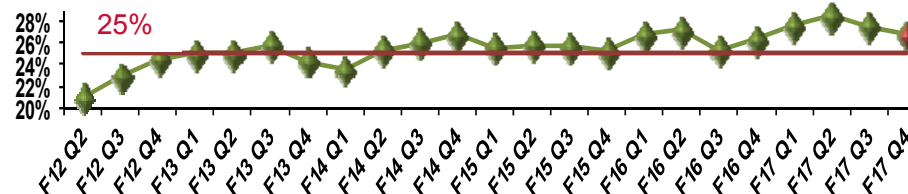


Notes:

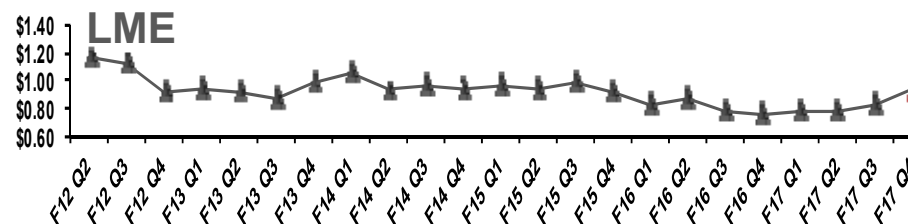
- LME and Euro are set to our P&L basis.
- \$ amounts are in average actual rates
- F17 Q4 values forecasted

ACTUAL GP %

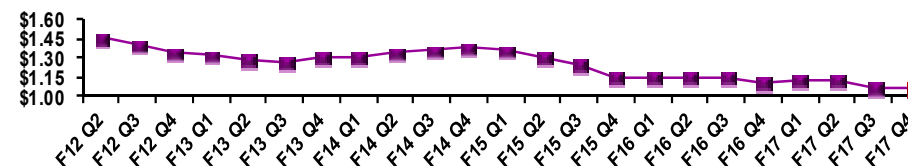
Investor Day 2017



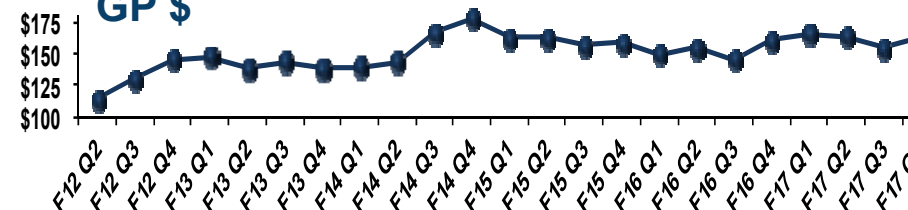
LME



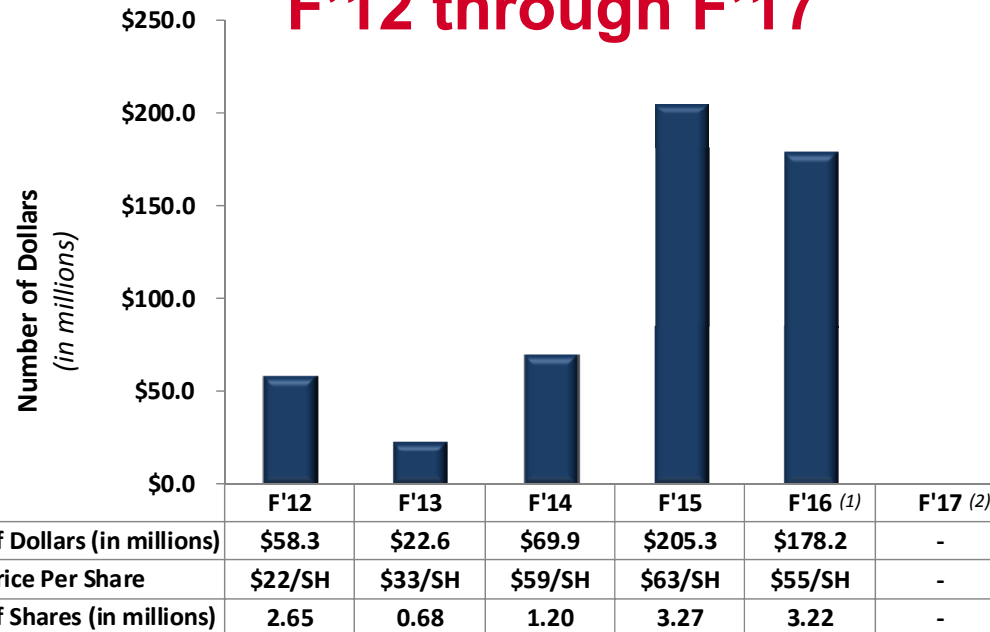
EURO



GP \$



Treasury Stock Repurchase Program F'12 through F'17



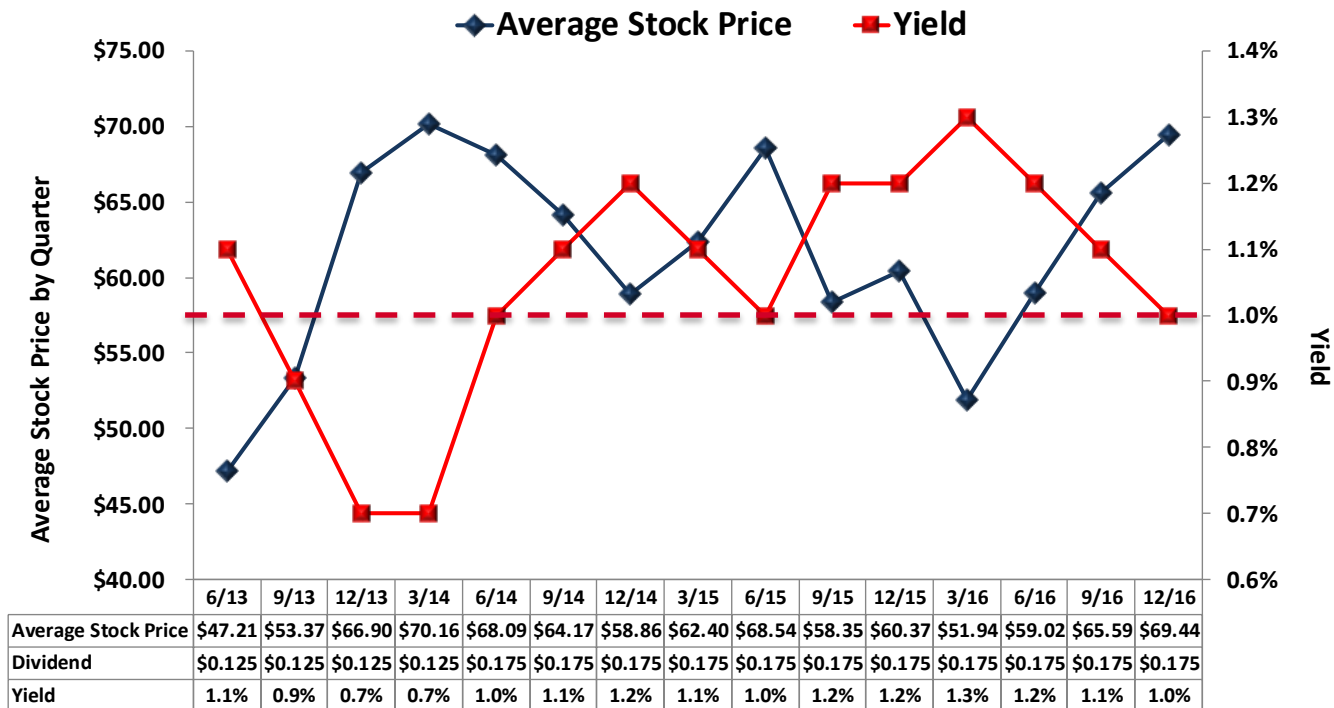
(1) Issued 1.9M shares from Treasury to pay for the premium on the Convertible Notes redemption

(2) No stock repurchases in F'17 YTD

Total Repurchased: 11.0 Million Shares

Average Price Per Share: \$48

Dividend Yield



- Initiated dividend June 2013
- Increased dividend June 2014
- Dividend yield is the annualized dividend as a percentage of average quarterly stock price

FINANCIAL FORECAST

Q4 Guidance Affirmed



\$1.21 EPS
Midpoint

Global Tax Considerations

Fiscal 2016 Data

REVENUE

US to US	35%
US to ROW	5%
ROW to US	10%
ROW to ROW	50%
\$2.3 B	100%

US	50%
ROW	50%

\$56 M

Normalized

US	40%
ROW	60%

\$60 M

CAPEX

US
10% higher
due to
corporate
expansion

US	55%
ROW	45%

100% = 15% of
Sales
as adjusted basis

OPERATING EXPENSES

US	1 M
ROW	466 M

CASH \$467 M

(Overseas Profit ~ \$900 M)

US	100%
ROW	-

\$22.3 M

INTEREST EXPENSE



Fiscal 2018 Expectations **(without M&A activity)**

- **7% to 10% Top Line Growth**
 - **3% to 5% Organic Growth**
 - **3% to 5% Price Recovery**
 - **+/- FX**
- **15% Sales in Operating Expenses**
- **8% to 10% Growth in Adjusted Operating Earnings**
- **\$5.00+ As Adjusted EPS**

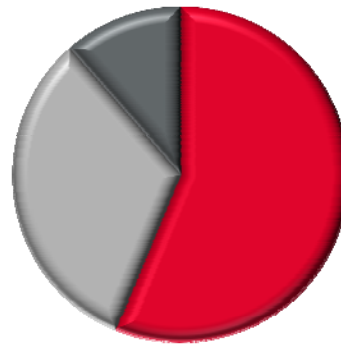


Extended Organic Outlook



Revenue FY 2017

- Americas
- EMEA
- Asia



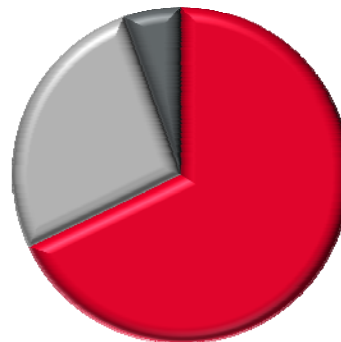
\$ 2.4



Revenue FY 2021

- ~ 4 % Organic CAGR
- Improved regional balance
- M&A TBD

Op Earnings FY 2017



\$.3



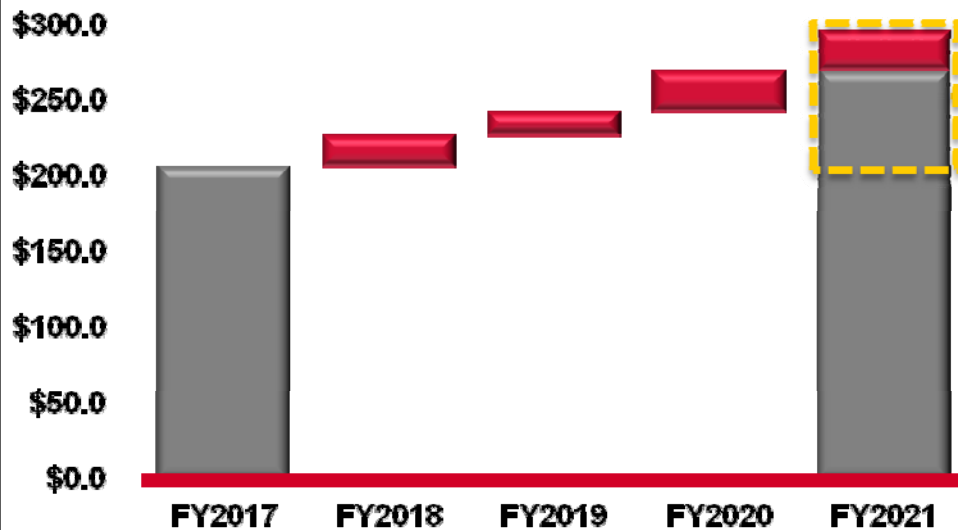
- 8-10 % Organic CAGR
- ~ 200 bps improvement

Our Balance Improves

(\$ Billions)

Journey to FY21

Adjusted Net Earnings (ANE) \$ Millions



Sources / Uses of ANE:

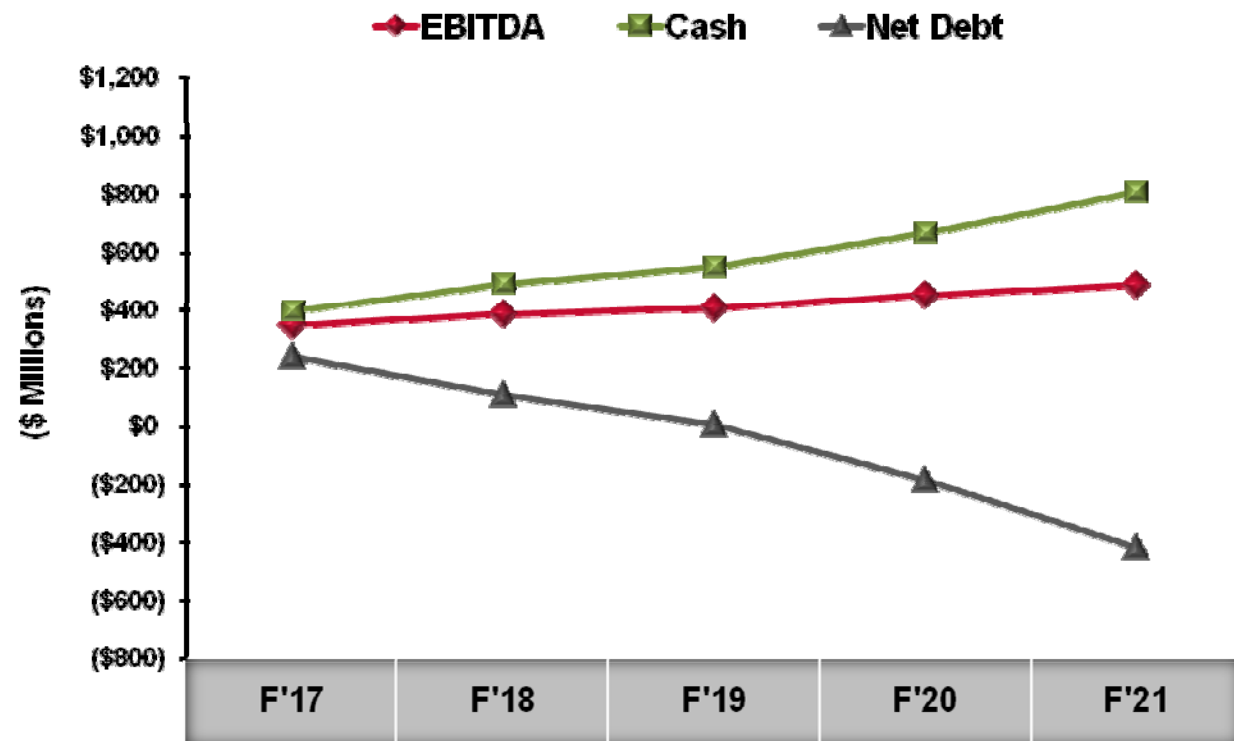
\$ 55	▪ Organic Growth
40	▪ EOS Savings
0	▪ Price / Commodity Costs
(5)	▪ Digital Core
<u>\$ 90</u>	
+	



MERGERS & ACQUISITIONS

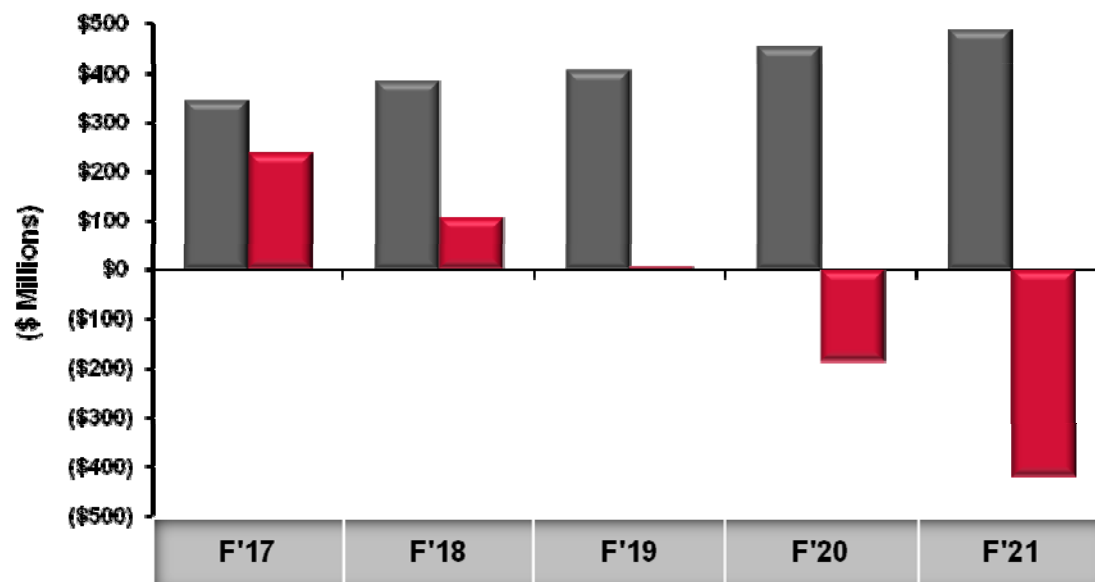
Net Debt

Assumes annual
CapEx of \$85M
and PWC holds
at current % rates



Leverage

■ EBITDA ■ Ending Net Debt



	F'17	F'18	F'19	F'20	F'21
Leverage Ratio	.7X	.3X	—	—	—



**What
\$2 B
In M&A
Would
Look Like
If Done In...**

2018 / 2019

	DEBT	EBITDA	LEVERAGE
Acquisitions	2,000	300	
New Balance	2,000	700	2.9X

2020 / 2021

	DEBT	EBITDA	LEVERAGE
Acquisitions	2,000	300	
New Balance	1,600	750	2.1X

COST REDUCTIONS

Market Share
Enhancement

New Technology

Geographic
Expansion

New Chemistry

Service Network
Buildout

Adjacencies

Vertical
Integration

**M&A
Strategy**



Size?



Key Takeaways

- Organic growth at ~ 4 % aided by higher growth in Asia and new product development that includes lithium systems
- Price management of commodity volatility will continue
- Lean initiatives and premium product acceleration will improve OE margins 200+ bps



Key Takeaways

- Excess cash generated will be used for M&A first and then share repurchase
- Leverage will be kept reasonable
- Tax changes will be addressed timely and appropriately
- EnerSys will continue to be the Industrial market global leader



**Thank You.
Questions?**



"Powering the **Future**
Everywhere for **Everyone**."

At EnerSys, we pursue perfection to
deliver Power to innovate and inspire.

Power delivered simply, safely
and sustainably.

Power that creates superior
value for our customer.

We are proud to be **EnerSys**.





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