



Kimball[®] Electronics

Notice of 2026 Annual Meeting and Proxy Statement

LETTER FROM OUR CEO

To Our Share Owners:

As I reflect on my third full year as CEO of Kimball Electronics, I am filled with a sense of pride and accomplishment for the transformation that occurred in fiscal year 2026 as we continued to position our Company for the future. It is humbling, and a privilege, to lead an organization with more than six decades of manufacturing excellence, a genuine commitment to long-term relationships, and Guiding Principles that shape how we serve our customers, support our people, give back to our communities, and create value for you, our Share Owners. I truly appreciate the trust that you have placed in me with this opportunity.

Fiscal year 2026 was a year of transition. We celebrated our 65th anniversary as a Company, 20 years of operations in Nanjing, China, and 10 years in Timisoara, Romania. We cut the ribbon at the grand opening of our 308,000-square-foot medical manufacturing facility in Indianapolis, and we kicked off a phased campaign to rebrand as Kimball Solutions. Then, on the dawn of our new fiscal year, we welcomed Helvoet Polymer Technologies on July 1, 2026. Throughout the year, our teams navigated uneven demand and geopolitical uncertainty, but ended with a strong finish, momentum, and an outlook projecting a return to top-line growth in fiscal year 2027. We also strengthened our balance sheet, generated strong cash flow, and used it to pay down debt while investing in future growth as a differentiated, global, contract development and manufacturing organization. Financial highlights in fiscal year 2026 included:

- Revenue of \$1.4 billion, with medical sales increasing year-over-year;
- An adjusted operating income margin of 4.6% of net sales;
- Cash generated from operating activities of \$72 million;
- Borrowings of \$117 million, our lowest level of debt in more than four years; and
- \$12 million returned to you, our Share Owners, through the repurchase of 447,000 shares of common stock.

Our acquisition of Helvoet, a European-based medical contract development and manufacturing organization with operations in Tilburg, The Netherlands, and Pune, India, advances the medical strategy we have been building toward. Helvoet brings highly automated micro-molding and precision injection-molding capabilities supporting microfluidics, in vitro diagnostics, and drug delivery applications, and approximately 70% of its revenue serves medical end markets. It enhances our presence in Europe, gives us immediate access to the emerging market in India, and provides a new avenue to leverage our Indianapolis facilities.

At this year's Annual Meeting, we are also asking you to approve an amendment to our Articles of Incorporation to change our corporate name to Kimball Solutions. The new name reflects an expanded portfolio of capabilities that now includes design and engineering support, supply chain management, precision molded plastics for medical applications, and high-level and final product assemblies. Our heritage in electronics manufacturing remains strong, and this change honors it while more accurately representing the breadth of value we deliver to customers today. I thank you in advance for your support.



For more detailed insights into the past year, I encourage you to read our Annual Report and Form 10-K, as well as to follow updates on our website at www.kimballelectronics.com. Please review this 2026 Proxy Statement and the Q&A with information about the 2026 Annual Meeting. Your active participation is vital to us.

I would like to extend a personal invitation for you to attend our annual meeting in person at Kimball Electronics' new Indianapolis facility, located at 1220 South Post Road, Indianapolis, Indiana, 46239, beginning on Friday, November 13, 2026, at 10:00 A.M., Eastern Standard Time (EST). On behalf of the entire Kimball Electronics team, thank you once again for your continued support and investment as a Kimball Electronics Share Owner.

Ric Phillips

Ric Phillips
Chief Executive Officer and Director
Kimball Electronics, Inc.

NOTICE OF ANNUAL MEETING OF SHARE OWNERS

KIMBALL ELECTRONICS, INC.
1205 Kimball Blvd.
Jasper, Indiana 47546
(812) 634-4000

Dear Fellow Share Owners of Kimball Electronics, Inc.:

We cordially invite you to attend the annual meeting of the Share Owners (the "Annual Meeting") of KIMBALL ELECTRONICS, INC., an Indiana corporation (the "Company"), which will be held at the Company's facility at 1220 South Post Road, Indianapolis, Indiana 46239, on Friday, November 13, 2026, at 10:00 A.M., Eastern Standard Time (EST). At the Annual Meeting, you will have the opportunity to vote on four important proposals:

- 1. To elect three (3) directors of the Company ("Proposal 1").
- 2. To ratify the selection of the Company's independent registered public accounting firm for fiscal year 2027 ("Proposal 2").
- 3. An advisory vote on the compensation paid to the Company's Named Executive Officers ("Proposal 3").
- 4. To approve an amendment to our Articles of Incorporation to change the Company's name from Kimball Electronics, Inc. to Kimball Solutions, Inc. ("Proposal 4").

and to consider and transact such other business as may properly come before the meeting or any adjournments thereof. Only Share Owners of record at the close of business on September 14, 2026 are entitled to notice of and to vote at the Annual Meeting.

YOUR VOTE IS VERY IMPORTANT! We hope you will attend the Annual Meeting in person. However, regardless of whether you plan to attend the meeting, it is important that your shares be represented and voted at the meeting. We encourage you to promptly vote and submit your proxy via the Internet, by toll-free telephone, or if you receive this proxy by mail, by signing, dating, and returning the enclosed proxy card in the envelope provided. If you received more than one proxy card, that is an indication that your shares are registered in more than one account. Please complete and return a proxy for each proxy card you receive. If you attend the Annual Meeting, you can vote in person even if you previously submitted your proxy.

Thank you for your continued investment in Kimball Electronics. We look forward to seeing all of you on November 13.

By Order of the Board of Directors



Douglas A. Hass
Chief Legal & Administrative Officer, Secretary
September 30, 2026

YOUR VOTE IS IMPORTANT!	WHETHER OR NOT YOU PLAN TO ATTEND THE MEETING, PLEASE VOTE PROMPTLY BY TELEPHONE OR THE INTERNET BY FOLLOWING THE INSTRUCTIONS ON THE NOTICE OR THE PROXY CARD, OR IF YOU RECEIVED A PRINTED SET OF PROXY MATERIALS, YOU MAY VOTE BY SIGNING, DATING, AND MAILING THE ACCOMPANYING PROXY CARD. THE PROXY IS REVOCABLE AND WILL NOT AFFECT YOUR RIGHT TO VOTE IF YOU ATTEND THE MEETING IN PERSON.
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SUMMARY OF INFORMATION ABOUT THE ANNUAL MEETING

Annual Share Owners Meeting

DATE	November 13, 2026
TIME	10:00 a.m. EST
PLACE	1220 South Post Road, Indianapolis, Indiana 46239
RECORD DATE	September 14, 2026
VOTING ELIGIBILITY	Registered Share Owners as of the Record Date are entitled to submit proxies or vote in person at the Annual Share Owners Meeting.

Solicitation of Proxies

The Board of Directors (also referred to herein as the “Board”) of Kimball Electronics, Inc. (“we,” “us,” “our,” “Kimball Electronics,” or the “Company”) is soliciting proxies for use at the Company’s 2026 Annual Meeting of Share Owners and any postponements or adjournments of that meeting (as so postponed or adjourned, the “2026 Annual Meeting” or the “Annual Meeting”). The Company first mailed this Proxy Statement, the accompanying form of proxy, and the Company’s Annual Report for 2026 on or about September 30, 2026.

The Board has fixed the close of business on September 14, 2026 as the Record Date for the Annual Meeting. You are entitled to notice and to vote if you were a Share Owner of record of our Common Stock as of the close of business on that date. Your shares may be voted at the Annual Meeting only if you are present in person or your shares are represented by a valid proxy. As of September 14, 2026, there were 23,991,995 shares outstanding, each share entitled to one vote.

Agenda Items and Board Recommendations

Proposal	Board Recommendation	Vote Required for Approval	Effect of Withheld Votes or Abstentions	Effect of Broker Non-Votes
Proposal 1: Elect three Directors for a three-year term: • Robert J. Phillippy • Richard D. Phillips • Gregory A. Thaxton	FOR each nominee	Majority of the votes cast and entitled to vote	None	None
Proposal 2: Ratify the selection of Deloitte & Touche LLP as the Company’s Independent Registered Public Accounting Firm	FOR	Majority of the votes cast and entitled to vote	None	N/A
Proposal 3: Advisory Vote on the Compensation Paid to Our Named Executive Officers	FOR	Majority of the votes cast and entitled to vote	None	None
Proposal 4: Approve an amendment to our Articles of Incorporation to change the Company’s name to Kimball Solutions, Inc.	FOR	Majority of the votes cast and entitled to vote	None	N/A

The Board of Directors knows of no other matters that may come up for action at the Annual Meeting. However, if any other matter properly comes before the meeting, the persons named in the proxy form will vote in accordance with their judgment on such matter using the discretionary authority granted in the proxy form.

PROPOSAL 1: ELECTION OF DIRECTORS

Nominees For Election as Directors by Holders of Common Stock

Our Board of Directors (the "Board") is divided into three classes with approximately one-third of the directors up for election each year. We have noted the class of each director and the date of their election in their qualification descriptions below. At the 2026 Annual Meeting of Share Owners, the Share Owners will elect three (3) directors to serve a term of three years, or until their respective successors have been duly elected and qualified.

A director selected by the Board to fill a vacancy holds office until the end of the predecessor's original term, or if the vacancy arises because of an increase in the size of the Board, at the end of the term specified at the time of such director's election or selection, and until that director's successor has been elected and qualified, until the Board accepts their earlier resignation, or until the director's disqualification, disability, or removal.

Each nominee has consented to serve as a director if elected. If for any reason any such nominee shall become unable or unwilling to serve, the proxies will be voted to fill any vacancy so arising in accordance with the discretionary authority of the persons named in the accompanying proxy. The Board is confident that each such nominee will be able to serve.

Below, we describe the unique individual qualifications and skills of our nominees that led our Board to the conclusion that each should serve as a director and have included information each director has given us about their age, positions held, principal occupation, business experience for at least the past five years, and the names of other publicly-held companies of which they currently serve (or during the past five years has served) as a director.

The Class III nominees to be elected to serve a three-year term are:

Robert J. Phillippy
Richard D. Phillips
Gregory A. Thaxton

Robert J. Phillippy

Chairperson of the Board



Director since 2018
Class III- re-election in 2026

Mr. Phillippy is an independent consultant, advising technology companies on a range of strategic, operational, and organizational issues. He retired in 2016 from his position as President, Chief Executive Officer, and a Director of Newport Corporation, a publicly traded lasers, optics, and photonics technology company with 15 manufacturing locations in seven countries. He joined Newport in 1996 and served in various executive management roles prior to his appointment as Chief Executive Officer in 2007. Previously, he served for 12 years in various management roles for Square D Company, a division of Schneider Electric. He currently serves on the boards of directors of ESCO Technologies (NYSE: ESE), where he is Chairperson, and Materion Corporation (NYSE: MTRN). Mr. Phillippy received a Bachelor of Science degree in electrical engineering from the University of Texas at Austin and a Master of Science degree in management from Northwestern University's Kellogg Graduate School of Management. Mr. Phillippy's experience as a chief executive officer of a publicly traded technology and manufacturing company adds significant leadership, strategy, and operational experience to the Board. His leadership in companies that design and manufacture complex, precision systems, including electronic components, provides electronic manufacturing services sector expertise to the Board.

Richard D. Phillips**Director, Chief Executive Officer**



Director since 2023
Class III - re-election in 2026

Mr. Phillips was appointed a Director and as Kimball Electronics' Chief Executive Officer in March 2023. With more than 20 years of experience in operations and advisory roles, Mr. Phillips was previously the President and Chief Executive Officer from 2019 until 2022 for Elkay Manufacturing Company, a global manufacturer and distributor of commercial and residential plumbing products and designer and installer of commercial interiors for the foodservice and hospitality sectors. He was also a member of the Board of Directors for Elkay. Mr. Phillips also served as the President, Chief Executive Officer, and Board member from 2017 through 2019, for Essendant, Inc. (formerly United Stationers, Inc.), a Fortune 500 wholesale distributor of workplace-related products. Before joining Essendant, where he held positions of increasing responsibility from 2013 through 2017, Mr. Phillips held several leadership roles with McKinsey & Company, including co-leading the Pharmaceuticals and Medical Products operations practice. He was elected Partner in 2005. Mr. Phillips previously served as an independent Director of Follett Corporation. Mr. Phillips holds a Bachelor of Science in Finance from Indiana University and a Master of Management from Northwestern University Kellogg Graduate School of Management. Mr. Phillips brings the Board a wealth of strategic development and executive business leadership and expertise in both the healthcare equipment and electronic manufacturing services sectors.

Gregory A. Thaxton**Director**



Director since 2017
Class III - re-election in 2026

Mr. Thaxton is the former Executive Vice President and Chief Financial Officer of Nordson Corporation (Nasdaq: NDSN), a publicly traded industrial technology company focused on precision dispensing, fluid management, and related processes with operations in nearly 40 countries. Mr. Thaxton retired from Nordson in 2020. He had more than thirty years of experience with Nordson, serving in various domestic and international financial management and leadership roles after beginning his career with a Big Four public accounting firm. Mr. Thaxton is a Certified Public Accountant (inactive). Mr. Thaxton received his Bachelor of Science degree in accounting from Miami University and his MBA in international management from Baldwin Wallace University. Mr. Thaxton's experience adds significant financial, accounting, capital structure, and SEC reporting expertise to the Board, and his financial leadership in a global industrial technology company provides the Board expertise in the electronics manufacturing services sector.

Other Directors Not Standing for Re-election in 2026

Michele A. M. Holcomb, PhD**Director**



Director since 2019
Class II - re-election in 2028

Dr. Holcomb is the former Executive Vice President, Chief Strategy and Business Development Officer at Cardinal Health, a global, integrated healthcare services and products company, from 2017 through September 2022. From 2012 to 2017, she held positions as Chief Operating Officer of Global R&D and Senior Vice President of Strategy, Portfolio, Search and Partnerships at Teva Pharmaceuticals, a global manufacturer of generic and innovative medicines. Prior to that, Dr. Holcomb served as a partner in the Global Pharmaceutical Practice at consulting firm McKinsey & Company. She serves as a director for PureTech Health (LSE: PRTC), for Compugen Ltd. (Nasdaq: CGEN), and for Controlant hf. Dr. Holcomb received her Bachelor of Science degree in chemistry from Stanford University and a Doctorate in Chemistry from the University of California at Berkeley. Dr. Holcomb's experience and background provide the Board with valuable insights in the areas of strategy, M&A and product development, and her executive leadership in companies that develop and distribute healthcare products and medical technologies brings substantial expertise to us in the healthcare equipment sector.

Tom G. Vadaketh**Director**



Director since 2022
Class II - re-election in 2028

Mr. Vadaketh is the former Chief Financial Officer at Enviri Corporation (NYSE: NVRI), where he served from 2023 through his retirement in June 2026. Enviri offers a broad range of environmental services and related innovative solutions, including critical recycle and reuse solutions for waste streams. From January 2022 through October 2023, Mr. Vadaketh served as Chief Financial Officer of Bausch Health (NYSE, TSX: BHC), which develops, manufactures, and markets pharmaceuticals, over-the-counter products, and medical devices globally. Prior to joining Bausch Health, Mr. Vadaketh served as Executive Vice President and Chief Financial Officer of eResearch Technology, Inc. from September 2018 to December 2021 where he was responsible for leading the Finance function including controllership, treasury, taxation, and financial planning. Mr. Vadaketh spent over 20 years at Procter & Gamble and Tyco International, where he held several roles at both companies of increasing responsibility. Mr. Vadaketh received his degree from the Institute of Chartered Accountants in England and Wales (ACA) and an MBA from Manchester Business School. He is a Certified Public Accountant. Mr. Vadaketh brings more than 30 years of financial experience to the Board, having led large, highly complex financial organizations and developed expertise in driving growth and transformation. His executive roles in companies that manufacture and market medical devices and healthcare products bring substantial expertise to us in the healthcare equipment sector.

Holly A. Van Deursen**Director**



Director since 2019
Class II - re-election in 2028

Ms. Van Deursen currently serves as an independent director on the boards of two other public companies, Albemarle Corporation (NYSE: ALB) and Synthomer, plc (LSE: SYNT). She has also served as an independent director on the boards of Capstone Green Energy (formerly Capstone Turbine Corporation) (Nasdaq: CGRN) from 2007 to August 2021; Actuant Corporation, now Enerpac Tool Group Corporation (NYSE: EPAC), from 2008 to 2020; Bemis Company from 2008 to 2019; and Petroleum Geo-Services ASA from 2006 to 2018. Beginning in 1989, she served in various senior executive management roles for BP p.l.c., a \$250 billion oil, gas, and energy company operating in North America, Asia, and Europe, before retiring in 2005 as a member of the top-forty executive management team. Prior to 1989, she served in various engineering, manufacturing and product development roles for Dow Corning Corporation. Ms. Van Deursen received her Bachelor of Science degree in chemical engineering from the University of Kansas and her MBA from the University of Michigan. Ms. Van Deursen's experience in executive roles and as a public company director provides the Board significant insights into board operations and governance, leadership, and international business, and her leadership in global manufacturing and product development provides the Board with expertise in the electronic manufacturing services sector.

Gregory J. Lampert**Director**



Director since 2014
Class I - re-election in 2027

Mr. Lampert is the former Chief Executive Officer and President of Omni Cable Corporation, a distributor of specialty wire and cable, where he served from 2017 through his retirement in June 2023. Prior to his executive position at Omni Cable Corporation, he was Chief Executive Officer of the Americas region of General Cable beginning in January 2013 and held the same position for the North America region beginning in 2008. Prior to that, he held various management positions at General Cable after joining the company in 1998. Prior to joining General Cable, he held engineering and commercial management positions with The Dow Chemical Company and Cintas Corporation. Mr. Lampert was also a director of Omni Cable Corporation until his retirement and continues to serve as a director at Xtek Corporation, a for-profit private company. Mr. Lampert has a Bachelor of Science degree in chemical engineering from the University of Cincinnati and an MBA from the University of Chicago with a concentration in Finance and Strategy. Mr. Lampert's previous board experience and financial background, as well as experience in managing sales organizations provide broad insights into capital planning and sales operations. His leadership in companies that manufacture and distribute electronic components and industrial materials brings expertise to the Board in the electronic manufacturing services sector.



Director since 2014
Class I - re-election in 2027

Ms. Repplier is a strong and respected leader in the industrial, energy, and commercial building industries, with more than three decades of operational and P&L experience in diversified manufacturing companies. Ms. Repplier began her career in the energy industry, holding roles in engineering and marketing with Westinghouse Electric Company, construction design with Bechtel Corporation, and progressing roles in engineering, process improvement, product management, sales, and general management at General Electric. She also held senior leadership positions and was a company officer at Home Depot and HD Supply before joining Tyco in 2007. At Tyco, she served as President of the Tyco Fire Protection business until the company was acquired by Johnson Controls (JCI). She retired from JCI in her role as the Vice President and General Manager of a \$4.5 billion global portfolio of HVAC product businesses with 20,000 employees in June 2018. Ms. Repplier received her Bachelor of Science degree in electrical engineering at the University of Pittsburgh. She later received her MBA from the University of Central Florida, where she also taught as an adjunct professor in the school of business. She is a certified Six Sigma Master Black Belt. Ms. Repplier serves as director and compensation committee chair for privately held PGH KKSP Acquisition Holdings. Ms. Repplier's engineering background and extensive experience in operations, supply chain management, and six-sigma methodologies provide broad insights into operational planning and improvement opportunities. Her leadership in global manufacturing and industrial systems provides expertise to the Board in the electronic manufacturing services sector.

The Board of Directors recommends that you vote **"FOR"
the election of each of the Class III director nominees.**

Board Leadership Structure

The Board believes that we best serve our Share Owners if the Board retains flexibility to decide what leadership structure works best for us in our current circumstances. Since becoming a public company, we have had a variety of leadership structures, Board committees, and committee assignments. As part of our ongoing, proactive efforts to implement effective corporate governance, the Nominating and ESG Committee reviews our leadership structure annually and throughout each year, taking into account the Board's and Company's needs, legislative and regulatory developments, stakeholder input, and corporate governance trends.

Diverse, Independent Board Leadership

Independent Chair	Independent Committee Chairs		
			
Robert J. Phillippy	Dr. Michele A. M. Holcomb NESG Committee Chair	Tom G. Vadaketh Audit Committee Chair	Holly A. Van Deursen TCC Committee Chair

Currently, we have separate Chairperson of the Board and Chief Executive Officer roles supported by strong independent committee chairs. Our independent Chairperson, Bob Phillippy, presides over meetings of the Board and of independent directors. While Mr. Phillippy, as Chairperson, facilitates the Board's oversight of management, promotes communication between management and our Board, and leads our Board's consideration of key strategic and governance matters, Ric Phillips, as our CEO, is responsible for developing and overseeing the Company's business strategy, as well as managing our day-to-day operations and our relationships with stakeholders.

Board Committees

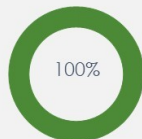
In addition to maintaining a diverse and highly skilled Board, Kimball Electronics has three well-defined standing committees that oversee our financial reporting and risk management; our environmental, social, and governance priorities; our people and compensation; and our overall performance: the Audit Committee; the Nominating and ESG (NESG) Committee; and the Talent, Culture, and Compensation (TCC) Committee. A brief description of the Committees, their responsibilities, and Committee member assignments appears below.

Each of these committees consists only of non-management directors whom the Board has determined are independent under applicable regulations and listing standards and the Board's independence standards set forth in the Company's Corporate Governance Principles. Directors also must meet all additional, heightened independence and qualification criteria applicable to directors serving on the Audit and TCC Committees under applicable regulations and listing standards. At each Board meeting, each Committee reports on the topics it discussed and the actions it took at each Committee meeting for the full Board's consideration. The Committees work together and with the Board to help ensure that the Committees and the Board have received all information necessary to permit them to fulfill their duties and responsibilities as outlined in our By-Laws, our Corporate Governance Principles, and the Committees' Charters.

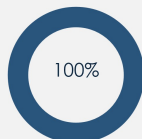
The Charters for these committees are available in the *Governance Documents* section of our investor website at investors.kimballelectronics.com or by writing to the Secretary of the Company at 1205 Kimball Blvd., Jasper, Indiana 47546.

Chair: Tom G. Vadaketh

Member Independence



Meeting Attendance



2026 Meetings: 9

Financial Expertise: The Board has determined that all members of the Audit Committee are financially literate and audit committee financial experts within the meaning of applicable standards.

Please see Proposal 2 in this Proxy Statement for a summary of the Committee's preapproval policies and procedures for services performed by Deloitte, our independent registered public accounting firm.

Audit Committee



Tom G. Vadaketh



Gregory J. Lampert



Gregory A. Thaxton

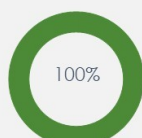
Key Responsibilities

Provides independent and objective oversight of:

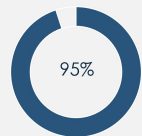
- the quality and integrity of our financial statements and disclosures;
- our financial reporting process, including management's internal accounting, financial, and disclosure controls;
- our compliance with legal and regulatory requirements and ethical standards;
- the qualifications, performance and independence of our independent registered auditors;
- the design and performance of our internal audit function; and
- the identification and management of risks facing the company, including information technology and cybersecurity risks.

Chair: Michele A. M. Holcomb

Member Independence



Meeting Attendance



2026 Meetings: 6

In fiscal year 2026, our directors provided oversight and input on our double materiality assessment and the material topics we identified and disclosed, and approved our 2030 sustainability goals. The Board, through the NESG Committee, assessed its performance and conducted annual Board and committee evaluations during the fiscal year, results of which the Committee Chairperson shared with the Board along with potential action items for improvement. The Committee also maintained a continuing director and executive education program delivered during board and committee meetings and outside events.

Nominating and ESG Committee



Michele A. M. Holcomb



Gregory J. Lampert



Colleen C. Repplier

Key Responsibilities

Provides oversight and advice to the Board on:

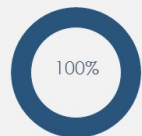
- identification of individuals qualified for Board and Board Committee service;
- evaluation of the Board's performance, committee structure, and composition, as well as the appointment of directors to serve as members and chairpersons of each committee;
- the Company's corporate governance practices and procedures, including the Corporate Governance Principles;
- the Company's goals, strategies, and initiatives related to climate and water risks and opportunities; community and social impact; disclosures and external stakeholder input on these and other topics; and
- the development of legal and regulatory compliance programs for the Company beyond accounting, financial reporting, and executive and director compensation.

Chair: Holly A. Van Deursen

Member Independence



Meeting Attendance



2026 Meetings: 7

Compensation Committee Qualifications: The Board has determined that all members of the TCC Committee are independent directors and outside directors within the meaning of applicable regulatory and listing standards.

Please see Proposal 3 in this Proxy Statement for a summary of our fiscal year 2026 performance and executive compensation program. The Committee and Board recommend that Share Owners approve the compensation of our Named Executive Officers.

Talent, Culture, & Compensation Committee



Holly A. Van Deursen



Colleen C. Repplier



Gregory A. Thaxton

Key Responsibilities

Provides oversight and advice to the Board on:

- the Company's strategies, policies, and key metrics related to its talent and culture, including matters such as employee engagement, pay equity, diversity, inclusion, belonging, retention, leadership development and succession;
- the Company's alignment with and advancement of its Guiding Principles;
- discharging its responsibilities relating to the fair and competitive compensation of the Chief Executive Officer and other Executive Officers; and
- the Company's compensation policies, plans, goals, and objectives for Executive Officers and non-employee directors.

Board Qualifications and Composition

We operate in rapidly changing business conditions and markets, which requires a high-performance and committed Board. Each of our individual Board members possesses a broad variety of personal attributes, experience, and skills that give the Board the depth and breadth necessary to effectively oversee management on behalf of our Share Owners and that align with our current needs. Professional experience includes executive leadership experience in industries aligned with our core business sectors of electronic manufacturing services (GICS Sub-Industry Code 45203030) and healthcare equipment (GICS Sub-Industry Code 35101010). Personal attributes include integrity, commitment to our Vision and Guiding Principles, practical judgment, broad complementary education and experience, and willingness to commit the time and energy necessary to effectively contribute as a Board member.

Recommendations for director candidates may be received by the Nominating and ESG Committee from various sources, including current or former directors, a search firm retained by the Committee to assist in identifying and evaluating potential candidates, Share Owners, our executives, and by self-nomination. The Committee is also open to accepting suggestions of candidates to consider as potential Board members as part of its periodic review of the size and composition of the Board and its Committees. The Committee uses the same robust process to evaluate director nominees recommended by stockholders as it does to evaluate nominees identified by other sources. Please note the requirements summarized in the section titled "Submission of Nominations and Proposals For 2026" may apply.

The Nominating and ESG Committee and Board have collectively assessed the most critical strengths, skills, and experience that contribute to a well-balanced and effective Board that is best able to understand and guide the strategies and risks related to our operations:



Public Company Executive / CEO Experience



Directors who have driven business success in executive leadership positions, including as CEO, in a global, public company possess an understanding of diverse business challenges and cultures, as well as public company regulations, strategy, and risk management.



Manufacturing & Industry Knowledge



Directors who have experience in the electronics, medical, and/or industrial markets we serve, and in manufacturing generally, offer valuable knowledge and perspectives for our operations and our market opportunities to drive long-term growth.



Strategy Development Expertise



Directors who have expertise in developing strategy, from sales and marketing, operations, and risk, to investor relations, public policy and M&A, have key insight into strategic planning's effect on sustainable growth and value creation.



Environmental & Facility Experience



Directors with environmental, facility management, sustainability, or climate-related experience strengthen the Board's oversight of our environmental policies, ESG/sustainability initiatives, and reporting, as well as the value proposition we offer customers and other stakeholders.



Financial & Accounting Expertise



Directors with an advanced understanding of finance and accounting, and/or leadership of finance functions, provide strong oversight of the Company's financial management, capital allocation, and financial reporting processes.



Cybersecurity & IT Experience



Directors with cybersecurity and information technology experience help us to anticipate technological trends, extend or create business opportunities, and enrich Board oversight of our cybersecurity and IT governance processes, infrastructure, policies, and business continuity plans.



Corporate Governance Experience



Directors with public company board experience enhance the Board's corporate governance practices and bolster Board and management accountability, transparency, and alignment with Share Owner and stakeholder interests.



Social/Talent/Culture Experience



Directors with social, talent, and culture development experience strengthen Board oversight of our strategies, policies, and key metrics related to our people, company culture, and advancement of our Guiding Principles.

Qualifications and Composition Summary

Director/Director Nominee	Bob Phillippy	Ric Phillips	Greg Thaxton	Michele Holcomb	Greg Lampert	Colleen Replier	Tom Vadaketh	Holly Van Deursen
Age	66	56	65	58	59	65	64	67
Director Since	2018	2023	2017	2019	2014	2014	2022	2019
Independent	☒		☒	☒	☒	☒	☒	☒
Board Committees			• •	•	• •	• •	•	•
Board & Committee Chairs	•			•			•	•
Number of Other Public Boards	2	0	0	2	0	0	0	2
Qualifications								
Public Company Executive / CEO								
Manufacturing & Industry								
Strategy Development								
Financial & Accounting								
Cybersecurity / Information Technology								
Environmental & Facility								
Social / Talent / Culture								
Corporate Governance								

• Board

• Audit

• Nominating and ESG (NESG)

• Talent, Culture, & Compensation (TCC)

Board Classification

The Board has concluded that a three-tiered classified board is the appropriate governance structure for the Company and in the best interests of our Share Owners for the following reasons:

- **Independence** - Outside Board members can be more direct and independent of Company management knowing they have at least a three-year term to serve.
- **Stability and Continuity** - The Company's Board can better perform its oversight responsibilities with seasoned Board members who have perspective on the Company's markets, operations, and long-term strategies that is provided by experience gained over a multi-year tenure. Annual elections risk the potential instability of the election of a very inexperienced Board.
- **Long-Term Focus** - As a public company, the Board's primary focus is on the long-term best interests of our Share Owners. This includes oversight of the long-term strategic vision of the Company. A three-year term enables effective execution of that vision.
- **Share Owner Accountability** - Our classified Board has at least two directors who stand for election each year, which promotes accountability to Share Owners. In addition, the Board is accountable to long-term Share Owners through its existing governance principles, including board refreshment; tenure and retirement age policies; a strong independent chairperson; and a commitment to diversity. In addition, the Board has a robust commitment to direct engagement with our Share Owners, including by conducting regular say on pay advisory votes.
- **Share Owner Value** - The Board has reviewed well-reasoned academic research both for and against the proposition that the classification or declassification of a board has a correlation to increased Share Owner value. Therefore, the Board has judged this not to be a compelling reason for declassification.
- **Statutory Requirement** - Indiana corporate statutes mandate a classified board structure for a public company incorporated in Indiana, unless such company elects not to be governed by those provisions. While the Company states in its By-Laws that it does not intend for these provisions of Indiana's corporate statutes to apply to the classes and terms of its directors, the statutes reflect the judgment of the elected legislators of our state of incorporation as to an appropriate board structure.

Board and Annual Meeting Attendance

During fiscal year 2026, the Board met 8 times and each director then in office attended at least 75% of the aggregate of the total number of meetings of the Board and the total number of meetings held by all Committees of the Board on which such director served during their tenure. All of our directors attended our last Annual Meeting of Share Owners. We expect our directors to attend all Board and applicable Committee meetings, calls regarding specific initiatives or acquisitions, and the 2026 Annual Meeting of Share Owners.

Director Independence and Refreshment

The Board consists of a majority of "independent directors," as noted in the table above and as defined by the listing standards of Nasdaq. The Board also evaluates any circumstances that may affect a director's ability to exercise independent judgment, such as the director's and the director's family members' employment and other relationships with us or our advisors, auditors, or significant customers; whether the director or a family member has accepted any payments from us or our subsidiaries, other than those permitted by SEC rules; and any actual or potential conflicts of interest.

The directors nominated for election are Mr. Phillippy, Mr. Phillips, and Mr. Thaxton. The Board has determined that none of our independent directors have a relationship with us that would interfere with the exercise of their independent judgment in carrying out their responsibilities as directors. There are no family relationships among any of our directors or executive officers, and during the past 10 years, none of our directors or executive officers has been involved in any legal proceeding identified in Item 401(f) of Regulation S-K. All of our independent directors meet after each Board meeting for regularly scheduled executive sessions and at other times as they deem appropriate.

We are committed to board refreshment. To strike a balance between retaining independent directors with deep knowledge of our business and adding directors with a fresh perspective, the Board seeks to maintain an average tenure of less than 10 years for its independent directors as a group by setting reasonable term limits. The current average tenure for our independent directors as of the 2026 Annual Meeting is 8.9 years.

Director Compensation

Fiscal Year 2026 Compensation to Non-Employee Directors

Directors' compensation is set by the Board. The level of compensation is guided by the following goals: compensation should fairly pay directors for work required in a company of Kimball Electronics' size and scope; and the structure of the compensation should be simple, transparent, market-competitive, easy to understand, and aligned with Share Owner interests. Non-employee Directors receive an annual cash retainer and an annual equity award. Kimball Electronics does not provide Directors who are also Company employees any additional compensation for serving as a Director.

The table below reflects the annual rates as of June 30, 2026. This information may be different from the fees provided in the Non-Employee Director Compensation table, which reflects actual fees received for roles served during the past fiscal year:

Compensation Component	Annual Rate
Annual Retainer Fee	\$ 65,000
Annual Equity Award ⁽¹⁾	\$ 125,000
Chairperson Retainer	\$ 70,000
Audit Committee Chair Retainer	\$ 20,000
TCC Committee Chair Retainer	\$ 20,000
NESG Committee Chair Retainer	\$ 15,000
Audit Committee Member Retainer ⁽²⁾	\$ 10,000
TCC Committee Member Retainer ⁽²⁾	\$ 9,000
NESG Committee Member Retainer ⁽²⁾	\$ 7,500

(1) Paid in shares of Company Common Stock pursuant to the Company's 2023 Equity Incentive Plan and the Non-Employee Directors Stock Compensation Deferral Plan.

(2) Paid for each Committee on which a Director serves.

Directors are able to elect to receive all, or a portion of, their retainer fees in Common Stock. Directors also may elect to defer all or a portion of their retainer fees until termination of service from the Board. We also reimburse Directors for reasonable travel, continuing education, and other expenses incurred in connection with Board and Committee service and meeting attendance. There are no agreements or arrangements between any Director or Director nominee and any person or entity other than the Company relating to compensation or other payment in connection with the Director or Director nominee's candidacy or service.

The following Non-Employee Director Compensation Table shows the compensation paid to each Non-employee Director during fiscal year 2026.

Non-Employee Director Compensation in Fiscal Year 2026

Name	Fees Earned or Paid in Cash (\$) ⁽¹⁾		Stock Awards (\$) ⁽²⁾		Total (\$)
(a)	(b)		(c)		(h)
Michele A. M. Holcomb	\$	80,000	\$	125,008	\$ 205,008
Gregory J. Lampert	\$	82,500	\$	125,008	\$ 207,508
Robert J. Phillippy	\$	135,000	\$	125,008	\$ 260,008
Colleen C. Repplier	\$	81,500	\$	125,000	\$ 206,500
Gregory A. Thaxton	\$	84,000	\$	125,000	\$ 209,000
Tom G. Vadaketh	\$	85,000	\$	125,000	\$ 210,000
Holly A. Van Deursen	\$	85,000	\$	125,008	\$ 210,008

(1) Represents fees paid during fiscal year 2026 and includes the following number of shares for which the director elected to receive Common Stock in lieu of cash: Mr. Vadaketh 2,999 and Mr. Lampert 2,911. These shares were valued using the per share price of \$28.34, the market value for such shares on November 14, 2025. Mr. Vadaketh elected to defer receipt of all his shares under the Deferral Plan.

(2) Represents the value of the equity retainer awards granted during the year of 4,411 shares for each non-employee director using the per share price of \$28.34, the market value for such shares on November 14, 2025. The amounts included in the table above were computed in accordance with FASB ASC Topic 718. Ms. Repplier, Mr. Thaxton, and Mr. Vadaketh each elected to have all their fiscal year 2026 equity retainer awards deferred under the Deferral Plan. Ms. Holcomb's, Mr. Lampert's, Mr. Phillippy's, and Ms. Van Deursen's fiscal year 2026 equity retainer awards were issued to them under the 2023 Plan.

CORPORATE GOVERNANCE AT KIMBALL ELECTRONICS

Governance Philosophy

As reflected in our Vision and Guiding Principles, Kimball Electronics is committed to the highest standards of ethical conduct in its business dealings. Kimball believes that the Company, through its Board of Directors, executive management, and employees, should reflect our Guiding Principles in the structure of our governance. We are aligned, engaged, and operating in an environment of mutual trust and respect. Ethics are the foundation of the Corporate Governance Principles. The Nominating and ESG Committee of the Board periodically reviews the Company's overall governance structure, including our Corporate Governance Principles, and makes recommendations on governance issues or practices as warranted.

Share Owner Rights

Kimball Electronics strives to implement good governance practices and to ensure that we and our Board align with the long-term interests of our Share Owners. We have enhanced our corporate governance framework over time based on input from our Board, Share Owners, and other governance experts. Important Share Owner rights include:

- Single class of shares with each share entitled to one vote
- No multiple voting rights, enhanced voting rights, voting rights ceilings, voting certificates, or non-voting shares
- Majority voting standard for directors in uncontested elections; resignation procedures if not elected
- Simple majority vote to amend our By-Laws
- Share Owner right to call special meetings with 25% ownership
- Eligible Share Owners may nominate directors through proxy access
- Share Owner approval required to materially modify our equity capital structure
- Confidential voting policy
- Board tenure policy that seeks to maintain an average Board tenure of less than 10 years for the Board's independent directors

The Board's Strategic Planning Role

The Board works actively with management to formulate and review our long-term corporate strategy. Each quarter, the Board and management confer on the execution of our strategic plans, the status of key initiatives, and the key opportunities and risks we face. In addition, the Board regularly conducts in-depth, strategic reviews with our senior management team, and dedicates substantial parts of two meetings each year to developing our strategy and to reviewing and approving management's strategic plan for the Company. During these reviews, the Board and management discuss the overall business landscape, emerging competitive threats in our industries, and short and long-term plans and priorities within our strategy. Through these processes, the Board brings its collective, independent judgment to bear on the most critical strategic issues facing Kimball Electronics.

How the Board Addresses and Oversees Risk

The Board takes an active role, as a whole and at the committee level, in overseeing management of our risks. The Board approaches our risk management process in an intelligent manner based on the fundamental recognition that risk management in any business enterprise requires an appropriate balance of two distinct aspects of risk:

- Value Preservation — recognizing and mitigating as much as possible the risk of potential for loss or harm to any element of our business.
- Value Creation — embracing the risks inherent in any business endeavor in order to reap the rewards of growth and profitability.

We have a continuous, four-phase Enterprise Risk Management (ERM) process based on risk program development, risk assessment and prioritization, risk response, and risk validation and monitoring. We evaluate a broad range of operational, strategic, compliance, and reporting risks and incorporate risk criteria into the development of the products and services that we offer our customers. Throughout the year, experts, leaders, and specialists across functions, geographies, and levels meet to identify, on a continual basis, the most pressing current and future potential risks we face. Individually and collectively, our senior leaders continually monitor, reassess, and validate risks and mitigation efforts, including through regular meetings of our executive team. Our leaders and employees receive focused, mandatory risk management education throughout each year. Led by experienced risk and compliance professionals from our Audit Management Services team, our senior leaders also meet quarterly to analyze, rank, and prioritize these potential risks along continuums of "likelihood" and "impact" and by "controllability." These senior

leaders and our Audit Management Services team develop plans and strategies to appropriately manage and mitigate these risks.

We present relevant ERM information, including the most significant risks identified in our ERM process, to the appropriate Board committees at each of their quarterly meetings. The Board reviews the same information at each of its meetings through reports from the Audit, NESG, and TCC Committees about specific financial, governance, and talent/human capital risks and mitigation efforts in areas overseen by those committees. The Board also implements its risk oversight responsibilities by having management provide periodic briefings and informational sessions on the significant risks that the Company faces. Directly and through its committees, the Board's engagement with management includes broad strategic and operational discussions about interrelated risks, and more focused discussions about individual risks. For example, the TCC Committee, along with the Board's independent directors, annually evaluates risks related to compensation of our executive officers and our incentive and equity compensation plans. The Audit Committee reviews the performance, responsibilities, budget and staffing of the internal audit department and the appointment, reassignment, or dismissal of the director of the Company's internal audit function, ensuring that our risk management function is structurally independent of our operations.

Board Risk Oversight Roles

Our Share Owners elect our Board to oversee management and to serve Share Owners' long-term interests. While our executives are responsible for our day-to-day risk management process, the Board has ultimate responsibility for our risk management oversight, shaping effective corporate governance, and setting the right tone for integrity, ethics, and culture based on our Guiding Principles. We have provided examples of risk oversight areas below, and how each Board committee assists the Board with its oversight.

Risk Oversight Area	Audit Committee	NESG Committee	TCC Committee
Director Qualifications and Composition - Board Classification - Director Independence & Refreshment - Director & Executive Education - Annual Evaluations of Board, Committees		☒	
Director Compensation			☒
Strategy & Enterprise Risk Management - Strategy Alignment & Development - Risk Assessment & Prioritization - Risk Response - Risk Validation - Risk Monitoring	☒	☒	☒
Audit Oversight - Internal Controls over Financial Reporting - External Audit - Related Parties & Related Party Transactions - Conflicts of Interest	☒		
Sustainability - Environmental, Health & Safety Disclosures - Social Responsibility & Human Rights - Carbon & Climate - Water Security - Waste & Toxicity		☒	
Cybersecurity/Information Security (including AI)	☒		
Talent & Compensation Management - Diversity, Equity, Inclusion & Belonging - Total Rewards - Employee Health & Safety - Succession Management & Talent Risk - CEO Evaluation			☒
Stakeholder Engagement & Government Relations		☒	
Philanthropy & Community Impact		☒	

As noted above, another important aspect of the Board's risk management is proactive director education on the topics necessary to enable the Board to consider timely and salient issues and risks in our industry and business. The Board and its committees, coordinated by the NESG Committee, offer continuing director and executive education during portions of regular board and committee meetings and during select special meetings or outside events.

Continuing education for our directors and executives helps these leaders keep abreast of our evolving products and services; significant risks and compliance issues; laws, regulations and requirements applicable to us; corporate governance best practices; and changes in the EMS industry.

This education program often takes the form of “white papers” and management- and third party-led presentations. Additionally, the Board and management collect and distribute additional relevant materials that cover timely subjects or topics, which directors review before a meeting and can ask questions about during the meeting. Continuing director education also involves directors' attendance at director education seminars and programs sponsored by other organizations. We pay the cost for any director to attend outside director education seminars on topics relevant to their service as directors and that support Board collaboration and operations.

Our Board and its Committees work closely with management to provide oversight, review, and counsel related to long-term strategy, risks, opportunities, and feedback we receive from our Share Owners. We believe that the leadership structures and processes that we use with our Board and leadership team promote effective Board oversight of risk management.

Sustainability Oversight; Including Environmental, Health and Safety and Social Responsibility Risks

Our Corporate Governance Principles describe our Board's role in overseeing sustainable development, including shaping effective corporate governance and overseeing the Company's approach to managing sustainability, including environmental, social, and governance (ESG) risks and opportunities. This includes oversight of policies, programs, goals, and performance related to sustainability, with a focus on areas such as climate change, resource use, workforce wellbeing, ethical conduct, and community impact.

The Board's Nominating and ESG Committee, comprised exclusively of independent directors, oversees Kimball's sustainability strategy and governance practices, including the identification, assessment, and management of material environmental, social, and governance risks and opportunities. The NESG Committee also has oversight of our global Sustainability and Human Rights Policies and our Global Supply Chain Transparency Statement, which the Board reviews and approves annually. The NESG Committee's express responsibilities also include:

- Overseeing and advising the Board on our goals, strategies, and initiatives related to sustainability, including ESG risks and opportunities, stakeholder engagement, and alignment with evolving disclosure expectations;
- Reviewing and overseeing our sustainability-related statements and disclosures, including our annual Guiding Principles Report, and the policies and procedures that we use to prepare them;
- Monitoring our performance related to our sustainability goals, strategies, and initiatives;
- Overseeing and advising the Board on our sustainability-related engagement efforts with Share Owners and other key stakeholders, including employees, proxy advisory firms, non-governmental organizations (NGOs), and key sustainability ratings agencies and providers;
- Developing and overseeing our legal and regulatory compliance and ethics programs, including our compliance with legal and regulatory requirements other than those related to accounting or financial reporting (which are the responsibility of the Audit Committee) or executive and Director compensation (which are the responsibility of the TCC Committee);
- Overseeing, regularly reviewing reports from, and meeting with our Chief Compliance Officer (who is our Chief Legal & Administrative Officer) and other appropriate members of management regarding significant sustainability-related events and matters (including climate risks, oversight, and disclosure) that are relevant to our stakeholders, including our Share Owners;
- Reviewing and overseeing the Company's government relations strategies and activities, including any political activities, contributions, and lobbying activities, including trade associations or other business associations that engage in lobbying; and
- Reviewing and overseeing the Company's charitable and community investment activities, including overseeing the Company's philanthropy and non-commercial sponsorships policy.

The Audit Committee oversees the Company's enterprise risk management framework, which includes sustainability-related risks such as regulatory compliance, cybersecurity, and operational resilience, and continuity. The Board reviews and approves our business plans and budgets annually and as necessary to oversee major capital expenditures, acquisitions, and divestitures. The Board also sets annual performance objectives and monitors their implementation and achievement. The Board receives assistance from our TCC Committee on specific sustainability strategies, policies, and key metrics related to our talent and culture, including matters such as pay equity, diversity,

inclusion, belonging, retention, employee health and safety programs, leadership development and succession, and the alignment with and advancement of our Guiding Principles. The Board looks to the expertise of its committees to provide additional strategic oversight in their areas of focus.

Management leaders responsible for implementing our sustainability strategy report regularly to the NESG Committee and the Board. These matters were discussed at each quarterly NESG Committee and Board meeting in the last fiscal year. These discussions allow directors to continue to deepen their knowledge base on sustainability topics relevant to Kimball Electronics. The NESG Committee works with the Board to program, conduct, and encourage directors to attend director education opportunities, with expenses covered by the Company, including for various sustainability topics.

Cybersecurity/Information Security Risk Oversight

Both the Board and the Audit Committee oversee risks related to information security, data protection, and cybersecurity. Cybersecurity protection is vital to maintaining our operations, and the trust of our business and supply chain partners, and of our Share Owners. We continue to secure our own manufacturing and information technology infrastructure; to train our employees and directors throughout each year about malware, viruses, hacking, phishing, and other information security risks, including how to avoid and mitigate them; and to protect our sensitive data from failures, breaches, or cyber incidents. We maintain appropriate insurance policies to help address information security risks. To assist us in identifying and mitigating information security risks, we also maintain a corporate-wide ISO 27001-certified information security management system.

Our cybersecurity risk management program is led by our Chief Legal & Administrative Officer, who reports to our CEO and manages our security team principally responsible for managing our cybersecurity risk assessment processes, our security controls, and our detection and response to cybersecurity incidents. The Chief Legal & Administrative Officer meets regularly with the CEO and the CEO's direct reports to discuss cybersecurity risk and ensure appropriate resources are prioritized to address risks. At each of their respective meetings, the Board and Audit Committee receive, and provide feedback on, reports on relevant data protection and cybersecurity matters. Additionally, two regular Board meetings each year and each Audit Committee meeting include additional technology and cybersecurity briefings from senior members of our information technology department, internal audit function, and legal department. The topics covered by these reports and briefings include risk management strategies, data protection, ongoing risk mitigation activities, cybersecurity strategy, governance structure, and the results of security breach simulations.

Oversight, Review, and Approval of Transactions with Related Persons

We are a global company with operations in the U.S. and several foreign countries. Every year, we spend hundreds of millions of dollars for goods and services purchased from third parties. Because of these wide-ranging activities, there may be transactions, business arrangements, or relationships with businesses and other organizations in which one of our Directors, Executive Officers, nominees for Director, or beneficial owners of 5% or more of our common stock or their immediate family members, may also be a director, executive officer, owner, or investor, or have some other direct or indirect material interest ("related parties"). Related party transactions have the potential to create actual or perceived conflicts of interest between Kimball Electronics and our Directors, Executive Officers, nominees for Director, or beneficial owners of 5% or more of our common stock or their immediate families.

Accordingly, our Audit Committee has adopted a written policy governing the approval of related party transactions and the disclosure of such transactions when the amount involved exceeds \$120,000 and a related party has a direct or indirect material interest. Any other circumstances that present potential conflicts of interest are to be reported to the Chairperson of the NESG Committee and/or the Company's Chief Compliance Officer (who is our Chief Legal & Administrative Officer), either directly or through an anonymous reporting service. When reported, the transactions or other conflicts are reviewed by the Audit Committee and/or the NESG Committee, as appropriate, in consultation with the Board, and approved if in the best interests of our Share Owners to do so. In addition, on an annual basis, we require each Director and Executive Officer to complete Director and Officer and Related Party Questionnaires that require disclosure of any transactions with Kimball Electronics in which the Director or Executive Officer or any member of their immediate family has an interest.

There were no such related party transactions or conflicts requiring disclosure under Item 404(a) of Regulation S-K reported or approved during fiscal year 2026.

Our People are the Company: Human Capital Management

Our Purpose and Guiding Principles



Creating Quality for Life

We believe in *creating quality for life*. We believe our people are the company. We believe lasting relationships create our global success. We believe our people are our competitive edge for our service, quality, and value. Our people are the reason for our success.

We live by four Guiding Principles: customers, people, citizenship, and profits. We have a common understanding that our customer is our business, our people are the company, the environment is our home, and profits are the ultimate measure of our efficiency and effectiveness. We are relentlessly focused on achieving results based on service to our customer, developing our talent, and driving continuous improvement in all we do. Our unique company culture provides the intangible structure for our people to achieve our goals, within the context of their strengths, in order to build our success. Our Guiding Principles provide a foundation for our decisions, processes, and philosophies. To learn more about our Guiding Principles, visit our website at <https://www.kimballelectronics.com/guiding-principles>.

Kimball Electronics Guiding Principles



Our customer is our business.



Our people are the company.



The environment is our home.



Profits are the ultimate measure.

Pursuant to our Guiding Principles, we foster a culture of mutual trust, personal integrity, and respect for the dignity of every individual. Our commitment to creating a supportive and empowering work environment is reflected in our leadership style, which emphasizes personal autonomy, teamwork, and continuous improvement. In our recent Double Materiality Assessment (DMA), we identified Equal Treatment & Opportunities for All and Health & Safety as our material People topics. These priorities align with our Guiding Principles and underscore our dedication to ensuring a fair, safe, and healthy workplace for all employees.



Succession Management and Talent Risk Oversight

One of our Board's principal duties is to manage our human capital strategies and policies, including reviewing management succession planning for the development, retention, and replacement of executive officers, including the CEO. The Board reviews its management succession and retention plans, including for our CEO, annually. Additionally, the Board oversees the risks and exposures associated with management succession planning. Our Board believes that the directors and executive officers should collaborate on succession planning and that the entire Board should be involved in the critical aspects of the management succession planning process, including establishing selection criteria that reflect our business strategies, identifying and developing internal candidates to ensure the continuity and enhancement of our culture, and making key management succession decisions.

The Board and the TCC Committee discuss management succession in regular meetings and in executive sessions throughout the year as appropriate. Directors can become familiar with potential successors for key management positions through various means, including regular organizational strategy and talent reviews, presentations to the Board, and informal meetings.

The Board and management have made attracting, developing, and retaining the best people globally central to our strategy because our people are crucial to our long-term, global success. We are focused on attracting, developing, and retaining best-in-class teams and continuing to build an inclusive culture.



Growth and Development

We build vitality and visibility in our talent pipeline. We develop talent to support our continued growth. We emphasize human-centered and purpose-driven philosophies and methodologies. We create a workplace where our people can be the best version of themselves. We do all of this so that we can execute our business strategies and create impactful careers. We continue to mature as a company by creating talent, systems, and organizational structures to achieve priorities and enhance collaboration.

We leverage the talent we bring into our organization through our future-focused, individualized performance management practices. Our people deserve more than a rating, so we empower them to own and drive their personal and professional development within the context of our overall business plan so that we meet real needs, not rules. We use accomplishments, aspirations, and challenges to qualitatively determine development needs. Our leaders are coaches who model our values, align expectations, and adapt to our people's needs. With a commitment to the role they play in our success, our people make our Company whole.

We care deeply for our people, strive to protect our culture, and are continuously improving the sense of importance, ownership, and urgency around people development. We use a well-respected, evidence-based behavioral assessment tool known as the *Predictive Index* as a key data source about our leaders' natural behavioral drives. We complement this tool with peer feedback and managers' observations of their people's aspirations, motivations, cognitive agility, and job performance to gain insights to development gaps and impactful action planning. We augment these tools and observations with performance and succession management modules in Workday, our Human Resources Information System.

Our leadership development strategy is to prepare our leaders by utilizing a structured, high-impact, culturally congruent program based on our *Leading, the Kimball Way* capabilities:



- Be a catalyst for growth
- Have an enterprise mindset
- Show courage
- Build followership
- Cultivate talent

The design of our *Leading, the Kimball Way* journey is grounded in research about effective behavior change and leadership development. We start the journey by focusing on *leading selves* before transitioning to *leading teams*, and, finally, *leading at the enterprise*. On this leadership development journey, we build capabilities of advocacy and inquiry in our leaders, especially as it relates to leading others. Our growth and development efforts aim to close identified gaps in leadership capabilities required to execute our business strategy by designing leadership development that leverages face-to-face education, virtual learning, peer learning, mentoring, and developmental feedback.

We train all our employees, our executive officers, our Directors, and our contingent workers annually and through targeted, supplemental sessions throughout the year on our Code of Conduct, which outlines our ethics, human rights, labor regulations, and anti-discrimination practices. We strive to have all our employees worldwide complete discrimination and harassment training on an annual basis; we also offer training to our managers on unconscious bias during the annual talent review process. We annually audit both our compliance with this goal and our responses to issues raised to our global hotline (including those related to our Guiding Principles, Code of Conduct, Supplier Code of Conduct, ethics, bribery, and anti-corruption) and we report hotline activity to our Board and each Board Committee at their respective quarterly meetings. Our annual core compliance curriculum also includes courses on Foreign Corrupt Practices Act (FCPA), business ethics and essentials, and information security. We do not tolerate discrimination and harassment in our workplaces. As part of monitoring our compliance with our Guiding Principles and Code of Conduct, we continue to prioritize responding to and remedying reports to our human resources teams and our global hotline, addressing a variety of issues through guidance, review, and/or investigation. To make them more accessible and easily understood, we have translated both the Guiding Principles and Code of Conduct into all six primary languages that our employees speak and read in the countries where we operate.

At Kimball Electronics, we believe our organizational structure, information systems, and personal skills development maximize our people's flexibility to respond to our customers on their terms, as our consistently high Guiding Principles survey scores demonstrate. We are realizing the positive effects of the time, energy, and attention our leaders are devoting to our People Strategy.

 Diversity, Equity, Inclusion, and Belonging

Our worldwide workforce includes approximately 5,600 people: approximately 1,000 employees in the United States and approximately 4,600 located across Europe, Asia, and Latin America. As our Guiding Principles say, *we want employees to share in their company's success, both financially and through personal growth and fulfillment*. Our people have built Kimball on the tradition of pride in craftsmanship, mutual trust, personal integrity, respect for dignity of the individual, a spirit of cooperation, and a sense of family and good humor. We seek to enhance this culture as we grow, and we seek a diversified group of employees who can be committed to preserving and enhancing our values.

We value and work to promote a diverse, equitable, and inclusive work environment. We are committed to holding ourselves accountable, to taking action to continuously improve our policies and practices, and to upholding the principles that encompass diversity, equity, inclusion, and belonging as outlined in our Diversity, Equity, Inclusion, and Belonging ("DEI&B") statement. Our strategy is to achieve excellence in customer service, employee relations, and business objectives through creativity, responsiveness, and innovation resulting in increased well-being, a sense of belonging, and meaningful work for our employees. We actively promote DEI&B, and incorporate DEI&B into our culture, values, and strategies. To identify opportunities to improve our recruiting efforts and enhance the inclusiveness of our workplace culture, we collect and regularly review with our leadership team various diversity statistics related to gender, ethnicity, age, military service, disability, and other attributes. We also provide an annual report on the diversity of our employees to the Board of Directors.

At Kimball Electronics, we define Diversity, Equity, Inclusion, and Belonging as:

DIVERSITY	EQUITY	INCLUSION	BELONGING
The facts that illustrate the mix of human differences and similarities in our workplace and our communities in which we live and work.	The process and promise that each employee has fair, impartial and equal access to opportunities and advancement within the organization regardless of their diversity demographics.	The behaviors that unlock the power of a diverse organization by ensuring individuals can bring their whole selves to work and diverse skillsets, mindsets, and experiences are valued.	The emotions that result from the behaviors, processes and representation when perspectives, experiences, and differences are valued resulting in meaningful connection.

Kimball Electronics embeds its commitment to equal opportunity, inclusion, and non-discrimination in global policies aligned with international standards, including the UN Universal Declaration of Human Rights and ILO conventions. Our Global Human Rights Policy and Code of Conduct prohibit discrimination and harassment on the basis of any protected characteristic, and apply to all employees across our operations and supply chain. Our diversity, equity, inclusion, and belonging (DEI&B) initiatives—overseen by our CEO and Chief Human Resources Officer, together with our global leadership, our HR teams, and our Global Councils—focus on fostering opportunity, engagement, and belonging across all levels of the organization. We maintain an enterprise-wide expectation that 100% of the candidate slates for our Board and management positions include candidates from underrepresented groups in the technology and manufacturing industries, and we publicly disclose our EEO-1 report to reinforce transparency in our workforce composition. We support these commitments through five employee-led Employee Resource Groups that are open to all employees, broad-based talent development and recruitment, mentorship, and continued progress toward comprehensive pay equity across our global workforce.

We maintain five Employee Resource Groups: ELEVATE, PRIDE, Veterans and Military Service Advocacy (VMSA), Women in STEM Empowerment (WISE) and the Black Employee Resource Group (BERG), each offering mentorship, community, career development, and other programs and opportunities that are open to all employees, including underrepresented groups in our industry. We actively encourage and support our employees to create resource groups.

We leverage People Analytics (PA) as a cornerstone of our strategic workforce planning, as well as for recruiting and hiring processes. These tools enable us to proactively address turnover risks while ensuring alignment with the values articulated in our Guiding Principles. By integrating data-driven insights, we can better anticipate workforce needs and implement strategies that foster engagement, retention, and operational excellence.

Our approach includes annual surveys and targeted employee and leadership development initiatives, which serve as both actionable tools and measurable processes. These efforts ensure that employee feedback informs decision-making and that our workforce remains engaged, motivated and productive. The action plans from these employee engagement surveys result in a collaboration effort globally leveraging best practices throughout our facilities. The tangible results of these initiatives are reflected in our Net Promoter Score, which is consistently above average or better, and our survey scores, which consistently exceed our established goals. This underscores the business impact of our commitment to creating a dynamic and values-driven workplace.

We are proud of our diversity: in the U.S., more than half of our workforce is made up of underrepresented groups in the technology and manufacturing industries. We have long benefited from gender diversity on our Board, and women contribute to our business at the highest levels of senior leadership. In fact, each year since we became a public company in 2014, we have been recognized by 50/50 Women on Boards for having a Board comprised at least 20% of women. Three of our Independent Directors, 50% of the Board's leadership, and three of our executive leadership team members are female.

We utilize contingent workers (including temporary workers and those employed by agencies or as independent contractors) to augment staffing during peak business cycles and to fill certain open positions on a temporary basis when appropriate. However, our strategy is to limit the use of contingent labor and to convert contingent labor to regular employment where feasible.

During fiscal year 2026, we published our annual Guiding Principles Report (<https://www.kimballelectronics.com/sustainability>) and disclosed in the "People" section additional detailed workforce characteristics, including employee by gender, age group, management level, share of women, new hires and leavers, turnover rates, contingent workers, trade union or works council representation, and more. We encourage stakeholders to review our latest Guiding Principles Report. The Report underscores our commitment to transparency and accountability in how we report and manage the impacts, whether positive or negative, that our business activities and relationships with stakeholders like our employees have on the world around us.

 Total Rewards: Compensation and Benefits

The Kimball Electronics Total Rewards philosophy is built on the foundation of our Guiding Principles; specifically, we want employees to share in their company's success, both financially and through personal growth and fulfillment. We expect and reward excellent performance of our teams around the globe. Our variable compensation structure allows flexibility in response to workforce and customer demand fluctuations in addition to providing an incentive for our employees to earn incremental compensation dependent on roles, responsibilities, and results.

Our compensation philosophy is to link potential and personal performance to base pay, and variable incentive pay to financial results and operational metrics. This philosophy is a core element of our Company's culture. Under this philosophy, we link base pay to performance, effort, market, and local demand. Increases in compensation are based on continuous improvement and career development. We link the variable incentive portion of our pay to financial results and operational metrics for each of our locations and across our enterprise. We believe these incentives drive collaboration, cooperation, personal development, and continuous improvement that help us attain our financial and operational metrics within our priorities of focus.



To support the long-term financial health of our workforce beyond their cash compensation, we offer benefits to our employees based on local regulations and market practices designed to attract and retain talented employees in each region where we operate. For example, in the U.S., we offer an immediately vested company match for our retirement plan participants along with auto-enrollment in target date funds and annual automatic increases in deferral rates. As a public company, all of our employees globally are eligible to purchase our common stock directly and, where permitted by law, through our retirement plan. Our best-in-class plan design results in consistent participant and plan health metrics at or above the benchmarks from our U.S. plan administrator, Vanguard. As of the end of fiscal year 2026, 93% of our eligible U.S. employees were participating in our 401k plan, above Vanguard's benchmark of 79% and above the participation rates of others in our industry. This benefit supports our Guiding Principles that we *want employees to share in their company's success*, and that we *embrace the attitudes of personal autonomy and empowerment*.

To attract talent to execute our business goals, we conduct regular market studies in all the locations where we operate around the world. The total rewards package that we offer our employees in addition to their cash compensation supports their financial health and personal wellness. However, deciding on an appropriate market value for the total rewards package can be complex and requires adequate data and informed judgment so that each global location's benefits package is relevant and responsive to the local market. We have continued to increase the quality and quantity of our benefits offered locally while maintaining cost effectiveness globally. To increase transparency for our employees into the value of their total rewards package, our employees have access to a self-service feature in our human resources information system that outlines for each of them the monetary value of their benefit elections, since those elections, and our resulting contributions toward them, complement cash compensation. This feature provides a comprehensive view of the entire total rewards package each employee earns at our company. One of our People Guiding Principles is the importance of *open, non-defensive communication*, and these elements of our benefit programs and how we communicate them to employees support this principle.



Health and Safety

Kimball's Occupational Health and Safety (OHS) program reflects our unwavering commitment to a safe and healthy working environment for all employees, contractors, and stakeholders. Our formal health and safety management system covers 100 percent of workers, including employees and contractors, and all operational sites hold ISO 45001 certification. Our OHS system includes documented policies, defined risks, and preventive actions that guide how we work every day.

We apply a disciplined cycle of planning, doing, checking, and improving so that safety is designed into work and reinforced in execution. Every operational site completes a comprehensive risk assessment that identifies hazards and evaluates controls. Local teams then convert findings into time-bound action plans with quantified targets, so that the highest risks are reduced first and improvements can be measured. We prioritize engineering solutions such as ventilation, hazard enclosure, process automation, and preventive maintenance, and we reinforce them with clear procedures and training. Where individual protection is still needed, we provide appropriate Personal Protective Equipment (PPE) and verify consistent use. We adapt tasks to the people who perform them; for example, addressing repetitive strain risks through ergonomic design and standard work, and reducing noise exposure through engineered controls and monitoring across all locations as needed. Our operations are supported by emergency preparedness that is planned, trained, and tested through regular drills, and our procurement practices embed supplier health and safety requirements so that contractors and partners meet the same expectations we set for ourselves.

People are central to how we make safety real. Worker participation drives our strategy and gives us early visibility of issues and opportunities to improve. Employees contribute through safety committees, structured feedback, and near-miss reporting, and they can raise concerns using complaints procedures and confidential channels. Our training programs build the competence and awareness required to perform work safely, and we track participation so that every topic reaches the right audience. We monitor performance rigorously, analyze incidents and trends, and use audits and reviews to verify that controls are effective and that improvements are sustained. As our Guiding Principles remind us, *offering ideas for improvements and new products is an opportunity we all share, and a responsibility we must all accept*. We continue to promote and reinforce an entrepreneurial spirit — a conviction that growth and continuous improvement is everyone's job.



Stakeholder Engagement and Philanthropy

Our Board and management team engage on a year-round basis with a range of stakeholders, including not only our Share Owners, but also our workforce, our vendors, our customers, and our communities. Our engagement program includes maintaining formal global councils and task forces within our Company on subject matters including human resources and employee engagement; SEF; enterprise information security and cybersecurity; customer relationship management, materials management; supplier quality; quality systems; digital processes; community engagement/outreach; and business planning. Each of our councils and task forces holds regular meetings either monthly or quarterly, throughout the year, and additionally as warranted, to collaborate and engage with their own internal and external stakeholders. They each report back to our executive team and our Board. Our global councils provide us a system to consult and engage with our internal and external stakeholders formally and to offer them ongoing opportunities to provide feedback in support of our sustainable growth.

We are members of the Responsible Business Alliance and the Responsible Minerals Initiative and we work closely with the Indiana Partners for Pollution Prevention and the Indiana Environmental Stewardship Program. Our rigorous sustainability and ethics standards include a Supplier Code of Conduct based on the Responsible Business Alliance's industry standard, our Global Human Rights Policy, and our Sustainability Policy.

One of our Guiding Principles is to *strive to help our communities be great places to live*. We live this Guiding Principle and further the goals of our Policy on Philanthropic Donations and Non-Commercial Sponsorships when we contribute and encourage our employees to contribute to our local communities. From company-wide events and giving opportunities to targeted ones like our legal department's pro bono program, we give back to our communities and stakeholders in substantive and charitable ways that reflect our Guiding Principles and the commitments in our Sustainability Policy. All of these steps help us meet our stakeholder needs, regulatory requirements, and DEI&B goals; contribute to the prosperity and quality of life of our global community; and deliver long-term, sustainable profits for our Share Owners. As we discussed in our calendar year 2025 Guiding Principles report, we donated \$325,000 worth of treasure, time, and talent (including over 3,000 hours of paid employee time) to help worthy causes worldwide. We strive to donate up to 1% of our adjusted net income to worthy causes annually.

2025 Giving	Hours Donated	Monetary Donations	Total Monetary Value
Community	1132	\$ 150,000	\$ 174,000
Human Rights & Needs	299	\$ 10,000	\$ 16,000
Education & Arts	1444	\$ 68,000	\$ 83,000
Scientific & Environment	179	\$ 49,000	\$ 52,000
Total	3054	\$ 277,000	\$ 325,000

For more information, please see our latest Guiding Principles Report at www.kimballelectronics.com/sustainability.



Measuring and Sharing How We Live Up to Our Guiding Principles

Each spring, we conduct our Guiding Principles Survey of every employee to assess employee engagement, satisfaction, and wellbeing. We set annual targets for survey participation, satisfaction levels, and key indicators of engagement. Local leadership teams use these targets—and any gaps between results and goals—to guide action planning and drive meaningful improvements. The survey results continue to show that the vast majority of our employees would recommend KE to friends and family as a strong employer with which to seek a career. We have exceeded our target Guiding Principles score of 8.0 out of 10.0 for each of the last ten years.



This past year, we continued to hold and enhance all-employee meetings, launch focus groups, and improve business transparency to enhance communication. Through communications and proactive planning by our social responsibility teams, we expanded awareness of community involvement and educational opportunities. We continued to seek opportunities to optimize total rewards programs and one-on-one meetings between employees and supervisors. Programs like ELEVATE and tools such as the Predictive Index and EQ-i support leadership development, peer collaboration, and team diversity. We also prioritize working with vendors and suppliers who align with our Guiding Principles. We share survey results with each global business team each year, broken down by department, business unit, and as an enterprise score. Detailed results and corresponding action plans are reviewed annually by the Talent, Culture and Compensation Committee of our Board of Directors. Through these efforts, we aim to ensure employees feel valued, supported, and empowered to thrive.

We are recognized as a leader in sustainability and sustainability reporting, taking a proactive approach to measuring and transparently communicating our progress. Our objective is to provide stakeholders, including our customers, employees, communities, investors, and suppliers, with high-quality, comprehensive reporting on the material topics that reflect both our business's impact on the world and the world's impact on our business. We published our annual Guiding Principles Report earlier this fiscal year for calendar year 2025, aligned with the European Sustainability Reporting Standards (ESRS), developed under the European Union (EU) Corporate Sustainability Reporting Directive (CSRD). Additionally, we aligned the Report with several leading sustainability frameworks, including the United Nations (UN) Sustainable Development Goals (SDGs), UN Global Compact (UNGC) Principles, Global Reporting Initiative (GRI) Standards, the Sustainable Accounting Standards Board (SASB) Standard for Electronic Manufacturing Devices & Original Design Manufacturing, and the Task Force on Climate-related Financial Disclosures (TCFD). The Guiding Principles Report provides a comprehensive overview of our global business operations and our ongoing commitment to sustainability, demonstrating how we live up to our Guiding Principles through transparent reporting and accountability for our economic, environmental, and social impacts. You can find the Report on our website at <https://www.kimballelectronics.com/sustainability>.

PROPOSAL 2: SELECTION OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

Deloitte & Touche LLP, the member firms of Deloitte Touche Tohmatsu Limited, and their respective affiliates (collectively the "Deloitte Entities") audited the Company's financial statements for the fiscal year ended June 30, 2026. The Deloitte Entities have been our independent auditor since our spin-off in 2014. As part of its auditor engagement process, the Audit Committee considers whether to rotate the independent audit firm because the Audit Committee believes that it is important for the registered public accounting firm to maintain independence and objectivity. As part of its engagement decision, the Committee determined there are significant benefits to having an independent auditor with an extensive history with the Company, including:

- Higher quality audit work due to the Deloitte Entities' institutional knowledge of our global business, accounting policies and practices, and our internal control framework; and
- Operational efficiencies and resulting fee savings because of the Deloitte Entities' history and familiarity with our business.

In addition to the reasons discussed above, the Committee selected Deloitte based on:

- Performance on past audits, including the expertise of the engagement team;
- Experience, client service, and responsiveness;
- Leadership, management structure, and ethical culture; and
- Fees charged in relation to the scope of work performed.

Representatives of the Deloitte Entities are expected to be present at the Annual Meeting, will have the opportunity to make a statement if they desire to do so, and are expected to be available to respond to appropriate questions.

Independent Registered Public Accounting Firm Fees

	Deloitte Entities	
	2026	2025
Audit Fees ^(a)	\$ 1,373,148	\$ 1,493,065
Audit-Related Fees ^(b)	—	—
Tax Fees ^(c)	63,267	15,422
All Other Fees ^(d)	1,895	1,895
Total	\$1,438,310	\$1,510,382

(a) Audit fees include fees and out of pocket expenses paid or expected to be paid for the audit of the annual financial statements, the review of consolidated financial statements included in our quarterly Form 10-Q reports, the audit of internal control over financial reporting, and the services that an independent auditor would customarily provide in connection with subsidiary audits, statutory requirements, regulatory filings, and similar engagements for the fiscal year.

(b) Audit-related fees consist primarily of fees paid or expected to be paid for an income tax benefit compliance audit.

(c) Tax Fees consist of fees paid or expected to be paid for tax compliance and related tax services.

(d) All Other Fees consist of fees paid for an accounting research tool.

Consideration of Services Provided by the Independent Registered Public Accounting Firm

The Audit Committee pre-approves all audit and permissible non-audit services provided by the independent registered public accounting firm. The Audit Committee has established a pre-approval process for services provided by the independent registered public accounting firm that complies with the requirements of the Sarbanes-Oxley Act of 2002. A description of the pre-approval process is attached to this Proxy Statement as Appendix A. The Audit Committee has considered whether all services provided are compatible with maintaining the independent registered public accounting firm's independence in accordance with this process and has determined that such services are compatible.

REPORT OF THE AUDIT COMMITTEE

The Audit Committee of the Board is responsible for providing independent, objective oversight of the Company's accounting functions, internal control over financial reporting, and financial reporting processes. During the fiscal year ended June 30, 2026, all members of the Audit Committee met the independence and experience requirements of The Nasdaq Stock Market LLC and the Securities and Exchange Commission (the "SEC"), and the Board of Directors has determined each member qualifies as an audit committee financial expert under SEC rules.

Management is responsible for the Company's accounting functions, internal control over financial reporting, and financial reporting processes. The Company's independent registered public accounting firm, Deloitte & Touche LLP ("Deloitte"), is responsible for auditing, and expressing opinions on, the Company's consolidated financial statements and internal control over financial reporting in accordance with the standards of the Public Company Accounting Oversight Board (United States) ("PCAOB").

In connection with these responsibilities, the Audit Committee reviewed and discussed with management and Deloitte the audited consolidated financial statements as of and for the year ended June 30, 2026, including the quality of the Company's accounting principles, the reasonableness of significant judgments and critical accounting estimates, and the clarity of disclosures. The Committee also receives regular updates from the Chief Legal & Administrative Officer and the Company's information technology leadership on cybersecurity, information security, and AI governance matters. The Audit Committee also discussed with Deloitte the matters required to be discussed under applicable requirements of the PCAOB and the SEC, received the written disclosures and letter from Deloitte required by applicable PCAOB independence standards, and discussed with Deloitte its independence from the Company and management. The Audit Committee also considered whether the provision of non-audit services by Deloitte is compatible with maintaining Deloitte's independence.

The Audit Committee reviewed the overall scope of the audits performed by the internal auditor and Deloitte. The Audit Committee met with the internal auditor and Deloitte, with and without management present, to discuss the results of the audits of the Company's consolidated financial statements and the overall quality of the Company's financial reporting.

Based on these reviews and discussions, the Audit Committee recommended to the Board of Directors, and the Board approved, the inclusion of the audited consolidated financial statements in the Company's Annual Report on Form 10-K for the year ended June 30, 2026, filed with the SEC.

Respectfully submitted,

The Audit Committee

Tom G. Vadaketh (Chairperson)
Gregory A. Thaxton
Gregory J. Lampert

The foregoing Report shall not be deemed to be "soliciting material" or to be "filed" with the SEC, nor shall it be incorporated by reference into any filing made by the Company under the Securities Act of 1933, as amended, or the Exchange Act of 1934, as amended, notwithstanding any general statement contained in any such filing incorporating this Proxy Statement by reference, except to the extent the Company specifically incorporates such Report by reference into such filing.

Ratification of Selection of Independent Registered Public Accounting Firm

The Audit Committee has selected the Deloitte Entities to be the Company's independent registered public accounting firm for the fiscal year ending June 30, 2027.

Ratification is not required by law or our By-Laws. We are submitting the selection of the Deloitte Entities to our Share Owners for ratification as a matter of good corporate practice. If the selection is not ratified, the Audit Committee will consider whether it is appropriate to select another independent registered public accounting firm. Even if the selection is ratified, the Audit Committee, in its discretion, may select a different independent registered public accounting firm at any time during the year if it determines that such a change would be in the best interests of the Company and our Share Owners.

**The Board of Directors recommends that you vote "FOR"
ratification of the selection of the Deloitte Entities
as the Company's independent registered public accounting firm.**

Information About Our Executive Team

Kimball Electronics' executive officers as of the date of this Proxy Statement are: Richard D. Phillips, Chief Executive Officer; Adam M. Baumann, Chief Accounting Officer; Jana T. Croom, Chief Financial Officer; Jessica L. DeLorenzo, Chief Human Resources Officer; Douglas A. Hass, Chief Legal & Administrative Officer, Secretary; Steven T. Korn, Chief Operating Officer; Andrew D. Regrut, Vice President, Investor Relations & Strategic Development, Treasurer; and Kathy R. Thomson, Chief Commercial Officer.

Because Mr. Phillips is also a Director, we have included his biographical information in the section "Election of Directors."

Adam M. Baumann

Chief Accounting Officer



Mr. Baumann was appointed Chief Accounting Officer in 2023 and has served as our Corporate Controller since March 2021. . He joined Kimball Electronics in 2019 as Assistant Corporate Controller. Mr. Baumann was previously employed by Vectren Corporation from 2009 to 2019 and Ernst & Young, LLP from 2003 to 2009. Mr. Baumann's previous roles with Vectren Corporation included Manager, External Reporting & Accounting Research and Manager, Regulatory Implementation & Analysis. Mr. Baumann graduated from Indiana University with a degree in Accounting and Finance and is a Certified Public Accountant.

Executive Officer since 2023

Jana T. Croom

Chief Financial Officer



Ms. Croom was appointed Chief Financial Officer in 2021. She joined Kimball Electronics in January 2021 in the role of Vice President, Finance. Prior to joining Kimball Electronics, she held the position of Vice President, Financial Planning and Analysis for NiSource Inc., one of the largest fully regulated utility companies in the United States, since August 2019. From 2012 through 2019, Ms. Croom held positions at NiSource including director roles in operations planning, state finance, and regulatory affairs. Ms. Croom has more than 25 years of experience in various areas of finance, is a graduate of the College of Wooster and earned a master's degree in Business Administration from the Fisher College of Business at The Ohio State University.

Executive Officer since 2021

Jessica L. DeLorenzo

Chief Human Resources Officer



Ms. DeLorenzo was appointed Vice President, Human Resources in 2018, and her title was changed to Chief Human Resources Officer in 2025 to better reflect the evolution of her role at the Company. She provides Kimball Electronics with HR strategies to support people development, business growth, and continuous improvement aligned with our Guiding Principles and worldwide regulatory requirements. She is responsible for providing leadership to our global operations and HR Managers in the development and implementation of effective 'Employer of Choice' philosophies and execution of our talent management framework. Ms. DeLorenzo joined Kimball Electronics in 2015 in the position of Director, Organizational Development. Before joining Kimball Electronics, she held the position of Director, Student Services at Vincennes University from 2011 through 2015. Ms. DeLorenzo graduated from Rice University with a degree in Psychology and an MBA, and from Louisiana State University in Shreveport with a Master of Science in Human Services Administration.

Executive Officer since 2018

Douglas A. Hass**Chief Legal & Administrative Officer, Secretary**



Executive Officer since 2022

Mr. Hass was appointed Chief Legal & Administrative Officer and Secretary in 2025, having previously served as our Chief Legal and Compliance Officer and Secretary since 2022. He joined Kimball Electronics in 2020 as Associate General Counsel and Assistant Secretary. In addition to leading our legal and compliance team, Mr. Hass has responsibility for our global safety, environmental, and facilities teams; and our information technology and computing systems, including cybersecurity. He leads global legal, sustainability, and IT strategy and our efforts to leverage applications and analytics to drive operational performance improvements as part of the digital transformation of manufacturing. He has 30 years of legal, management, operations, and network security experience, centered on technology-intensive telecommunication companies and electronics manufacturers. Mr. Hass holds a Juris Doctor, magna cum laude, from Indiana University Maurer School of Law in Bloomington, Indiana.

Steven T. Korn**Chief Operating Officer**



Executive Officer since 2014

Mr. Korn was appointed Chief Operating Officer in 2023. Previously, he was our President, Global Electronics Manufacturing Services Operations since 2020. He joined Kimball Electronics in 2004, and served as our Vice President, North American Operations and Global Supply Chain from our spin-off in 2014 through 2020. He has over 30 years of EMS experience in Operations Management, Business Development, and Engineering Management. Mr. Korn graduated from South Dakota School of Mines and Technology with a degree in Mechanical Engineering.

Andrew D. Regrut**Vice President, IR, Strategic Development, & Treasurer**



Executive Officer since 2025

Mr. Regrut was appointed Vice President, Investor Relations, Strategic Development, and Treasurer in 2025. This expanded role comes after joining Kimball Electronics in 2021 as Head of Investor Relations and becoming Treasurer in 2024. Before joining Kimball Electronics, Mr. Regrut served as Vice President, Investor Relations for Big Lots, Inc. from 2012 to 2021. Mr. Regrut has over 35 years of experience as a financial executive with well-known, multinational corporations including General Electric, Stanley Black & Decker, Alcoa, Victoria's Secret, and Scotts Miracle-Gro. He has served in a variety of capacities including divisional CFO, Treasurer, Investor Relations Officer, Head of Corporate Development, and Head of Financial Planning & Analysis during his career. While at GE, he completed the Financial Management Program and served on the GE Corporate Audit Staff. Mr. Regrut graduated from Kenyon College in Gambier, Ohio with a bachelor's degree in Economics where he also earned All-America honors as a collegiate swimmer and was captain of the National Championship Swimming Team.

Kathy R. Thomson**Chief Commercial Officer**



Executive Officer since 2018

Ms. Thomson was appointed Chief Commercial Officer in 2023. Previously, she was Vice President, Global Business Development and Design Services since 2018. Prior to joining Kimball Electronics, Ms. Thomson held the position of Vice President of Business Development for Creation Technologies from 2012. She has more than 20 years of Electronics Manufacturing Services experience and has held positions of increasing responsibility with Creation Technologies and Plexus Corp. Ms. Thomson earned both her Bachelor of Arts in business administration and her MBA from Lakeland University.

COMPENSATION DISCUSSION AND ANALYSIS

This compensation discussion and analysis ("CD&A") describes the philosophy, objectives, process, components, and additional aspects of our fiscal year 2026 executive compensation program. This CD&A is intended to be read in conjunction with the tables that immediately follow this section, which provide further historical compensation information for our named executive officers ("NEOs") in fiscal year 2026 identified below.

Richard D. Phillips	Chief Executive Officer
Jana T. Croom	Chief Financial Officer
Steven T. Korn	Chief Operating Officer
Kathy R. Thomson	Chief Commercial Officer
Douglas A. Hass	Chief Legal and Administrative Officer and Secretary

The content of our CD&A is organized into four sections.

CD&A Table of Contents

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II. Compensation Philosophy and Governance	34
III. Fiscal Year 2026 Named Executive Officer Compensation	38
IV. Additional Compensation Policies and Practices	47

I. Summary of Our Fiscal Year 2026 Performance and Executive Compensation Program

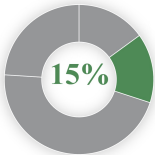
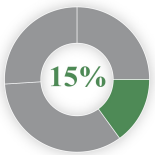
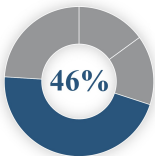
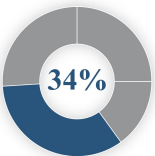
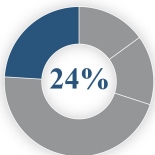
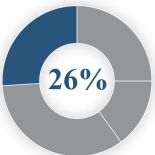
FY 2026 Business Highlights

- Net sales totaled \$1,431.4 million
- Operating income of \$66.1 million, or 4.6% of net sales; adjusted operating income of \$65.7 million, or 4.6% of net sales
- Debt paid down to a balance of \$116.6 million; resulting in the lowest level of debt for the Company in the last 4 years
- Cash flow generated from operating activities of \$72.3 million
- Invested \$11.9 million to repurchase 447,000 shares of common stock

Key Aspects and Designs of the FY 2026 Executive Compensation Program

To achieve its executive compensation program objectives, the Talent, Culture, and Compensation Committee (the "Committee") used the components of compensation set forth below for fiscal year 2026, including (i) an annual base salary, (ii) short-term cash incentives, and (iii) long-term equity incentive compensation awarded under our 2023 Equity Incentive Plan (the "2023 Plan"). The Committee regularly reviews all components of the program to verify that each executive officer's total compensation is consistent with the Committee's compensation philosophy and objectives, that its component mix and performance measures support the execution of our strategy, and that it is reasonable and appropriate given the scope and complexity of each NEO's role, their capabilities, and the prevailing market conditions for their services.

A substantial portion of our target total direct compensation for our executives is variable incentive compensation and therefore at-risk: 85% for our CEO (15% short-term and 70% long-term) and 75% for our other NEOs (15% short-term and 60% long-term) in fiscal year 2026. Base salary is the only fixed component of direct compensation. A summary of the key aspects, designs, and actions appears in the table below.

Component and Rationale	CEO Proportion ⁽¹⁾	NEO ⁽²⁾ Proportion ⁽¹⁾	Performance Measure Components	Performance Period	Characteristics	2026 Actions
Base Salary Appropriate level of fixed compensation that will promote executive recruitment and retention.				Ongoing	Fixed cash	Adjusted base salaries of CEO and NEOs based on roles, performance, and market considerations
Annual Short-Term (Cash) Incentives Variable pay to incentivize and recognize performance in areas of short-term strategic importance to link compensation with our financial success.			50% Weighting on Operating Margin (Adjusted) to Board Approved Plan, 20% Weighting on Free Cash Flow to Board Approved Plan, 15% Weighting on Revenue Growth to Board Approved Plan, 10% Weighting on Revenue Growth to Peers (Russell 2000 Electronic Components Subsector), 5% Weighting on Sustainability Performance to Benchmarks	One Year	Performance-based cash	Above target payout (108.4% multiplied by target % multiplied by base salary)
Long-Term (Equity) Incentives Equity-based pay to incentivize and recognize performance in areas of long-term strategic importance, promote retention and stability, and align executives with Share Owners.	Performance Shares  		40% Weighting based on rTSR relative to Peers (Russell 2000 Electronic Components Subsector), 60% Weighting based on Three - year Economic Profit to Board Approved Plan	Three Years	Cliff-vested performance shares	Issued FY26-FY28 grants to NEOs; Awarded FY24-FY26 PSUs at 48.4% of total (48.4% for profitability attainment, 0% for growth attainment)
	Restricted Shares  			Three Years	Incrementally vested restricted shares	Issued FY26-FY28 grants to NEOs

(1) Proportion represents the base salary, target annual incentive award, and grant date fair market value of long-term incentives granted in fiscal year 2026 (with performance share grants measured at target).

(2) Represents the average of all NEOs for fiscal year 2026, other than the CEO. Percentages are rounded.

II. Compensation Philosophy and Governance

Compensation Philosophy

Kimball Electronics applies a consistent philosophy to compensation for all employees, including management. We link annual base salary to performance, contribution, leadership, market, and demand for talent. The variable incentive portion of pay is linked to financial results and operational metrics. We believe it is important to have a significant portion of our variable compensation at risk for our salaried employees, especially our executive officers. This incentivized structure drives collaboration, cooperation, personal development, and continuous improvement to create long-term Share Owner value by:

Rewarding Performance	Base salary is designed to reward annual achievements, demonstrated leadership abilities, and management effectiveness. All other elements of compensation focus on motivating the executive to grow sales, achieve superior financial results, and attain personal goals that are aligned to our strategic plan.
Aligning with Share Owners' Interest	Our objective is to align the interests of the executives with our Share Owners by strongly linking both short-term and long-term compensation to Company performance.
Attracting, Motivating and Retaining Executive Talent	Our objective is to attract, motivate, and retain our executives by using key elements of compensation that provide better opportunity for financial rewards when compared to other similar professional opportunities.
Strengthening Collaboration	Our objective is to strengthen collaboration by allocating a portion of employees' compensation as a variable incentive based on results achieved together as a team.

Compensation Program Governance: How We Make Compensation Decisions

The Committee, which is responsible for overseeing the compensation program for all executive officers, plays a key role in designing and administering the Company's executive compensation program. All principal elements of compensation paid to our executive officers are subject to approval by the Committee.

Key considerations affecting the determination of executive compensation include:

Responsibilities	The scope and breadth of the duties and level of responsibility undertaken.
Leadership	Demonstrated ability to lead an organization.
Performance	Consistent, sustained financial and operating performance.
Potential	Demonstrated capacity and aspiration to grow into higher level leadership positions.
Development and Execution of Strategy	Record of developing strategic plans and delivering on them.
Personal Development	Demonstrated willingness to learn and grow professional and leadership skills.
Promotion of Company Culture and Values	Demonstrated commitment to modeling of our Mission and Guiding Principles and ethical behavior.
Company Results	Demonstrated teamwork and support of our goals and performance.
Market Reference	Comparison of executive compensation to industry or other relevant compensation data.
Attraction and Retention	Compensation at appropriate levels to attract and retain talented executives.

The Committee also regularly reviews principles of good governance and market pay best practices to monitor the Company's compensation process to ensure alignment to creating Share Owner value. To that end, we are committed to maintaining the following best practices:

What We Do	What We Don't Do
✓ Promote a long-term focus through multi-year vesting and performance requirements.	✗ Apply rigid categorical methodologies or formulas in setting the components, level, and mix of executive compensation.
✓ Provide a long-term incentive program for executive officers comprised primarily of performance-based equity.	✗ Offer uncapped cash or equity incentive plans.
✓ Include minimum and maximum thresholds for long-term incentive payouts, so executive officers have both upside and downside opportunities.	✗ Enter into long-term employment agreements with executives.
✓ Maintain a robust director and executive stock ownership policy that helps align the interests of our Share Owners with our directors and executive officers.	✗ Provide "single trigger" change-in-control provisions.
✓ Require executives to retain 100% of all net shares (post-tax) that vest until achieving their stock ownership requirements.	✗ Offer tax gross ups on severance for executives.
✓ Review the metrics for our cash and equity awards annually.	✗ Guarantee cash or equity bonuses or salary increases.
✓ Include a metric in our performance-based equity awards based on performance relative to our industry to reward significant positive outperformance.	✗ Allow any short sales, pledging, hedging, or trading in derivatives of our securities.
✓ Deliver short and long-term awards based on clear formulas and criteria.	✗ Maintain evergreen equity plans.
✓ Utilize a third-party compensation consultant to advise on market, peer, and best practices for executive compensation.	✗ Reprice or replace underwater equity awards.
✓ Maintain a strong clawback policy to ensure accountability.	✗ Issue equity awards at below-market exercise rates.
✓ Require a minimum one-year vesting period for performance shares and restricted stock granted under our stock plan.	✗ Pay dividends on unvested stock awards.

Role of the Talent, Culture, and Compensation Committee and of the CEO

The Committee sets the CEO's compensation and approves the compensation of the other executive officers in consultation with the CEO, who directly supervises those executive officers throughout the year. The Committee gives significant consideration to the recommendation of the CEO, but the final compensation decisions affecting our executive officers are within the Committee's purview. No other roles are taken by the executive officers in setting their compensation, except for discussion of their individual performance with the CEO and Chief Human Resources Officer. The Committee uses competitive information as one of multiple reference points to inform its decisions about overall compensation opportunities and specific compensation elements. When appropriate, the Committee also takes into consideration the accounting and tax treatment of the compensation and benefit arrangements for our NEOs.

We set individual performance goals for each executive at the start of the fiscal year. In addition, we provide executives with feedback related to their leadership and results execution through the annual talent review and performance management process, which results in a personal development plan reviewed and approved by the CEO and Chief Human Resources Officer.

Consistent with our performance-driven compensation philosophy, the Committee allocates a significant portion of our NEOs' total compensation to variable, at-risk pay elements (performance-based short- and long-term awards). Our executive compensation program uses the same compensation components for each of our executives but assigns different pay levels due to differing market compensation levels for similar roles. Nonetheless, our compensation

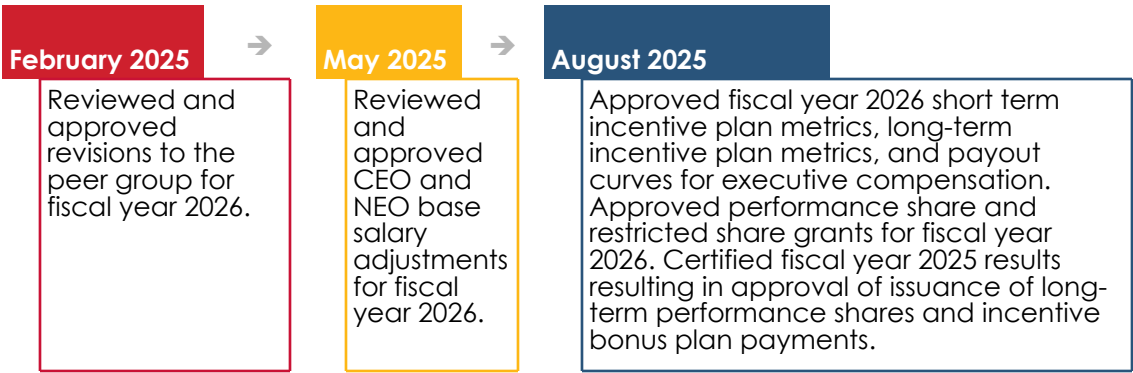
program is also designed with internal pay equity in mind so that compensation opportunities are similar for executives with comparable responsibilities, experience, and performance.

Role of the Independent Compensation Consultant

During fiscal year 2026, the Committee used data from Aon, its third-party compensation consulting firm, in setting executive compensation. Aon was engaged directly by the Committee and given material instructions to advise on levels and components of executive compensation and peer incentive pay practices, and to consult on our peer group composition. The Committee also uses full market compensation studies provided by Aon. The data from Aon included information on base pay, stock awards, and other forms of compensation awarded at comparable companies. The Committee used this data and recommendations from management as a reference point when making compensation decisions during fiscal year 2026 to ensure that the types and amounts of executive compensation were reasonable and competitive.

Compensation-Related Actions for FY 2026 NEO Compensation

The Committee took the following actions on fiscal year 2026 NEO compensation during fiscal year 2025 and early fiscal year 2026:



Compensation Peer Groups and Peer Selection Process

For compensation planning purposes, the Committee, with input from management and Aon, has constructed a peer group to compare the compensation of our executive officers with that paid by other companies that are similar to us and that we believe compete with us for executive talent. The Committee selected the peer group using the following selection criteria:

Primary Elements

- Sector,
- Revenue, and
- Operating Margins

Secondary Elements

- Market Capitalization,
- Headcount, and
- Peer Relationships

The Committee uses competitive compensation data from an annual total compensation study for the executives at the Company and the peer group companies to inform the Committee's decisions about overall compensation opportunities and specific compensation elements. Additionally, the Committee reviews general industry compensation survey data to supplement its review. The Committee does not benchmark specific compensation elements or total compensation to any specific percentile relative to the peer companies or the broader United States market. Instead, the Committee applies judgment and discretion in establishing targeted pay levels, taking into account not only competitive market data, but also factors such as Company, business and individual performance, scope of responsibility, critical needs and skill sets, leadership potential and succession planning.

The Committee conducts reviews of the peer group and selection criteria annually to ensure that both are appropriate. Based on its annual review, the Committee adopted the following peer group for comparing our fiscal year 2026 compensation. At the time of our peer group review in fiscal year 2026, Kimball Electronics was in the 51st percentile for revenue and 2nd percentile for 30-day average market capitalization compared with the compensation peer group.

Peer Group Used in Compensation Planning for Fiscal Year 2026

Company	Stock Symbol
Bel Fuse Inc.	BELFB
Benchmark Electronics, Inc.	BHE
CTS Corporation	CTS
Daktronics, Inc.	DAKT
ePlus inc.	PLUS
Fabrinet Co. Ltd.	FN
Itron, Inc.	ITRI
Knowles Corporation	KN
Methode Electronics, Inc.	MEI
OSI Systems, Inc.	OSIS
Plexus Corp.	PLXS
Powell Industries, Inc.	POWL
Preformed Line Products Company	PLPC
Rogers Corporation	ROG
Sanmina Corporation	SANM
TTM Technologies, Inc.	TTMI
Vishay Intertechnology, Inc.	VSH

2025 Say on Pay Vote

At our 2024 Annual Meeting, a majority of our Share Owners voted in favor of the non-binding, advisory vote on our executive compensation being held every year. Accordingly, at our 2025 Annual Meeting, we held a non-binding, advisory Share Owner vote to approve the compensation paid to our NEOs, commonly referred to as a say on pay vote. Share Owners overwhelmingly supported our executive compensation program, as reflected in our 2025 say on pay vote, with 98% of votes cast in favor of the proposal. The Committee and the Board determined that no structural changes were necessary to our executive compensation policies and procedures solely because of the 2025 vote, and the Committee and the Board continued to apply the same general principles in determining the amounts and types of executive compensation for fiscal year 2026.

III. Fiscal Year 2026 Named Executive Officer Compensation

We awarded our NEOs the following compensation in fiscal year 2026:

Fiscal Year 2026 Base Salary

The Committee approved the base salaries for our NEOs, effective for fiscal year 2026, which the Committee believes will promote executive recruitment and retention and are reasonable and appropriate given the scope and complexity of each NEO's role, their respective capabilities, leadership, and performance, as well as the prevailing market conditions for their services. The Committee's approval included increases in Mr. Phillips' base salary of 4.9%, Ms. Croom's base salary of 7.5%, Mr. Korn's base salary of 5.1%, and Ms. Thomson's base salary of 8.0%. The Committee also approved an increase in Mr. Hass's base salary of 20.3%, an adjustment made to better align his salary with the Committee's consideration of the factors noted above, particularly given his assumption of responsibility for our information technology and computing systems, including cybersecurity, in addition to his duties leading our global legal and compliance; and safety, environmental, and facilities functions, and his subsequent promotion to Chief Legal and Administrative Officer and Secretary from Chief Legal and Compliance Officer and Secretary in March 2025.

Named Executive Officer	FY2025 Base Salary	FY2026 Base Salary	% Increase
Richard D. Phillips	\$ 875,000	\$ 917,500	4.9%
Jana T. Croom	\$ 465,000	\$ 500,000	7.5%
Steven T. Korn	\$ 492,500	\$ 517,500	5.1%
Kathy R. Thomson	\$ 405,000	\$ 437,500	8.0%
Douglas A. Hass	\$ 370,000	\$ 445,000	20.3%

Fiscal Year 2026 Annual (Cash) Incentives

We provide annual cash incentive awards to our NEOs based on our financial performance and key operational goals. The Committee intends the annual incentive goals, including both financial and operational goals, to be challenging and not assured of achievement. In setting these goals, the Committee considers the Board-approved plan and may establish year-over-year target levels that vary based on business conditions, strategic priorities, market conditions, the operating environment, and planning assumptions. Target annual incentive opportunities range from 50% to 100% of base salary, and payouts can range from 0% to 200% based on the achievement of pre-established goals.

At the beginning of each fiscal year, the Committee reviews performance metrics and payout curves for this annual cash incentive for our NEOs. For fiscal year 2026, the Committee approved performance metrics of adjusted operating margin to the Board approved plan, free cash flow to Board approved plan, revenue growth to peers, revenue growth to the Board approved plan, and achievement of sustainability goals. The Committee evaluates our NEO compensation programs annually to ensure they remain aligned with market practices and appropriately link pay with performance, and made these changes to align our NEO compensation with market practice. This, in turn, enables us to continue to attract and retain highly qualified executives.

For fiscal year 2026, the Committee approved the following performance metrics and payout curves for our NEOs.

Metric	% of Incentive	Basis of Payout	Threshold	Target	Maximum
Operating Margin (Adjusted) ⁽¹⁾	50%	Board Approved Plan	Performance	4.0% OI	4.3% OI
			Payout % of Target	25%	100%
Free Cash Flow ⁽²⁾	20%	Board Approved Plan	Performance	\$20M	\$50M
			Payout % of Target	25%	100%
Revenue Growth	10%	Relative to Peers ⁽³⁾	Performance	35th Percentile	Peer Median
			Payout % of Target	35%	100%
	15%	Board Approved Plan	Performance	(14%) Growth	(7%) Growth
			Payout % of Target	25%	100%
Sustainability	5%	Achievement of Sustainability Goals	Performance	12 Points	15 Points
			Payout % of Target	25%	100%

(1) Operating Margin (Adjusted) is a non-GAAP financial measure defined as the Company's operating income reported in the audited consolidated financial statements for fiscal year 2026, adjusted to exclude the following items: stock compensation, SERP expense, asset impairment, and non-recurring items, such as restructuring costs and acquisition related costs and, for fiscal year 2026, the effect of the gain on sale of our former Tampa facility. We believe that the adjusted operating margin provides better alignment of pay and performance by focusing on our core operational results that exclude anomalous events and because it improves comparability to executives at peer companies that use similar adjusted operating margins as performance metrics.

(2) Free Cash Flow is a non-GAAP financial measure defined as cash from operations less investing cash flow, adjusted to exclude the gain on sale of our former Tampa facility.

(3) The Committee approved the Russell 2000 Electronic Components Subsector as the comparative peer group for this metric.

This annual cash incentive can represent a significant part of an NEO's total compensation, thus putting more compensation at-risk and giving them a greater inducement to improve the company's performance and increase Share Owner value.

The following table summarizes the various attainment levels of annual cash incentive payout as a percentage of base salary for each of our NEOs for fiscal year 2026:

Named Executive Officer	Annual Cash Incentive Payout Levels as a Percentage of Base Salary Related to Achievement of Performance Goals		
	Threshold	Target	Maximum
Richard D. Phillips	26%	100%	200%
Jana T. Croom	20%	75%	150%
Steven T. Korn	17%	65%	130%
Kathy R. Thomson	13%	50%	100%
Douglas A. Hass	13%	50%	100%

Annual cash incentive payout is calculated based on attainment of performance goals approved by the Committee at the beginning of the fiscal year and noted in the table above. NEOs can earn a maximum short term incentive payout of 200% of target. Payout is calculated ratably for attainment between the payout levels (for example, between threshold and target, and between target and maximum). NEOs will receive no payout if we do not attain threshold levels for at least one performance goal.

Except for provisions relating to retirement, death, permanent disability, and certain other circumstances described in a benefit plan, an NEO must be actively employed on the last day of the performance period to be eligible to earn and receive any unpaid installments. If an NEO's termination of employment is caused by retirement, death, disability, or certain other circumstances described in an applicable benefit plan, the NEO (or beneficiary, in the event of the NEO's death) will be entitled to receive all cash incentive payments for the previous fiscal year and a pro rata share for

the current fiscal year, all to be paid in full within 2½ months after the end of our fiscal year, unless applicable law dictates otherwise.

The actual annual cash incentive earned by our NEOs for fiscal year 2026 is reflected in the table below:

Named Executive Officer	Percentage of Annual Cash Incentive Earned
Richard D. Phillips	108.4%
Jana T. Croom	81.3%
Steven T. Korn	70.5%
Kathy R. Thomson	54.2%
Douglas A. Hass	54.2%

The percentage of annual cash incentive earned by our NEOs was based on fiscal year 2026 performance of the metrics reflected below:

Operating Margin (Adjusted) ⁽¹⁾ to Board Approved Plan:				Free Cash Flow ⁽²⁾ to Board Approved Plan:			
Target Performance	4.0%	4.3%	5.0%	Target Performance	\$20,000,000	\$50,000,000	\$80,000,000
Payout % of Target	25.0%	100.0%	200.0%	Payout % of Target	25.0 %	100.0 %	200.0 %
Actual Performance	4.6%			Actual Performance	\$28,323,000		
Attainment %	141.8%			Attainment %	45.8 %		
Weighting %	50.0%			Weighting %	20.0 %		
Payout %	70.9%			Payout %	9.2 %		

(1) As previously stated above, Operating Margin (Adjusted) is a non-GAAP financial measure defined as the Company's operating income reported in the audited consolidated financial statements for fiscal year 2026, adjusted to exclude the following items: stock compensation, SERP expense, asset impairment, and non-recurring items, such as restructuring costs and acquisition related costs and, for fiscal year 2026, the effect of the gain on sale of our former Tampa facility.

(2) Free Cash Flow is a non-GAAP financial measure defined as cash from operations less investing cash flow, adjusted to exclude the gain on sale of our former Tampa facility.

Revenue Growth to Peers:				Revenue Growth to Board Approved Plan:			
Target Performance	35.0 %	50.0 %	75.0 %	Target Performance	(14.0)%	(7.0)%	— %
Payout % of Target	35.0 %	100.0 %	200.0 %	Payout % of Target	25.0 %	100.0 %	200.0 %
Actual Performance	8.7 %			Actual Performance	(3.6)%		
Attainment %	— %			Attainment %	148.7 %		
Weighting %	10.0 %			Weighting %	15.0 %		
Payout %	— %			Payout %	22.3 %		

SUSTAINABILITY PERFORMANCE METRIC SCORECARD

QUANTITATIVE AND QUALITATIVE COMPONENTS		POSSIBLE	EARNED	FY2026 RESULTS
Environmental	- Complete S&P Global Corporate Sustainability Assessment (CSA) - Submit CDP Climate Change Survey and CDP Water Security Survey - Publish Guiding Principles Report pursuant to ESRS and CSRD, including a double materiality assessment - Obtain assurance from an independent third party of GHG and sustainability disclosures, double materiality assessment	4	4	✓ Published Guiding Principles Report aligned to required standards (+1) ✓ Obtained assurance from independent third part (+1) ✓ Completed CDP Surveys (+1) ✓ Completed S&P Global CSA (+1)
	Score 60 (2 points), 90th (1 point), or 95th (2 points) percentile or higher on S&P CSA <i>Environmental Dimension</i>, which encompasses Environmental Policy, Emissions, Resource Efficiency and Circularity, Waste, Water, and Climate Strategy	4	3	✓ Scored in 94th percentile (+1) ✓ Scored 63 points (+2)
Social	Maintain overall Guiding Principles Survey score at or above 8.0 with Above Average Net Promoter Score (11-49%) (1 point) or 8.5 or higher with Best in Class Net Promoter Score (> 50%) (2 points)	2	1	✓ 8.16 GP Score, 42% NP Score (+1)
	Score 60 (2 points), 90th (1 point), or 95th (2 points) percentile or higher on S&P CSA <i>Social Dimension</i>, which encompasses Labor Practice Indicators, Human Rights, Human Capital Development, Talent Attraction & Retention, Occupational Health & Safety, Customer Relationships, and Privacy Protection	4	1	✓ Scored in 93rd percentile (+1) ✗ Scored 59 points (+0)
Governance	Maintain average ISS Monthly Governance QualityScore of "1" (top 10%)	1	1	✓ Average Score: 1 (top decile) (+1)
	Score 60 (2 points), 90th (1 point), or 95th (2 points) percentile or higher on S&P CSA <i>Governance and Economic Dimension</i>, which encompasses Transparency & Reporting, Corporate Governance, Materiality, Risk & Crisis Management, Business Ethics, Policy Influence, Supply Chain Management, Tax Strategy, Information Security/Cybersecurity, and Innovation Management	4	4	✓ Scored in 96th percentile (+2) ✓ Scored 69 points (+2)
Total	- Earn above average S&P CSA score compared to DJSI North America (2 points) - Qualify for S&P Global Sustainability Yearbook (2 points) - Earn a Top 10% designation (2 points)	6	2	✓ Scored 64 points (average: 28 points) (+2) ✗ Did not qualify for Sustainability Yearbook ✗ Did not earn a Top 10% designation
Total Points		25	16	

	BELOW THRESHOLD	THRESHOLD	TARGET	MAXIMUM	RESULTS	FY26 OUTCOME
Sustainability Performance Metric	< 12 points (-100%)	12 points (0%)	15 points (100%)	20+ points (200%)	16 points	Above Target (+120%)
					Weighting %	5%
					Payout %	6%

Fiscal Year 2026 Long-Term (Equity) Incentives

Long-Term (Equity) Incentive Design

The Company's 2023 Equity Incentive Plan (the "2023 Plan") permits a variety of stock incentive benefits consisting of restricted stock, restricted share units, unrestricted share grants, incentive stock options, nonqualified stock options, stock appreciation rights, performance shares, and performance units. Under the 2023 Plan, no option or stock appreciation rights may be repriced, replaced, regranted through cancellation, repurchased for cash or other consideration, or modified without Share Owner approval (except in connection with a change in our capitalization) if the effect would be to reduce the exercise price for the shares underlying the award.

Long-Term (Equity) Incentive Framework: Target Opportunities for NEOs

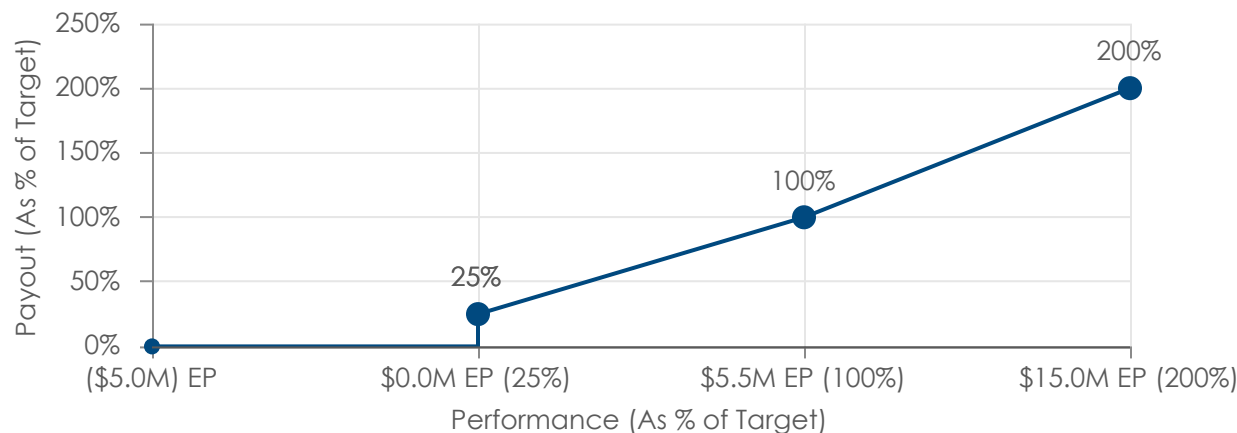
The Committee calculates each annual grant value opportunity as a percentage of base salary for the NEOs and uses comparisons to pay levels of peer companies as a reference point to inform this equation. NEOs have no voting or dividend rights with respect to the shares granted until earned and awarded. We use the term “grant” to mean the number of shares that we have provided an employee the opportunity to earn, at target, if we attain our goals in a future performance period. We use the term “award” to mean the number of shares out of each grant that an employee earns based on our attainment of our goals in a prior performance period.

When it awards performance shares, the Committee uses a formula to determine the number of shares from each grant the NEO would be eligible to earn after the three-year performance (vesting) period, subject to an absolute maximum. For fiscal year 2026, the formula was a combination of our Economic Profit over the performance period for the applicable fiscal years ended June 30 (“Economic Profit Goal”) and relative total shareholder return (“rTSR”) relative to our peers in the Russell 2000 Electronic Components Subsector (“rTSR Goal”).

The Economic Profit Goal represents 60% of the total cliff-vested award, and the rTSR Goal represents 40% of the total cliff-vested award. The final percentages attained are multiplied by those weights to reach the percentage of the total grant that an NEO would be eligible to earn as an award. The Committee approved the three-year Economic Profit Goal that serves as the denominator in the Economic Profit Attainment Percentage based on the Company’s strategic plan approved for fiscal year 2026. Economic Profit is a non-GAAP financial measure equal to the amount of net income less the cost of capital. The cost of capital represents the economic cost of a reasonable return on capital that we use in our business. We exclude new capital expenditures for an appropriate period of time (generally 3 years for major facility expansions and 12 months for all other) when computing the cost of capital to encourage needed capital investments. We believe that Economic Profit provides additional perspective to stakeholders about our performance, and in particular the profits we generate over and above the cost of capital we use to do so.

The Committee applied the following formulas for long-term equity incentives granted in fiscal year 2026:

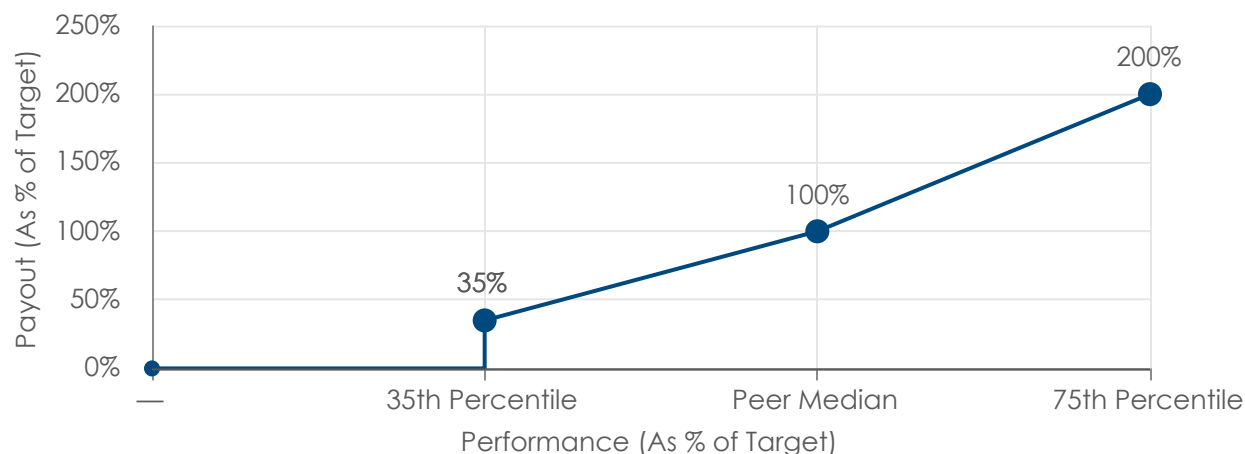
Economic Profit Attainment Percentage =
$$\frac{\text{Cumulative Economic Profit for the applicable fiscal years}}{\text{Economic Profit from Board Approved Plan}}$$



Performance below threshold of \$0.0M Economic Profit (“EP”) results in no payout. Performance results between EP attainment levels will be interpolated. Performance above \$15.0M EP does not increase the payout above the 200% maximum.

rTSR Attainment Percentage =

Company's 3-year rTSR
Russell 2000 Electronic Components Subsector 3-year rTSR



Performance below 35th percentile rTSR among peer group results in no payout. Performance results between percentile rank levels below maximum threshold will be interpolated. Performance above 75th percentile does not increase the payout above the 200% maximum.

FY2026 Long-Term (Equity) Incentives

For fiscal year 2026, the Committee granted approximately 60% of the long-term incentives in performance share units and 40% in restricted shares for our CEO. The Committee granted approximately 50% of the long-term incentives in performance share units and 50% in restricted shares for all of our other NEOs for fiscal year 2026. The performance share unit awards vest, if at all, as soon as practicable following the end of the performance period and the TCC Committee's certification of results (after fiscal year 2028). The restricted shares vest in annual installments over the succeeding three-year period, subject to the NEO's continued service.

Type of Long-Term Incentive Vehicle	Proportion of Long-Term Incentive Grant	Vesting Schedules	Metrics (Weighting)	Rationale for Use of Incentive Vehicle
Performance Share Units	60% - CEO 50% - All Other NEOs	Three-year cliff vesting	1) Economic Profitability Attainment (60%) 2) rTSR Attainment (40%)	Ties a portion of long-term compensation directly to our profitability and our performance relative to our industry.
Restricted Shares	40% - CEO 50% - All Other NEOs	1/3 in three equal, annual installments	Continuous Service by the NEO (100%)	Aligns the interests of our NEOs with those of our Share Owners because the value of RSUs increases or decreases as the price of our stock changes.

The Committee determined the number of shares to grant to each of our NEOs based on each NEO's relative level of responsibilities within an overall projected total cost of the awards based on anticipated financial performance for the upcoming fiscal year, as well as on other subjective factors noted above in this section.

The Committee emphasizes profitability on an absolute basis in the Economic Profit Goal for performance shares and vests restricted shares over a long-term horizon to remain consistent with our Guiding Principle that *Profits are the ultimate measure* and to ensure that long-term incentive compensation retains a strong link to Share Owner value: our employees share in a portion of the value we create for Share Owners only when we create such value. The

Committee selected a relative measure for the performance shares' rTSR Goal to require us to outperform companies included in the Russell 2000 Electronic Components Subsector for our NEOs to earn incentives above target.

Long Term Incentive Performance Periods (vesting events in blue)					
	FY24	FY25	FY26	FY27	FY28
FY24-26 PSUs	Year 1	Year 2	Year 3		
FY25-27 PSUs		Year 1	Year 2	Year 3	
FY26-28 PSUs			Year 1	Year 2	Year 3

The three-year cliff vesting period for performance shares reinforced the focus of our NEOs on our long-term success, and the resulting value it delivers to our Share Owners, by further aligning their personal financial success with that long-term success. In each case, the performance share grants set forth the number of shares of our stock that the participant was eligible to receive based on the metrics specified for each grant, as further described in this section.

The number of Performance Shares of our Common Stock that our NEOs may earn will be based on the Committee's assessment after each applicable Performance Period of our goal attainment during that Performance Period.

FY2026 Share Grants: FY2026-2028 Performance and Restricted Shares

The number of Restricted Shares and target number of Performance Shares granted to our NEOs under the 2023 Plan during fiscal year 2026 for the fiscal year 2026-2028 performance period are listed below. The Restricted Shares will vest, if at all, subject to the NEO's continued service, in annual installments over the three-year period, beginning one year after grant. The Performance Shares will vest, if at all, following the end of the applicable performance period with the number of shares earned determined based on our performance against the profitability and total shareholder return goals set for the applicable performance period. There is no minimum number of Performance Shares that an NEO may earn for the FY2026-2028 Performance Share grant, and the maximum that an NEO may earn is 200% of the target number.

FY2026-2028 Performance Period Grants

Named Executive Officer	Total Long-Term (Equity) Incentive (% of Base Salary)	Total Long-Term (Equity) Incentive (\$)	Performance Shares Granted (Target Number of Shares) ⁽¹⁾	Restricted Shares Granted (Number of Shares) ⁽¹⁾
Richard D. Phillips	326%	\$ 2,992,000	74,904	49,936
Jana T. Croom	208%	\$ 1,040,000	21,697	21,697
Steven T. Korn	203%	\$ 1,050,000	21,906	21,906
Kathy R. Thomson	154%	\$ 675,000	14,082	14,082
Douglas A. Hass	130%	\$ 578,500	12,069	12,069

- (1) The number of shares granted was calculated using the 30-day volume weighted average share price of \$23.97 on August 26, 2025, rounded up to a whole number. The value of the shares listed assumes award of 100% of restricted shares granted and target-level achievement of performance goals. The Performance Shares vest, if at all, following the end of the respective performance periods, with the number of shares awarded determined based on goal attainment. The Restricted Shares vest, if at all, in annual installments over the succeeding three-year period. Vesting is subject to continued employment except as described in the "Employment Agreements with NEOs and Potential Payments Upon Termination or Change-In-Control" section in this Proxy Statement. The "Stock Awards" column of the Summary Compensation Table includes the targeted value of these shares.

FY2026 Share Grants (Chief Legal & Administrative Officer Only): FY2026-2028 Restricted Shares Grant

In addition to grants made to all NEOs, in fiscal year 2026, the Committee approved the grant of Restricted Shares to our Chief Legal & Administrative Officer and Secretary, Mr. Hass, under the 2023 Plan. The grant was made to compensate Mr. Hass for the additional responsibilities that he assumed for our information technology and computing systems, including cybersecurity, following the departure of our former Chief Information Officer. The Committee approved the grant of 10,640 Restricted Shares during fiscal year 2026. The Restricted Shares vest, if at all, in annual installments over the succeeding three-year period subject to Mr. Hass' continued employment at the end of each of those years.

FY2026 Restricted and Performance Share Vesting Events

One third of each of the Committee's grants of Restricted Shares made in fiscal years 2024 (third of three tranches), 2025 (second of three tranches) and 2026 (first of three tranches) vested in August 2026.

The Committee granted Performance Shares in fiscal year 2024 to our NEOs that would cliff vest (if at all) three years after the grant date for the fiscal year 2024-2026 performance period. The shares pay out based on specific, pre-established performance goals tied to the creation of long-term value for our Share Owners, summarized below. This award vested following fiscal year 2026. Our three-year Revenue CAGR for our calendar years 2023 through 2025 was (1.52%). The EMS Industry's three-year Revenue CAGR for calendar years 2023 through 2025 was 2.69%. Accordingly, the Committee applied the following formula to this tranche:

FY2024-2026 Cliff Vest Award

Profitability Attainment Percentage =	$\frac{3.98\% \text{ (Operating Income \% for FY24-FY26)}^{(1)}}{4.93\% \text{ (Operating Income Goal for FY24-FY26)}^{(2)}} = 80.7\%$	$\times 60.0\% \text{ (weighting)} = 48.4\%$
Growth Attainment Percentage =	$\frac{(1.52\%) \text{ (Company's CY23-25 Revenue CAGR)}}{2.69\% \text{ (EMS CY23-25 Revenue CAGR)}} = (56.4\%)$	$< 75\%, \text{ thus } 0\% \times 40.0\% \text{ (weighting)} = 0.0\% \text{ payout}$

(1) Average operating income for fiscal years 2024, 2025, and 2026. Revenue and operating income for all fiscal years reported in the table below were adjusted to exclude any activity relating to our divestiture of our automation, test, and measurement business. This includes any related asset impairment and goodwill impairment. Additionally, operating income was adjusted for restructuring costs recognized during the fiscal year as well as the effect of the gain on sale of our former Tampa facility. See the reconciliation in the table below.

Fiscal Year	Revenue ^(A)	Adjustments to Revenue ^(A)	Adjusted Revenue ^(A)	Operating Income ^(A)	Adjustments to Operating Income ^(A)	Adjusted Operating Income ^(A)	Adjusted Operating Income %
2024	\$ 1,714.5	\$ (45.7)	\$ 1,668.8	\$ 49.3	\$ 22.2	\$ 71.5	4.28%
2025	\$ 1,486.7	\$ (2.1)	\$ 1,484.6	\$ 45.5	\$ 9.0	\$ 54.5	3.67%
2026	\$ 1,431.4	\$ —	\$ 1,431.4	\$ 66.1	\$ (9.5)	\$ 56.6	3.95%
3 Year Average	\$ 1,544.2		\$ 1,528.3	\$ 53.6		\$ 60.9	3.98%

(A) Amounts reported in millions.

(2) Operating income % goal for FY24-FY26 was adjusted to exclude any activity relating to our divestiture of our automation, test, and measurement business.

We have summarized our performance over these completed Performance Periods in the following table:

	Weight	FY24-26 Period Metric Payout
Profitability Attainment	60.0%	48.4%
Growth Attainment	40.0%	—%
Total Attainment for FY24-26 Period	100.0%	48.4%

The long-term equity incentives issued to our NEOs under the 2023 Plan for fiscal year 2026, and their aggregate value, are listed below:

Named Executive Officer	Performance Shares Awarded for FY24-26 Period	Restricted Shares Awarded for FY23 Period	Restricted Shares Awarded for FY24 Period	Restricted Shares Awarded for FY25 Period	Restricted Shares Awarded for FY26 Period	Aggregate Award Value (number of shares)	Aggregate Award Value (\$) ⁽¹⁾
Richard D. Phillips	36,277	7,673	6,246	18,061	16,646	84,903	\$ 1,972,236
Jana T. Croom	8,303	—	3,119	6,375	7,233	25,030	\$ 568,807
Steven T. Korn ⁽²⁾	20,065	—	11,078	6,773	7,302	45,218	\$ 1,027,579
Kathy R. Thomson	3,874	—	1,559	4,233	4,694	14,360	\$ 326,331
Douglas A. Hass ⁽³⁾	3,422	—	1,375	3,187	7,570	15,554	\$ 353,465

(1) The awarded value (in dollars) for Mr. Phillips restricted shares awarded for FY23 period was calculated using the average high/low share price of \$28.305 on January 2, 2026. The awarded value of all other awards (in dollars) was calculated using the average high/low share price of \$22.725 on August 24, 2026, the date on which the Performance Shares were awarded. Number of shares and value have not been reduced by the number of shares withheld to satisfy tax withholding obligations.

(2) Long-term equity incentives issued to Mr. Korn in relation to the FY24 Period include shares earned from the one-time grant that he received during fiscal year 2024 in relation to a promotion as well as the annual issuance of long-term equity incentive awards granted to him during fiscal year 2024.

(3) Restricted Shares issued to Mr. Hass in relation to the FY26 Period includes shares earned from the one-time grant that he received during fiscal year 2026 in relation to a promotion as well as the annual issuance of Restricted Shares granted to him during fiscal year 2026.

Fiscal Year 2026 Other Elements of Compensation

Our executives are eligible for the same benefits that we make available to our other full-time employees. In the U.S., those benefits in which all full-time employees are eligible to participate include our 401(k) plan, health care plans, life insurance plans, short- and long-term disability insurance, and other welfare benefit programs. As discussed below, our NEOs are eligible for our SERP to restore their retirement benefits to the same percentage level provided to our salaried employees who are not limited by tax law restrictions. During fiscal year 2026, the Committee did not award any other compensation to our NEOs.

401(k) Retirement Plan

Our NEOs participate in a defined contribution, participant-directed retirement plan in which all U.S. employees are eligible to participate (the "401(k) Retirement Plan"). The 401(k) Retirement Plan is intended to attract employees and promote employee retention by providing a tax-favored, long-term savings opportunity. The 401(k) Retirement Plan provides for voluntary employee contributions as well as a Company match of 50% of the first 6% of an employee's contributions and, if authorized by the Committee, a discretionary Employer Contribution. All contributions, participant and Company, are fully vested immediately. The 401(k) Retirement Plan is fully funded, and participants may choose to invest their balances among any combination of available investment options.

The Committee considers Company profitability among other factors when determining a discretionary Employer Contribution for NEOs. We allocate any Employer Contribution based on the NEO's eligible compensation, as defined by the 401(k) Retirement Plan. The Committee did not make a Company discretionary contribution to the 401(k) Retirement Plan for our NEOs during fiscal year 2026.

Nonqualified Deferred Compensation

Because the Internal Revenue Code ("IRC") limits the benefit value that may be contributed to and paid from a tax-qualified retirement plan, we also provide our NEOs, and other key employees deemed to be highly compensated under the IRC with additional retirement benefits intended to restore amounts that would otherwise be payable under our tax-qualified retirement plans if the IRC did not have limits on includable compensation and maximum benefits. These employees are eligible to participate in a fully funded, nonqualified, Supplemental Employee Retirement Plan ("SERP") under which we contribute to the account of each participant an amount equal to the required reduction in their Company contribution under the 401(k) Retirement Plan. The object of the SERP is to restore total executive

retirement benefits to the same percentage level provided to our salaried employees who are not limited by the IRC restrictions.

In addition to Company contributions, participants may voluntarily defer up to 50% of their eligible compensation under the SERP. A participant's deferrals are fully vested. Company contributions vest immediately. For additional detail, please refer to the compensation table titled "Nonqualified Deferred Compensation in Fiscal Year 2026."

Limited Perquisites

During fiscal year 2026, we provided limited personal security perquisites to our CEO. We offer perquisites that the TCC Committee believes are reasonable yet competitive in attracting and retaining our executive team. The following outlines the limited perquisites that may be provided to executives:

- Financial and Tax Planning Support
- Business-related Professional Club or Association Memberships and Dues
- Home Security, including Alarm System/Monitoring
- Certain Commuting Expenses for our CEO to Company facilities

The Committee reviews all perquisites provided to the respective NEOs as part of its overall review of executive compensation. For information regarding the perquisites that the NEOs received for fiscal year 2026, see the column titled "All Other Compensation" of the Summary Compensation Table and the accompanying narrative.

Employment and Severance Arrangements

We do not have employment agreements with our NEOs; each of them is employed at will. However, we believe that it is appropriate to provide severance pay to an NEO when we terminate the executive's employment without "cause," and in some cases when the executive voluntarily terminates their employment for "good reason," each as defined in the Kimball Electronics, Inc. Leadership Team Severance and Change in Control Plan (the "Severance Plan") that covers each of our NEOs. The Plan provides income replacement that will allow the NEO to focus on our long-term strategic priorities throughout their employment.

The Severance Plan contains a "double trigger" arrangement for change in control benefits – i.e., severance benefits under these arrangements are only triggered by a qualifying event that also results in the NEO's termination of employment under certain specific circumstances within 24 months following the event. Likewise, unless the Board decides otherwise, upon a change in control, the vesting of otherwise unvested equity awards will accelerate only upon the occurrence of a termination of employment in connection with the change in control. The Severance Plan does not provide for any excise tax gross ups imposed as a result of severance or other payments deemed made in connection with a change of control.

See the section "Employment Agreements with NEOs and Potential Payments upon a Termination or Change-in-Control" of this Proxy Statement, which describes the payments to which our NEOs may be entitled under the Severance Plan.

IV. Additional Compensation Policies and Practices

Insider Trading, Anti-Hedging, and Anti-Pledging Policy

We have adopted an Insider Trading Policy that provides restrictions on, and guidelines for, trading our securities, or the securities of any other company, while in possession of material non-public information. The Insider Trading Policy applies to the Company and its subsidiaries and to all of their respective directors, officers, or other employees, as well as to (a) other companies with which we do business, such as customers or suppliers, and (b) other companies involved in a potential transaction or business relationship with the Company, in each case, when that information is obtained in the course of employment with or other services performed on our behalf. We believe the Insider Trading Policy is reasonably designed to promote compliance with insider trading laws, rules and regulations, and applicable listing standards, including when we transact in our own securities. A copy of the Insider Trading Policy was included as an exhibit in the Company's Annual Report on Form 10-K for the fiscal year ended June 30, 2026.

We have adopted a policy prohibiting all Directors and executive officers, and any other employee designated as a "Covered Person" from time to time under our Corporate Governance Principles from pledging, hedging, or otherwise engaging in derivative or speculative transactions in our securities. Pledging includes holding our securities in a margin account or otherwise pledging our securities as collateral for a loan. Hedging includes entering into short sales, options, puts, calls and sales against the box, as well as hedging of our securities, or derivative transactions including equity swaps, forwards, futures, collars and exchange funds. To our knowledge, none of our NEOs have engaged in pledging or hedging with respect to our Common Stock, and no pledge or hedge by any person of our Common Stock may at a subsequent date result in a change in control of the Company.

Timing of Equity Award Grants

The Committee does not grant or otherwise authorize equity compensation in anticipation of the release of material nonpublic information. Similarly, we do not time the release of material nonpublic information based on equity award grant dates. Pursuant to the Board's policy and procedures for granting equity-based awards, we make grants and awards of our common stock after each fiscal year described above only after (1) a public announcement of our earnings release for that fiscal year and (2) enough time has elapsed for the market to respond to that public announcement.

Section 409A

Section 409A of the Internal Revenue Code affects the payments of certain types of deferred compensation to key employees and includes requirements relating to when payments under such arrangements can be made, acceleration of benefits, and timing of elections under such arrangements. Failure to satisfy these requirements will generally lead to an acceleration of the timing for including deferred compensation in an employee's income, as well as certain additional taxes, penalties, and interest. We intend for, but do not currently require, our nonqualified deferred compensation arrangement to meet the requirements of Section 409A.

Clawback Policy

Accountability is fundamental to our Guiding Principles. To reinforce this fundamental value, we have adopted a strong, "no fault" clawback policy that requires the Board to recover payments of incentive compensation if the performance results leading to such payment are later subject to a downward adjustment or restatement of financial performance. The Board will require executives to reimburse or forfeit any portion of performance-based or incentive compensation paid or granted during the three (3) completed fiscal years immediately preceding the date of the restatement that is greater than the amount that would have been paid or granted if calculated based on the restated financial results. Under this policy, the Board may use its judgment in determining the amount to be recovered where it cannot directly determine the amount to recover. The clawback policy also allows the Board to recover incentive compensation, whether vested or unvested, from any covered executive who is determined to have engaged in misconduct (meaning (i) a significant legal or compliance violation, including a violation of the Company's Code of Conduct or applicable laws; (ii) an awareness of or willful blindness to the same in an area for which a covered executive had oversight authority; or (iii) "Cause" as defined in any Company equity incentive plan, including without limitation, the 2023 Equity Incentive Plan). A copy of the Executive Compensation Recovery ("Clawback") Policy is included as an exhibit in our Annual Report on Form 10-K for the year ended June 30, 2026 and in the *Governance Documents* section of our investor website at investors.kimballelectronics.com.

COMPENSATION RELATED RISK ASSESSMENT

The Board believes that risks arising from our compensation policies and practices for our employees are not reasonably likely to have a material adverse effect on the Company. In addition, the Committee believes that the mix and design of the elements of executive compensation provide our executives with financial incentives to incorporate appropriate risk management as part of our risk governance framework and do not encourage management to assume excessive risks. With the assistance of the Company's internal audit team, for fiscal year 2026, the Committee extensively reviewed the elements of executive compensation to determine whether any portion of executive compensation encouraged excessive risk taking and concluded that the compensation program does not incentivize unnecessary or excessive risk taking. The base salary component of compensation does not so because it is a fixed amount. The short-term and long-term incentive plan awards have these risk-limiting characteristics:

- Our compensation programs rely primarily on pre-established Company-wide operational and market-relative metrics that apply equally to all executive officers to minimize the incentive to produce any particular outcome, to encourage a unified and responsible approach to achieving our goals, and to diversify the risk associated with any single aspect of Company or executive performance;
- Overlapping performance periods for incentive plan awards limit the impact of short-term business performance or share price fluctuations on final plan outcomes;
- We do not grant stock options, which may provide an asymmetrical incentive to take unnecessary or excessive risks to increase the price of our common stock;
- Members of our independent Committee approve all compensation targets, certification of target achievement, and authorization of payments to executive officers, and no executive officer participates in deliberations about or approvals of their own compensation;
- Cash and stock incentive awards are capped at a percentage of the target incentive award;
- Equity awards are delivered in shares of Company common stock with multi-year vesting schedules or performance periods, which align the interests of our executive officers to long-term Share Owner interests;
- Incentive awards are subject to our clawback policy; and
- Our robust equity ownership guidelines discourage excessive risk taking.

Furthermore, as described under "Compensation Discussion and Analysis — Compensation Philosophy and Governance," compensation decisions are not purely formulaic and include subjective analysis by the Committee, which mitigates the influence of purely objective calculations on excessive risk taking. The Committee reviews the Company's compensation policies and practices on an annual basis to consider how effectively the policies and practices are providing incentives at an appropriate level of risk to executive employees.

REPORT OF THE TALENT, CULTURE, AND COMPENSATION COMMITTEE

The Committee has reviewed and discussed the Compensation Discussion and Analysis with management. Based on its review and discussions with management, the Committee recommended to our Board that the Compensation Discussion and Analysis be included in this Proxy Statement and incorporated by reference into our Annual Report on Form 10-K for fiscal year 2026.

Respectfully submitted,

Talent, Culture, and Compensation Committee

Holly A. Van Deursen (Chairperson)
Colleen C. Repplier
Gregory A. Thaxton

The foregoing Report shall not be deemed to be "soliciting material" or to be "filed" with the SEC, nor shall it be incorporated by reference into any filing made by the Company under the Securities Act of 1933, as amended, or the Exchange Act of 1934, as amended, notwithstanding any general statement contained in any such filing incorporating this Proxy Statement by reference, except to the extent the Company specifically incorporates such Report by reference into such filing.

Compensation Committee Interlocks and Insider Participation

None of the TCC Committee members has ever been employed as an officer or employee of Kimball Electronics or any of its subsidiaries, and none of the Committee members during fiscal year 2026 was involved in a relationship requiring disclosure under Item 404 of Regulation S-K. None of our executive officers serves, or during fiscal year 2026 served, on a board of directors or compensation committee of a company that has an executive officer serving on our Board or the Talent, Culture, and Compensation Committee.

EXECUTIVE COMPENSATION

We believe in an incentive compensation system that applies to all employees, including management, based on the fundamental philosophies of rewarding performance, aligning with Share Owners' interests by directly linking compensation to financial performance, talent retention, and strong collaboration. As discussed in the Compensation Discussion and Analysis, for our NEOs, the system includes three components: a base salary, performance-based cash compensation, and performance- and service-based stock incentive compensation. We tie the majority of our annual cash incentives to attainment of adjusted operating margin, free cash flow, and revenue growth goals, and link performance-based stock compensation to economic profit and rTSR components, both as compared to specific goals.

Summary Compensation Table

The Summary Compensation Table appearing below sets forth information regarding the compensation paid and/or awarded to our Chief Executive Officer, Chief Financial Officer, and the three other most highly compensated executive officers for or during the fiscal years ended June 30, 2026, 2025, and 2024. These officers are referred to herein as our "named executive officers," or "NEOs."

The Summary Compensation Table contains values calculated and disclosed according to SEC reporting requirements. The "Stock Awards" column reflects awards with a grant date during each fiscal year.

Name and Principal Position	Year	Salary (\$)	Stock Awards (\$) ⁽¹⁾	Non-Equity Incentive Plan Compensation (\$) ⁽²⁾	All Other Compensation (\$) ⁽³⁾	Total (\$)
Richard D. Phillips	2026	\$ 916,423	\$4,142,940	\$ 993,403	\$ 27,264	\$ 6,080,030
Chief Executive Officer	2025	\$ 873,654	\$2,883,070	\$ 178,225	\$ 47,652	\$ 3,982,601
	2024	\$ 850,000	\$2,734,840	\$ 943,500	\$ 26,244	\$ 4,554,584
Jana T. Croom	2026	\$ 498,769	\$1,405,098	\$ 405,499	\$ 14,399	\$ 2,323,765
Chief Financial Officer	2025	\$ 464,192	\$1,017,548	\$ 71,021	\$ 15,496	\$ 1,568,257
	2024	\$ 450,000	\$ 774,002	\$ 202,500	\$ 32,898	\$ 1,459,400
Steven T. Korn	2026	\$ 517,039	\$1,418,633	\$ 364,306	\$ 11,911	\$ 2,311,889
Chief Operating Officer	2025	\$ 491,558	\$1,081,147	\$ 65,181	\$ 10,764	\$ 1,648,650
	2024	\$ 475,000	\$2,264,495	\$ 213,750	\$ 26,262	\$ 2,979,507
Kathy R. Thomson	2026	\$ 436,731	\$ 911,950	\$ 236,708	\$ 11,016	\$ 1,596,405
Chief Commercial Officer	2025	\$ 403,923	\$ 675,713	\$ 41,200	\$ 12,136	\$ 1,132,972
	2024	\$ 385,000	\$ 370,275	\$ 173,250	\$ 17,693	\$ 946,218
Douglas A. Hass	2026	\$ 443,962	\$1,083,232	\$ 240,627	\$ 10,672	\$ 1,778,493
Chief Legal & Administrative Officer, Secretary	2025	\$ 368,385	\$ 508,785	\$ 37,575	\$ 13,096	\$ 927,841
	2024	\$ 340,000	\$ 326,811	\$ 153,000	\$ 18,263	\$ 838,074

(1) Stock awards consist of restricted shares and performance shares. The compensation reported in the table above represents targeted performance share compensation for each of our NEOs, which does not reflect compensation received or earned by the NEOs in the respective years. The amounts included above represent the value at the respective grant dates computed in accordance with FASB ASC Topic 718. The assumptions used to calculate the grant date fair values are set forth in Note 11 - Stock Compensation Plans to the Consolidated Financial Statements included in our Annual Report on Form 10-K for the fiscal year ended June 30, 2026. Under the assumption that the highest level of performance is achieved for performance share awards, the grant date fair value of the performance and restricted awards granted in fiscal year 2026 would be: Mr. Phillips, \$6,870,195, Ms. Croom, \$2,195,085, Mr. Korn, \$2,216,230, Ms. Thomson, \$1,424,676, and Mr. Hass, \$1,522,665.

- (2) Amounts consist of cash incentive compensation earned for services rendered in the applicable fiscal year. The amounts are payable after the end of the fiscal year.
- (3) Includes benefits received by the NEOs from Company contributions earned for the 401(k) Retirement Plans and SERP Plans. SERP and 401(k) Retirement Plan Company contribution amounts earned for fiscal year 2026 for Mr. Phillips, Ms. Croom, Mr. Korn, Ms. Thomson, and Mr. Hass were \$10,756, \$11,087, \$11,911, \$10,884, and \$10,197. In addition to the retirement contributions, Mr. Phillips received \$11,250 of perquisites during 2026, which included \$10,715 for club memberships. Our other NEOs had perquisites less than \$10,000 and therefore have not been included in the table above.

See the *Compensation Discussion and Analysis* section in this Proxy Statement for further information about the material terms of the NEOs' compensation plans.

Grants of Plan-Based Awards in Fiscal Year 2026

Name	Grant Date	Estimated Possible Payouts Under Non-Equity Incentive Plan Awards ⁽¹⁾			Estimated Future Payouts Under Equity Incentive Plan Awards ⁽²⁾			All Other Stock Awards: Number of Shares of Stock or Units ⁽³⁾	Grant Date Fair Value of Stock and Option Awards ⁽⁴⁾
		Threshold (\$)	Target (\$)	Maximum (\$)	Threshold (#)	Target (#)	Maximum (#)		
Richard D. Phillips									
Annual Cash Incentive		\$ 238,550	\$ 917,500	\$ 1,835,000					
Long-Term Performance Shares	08/27/25				21,722	74,904	149,808		\$ 2,727,255
Restricted Shares	08/27/25							49,936	\$ 1,415,686
Jana T. Croom									
Annual Cash Incentive		\$ 100,000	\$ 375,000	\$ 750,000					
Long-Term Performance Shares	08/27/25				6,292	21,697	43,394		\$ 789,988
Restricted Shares	08/27/25							21,697	\$ 615,110
Steven T. Korn									
Annual Cash Incentive		\$ 87,975	\$ 336,375	\$ 672,750					
Long-Term Performance Shares	08/27/25				6,352	21,906	43,812		\$ 797,597
Restricted Shares	08/27/25							21,906	\$ 621,035
Kathy R. Thomson									
Annual Cash Incentive		\$ 56,875	\$ 218,750	\$ 437,500					
Long-Term Performance Shares	08/27/25				4,083	14,082	28,164		\$ 512,726
Restricted Shares	08/27/25							14,082	\$ 399,225
Douglas A. Hass									
Annual Cash Incentive		\$ 57,850	\$ 222,500	\$ 445,000					
Long-Term Performance Shares	08/27/25				3,500	12,069	24,138		\$ 439,432
Restricted Shares ⁽⁵⁾	08/27/25							22,709	\$ 643,800

- (1) Represents potential cash incentive payments with respect to fiscal year 2026 performance. The target amount (100% for Mr. Phillips, 75% for Ms. Croom, 65% for Mr. Korn, and 50% for Ms. Thomson and Mr. Hass) is a percentage of base salary approved by the Committee. NEOs can earn a maximum short term incentive payout of 200% of target, inclusive of the sustainability performance metric. NEOs will not receive a payout if we do not attain threshold levels for at least one performance metric. See the column captioned "Non-Equity Incentive Plan Compensation" in the Summary Compensation Table for the actual payout amounts under the profit sharing incentive bonus plan for fiscal year 2026 performance. See "Compensation Discussion and Analysis — Compensation Philosophy and Governance — Fiscal Year 2026 Annual (Cash) Incentives" for additional information regarding the terms of the Plan.

- (2) Represents equity incentive plan awards to be issued (if at all, for performance shares) pursuant to the 2023 Equity Incentive Plan. The 2023 Equity Incentive Plan was approved by the Company's Share Owners in November 2023 and replaced the 2014 Stock Option and Incentive Plan. No additional grants can be made under the 2014 Stock Option and Incentive Plan. These equity incentive plan awards consist of performance shares and restricted shares. The threshold is not a minimum amount payable or awardable. If the specified performance objectives are not met for the applicable performance period, no amount would be payable or awardable for that performance period. See "Compensation Discussion and Analysis — Fiscal Year 2026 Named Executive Officer Compensation — Long-Term (Equity) Incentive Design" for additional information regarding the terms of performance share and restricted share awards.
- (3) Amounts represent the number of restricted shares granted to our NEOs on August 27, 2025. The restricted shares granted will vest in three equal annual installments.
- (4) Amounts represent the grant date fair value of the restricted shares and performance shares (based on economic profit attainment and rTSR attainment) at the target amount. The grant date fair value of the restricted shares was calculated using the closing price of the Company's Common Stock of \$28.35 on August 27, 2025. The grant date fair value of the performance shares based on economic profit attainment was calculated using the closing price of the Company's Common Stock of \$28.35 on August 27, 2025. The grant date fair value of the performance shares based on rTSR was \$48.49 per share, calculated through a Monte Carlo simulation completed by a third party. The assumptions used to calculate the grant date fair values are set forth in Note 11 - Stock Compensation Plans to the Consolidated Financial Statements included in our Annual Report on Form 10-K for the fiscal year ended June 30, 2026.
- (5) Amounts include the annual grant as well as the one time grant made to Mr. Hass on August 27, 2025 in relation to the additional responsibilities assumed upon the departure of our former Chief Information Officer. The restricted shares granted will vest in three equal annual installments.

Outstanding Equity Awards at Fiscal Year End 2026

The following table presents information about outstanding share awards held by our NEOs as of June 30, 2026. The table shows information about: (i) Restricted Share Awards and (ii) Performance Share Awards.

Name	Stock Awards			
	(i) Number of Shares or Units of Stock That Have Not Vested (#) ⁽¹⁾	(i) Market Value of Shares or Units of Stock That Have Not Vested (\$) ⁽²⁾	(ii) Equity Incentive Plan Awards: Number of Unearned Shares, Units or Other Rights That Have Not Vested (#) ⁽³⁾	(ii) Equity Incentive Plan Awards: Market or Payout Value of Unearned Shares, Units or Other Rights That Have Not Vested (\$) ⁽⁴⁾
Richard D. Phillips	92,304	\$ 2,362,984	113,245	\$ 2,899,072
Jana T. Croom	37,565	\$ 961,663	30,227	\$ 773,811
Steven T. Korn	62,101	\$ 1,589,786	66,008	\$ 1,689,805
Kathy R. Thomson	24,107	\$ 617,138	16,929	\$ 433,382
Douglas A. Hass	30,458	\$ 779,725	14,111	\$ 361,242

- (1) Mr. Korn's COO Grant will vest over three equal installments three to five years from the grant date of November 15, 2023. All other awards will vest in equal installments over three years from the date of the grant: August 29, 2023, August 29, 2024, November 21, 2024, and August 27, 2025.
- (2) The market value is the number of shares shown in the table multiplied by \$25.60, the closing market price of our common stock on June 30, 2026, the last trading day of our fiscal year.
- (3) Unearned and unvested equity incentive plan awards consist of the following long-term performance share ("LTPS") grants:

Name	Stock Award and Initial Award Date			
	LTPS 8/27/2025	LTPS 11/21/2024	LTPS 11/15/2023	LTPS 8/29/2023
Richard D. Phillips				
Shares (#)	21,723	24,064		67,458
Vesting Date(s)	(a)	(a)		8/24/2026
Jana T. Croom				
Shares (#)	6,293	8,493		15,441
Vesting Date(s)	(a)	(a)		8/24/2026
Steven T. Korn				
Shares (#)	6,353	9,024	35,033	15,598
Vesting Date(s)	(a)	(a)	(b)	8/24/2026
Kathy R. Thomson				
Shares (#)	4,084	5,640		7,205
Vesting Date(s)	(a)	(a)		8/24/2026
Douglas A. Hass				
Shares (#)	3,500	4,247		6,364
Vesting Date(s)	(a)	(a)		8/24/2026

- (a) Awards are expected to cliff vest three years from the grant date.
- (b) Awards are expected to vest, if at all, between three and five years from the grant date based on attainment of established performance metrics.
- (4) Calculated using the \$25.60 closing price of KE Common Stock as reported by Nasdaq on June 30, 2026, the last trading day of our fiscal year.

Option Exercises and Stock Vested in Fiscal Year 2026

This table provides information on an aggregate basis about stock awards that vested during the fiscal year ended June 30, 2026 for each of our NEOs. Kimball Electronics has not granted stock options since becoming a public company in 2014. No NEOs held any Kimball Electronics stock options during the fiscal year.

Name	Stock Awards	
	Number of Shares Acquired on Vesting (#) ⁽¹⁾	Value Realized on Vesting (\$) ⁽²⁾
Richard D. Phillips ⁽³⁾	123,131	\$ 3,446,544
Jana T. Croom	30,058	\$ 840,722
Steven T. Korn	31,910	\$ 892,523
Kathy R. Thomson	16,881	\$ 472,162
Douglas A. Hass	15,746	\$ 440,416

(1) Shares acquired upon vesting during fiscal year 2026 include tranches of prior years' restricted shares granted on August 19, 2022, August 29, 2023 and August 29, 2024 and LTPS granted on August 19, 2022. Shares acquired upon vesting have not been reduced by the following shares withheld to satisfy tax withholding obligations for Mr. Phillips, Ms. Croom, Mr. Korn, Ms. Thomson, and Mr. Hass of 52,770 shares, 13,711 shares, 13,885 shares, 7,929 shares, and 6,842 shares, respectively.

(2) The value realized is calculated by multiplying the average of the high and low price of our Common Stock as reported by Nasdaq on the August 27, 2025 vesting date of \$27.97 by the number of shares that vested.

(3) Mr. Phillips began his employment with the Company on March 1, 2023. He was not employed on the dates in 2022 when performance and restricted shares were granted. The Company granted him a sign-on equity grant as well as restricted shares in conjunction with his hire that vested on January 2, 2026. The average of the high and low price of our Common Stock as reported by Nasdaq on that date was \$28.31.

Nonqualified Deferred Compensation in Fiscal Year 2026

Name	Executive Contributions in Last FY (\$) ⁽¹⁾	Registrant Contributions in Last FY (\$) ⁽²⁾	Aggregate Earnings in Last FY (\$) ⁽³⁾	Aggregate Withdrawals/Distributions (\$)	Aggregate Balance at Last FYE (\$) ⁽⁴⁾
Richard D. Phillips	\$ —	\$ —	\$ —	\$ —	\$ —
Jana T. Croom	\$ —	\$ —	\$ 4,728	\$ —	\$ 29,498
Steven T. Korn	\$ 15,897	\$ —	\$ 246,584	\$ —	\$ 1,802,329
Kathy R. Thomson	\$ —	\$ —	\$ 2,244	\$ —	\$ 15,305
Douglas A. Hass	\$ —	\$ —	\$ 1,904	\$ —	\$ 11,796

(1) These amounts are included in the fiscal year 2026 amounts in the "Salary" column of the Summary Compensation Table.

(2) Represents Company contributions paid. Prior year Company contributions are included in the "All Other Compensation" column of the Summary Compensation Table.

(3) Earnings do not represent above-market or preferential rates and are not included in the Summary Compensation Table for fiscal year 2026 or prior years.

(4) The Aggregate Balance is the balance in the NEO's SERP account as of June 30, 2026. The balance includes executive contributions in fiscal year 2026 and prior fiscal years, which are included in the "Salary" column of the Summary Compensation Table. The balance also includes Company contributions in fiscal year 2026 and prior fiscal years, which are included in the "All Other Compensation" column of the Summary Compensation Table. As of June 30, 2026, all of our NEO's are fully vested in the SERP plan.

Activity disclosed in the table above relates solely to the SERP, which is our only nonqualified deferred compensation arrangement for NEOs. Payments of a participant's elective deferrals and Company contributions are made as elected by the participant in lump sum or in installment payments over a period of 5 or 10 years commencing upon retirement or termination of employment, whichever occurs first. These amounts may be paid earlier in the event of death of the participant or an unforeseen emergency affecting the participant as determined by the committee appointed to administer the SERP. The SERP is intended to promote retention by providing a long-term savings opportunity on a tax-efficient basis. The assets of the SERP are held in a grantor trust, commonly referred to as a "rabbi trust" arrangement. This means that the assets of the SERP are subject to the claims of our general creditors in the event of our insolvency.

Employment Agreements with NEOs and Potential Payments Upon Termination or Change-In-Control

Our NEOs do not have employment agreements. However, we believe that it is appropriate to provide severance pay to an NEO when we terminate their employment without "cause," and, in some cases, when the executive voluntarily terminates their employment for "good reason" (each as defined in the Severance Plan), to provide income replacement that will allow the executive to focus on our long-term strategic priorities throughout their employment. We believe the level of severance provided by the Plan is consistent with the practices of our compensation peer group and is necessary to attract and retain our key executives.

Each of our NEOs are participants in the Severance Plan, which provides for severance upon a Qualifying Termination that consists of salary continuation, health coverage, a cash bonus payout, outstanding equity vesting, and outplacement benefits. The amount of the benefits varies by the executive's position and whether the severance is a result of a termination due to a change in control, as that event is defined by the Severance Plan. Benefits under the Severance Plan are subject to the NEO's timely execution and non-revocation of a waiver and release of claims. Severance Plan participants are required to comply with certain restrictive covenants and intellectual property assignment provisions, including obligations to uphold confidentiality, refrain from unfair and unlawful competition, and to abstain from soliciting our employees, customers, and clients for twelve months following a Qualifying Termination. Executives are also generally bound by any similar agreement they previously executed. The Severance Plan does not provide for any gross ups for excise taxes imposed as a result of severance or other payments deemed made in connection with a change of control and contains a double trigger for such payments. The Severance Plan's double-trigger ensures the Company will become obligated to make change in control payments only if the executive is actually or constructively discharged as a result of the change in control.

The Severance Plan is an unfunded employee welfare plan under the Employee Retirement Income Security Act of 1974, as amended ("ERISA") and is not a qualified plan under the IRC. As an unfunded plan, all benefits are paid out of the general assets of the Company and no participant will have any greater claim to any asset than other general creditors. We have not set aside or held any funds in trust to secure the benefits offered to participants under the Severance Plan.

The following table and accompanying notes show the estimated payments and benefits that would have been provided to each NEO pursuant to our Severance Plan. For eligible Participants, including each of our NEOs, the Severance Plan generally provides for severance benefits in the event of a "Qualifying Termination" of the NEO's employment (as defined in the Severance Plan to include a termination without "Cause" or a resignation for "Good Reason," or a termination in connection with the consummation of a Change in Control). Pursuant to the Severance Plan, an NEO who incurs a Qualifying Termination would be entitled to receive severance payments equal to between 6 months (for a Tier III Executive) and 12 months of their Base Salary (for our CEO, a Tier I Executive), a Bonus Amount equal to a percentage of the higher of their target cash incentive in the termination year or the average annual cash incentive for the previous three years prior to the termination year, reimbursement of up to \$25,000 of outplacement services, and, for eligible U.S. employees, a COBRA subsidy for a period of up to 12 months following a qualifying separation. The amounts are doubled in the event of a Qualifying Termination during a Change in Control Protection Period, as those terms are defined in the Severance Plan.

The amounts shown below assume that such termination would have been effective as of June 30, 2026, and thus includes amounts earned through such time and estimates of the amounts that would have been paid to the NEOs upon their termination. The actual amounts to be paid under the Severance Plan can only be determined at the time of such NEO's separation from the Company and could therefore be more or less than the amounts set forth below.

Name	Change in Control and Qualifying Termination		Qualifying Termination		Other Termination ⁽³⁾	
Richard D. Phillips						
Cash Payments ⁽¹⁾	\$	5,327,824	\$	1,901,762	\$	—
Equity Awards ⁽²⁾	\$	8,399,386	\$	2,639,979	\$	—
TOTAL	\$	13,727,210	\$	4,541,741	\$	—
Jana T. Croom						
Cash Payments ⁽¹⁾	\$	2,009,299	\$	712,110	\$	—
Equity Awards ⁽²⁾	\$	2,732,800	\$	564,303	\$	—
TOTAL	\$	4,742,099	\$	1,276,413	\$	—
Steven T. Korn						
Cash Payments ⁽¹⁾	\$	2,258,092	\$	685,999	\$	—
Equity Awards ⁽²⁾	\$	4,316,109	\$	1,129,845	\$	—
TOTAL	\$	6,574,201	\$	1,815,844	\$	—
Kathy R. Thomson						
Cash Payments ⁽¹⁾	\$	1,029,146	\$	366,890	\$	—
Equity Awards ⁽²⁾	\$	1,698,227	\$	539,909	\$	—
TOTAL	\$	2,727,373	\$	906,799	\$	—
Douglas A. Hass						
Cash Payments ⁽¹⁾	\$	1,466,535	\$	556,841	\$	—
Equity Awards ⁽²⁾	\$	1,657,958	\$	613,949	\$	—
TOTAL	\$	3,124,493	\$	1,170,790	\$	—

(1) Payment is calculated based on executive's annual base salary as of June 30, 2026 plus cash incentive compensation at the target level. The amounts include severance, benefits allowance, and outplacement reimbursement. The Severance Plan does not gross up benefits or reimburse participants for federal excise taxes on change-in-control payments or for tax liabilities due under Section 409A of the IRC, if any.

(2) Represents the value of unvested equity awards. In a change in control, the vesting would accelerate as a result of the specified event of termination. Under a qualifying termination other than a change in control, vesting will be based on actual performance pursuant to the terms of the equity awards and prorated based on the number of days worked during such performance period. Equity awards are valued by multiplying \$25.60, the closing price of the Company's Common Stock as reported by Nasdaq on June 30, 2026, the last trading day of our fiscal year, by the number of unvested shares that would vest upon the specified event of termination.

(3) An "Other Termination" is a termination of employment for any reason other than a Qualifying Termination under the Severance Plan, including, without limitation, termination of employment for Cause, retirement, death, or disability; or a voluntary resignation by the NEO.

The amounts shown in the table above do not include payments and benefits to the extent they are provided on a non-discriminatory basis to salaried employees generally upon termination of employment. These include accrued salary, health benefits, and distribution of account balances under the Retirement Plan. Also excluded from the table above are amounts for payments of fully vested SERP contributions and balances, which can be found in the table in the "Executive Compensation — Nonqualified Deferred Compensation" section in this Proxy Statement. As of June 30, 2026, all of our NEOs were fully vested in the SERP plan.

CEO Pay Ratio

In accordance with Section 953(b) of the Dodd-Frank Wall Street Reform and Consumer Protection Act (the "Dodd-Frank Act"), and Item 402(u) of Regulation S-K ("Item 402(u)"), we are providing the ratio of the annual total compensation of our CEO to the annual total compensation of our median employee. This pay ratio is a reasonable estimate calculated based on the SEC rules and our payroll and employment records using the methodology described below. In calculating the pay ratio, SEC rules allow companies to adopt a variety of methodologies, apply certain exclusions, and make reasonable estimates and assumptions reflecting their unique employee populations. Therefore, our reported pay ratio may not be comparable to that reported by other companies due to differences in industries, scope of international operations, business models and scale, as well as the different estimates, assumptions, and methodologies applied by other companies in calculating their respective pay ratios.

As of June 30, 2026, we employed approximately 5,600 employees worldwide that meet the definition of employee under Item 402(u), other than our CEO.

We determined our median employee by reviewing the annualized base salaries as of June 30, 2026 of our considered population, which excludes our CEO, plus their target incentive compensation for the fiscal year ended June 30, 2026. For employees located outside the U.S., their compensation was converted to U.S. dollars using the spot exchange rate as of June 30, 2026. The median employee was determined to be a production support employee located outside the U.S. The total compensation of the median employee for fiscal year 2026 was \$15,257. The average foreign exchange rate for fiscal year 2026 was used to convert the median employee's actual fiscal year 2026 compensation into U.S. dollars.

The total compensation of our CEO was \$6,080,030 for fiscal year 2026, as set forth in the Summary Compensation Table for Mr. Phillips. The ratio of our CEO's total compensation to our median employee's total compensation for fiscal year 2026 was 399:1.

The CEO Pay Ratio was based on the fiscal year 2026 total compensation of our median employee, determined in the same manner and using the same methodology used to determine the "Total Compensation" shown for our CEO in the Summary Compensation Table. The elements included in the CEO's total compensation are fully discussed above in the footnotes to the Summary Compensation Table.

To set some context for the above CEO pay ratio, as a large global manufacturing company, the nature of our operations relies significantly on employees outside the United States. Of the approximately 5,600 employees included in our analysis, approximately 80% are located outside the United States. The compensation elements and pay levels of our employees differ from country to country based on market trends as well as fluctuations in currency exchange rates. We regularly conduct competitive market pay analysis in all of the countries in which we operate in to ensure we are competitive with local market practices.

Pay versus Performance of our NEOs

Compensation Actually Paid

As outlined in the CD&A above, the TCC Committee has implemented an executive compensation program that prioritizes performance and aims to align employee and Share Owner interests. The Pay vs. Performance disclosure below provides a snapshot of pay and performance alignment by evaluating the link between Compensation Actually Paid, as defined by the SEC ("CAP"), and measures of market and financial performance. CAP is a valuation concept defined by the SEC solely for purposes of this Pay versus Performance disclosure; it does not represent amounts of compensation actually earned, realized, or received by our NEOs during the applicable year, and it is not a measure the Talent, Culture, and Compensation Committee uses to make its executive compensation decisions.

The following table sets forth additional compensation information for our principal executive officer (PEO) and our non-PEO named executive officers (Non-PEO NEOs), calculated in accordance with Item 402(v) of Regulation S-K, for fiscal years 2026, 2025, 2024, 2023, and 2022.

Pay versus Performance Table

Summary Compensation Table Total			Compensation Actually Paid				Value of Initial Fixed \$100			
	for First PEO	for Second PEO	to First PEO	to Second PEO	Average Summary Compensation Table Total for Non-PEO NEOs	Average Compensation Actually Paid to Non-PEO NEOs	Total Shareholder Return	Peer Group Total Shareholder Return	Net Income	Operating Income Margin
Year	(\$) ⁽¹⁾	(\$) ⁽²⁾	(\$) ⁽¹⁾	(\$) ⁽²⁾	(\$) ⁽³⁾	(\$) ⁽³⁾	(\$) ⁽⁴⁾	(\$) ⁽⁴⁾	(\$) ⁽⁵⁾	(⁽⁶⁾)
2026	\$ 6,080,030	\$ —	\$ 4,355,931	\$ —	\$ 2,002,638	\$ 1,544,315	\$ 117.76	\$ 610.83	\$27,960,000	4.6%
2025	\$ 3,982,601	\$ —	\$ 2,210,881	\$ —	\$ 1,319,430	\$ 919,153	\$ 88.45	\$ 246.14	\$16,984,000	3.1%
2024	\$ 4,554,584	\$ —	\$ 2,455,879	\$ —	\$ 1,555,462	\$ 1,180,999	\$ 101.10	\$ 181.66	\$20,511,000	2.9%
2023	\$ 4,293,775	\$ 1,375,446	\$ 4,697,655	\$ 1,415,198	\$ 1,070,088	\$ 1,333,526	\$ 127.09	\$ 149.73	\$55,831,000	4.8%
2022	\$ —	\$ 3,906,259	\$ —	\$ 3,020,432	\$ 991,889	\$ 879,149	\$ 92.46	\$ 132.31	\$31,253,000	3.9%

(1) On March 1, 2023, Mr. Phillips (the "First PEO") began his employment as our Chief Executive Officer.

(2) On February 28, 2023, Mr. Charron (the "Second PEO") retired from his position as our Chief Executive Officer.

(3) During 2026, 2025 and 2024, our non-PEO NEOs consisted of the following: Ms. Croom, Mr. Korn, Ms. Thomson, and Mr. Hass. During 2023, our non-PEO NEOs consisted of the following: Ms. Croom, Mr. Korn, Ms. Thomson, and Mr. Christopher Thyen. During 2022, our non-PEO NEOs consisted of the following: Ms. Croom, Mr. Korn, Ms. Thomson, Mr. Thyen, and Mr. John Kahle.

(4) Total shareholder return (TSR) in the table above is calculated based on the assumption that \$100 is invested in the Company's stock and the Russell 2000 Electronic Components Subindex at the closing market prices on June 30, 2021 and that dividends, if any, are reinvested. The Russell 2000 Electronic Components Subindex is the same peer group we use in reporting the performance graph in our Annual Report.

(5) Reflects the net income reported in the Company's Consolidated Statements of Income from the Annual Report on Form 10-K for each year ended June 30, 2026, 2025, 2024, 2023, and 2022.

(6) Operating Income Margin is considered the Company's most important short-term financial performance measure and is reflected in the table above as the Company-Selected Measure.

Richard D. Phillips 2026	
Total Compensation as reported in the Summary Compensation Table	\$ 6,080,030
Less: Reported Value of Equity Awards	\$ (4,142,940)
Plus: Total Value of Unvested Awards Granted during the Fiscal Year	\$ 1,853,258
Total Change in Value of Unvested Awards Granted in Prior Fiscal Years	\$ (507,067)
Total Change in Value from Prior Fiscal Year-End of Awards that Vested during the Fiscal Year	\$ 1,072,650
Compensation Actually Paid	\$ 4,355,931

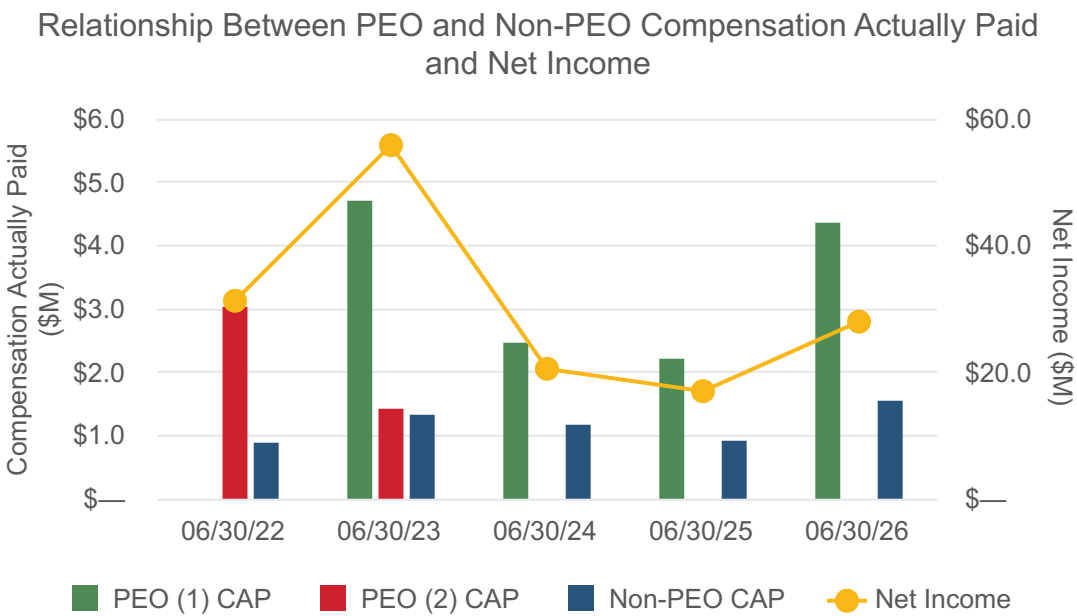
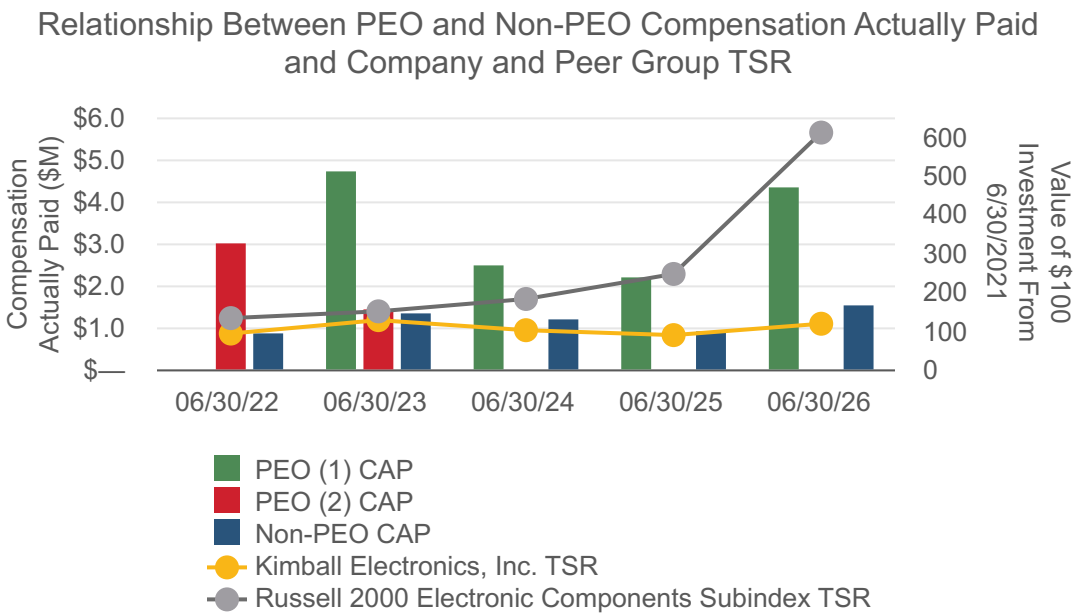
The equity awards reportable for Mr. Phillips above consisted of performance shares, restricted shares, and an Equity Sign-On Inducement Grant, all of which are reported in the Summary Compensation Table at grant date fair value. In order to calculate the Compensation Actually Paid, the equity awards must be revalued at each fiscal year end. The performance shares were revalued based on updated performance metrics and the Company's stock price as of each reportable fiscal year end. The restricted shares were revalued based on the Company's stock price as of each reportable fiscal year end. The Equity Sign-On Inducement Grant was revalued using a Monte Carlo simulation as of each reportable fiscal year end.

Average Non-PEO NEOs 2026	
Total Compensation as reported in the Summary Compensation Table	\$ 2,002,638
Less: Reported Value of Equity Awards	\$ (1,204,728)
Plus: Total Value of Unvested Awards Granted during the Fiscal Year	\$ 623,077
Total Change in Value of Unvested Awards Granted in Prior Fiscal Years	\$ (82,359)
Total Change in Value from Prior Fiscal Year-End of Awards that Vested during the Fiscal Year	\$ 205,687
Compensation Actually Paid	\$ 1,544,315

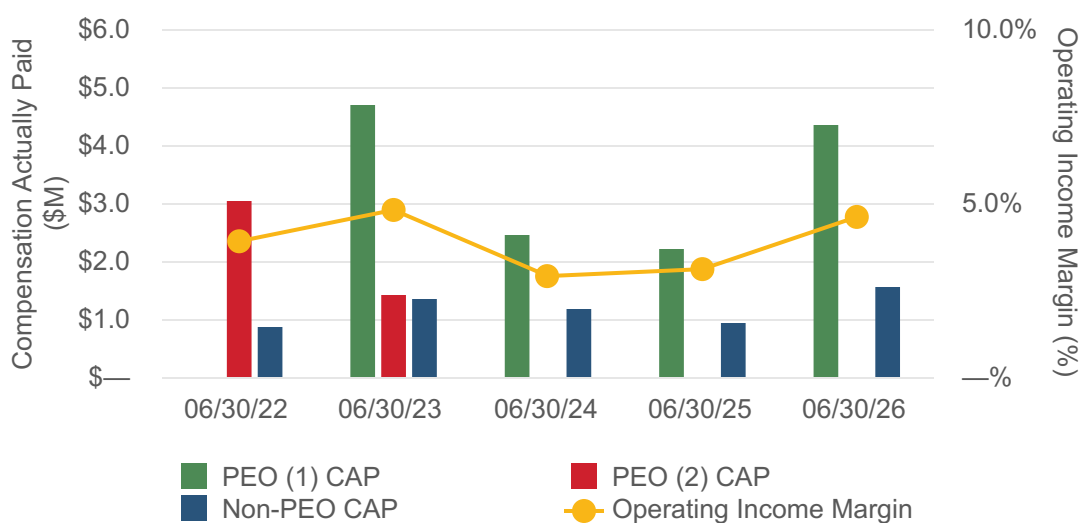
The equity awards reflected in the table above for the Company's average Non-PEO NEOs consisted of performance shares and restricted shares which were reported in the Summary Compensation Table at grant date fair value. In order to calculate the Compensation Actually Paid, the equity awards must be revalued at each fiscal year end. The performance shares were revalued based on updated performance metrics and the Company's stock price as of each reportable fiscal year end. The restricted shares were revalued based on the Company's stock price as of each reportable fiscal year end.

Relationship Between Executive Compensation and Performance

The following charts outline the relationship among our key performance metrics and the aggregate “total compensation actually paid” to all NEOs for each applicable fiscal year.



Relationship Between PEO and Non-PEO Compensation Actually Paid and Operating Income Margin



Pay versus Performance Tabular List

The tabular list below reflects our other important performance measures used to link compensation actually paid for our NEOs to company performance, over the fiscal year ending June 30, 2026. The performance measures included in this table are ranked alphabetically, not by relative importance.

Performance Measures

- Economic Profit
- Operating Income Margin
- Relative Revenue Growth
- Relative Total Shareholder Return (rTSR)
- Free Cash Flow
- Sustainability

EQUITY COMPENSATION PLANS INFORMATION

The following table provides certain information with respect to our equity compensation plans in effect as of June 30, 2026.

Name	Number of Securities to be Issued upon Exercise of Outstanding Options, Warrants, and Rights	Weighted Average Exercise Price of Outstanding Options, Warrants, and Rights ⁽³⁾	Number of Securities Remaining Available for Future Issuance Under Equity Compensation Plans
Equity Compensation Plans			
Approved by Share Owners ⁽¹⁾	916,687	—	1,328,814
Not approved by Share Owners ⁽²⁾	270,324	—	721,415
Total	1,187,011	—	2,050,229

(1) Consists of 314,177 restricted share grants, 482,433 performance share grants, and 120,077 total shareholder return share grants under the Kimball Electronics, Inc. 2014 Stock Option and Incentive Plan and the 2023 Equity Incentive Plan. The 2014 Stock Option and Incentive Plan was replaced in November 2023 and no additional grants can be made under that plan. The 2023 Equity Incentive Plan was approved by the Company's Share Owners in November 2023 and replaced the 2014 Stock Option and Incentive Plan. The number of performance shares and total shareholder return shares assumes the maximum number of shares that the participant is eligible to receive if applicable performance levels are achieved. There is no evergreen feature under which the shares authorized for issuance under the 2023 Equity Incentive Plan may automatically be replenished.

(2) Consists of phantom stock units granted to non-employee directors under the Kimball Electronics, Inc. Non-Employee Directors Stock Compensation Deferral Plan (the "Deferral Plan"), which are participating securities and are payable in Common Stock upon a director's retirement or termination from the Board or death. The Deferral Plan is a nonqualified plan approved by the Board of Directors on October 20, 2016 that allows non-employee directors to defer all, or a portion of, their retainer fees in stock until retirement or termination from the Board or death. The Deferral Plan allows for issuance of up to 1.0 million shares of our Common Stock.

(3) There is no exercise price for performance share awards, restricted share awards, total shareholder return share awards, or phantom stock units.

PROPOSAL 3: ADVISORY VOTE ON THE COMPENSATION PAID TO OUR NAMED EXECUTIVE OFFICERS

As required by Section 14A of the Exchange Act, and as a matter of good corporate governance, we are asking the owners of our Common Stock to approve the compensation paid to our NEOs, as disclosed pursuant to the compensation disclosure rules of the SEC, including the Compensation Discussion and Analysis, compensation tables, and narrative discussion in this Proxy Statement. This proposal, commonly known as a say on pay proposal, gives our Share Owners the opportunity to express their views on our executive compensation. We currently hold an advisory say on pay vote every year and anticipate that our next say on pay vote will occur in 2027.

The Compensation Discussion and Analysis in this Proxy Statement describes our executive compensation program and the decisions made by the TCC Committee for fiscal year 2026 in more detail.

We maintain an open line of communication with our Share Owners on our compensation practices and have consistently received high say-on-pay support from our Share Owners. At the 2025 Annual Meeting, 98% of the votes cast by Share Owners were cast "for" the approval of our NEOs' compensation. In the last five years, say-on-pay results have averaged 98% approval:

Say on Pay Results					
2021	2022	2023	2024	2025	Average
99%	99%	98%	97%	98%	98%

We are asking our Share Owners to indicate their support for our NEOs' compensation as described in this Proxy Statement. This vote is not intended to address any specific item of compensation but rather the overall compensation of our NEOs and the philosophy, policies, and practices described in this Proxy Statement. Accordingly, we recommend that our Share Owners vote **"FOR"** the following resolution at the Annual Meeting:

“RESOLVED, that Share Owners of the Company's Common Stock approve, on an advisory basis, the compensation of the named executive officers, as disclosed in the Company's Proxy Statement for the 2026 Annual Meeting of Share Owners, pursuant to the compensation disclosure rules of the Securities and Exchange Commission, including the Compensation Discussion and Analysis, the Summary Compensation Table, and the other related tables and disclosure.”

As an advisory vote, this proposal will not be binding on us or our Board of Directors or TCC Committee. However, we expect that the Talent, Culture, and Compensation Committee, which is responsible for designing and administering our executive compensation program, will consider the outcome of the vote when making future compensation decisions for our NEOs.

**The Board of Directors recommends that you vote “FOR”
the advisory proposal approving the compensation paid to our NEOs
as disclosed in this Proxy Statement.**

PROPOSAL 4: APPROVAL OF AN AMENDMENT TO OUR ARTICLES OF INCORPORATION TO CHANGE OUR NAME TO KIMBALL SOLUTIONS, INC.

Our Board of Directors believes that it is in the best interests of the Company and our Share Owners to change the Company's name from "Kimball Electronics, Inc." to "Kimball Solutions, Inc." Accordingly, the Board has unanimously approved, and recommends that our Share Owners approve, an amendment to the Company's Amended and Restated Articles of Incorporation (the "Articles") to effect this change of name (the "Name Change Amendment").

The proposed new name reflects the evolution of our business. While our roots are in electronics manufacturing, we have grown into a diversified provider of manufacturing and design solutions to customers across the automotive, medical, and industrial end markets, including through the continued expansion of our medical contract manufacturing operations. Our Board believes that the name "Kimball Solutions, Inc." better reflects the breadth of the capabilities and solutions we provide to our customers today and positions the Company for future growth, while preserving the "Kimball" name and the heritage, reputation, and Guiding Principles associated with it.

Our Common Stock is currently listed on the Nasdaq Global Select Market under the trading symbol "KE." If the Name Change Amendment is approved by our Share Owners and becomes effective, we expect that our Common Stock will continue to be listed on the Nasdaq Global Select Market and is expected to trade under the new ticker symbol "KMBL" (which we have already reserved) subject to Nasdaq confirmation, and the corporate name change to become effective on or about July 1, 2027, consistent with the completion of our phased Kimball Solutions rebrand.

If the Name Change Amendment is approved, Article I of the Company's Articles of Incorporation will be amended and restated in its entirety to read as follows:

"ARTICLE I Name

The name of the Corporation is Kimball Solutions, Inc. (the "Corporation")."

If our Share Owners approve this proposal, the Company will file Articles of Amendment to its Articles with the Secretary of State of the State of Indiana to effect the Name Change Amendment. The Name Change Amendment will become effective upon such filing or on such later date as may be specified in the filing. Other than changing the Company's name, the Name Change Amendment will not alter the Articles in any respect.

The Name Change Amendment will not affect the rights of our Share Owners, the number of authorized or outstanding shares of our capital stock, the par value of our Common Stock, or our business, assets, liabilities, or operations. Share Owners will not be required to exchange or surrender any stock certificates that they currently hold as a result of the name change. Following the effectiveness of the Name Change Amendment, stock certificates bearing the name "Kimball Electronics, Inc." will continue to represent the same number of shares of the Company's Common Stock and will not need to be exchanged for new certificates bearing the name "Kimball Solutions, Inc."

If the Name Change Amendment is not approved, the proposed amendment to the Company's Articles of Incorporation will not be made and the name of the Company and its ticker symbol for trading its Common Stock on the Nasdaq Global Select Market will remain unchanged. Even if the Name Change Amendment is approved by our Share Owners, the Board may, in its discretion, determine not to proceed with, or to delay, the name change and the filing of the Articles of Amendment if the Board determines that doing so is no longer in the best interests of the Company and our Share Owners, without further action by or notice to our Share Owners.

Our Share Owners are being asked to approve the following resolution at the Annual Meeting:

"RESOLVED, that the Company's Amended and Restated Articles of Incorporation be amended to change the name of the Company from 'Kimball Electronics, Inc.' to 'Kimball Solutions, Inc.'"

The affirmative vote of a majority of the votes cast on this proposal is required to approve the Name Change Amendment.

The Board of Directors recommends that you vote **"FOR" the approval of the amendment to our Articles of Incorporation to change the Company's name to Kimball Solutions, Inc.**

SHARE OWNERSHIP INFORMATION

Under the regulations of the SEC, persons who have power to vote or invest in or dispose of shares of the Company, either alone or jointly with others, are deemed to be beneficial holders of such shares. The total number of our shares listed in the table for all executive officers and directors as a group is 839,948 shares of Common Stock (3.5% of the outstanding), as of the date noted below.

Set forth in the following table are the beneficial holdings, as of September 14, 2026, of the Company's Common Stock on the basis described above for: (i) each person known to us who may be deemed to beneficially own more than 5% of our outstanding shares; (ii) each director; (iii) each "Named Executive Officer" (NEO) as listed in the Summary Compensation Table appearing elsewhere in this Proxy Statement; and (iv) all directors and executive officers as a group:

Name	Shares Beneficially Owned ^{(a)(b)}	Percent of Outstanding Shares
Holders of more than 5% of the Outstanding Shares		
Dimensional Fund Advisors LP Building One 6300 Bee Cave Road Austin, Texas 78746	1,772,310 (d)	7.4%
BlackRock, Inc. 50 Hudson Yards New York, New York 10001	1,736,383 (e)	7.2%
Vanguard Capital Management 100 Vanguard Blvd. Malvern, Pennsylvania 19355	1,219,989 (f)	5.1%
Managed Account Advisors LLC 101 Hudson Street 9th Floor Jersey City, NJ 07302	1,216,691 (g)	5.1%
American Century Investment Management, Inc. 4500 Main Street 9th Floor Kansas City, Missouri 64111	1,306,574 (h)	5.4%
Directors and Named Executive Officers:		
Richard D. Phillips	129,027	(c)
Michele A. M. Holcomb	34,295 (i)	(c)
Gregory J. Lampert	90,300 (i)	(c)
Robert J. Phillippy	58,836 (i)	(c)
Colleen C. Repplier	91,665 (i)	(c)
Gregory A. Thaxton	41,442 (i)	(c)
Tom G. Vadaketh	37,115 (i)	(c)
Holly A. Van Deursen	34,297	(c)
Jana T. Croom	47,516	(c)
Steven T. Korn	148,835	(c)
Kathy R. Thomson	42,074	(c)
Douglas A. Hass	29,050	(c)
All executive officers and directors as a Group (15 persons)	839,948	3.5%

(a) Based on information obtained from the executive officers, directors, and beneficial owners (according to the definition of "beneficial ownership" under the regulations of the SEC). On September 14, 2026, there were 23,991,995 outstanding shares of Common Stock.

(b) The individuals listed are deemed to have sole voting and investment power over the shares owned by their respective spouses living in their household. Beneficial ownership is disclaimed as to such shares and as to all other shares over which the named person does not have full beneficial rights.

- (c) Totals are less than one percent of the outstanding shares.
- (d) This information is derived from the Schedule 13G/A filed by Dimensional Fund Advisors LP, an investment adviser, with the SEC on April 15, 2025, reporting sole voting power as to 1,741,932 shares and sole dispositive power as to 1,772,310 shares.
- (e) This information is derived from the Schedule 13G/A filed by Blackrock Inc., a parent holding company, with the SEC on July 17, 2025 reporting sole voting power as to 1,692,171 shares and sole dispositive power as to 1,736,383 shares.
- (f) This information is derived from the Schedule 13G filed by Vanguard Capital Management, an investment adviser, with the SEC on April 30, 2026, reporting sole voting power as to 159,069 shares and sole dispositive power as to 1,219,989 shares.
- (g) This information is derived from the Schedule 13G/A filed by Managed Account Advisors LLC, an investment adviser, with the SEC on February 10, 2026, reporting sole dispositive power as to 1,090,543 shares and shared dispositive power as to 126,148 shares.
- (h) This information is derived from the Schedule 13G filed by American Century Investment Management, Inc., an investment adviser, with the SEC on August 14, 2026, reporting sole voting power as to 1,306,574 shares and sole dispositive power as to 1,306,574 shares. The Schedule 13G was filed jointly with American Century ETF Trust, American Century Companies, Inc., and Stowers Institute for Medical Research. American Century Investment Management, Inc. is a wholly-owned subsidiary of American Century Companies, Inc. American Century Companies, Inc. is controlled by the Stowers Institute for Medical Research.
- (i) For directors, includes shares credited under the Kimball Electronics, Inc. Non-Employee Directors Stock Compensation Deferral Plan that may be distributable within 60 days following termination of Board service.

Share Ownership Guidelines

The TCC Committee has established Share Ownership Guidelines for our directors, CEO, and executives reporting directly to the CEO. The Share Ownership Guidelines embody our Board's belief that our senior leaders should maintain a significant personal financial stake in Kimball Electronics to promote overall corporate responsibility, encourage decisions focused on a long-term view, and serve the best interests of our Share Owners in creating long-term value through the value of our shares. In addition, the policy helps align Board, executive, and Share Owner interests, which reduces incentives for excessive short-term risk taking.

Under the Guidelines, each covered director or executive is required to maintain ownership of shares of our Common Stock equal to either three times their annual cash retainer or base salary (for directors and for executives reporting directly to the CEO) or six times their base salary (for the CEO). Unearned, unvested, or unissued performance shares and unexercised stock options do not count toward the share ownership minimum. Each director and covered executive must retain 100% of all net shares (post-tax) that vest until achieving their minimum share ownership requirement. Leaders have a reasonable time from their appointment (as determined by the TCC Committee) to attain their share ownership requirements, with a target of no longer than five years.

INFORMATION ABOUT THE 2026 ANNUAL MEETING

Location, Share Ownership, Quorum, and Voting

Q: Where is the Annual Meeting?

A: The 2026 Annual Meeting will be held at the Company's facility at 1220 South Post Road, Indianapolis, Indiana 46239 on Friday, November 13, 2026, at 10:00 a.m. EST.

Q: Who is entitled to vote at the Annual Meeting?

A: The Board has set September 14, 2026 as the Record Date for the Annual Meeting. You are entitled to notice and to vote if you were a holder of record of Common Stock as of the close of business on September 14, 2026. Your shares may be voted at the Annual Meeting only if you are present in person or your shares are represented by a valid proxy. Beneficial owners at the close of business on the Record Date have the right to direct their broker, trustee, or nominee on how to vote their shares, as described below.

Q: How many shares were outstanding and entitled to vote at the Annual Meeting?

A: As of the Record Date, there were 23,991,995 shares of common stock outstanding and entitled to cast one vote for each share at the Annual Meeting. No shares of Kimball Electronics' preferred stock were outstanding.

Our list of Share Owners as of the Record Date will be available during the Annual Meeting for those Share Owners who choose to attend. Company-appointed proxies will attend and be available at the Annual Meeting.

Q: What is the difference between holding shares as a shareholder of record and as a beneficial owner?

A: *Shareholders of record.* If your shares are registered directly in your name with Kimball Electronics' transfer agent, Broadridge, you are considered the "shareholder of record" with respect to those shares. If you are a shareholder of record, Kimball Electronics sent these proxy materials directly to you.

Beneficial owners. Most Kimball Electronics Share Owners hold their shares through a broker or other agent rather than directly in their own names. If your shares are held in a brokerage account or by a broker or other agent, you are considered the "beneficial owner" of shares held in "street name." If you hold your shares in street name, these proxy materials have been forwarded to you by your broker or other agent. That entity is considered the shareholder of record with respect to those shares. As the beneficial owner, you have the right to direct your broker or other agent on how to vote your shares. Since a beneficial owner is not the shareholder of record, you may not vote these shares in person at the Annual Meeting without the control number on your Notice of Internet Availability, proxy card, or voting instruction form, or in the email your broker or other agent sent you that contained this Proxy Statement. You may contact your broker or other institution where you hold your account if you have questions about obtaining your control number.

Q: Why does the Company refer to Share Owners instead of shareholders or stockholders?

A: We refer to our Share Owners because, consistent with our Guiding Principles' long-term focus, we want to foster a culture where individuals and entities do not simply "hold" our Common Stock, but feel they own a tangible piece of our Company. Using the term "Share Owners" also reinforces our desire for alignment among our Directors, our executives, and our Share Owners. Together, we are not merely passive investors holding shares but rather owners with a vested interest in the long-term success and direction of Kimball Electronics. As Share Owners, we encourage you to take an active role in our corporate governance and decision-making processes.

Q: How many shares must be present or represented by proxy to conduct business at the Annual Meeting?

A: The presence of the holders of a majority of the shares of common stock entitled to vote at the Annual Meeting is necessary to constitute a quorum. Share Owners are counted as present if they attend the Annual Meeting in person or have properly submitted a proxy. Abstentions and "broker non-votes" are counted as present and entitled to vote and are therefore included for purposes of determining whether a quorum is present at the Annual Meeting.

Q: What are "broker non-votes"?

A: Generally, if shares are held in street name, the beneficial owner is entitled to give voting instructions to the broker or other agent holding the shares. If the beneficial owner does not provide voting instructions, the broker or other agent can vote the shares with respect to matters that are considered "routine," but not with respect to "non-routine" matters, resulting in a "broker non-vote." Accordingly, if you own shares through a broker or other agent, please be sure to give voting instructions so your vote will be counted on all proposals that come before the Annual Meeting.

The ratification of the appointment of Deloitte Entities as our independent registered public accounting firm for the fiscal year ending June 30, 2027 (Proposal Two) and the proposed amendment to our Articles of Incorporation to change the Company's name to Kimball Solutions, Inc. (Proposal Four) are considered routine under applicable rules, so there should not be any broker non-votes in connection with Proposal Two or Proposal Four. The election of the directors listed in the accompanying Proxy Statement (Proposal One), and the advisory vote on executive compensation (Proposal Three) are considered non-routine matters, so there may be broker non-votes on Proposals One and Three.

Q: How can I vote my shares during the Annual Meeting?

A: Whether you hold shares in your name or in street name, you may vote before, in person at, or online during the Annual Meeting. You will need to enter your control number (included in your Notice, your proxy card, or the voting instructions that accompanied your proxy materials) to vote your shares at the Annual Meeting. Even if you plan to participate in the Annual Meeting, however, we encourage you to vote in advance over the Internet, by telephone, or by returning a proxy card if you have requested printed proxy materials. This will ensure that your vote will be counted if you are unable to, or later decide not to, participate in the Annual Meeting.

Q: How can I vote my shares without attending the Annual Meeting?

A: If you are a shareholder of record, you may instruct the proxy holders how to vote your shares in one of three ways:

- by using the internet voting site listed on the proxy card and Notice,
- by calling the toll-free telephone number listed on the proxy card and Notice, or
- by requesting a proxy card from Kimball Electronics by telephone at (812) 634-4000 or by mail at ATTN: Secretary, Kimball Electronics, 1205 Kimball Boulevard, Jasper, IN 47546, and completing, signing, dating, and returning the proxy card in the postage pre-paid envelope provided.

Proxy cards submitted by mail must be received by the time the Annual Meeting begins in order for the related shares to be voted. If you return a signed proxy card without giving specific voting instructions, your shares will be voted as recommended by the Board.

Specific instructions for using the telephone and internet voting systems are on the proxy card and Notice. The telephone and internet voting systems for Share Owners of record will be available until 11:59 p.m. Eastern Time on November 12, 2026, the day before the Annual Meeting.

If you are a beneficial owner, you will receive instructions from your broker or other agent that you must follow in order to have your shares voted. These instructions will indicate if internet and telephone voting are available and, if so, how to access and use those methods.

Q: What is the voting requirement to approve these proposals?

A: You may vote "for," "against," or "abstain" on each of the proposals. The voting requirement to approve each proposal is listed in the *Agenda Items and Board Recommendations* section of this Proxy Statement.

Q: What happens if I do not cast a vote?

A: *Shareholders of record.* If you are a shareholder of record and you do not cast your vote, no votes will be cast on your behalf on any of the items of business at the Annual Meeting.

Beneficial owners. If you hold your shares in street name and you do not cast your vote, your broker, trustee, or nominee can use its discretion to vote on the ratification of the appointment of the Deloitte Entities as our independent registered public accounting firm (Proposal Two). However, you must cast your vote if you want it to count in the election of directors (Proposal One) or the non-binding approval of compensation for our named executive officers (Proposal Three). Your broker may not vote your uninstructed shares with respect to Proposals One or Three.

Q: How does the Board recommend that I vote?

A: The Board unanimously recommends that you vote your shares FOR the election of each of the nominees listed in Proposal One, FOR the ratification of the appointment of the Deloitte Entities as Kimball Electronics' independent registered public accounting firm for the fiscal year ending June 30, 2027, and FOR the approval, on an advisory basis, of the compensation of our named executive officers, and FOR the approval of the amendment to our Articles of Incorporation to change the Company's name to Kimball Solutions, Inc.

Q: If I sign a proxy, how will it be voted?

A: All shares entitled to vote and represented by properly executed proxy cards received prior to the Annual Meeting and not revoked before the polls are closed will be voted in accordance with the instructions on those proxy cards. If there are no instructions on an otherwise properly executed proxy card, the shares represented by that proxy card will be voted as recommended by the Board.

Q: What happens if additional matters are presented at the Annual Meeting?

A: If any other matters are properly presented for consideration at the Annual Meeting, including, among other things, consideration of a motion to adjourn the Annual Meeting to another time or place (for the purpose of soliciting additional proxies or otherwise), the persons named as proxies will have discretion to vote on those matters in accordance with their best judgment. We do not currently anticipate that any other matters will be raised at the Annual Meeting.

Q: Can I change or revoke my vote?

A: If you are a shareholder of record, there are three ways you can change your vote.

- Before your shares are voted at the Annual Meeting, you can file with Kimball Electronics' Secretary a written notice of revocation or a duly executed proxy card, in either case dated later than the proxy card you wish to change.
- You can attend the Annual Meeting and vote online with your control number. Simply attending the Annual Meeting without actually voting will not revoke a proxy.
- If you voted online or by telephone, you may change that vote by voting again, either by making a timely and valid internet or telephone vote or by voting online.

Any written notice of revocation or subsequent proxy card should be delivered to the Kimball Electronics Secretary at 1205 Kimball Boulevard, Jasper, IN 47546, and must be received by the Secretary before the vote at the Annual Meeting.

If you are a beneficial owner of shares held in street name, you can submit new voting instructions to your broker or other agent or you can attend the Annual Meeting and vote online with your control number.

Q: Who will bear the costs of soliciting votes for the Annual Meeting?

A: Kimball Electronics will bear all expenses of soliciting proxies, including the cost of preparing and mailing these proxy materials. Kimball Electronics may reimburse brokerage firms, custodians, nominees, fiduciaries, and other persons representing beneficial owners of common stock for their reasonable expenses in forwarding solicitation material to such beneficial owners. Directors, officers, and other employees of Kimball Electronics also may solicit proxies in person, by telephone, by electronic mail, or by other means of communication. These individuals may be reimbursed for reasonable out-of-pocket expenses in connection with such solicitation but will not receive any additional compensation.

Q: Where can I find the voting results of the Annual Meeting?

A: We intend to announce preliminary voting results at the Annual Meeting and expect to provide final results in a Current Report on Form 8-K within four business days of the Annual Meeting.

Annual Meeting Materials and Business

Q: Why am I receiving these proxy materials?

A: The Board is providing these proxy materials to you in connection with the solicitation of proxies for use at our 2026 Annual Meeting and any postponements or adjournments of that meeting. We first mailed these materials to all of our Share Owners on or about September 30, 2026 through a Notice of Internet Availability of Proxy Materials (the "Notice") unless a Share Owner has specifically requested a full set paper copy of this Proxy Statement and our fiscal year 2026 Annual Report. This Proxy Statement, the form of the proxy card, and voting instructions are also being made available to Share Owners on or about September 30, 2026, at www.proxyvote.com. Our 2026 Annual Report is being made available at the same time and by the same method. The 2026 Annual Report is not to be considered as part of the proxy solicitation materials or as having been incorporated by reference.

Q: What proposals will be voted on at the Annual Meeting?

A: At the Annual Meeting, Share Owners will be asked to vote to:

Proposal 1:

Elect three Directors for a three-year term:

- Robert J. Phillippy
- Richard D. Phillips
- Gregory A. Thaxton

Proposal 2:

Ratify the selection of Deloitte & Touche LLP as the Company's Independent Registered Public Accounting Firm

Proposal 3:

Approve, by a non-binding, advisory vote, the compensation paid to the Company's Named Executive Officers

Proposal 4:

Approve an amendment to our Articles of Incorporation to change the Company's name to Kimball Solutions, Inc.

Q: Can I attend the Annual Meeting?

A: Yes, if you are a Share Owner as of the Record Date! The 2026 Annual Meeting will be held in person. To be admitted to the Annual Meeting, you must have the 16-digit Control Number found next to the label "Control Number" on your Notice of Internet Availability, proxy card, or voting instruction form, or in the email sending you the Proxy Statement. If you are a beneficial shareholder, you may contact the bank, broker, or other institution where you hold your account if you have questions about obtaining your Control Number.

Q: Why did I receive a Notice in the mail regarding the Internet Availability of Proxy Materials instead of a full set paper copy of this Proxy Statement and fiscal year 2026 Annual Report?

A: We are once again relying on an SEC rule that allows companies to furnish their proxy materials over the Internet rather than in paper form when Share Owners elect to allow us to do so. *We encourage Share Owners to take advantage of electronic delivery to help reduce the cost and environmental impact of the annual meeting!* The Notice contains instructions on how to access our Proxy Statement and our 2026 Annual Report to Share Owners, which includes our Annual Report on Form 10-K as filed with the SEC for the fiscal year ended June 30, 2026 (our "2026 Annual Report"), and vote online. The Notice also contains instructions on how each of those Share Owners can request and receive a paper copy of these materials and a proxy card.

Q: Why did I receive a full set paper copy of this Proxy Statement in the mail and not a Notice Regarding the Internet Availability of Proxy Materials?

A: Share Owners who previously requested full paper copies of the proxy materials, or who have not requested electronic delivery, are receiving paper copies again this year. Printed sets of proxy materials include a proxy, being solicited on behalf of the Board, along with a return envelope that requires no postage if mailed in the United States. If you would like to reduce the costs we incur in printing and mailing proxy materials, you can consent to receive all future proxy statements, proxy cards, and annual reports electronically via email or the Internet. To sign up for electronic delivery, please follow the instructions provided on your proxy card or voting instruction form. Share Owners who hold shares through a bank, brokerage firm, or other agent may sign up for electronic delivery by contacting that broker or agent. *We encourage Share Owners to take advantage of electronic delivery to help reduce the cost and environmental impact of the annual meeting!*

Additional Information About the Proxy Materials

Q: What should I do if I receive more than one set of proxy materials?

A: You may receive more than one Proxy Statement, proxy card, voting instruction card, or Notice. For example, if you hold your shares in more than one brokerage account, you may receive a separate voting instruction card for each account. If you are a shareholder of record and your shares are registered in more than one name, you may receive more than one proxy card. Please complete, sign, date, and return each proxy card or voting instruction card that you receive to ensure that all your shares are voted.

Q: How may I obtain a separate Notice or a separate set of proxy materials and fiscal year 2026 Annual Report?

A: If you share an address with another Share Owner, it is possible you will not each receive a separate Notice or a separate copy of the proxy materials and fiscal year 2026 Annual Report. The SEC's rules permit us to deliver a single Notice or set of proxy materials to one address shared by two or more of our Share Owners. This delivery method is referred to as "householding" and can result in significant cost savings. To take advantage of this opportunity, we have delivered only one Notice or set of proxy materials to multiple Share Owners who share an address, unless we received contrary instructions from the impacted Share Owners prior to the mailing date. If you prefer to receive separate copies of the Notice or proxy materials, contact Broadridge Financial Solutions, Inc. at (877) 830-4936, +1 (720) 378-5591 from outside the United States, or in writing at Broadridge Financial Solutions, Inc., Householding Department, 51 Mercedes Way, Edgewood, New York 11717. If you are currently a Share Owner sharing an address with another Share Owner and wish to receive only one copy of future Notices or proxy materials for your household, please contact Broadridge at the above phone number or address.

Q: What is the mailing address for your principal executive offices?

A: Kimball Electronics' principal executive offices are located at 1205 Kimball Boulevard, Jasper, Indiana 47546. Any written requests for additional information, additional copies of the proxy materials and fiscal year 2026 Annual Report, notices of Share Owner proposals, recommendations for candidates to the Board, communications to the Board, or any other communications should be sent to this address.

Our internet address is <https://www.kimballelectronics.com>. The information posted on our website is not incorporated into this Proxy Statement.

OTHER MATTERS

The Board of Directors knows of no other matters that may come up for action at the Annual Meeting. However, if any other matter properly comes before the meeting, the persons named in the proxy form will vote in accordance with their judgment on such matter using the discretionary authority granted in the proxy form.

Submission of Nominations and Proposals For 2027

Share Owner Proposals for Inclusion in the Proxy Statement

Share Owners who wish to submit proposals to be included in our Proxy Statement that we will issue in connection with the 2027 Annual Meeting, except director nominations pursuant to our proxy access provision (which are subject to separate requirements provided in the By-Laws), must ensure that we receive such proposals at our principal executive offices, 1205 Kimball Blvd., Jasper, Indiana 47546 addressed to Kimball Electronics' Secretary, no later than June 2, 2027. Such proposals must meet certain requirements under the regulations of the SEC to be included in our Proxy Statement.

Share Owner Director Nominees for Inclusion in the Proxy Statement

Our By-Laws set forth procedural and content requirements for director candidate nominations through proxy access. As more specifically provided in the By-Laws, a Share Owner or group of up to twenty Share Owners owning 3 percent or more of our outstanding shares of common stock continuously for at least three years may nominate and include in our proxy materials director nominees constituting up to the greater of two individuals or 25 percent of the Board, provided that the Share Owner(s) and the nominee(s) satisfy the requirements detailed in our By-Laws. Nominations should be sent to our Secretary in accordance with the procedural and content requirements set forth in our By-Laws. In order to be timely, such notice must be received at our principal offices no earlier than May 3, 2027 and no later than June 2, 2027.

Share Owner Proposals and Nominees Not for Inclusion in the Proxy Statement

A Share Owner wishing to nominate a candidate for election as a director or to bring any other proposal before the 2027 Annual Meeting of Share Owners (but not include the nomination or proposal in our Proxy Statement) must cause written notice of the proposal to be received by our Secretary at our principal executive office no earlier than July 26, 2027, and no later than August 15, 2027. The written notice must also meet additional requirements as stated in our By-Laws. Copies of our By-Laws are available at no charge upon written request directed to our Secretary.

In addition to satisfying the foregoing requirements, to comply with the universal proxy rules, Share Owners who intend to solicit proxies in support of director nominees other than Kimball Electronics' nominees must provide notice that sets forth the information required by Rule 14a-19 under the Exchange Act no later than September 14, 2027. If notice of a

matter or nomination is not received within the applicable deadlines or it does not comply with the procedural and content requirements of the By-Laws for such notices, Rule 14a-4, or Rule 14a-19, as applicable, the chairperson of the annual meeting may refuse to introduce such matter. The By-Laws may be amended from time to time and, to the extent any such amendment conflicts with any of the requirements herein, the terms of the amended By-Laws will apply. The full text of the By-Laws is available on our website at <https://investors.kimballelectronics.com/>.

Communication with the Board

Share Owners may communicate with a member of the Board by sending comments in care of the Secretary of Kimball Electronics at 1205 Kimball Blvd., Jasper, Indiana 47546. The Secretary has the discretion to forward the correspondence to the director, or if circumstances dictate, to other departments within the Company to which such communication is more appropriately addressed. A log of correspondence received and copies of the correspondence are available to any director who wishes to review them. Communications relating to other topics, including those that are primarily commercial in nature, will not be forwarded. Concerns about accounting or auditing matters or possible violations of our Code of Conduct should be reported under the procedures outlined in the "Reporting Violations" section of our Code of Conduct, which is available on our website at <https://www.kimballelectronics.com/code-of-conduct/>.

APPENDIX A: PRE-APPROVAL PROCESS FOR SERVICES PERFORMED BY THE INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

Objective

To ensure the independent registered public accounting firm is independent in both fact and appearance with respect to the audit of the financial statements of Kimball Electronics, Inc. (the "Company").

Process

The independent registered public accounting firm of Kimball Electronics, Inc. reports to and is engaged by the Audit Committee of the Company. The service and fees are pre-approved by the Audit Committee. The Audit Committee will not engage the independent registered public accounting firm for any non-audit service that is specifically prohibited by the Securities and Exchange Commission rules on auditor independence nor will approval be granted for any non-audit service that individually or in the aggregate, in the Audit Committee's opinion, impairs the independence of the independent registered public accounting firm with respect to the audit of the financial statements of the Company.

The Audit Committee has delegated authority to the Audit Committee Chairperson to grant pre-approval required by this policy for any service engagements that arise between Audit Committee meetings. During the next regularly scheduled Audit Committee meeting, or sooner as appropriate, the Audit Committee Chairperson updates the full Committee of approved independent registered public accounting firm services for informational purposes.

The independent registered public accounting firm has reviewed the policy and believes that the policy will not adversely affect the firm's independence.