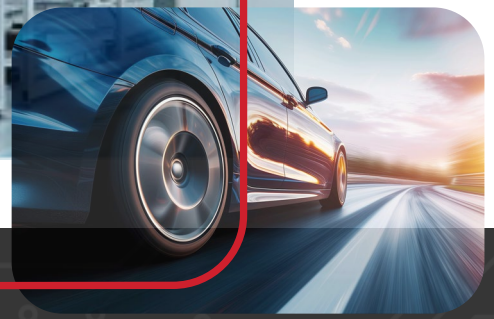






STRATEGY INTO SOLUTIONS

# Company Overview

November 2026

Kimball Electronics  Kimball Solutions

# Safe Harbor Statement

*Certain statements contained within this supplementary information, including our fiscal year 2027 guidance, and any statements made during today's webcast may be considered forward-looking under the Private Securities Litigation Reform Act of 1995. The statements may be identified by the use of words such as "expect," "should," "goal," "predict," "will," "future," "optimistic," "confident," and "believe." Undue reliance should not be placed on these forward-looking statements. These statements are based on current expectations of future events and thus are inherently subject to uncertainty. If underlying assumptions prove inaccurate or known or unknown risks or uncertainties materialize, actual results could vary materially from our expectations and projections. These forward-looking statements are subject to risks and uncertainties including, without limitation, global economic conditions, geopolitical environment and conflicts such as war, global health emergencies, availability or cost of raw materials and components, tariffs and other trade barriers, foreign exchange fluctuations, and our ability to convert new business opportunities into customers and revenue. Additional cautionary statements regarding other risk factors that could have an effect on the future performance of Kimball Electronics, Inc. (the "Company") are contained in the Company's Annual Report on Form 10-K for the fiscal year ended June 30, 2026, our earnings release, and other filings with the Securities and Exchange Commission (the "SEC").*

# Kimball Electronics (Nasdaq: KE)

Global, multifaceted solutions provider of **Electronics Manufacturing Services** (EMS) and **Contract Development Manufacturing Organization** (CDMO) recognized for excellence and leadership in highly regulated and complex industries

Diversified portfolio aligned with secular growth trends across **Automotive**, **Medical**, and **Industrial** markets, supported by long program life cycles

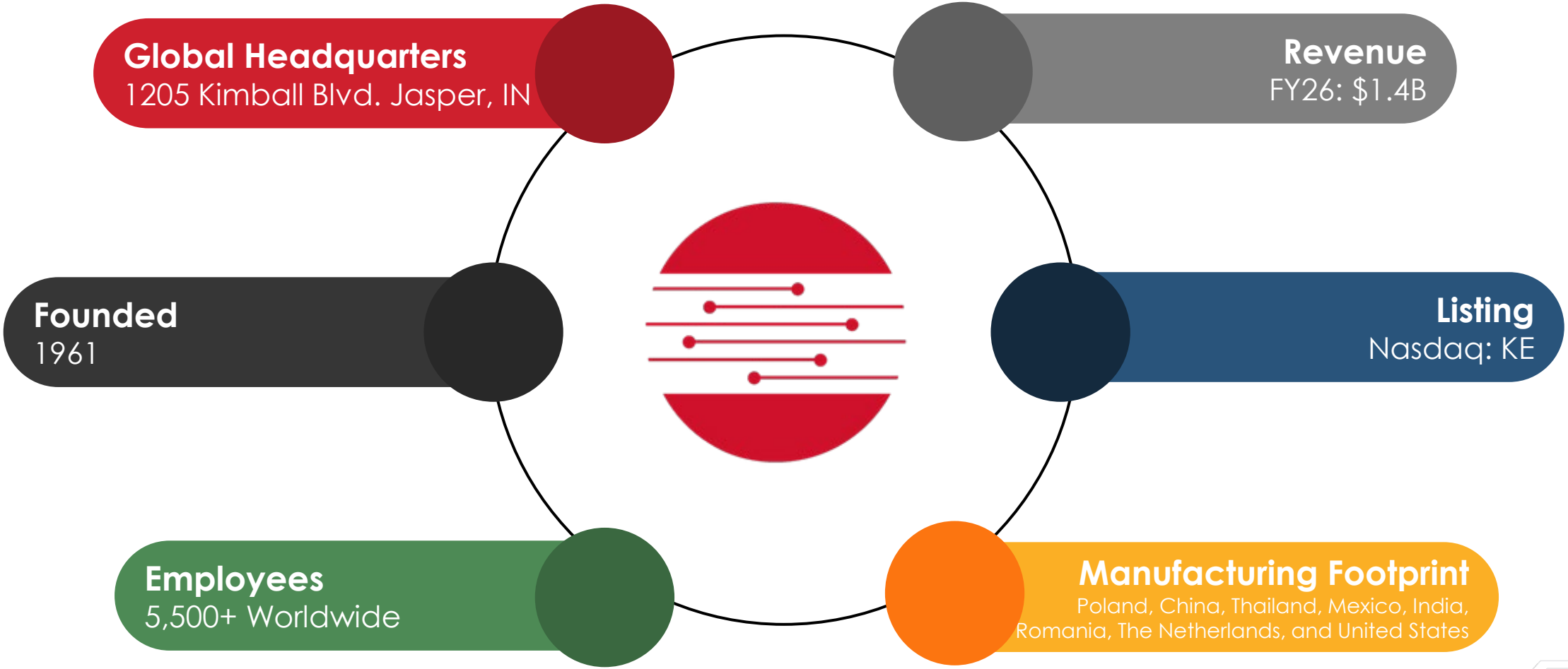
Specialization in **high-complexity**, **non-commodity manufacturing** requiring advanced engineering and reliability

Deep, long-term customer partnerships driving **sustainable growth** and operating leverage

Proven track record of **revenue** and **earnings growth**, with recent capacity investments supporting global expansion



# Company at a glance



# Our culture and core values are differentiators

## Guiding Principles



### CUSTOMERS

Our customer is our business



### PEOPLE

Our people are the company



### CITIZENSHIP

The environment is our home



### PROFIT

Profits are the ultimate measure of how efficiently and effectively we serve our customers

# Integrated platform supporting the full product lifecycle



## DESIGN & DEVELOPMENT

Integrated design engineering and design for manufacturing services that ensure manufacturability and increase speed to market.



## PROTOTYPING

Dedicated team & equipment in prototyping centers of excellence that enables bringing products to market faster.



## NEW PRODUCT INTRODUCTION (NPI) OR TRANSFER OF WORK (TOW)

Robust processes for new product introduction (NPI), or the transfer of existing products from an existing supplier (TOW), focused on manufacturing excellence and speed to market.



## MANUFACTURING

A manufacturing partnership with a customer-focused team that works as a direct extension of your team, including manufacturing and operational excellence, while building in quality, managing the supply chain, and handling any required regulatory certifications.



## TESTING

Focused on testing criteria for areas of concern that affirm reliability of specific functionality and ensuring quality.



## AFTERMARKET SUPPORT

Full service and support as market conditions change. Management throughout product life cycle from start to finish.

# EMS and CDMO

## Electronics Manufacturing Services (EMS)

- Printed Circuit Board Assembly (PCBAs)
- Full System and High-Level Assembly
- Large Capital Equipment Assembly
- Prototyping
- New Product Introduction (NPI) or Transfer of Work (TOW)
- Supply Chain Management
- Design Engineering Services

## Contract Development Manufacturing Organization (CDMO focused on Medical Solutions)

- Scientific Injection Molding
- Cold Chain Management
- Complex Medical Device Assembly
- Clean Room Assembly
- New Product Introduction (NPI) or Transfer of Work (TOW)
- Manufacturing Medical Products, Surgical Instruments, and Drug Delivery Devices
- Design Engineering Services

# Global footprint with an “in-region” focus

11 GLOBAL MANUFACTURING LOCATIONS




NORTH AMERICA I EUROPE I ASIA

INTEGRATED NETWORK OF STATE-OF-THE-ART MANUFACTURING FACILITIES

**USA**

Jasper, Indiana

*220,000 sq. ft.*

**USA**

Indianapolis, Indiana

*427,000 sq. ft.*

*Note: 2 manufacturing facilities*

**Mexico**

Reynosa, Mexico

*470,000 sq. ft.*

*Note: 2 manufacturing facilities*

**Poland**

Poznan, Poland

*207,500 sq. ft.*

**Romania**

Timisoara, Romania

*66,200 sq. ft.*

**The Netherlands**

Tilburg, The Netherlands

119,000 *sq. ft.*

**China**

Nanjing, China

*132,400 sq. ft.*

**Thailand**

Laem Chabang, Thailand

*220,000 sq. ft.*

**India**

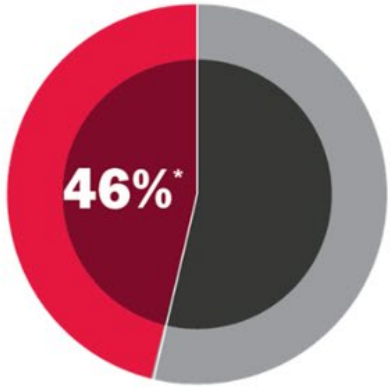
Pune, India

103,000 *sq. ft.*

# Diversified portfolio supporting 3 end market verticals

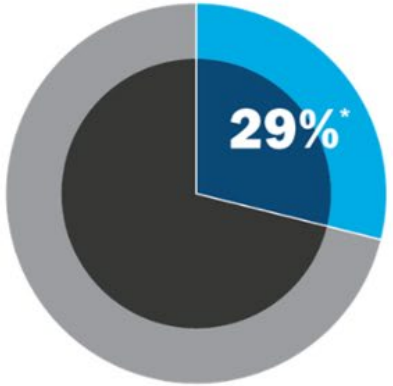
Revenue in Fiscal 2026

## AUTOMOTIVE



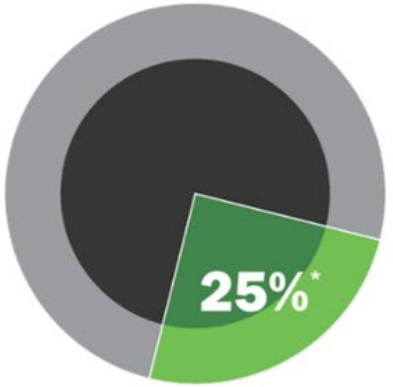

- Chassis Control - Steering
- Chassis Control - Braking
- Body Controls

## MEDICAL




- Sleep & Oxygen Therapy
- Defibrillation (AEDs)
- Surgical Devices
- In Vitro Diagnostics
- Imaging Systems
- Drug Delivery/Auto-Injectors
- Patient Monitoring
- Microfluidics

## INDUSTRIAL




- Climate Controls
- Off-Highway/Commercial Equipment
- IoT & Factory Automation
- Energy
- Public Safety

*Percentage of net sales*

# Medical supporting the continuum of care




**Favorable demographics** & advances in technology

- Aging population
- Affordability & access to care
- Connected care
- Decreasing device size
- Connected drug delivery

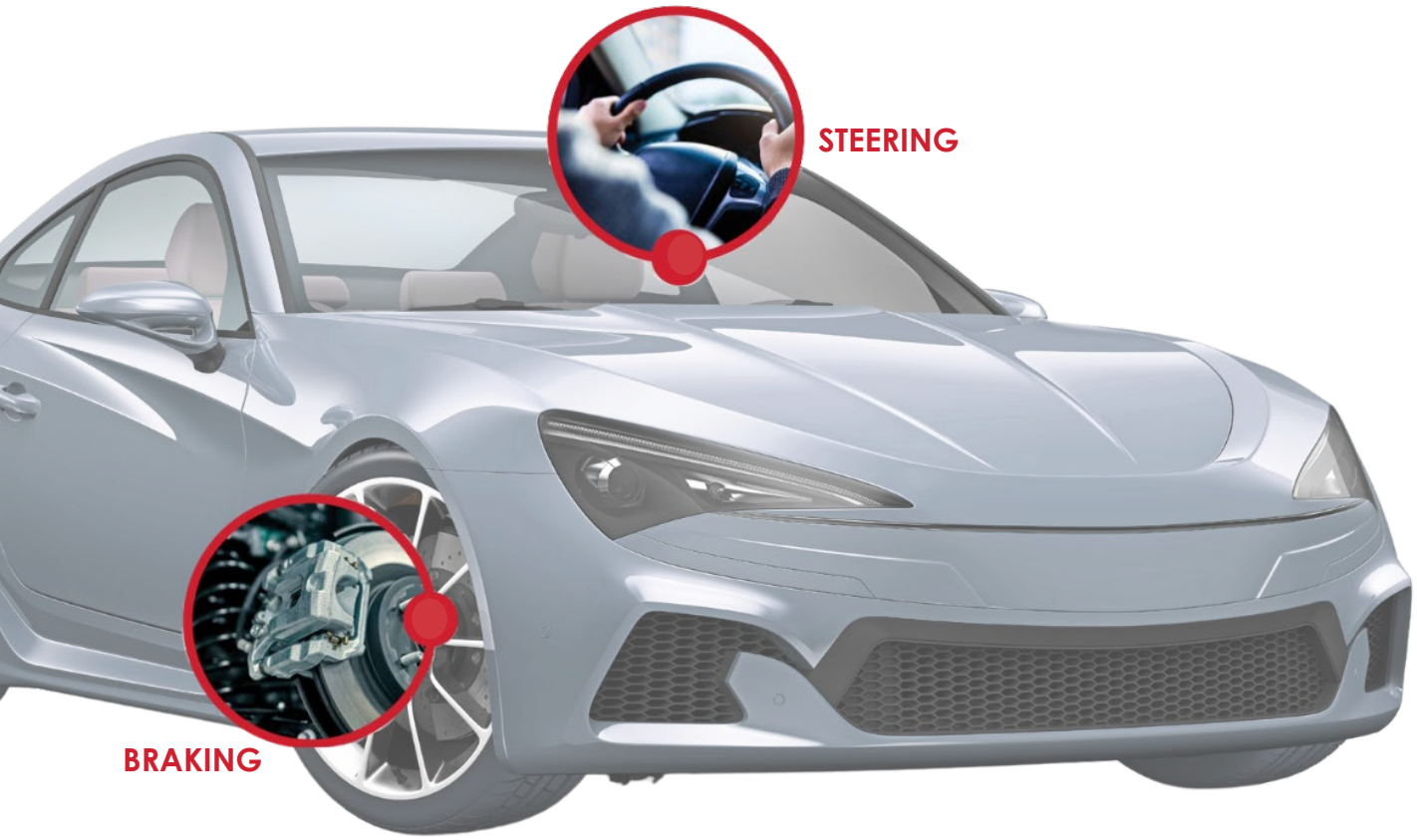
**Products supporting** prevention, early diagnostics, clinical & hospital treatment, home & community care

- Respiratory care
- Surgical systems
- In vitro diagnostics
- Patient monitoring
- Drug delivery
- Imaging systems
- Focus on Class II and Class III devices

## REPRESENTATIVE CUSTOMERS

PHILIPS · REACTHEALTH · ZOLL Advancing Resuscitation. · kaléo

# Automotive vertical fueled by vehicle “electrification”




- Current business heavily concentrated in **electronic power steering**
- Architecture similar for **ICE**, **EV**, and **hybrid vehicles**
- Next generation **braking** also a growth opportunity
- **Electronic content** being added to vehicles at increasing rate
- **Stringent industry requirements** align with KE core competencies

## REPRESENTATIVE CUSTOMERS TIER 1 SUPPLIERS

nexteer AUTOMOTIVE · ZF · Mando · brose Technik für Automobile

# Industrial promotes clean energy and innovation




- Longer-term return to growth from market rebound for **climate control products**
- **Diversification** into other sub-verticals within the industrial space
- Increased demand for **factory automation** and **efficient energy**
- Expanding **off-highway equipment and commercial transportation** market capabilities

## REPRESENTATIVE CUSTOMERS

RegalRexnord · TRANE TECHNOLOGIES · GRUNDFOS · Rheem

# Why Invest?

Company repositioned for profitable top line growth



**Sharpened Strategic Focus**



**Unique Competitive Advantages**



**Strong Balance Sheet**



**Opportunity for Margin Expansion**



**Sticky Customer Relationships**

# Sharpened Strategic Focus

*Portfolio Rationalization*

- **Divested** the non-core **Automation, Test & Measurement** business
- Strategic focus on **medical CDMO** as a differentiator in **core EMS** portfolio
- Improved utilization with the **closure** of our facility in **Tampa**

*Return to Growth*

- Guiding for **organic growth** in fiscal 2027
- **Elevating prominence** as medical **CDMO**
  - Transferring operations in Indianapolis to **new manufacturing facility**
  - Acquired **Helvoet Polymer Technologies**
    - Transaction closed on **July 1st**

Kimball Solutions

# Helvoet Polymer Technologies

*Precision medical CDMO serving global Medtech leaders from Europe and India*

## SNAPSHOT

| | |
|---|---|
| **Today** | Kimball Solutions Tilburg (KST) and Pune (KSP) |
| **Sites** | Tilburg, Netherlands · Pune, India |
| **People** | 585+ employees |
| **Molding** | 108 molding machines; ~250k parts/day in Pune |
| **Cleanroom** | ~27,000 ft² ISO 7 cleanroom in Tilburg |
| **Tooling** | In-house tool shop: ~40 tools/yr |
| **Markets** | Medical first; automotive, industrial, food |
| **Quality** | FDA registered · ISO 13485 · IATF 16949 · FSSC 22000 · MedAccred |

## BUSINESS DESCRIPTION

Design-to-scale contract manufacturer of precision plastic components, assemblies and complete medical devices.

Helvoet combines micro-precision molding, microfluidics and automated assembly with co-development, tooling and validation to take customers from concept to validated serial production.

## SEVEN KNOWLEDGE DOMAINS, ONE PROVIDER

| | | | | | | |
|---|---|---|---|---|---|---|
| DFM | Material know-how | Process development | Assembly technologies | Tooling | Logistics & cold chain | Quality systems |

## SELECTED PROGRAMS

| | |
|---|---|
| **Life sciences** | **Digital PCR nanoplate**<br>Co-development; cleanroom assembly |
| **Diagnostics** | **Point-of-care blood housing**<br>Filter treatment, automated assembly and inspection |
| **Diabetes care** | **Blood glucose meter**<br>2K and IMD molding, precision assembly, ultrasonic welding |

## WHY IT'S INTERESTING

1. Engineering-led: moves Kimball from supplier to partner
2. Provides global footprint for OneCDMO offering
3. No in-house electronics: natural EMS pull-through
4. EU and India footprint for global medtech platforms

# Unique Competitive Advantages

**Manufacturing Capabilities**

- Experienced **body of knowledge** with products that require high **quality**, high **reliability**, highly **complex**, durable electronics

**Regulatory Compliance**

- **Industry certifications** including FDA ISO 9001 ISO 13485

**Supply Chain**

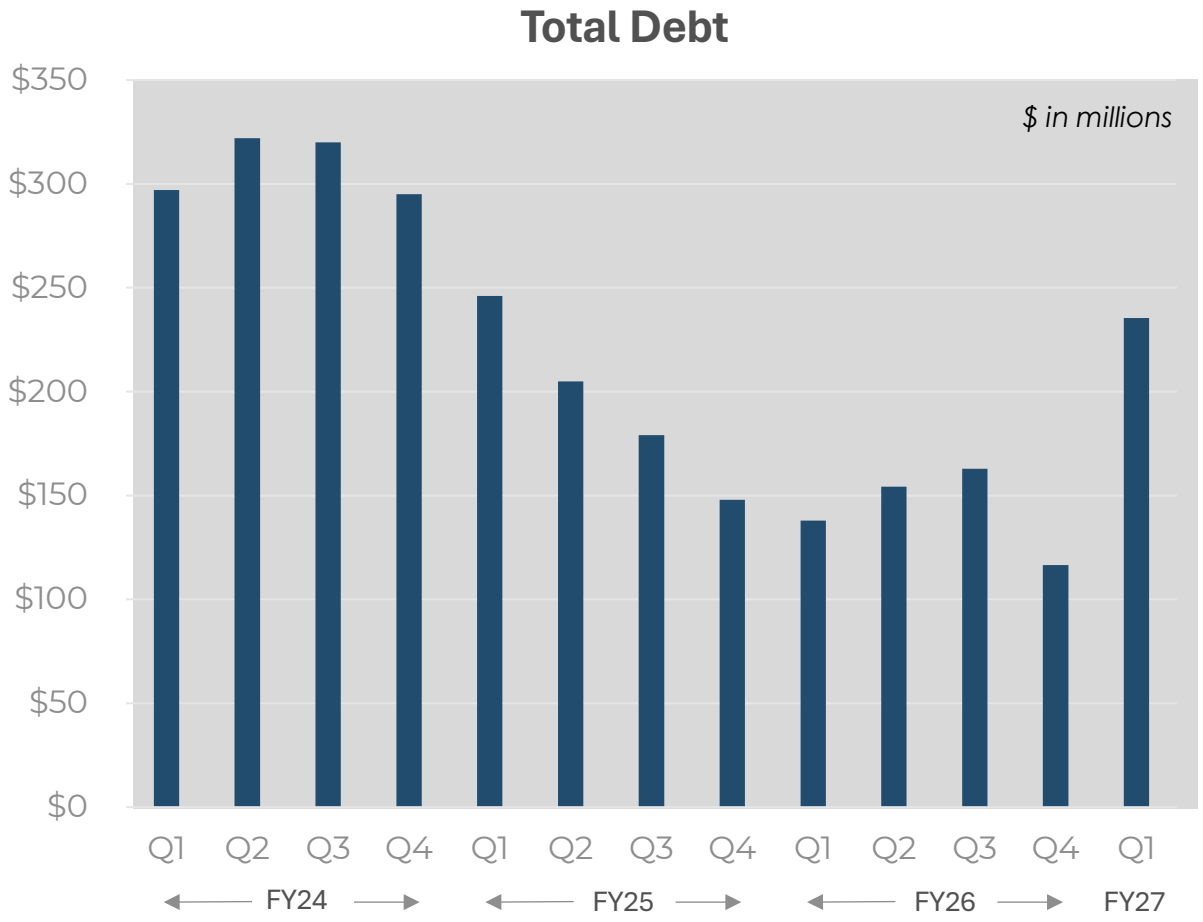
- Scientific **plastic injection molding** and **cold chain management** with the ability to handle drugs

**Facility Integration**

- **Global footprint** on a single instance of SAP

# Strong Balance Sheet

- Debt levels and leverage ratio **significantly below peak**
- **Cash Conversion Days** at multiyear low
- Short-term **liquidity** of $271million*
- **Dry powder** to opportunistically invest in growth




** As of September 30, 2026*

# Opportunity for Margin Expansion

- Aligned **cost structure** to changing customer demand trends
- Better **capacity utilization** will result in higher margins
- **Vertical composition** expected to be more balanced with **medica**l business increasing as a percent of total
  - Medical market represents opportunity to **diversify revenue** and **leverage core strengths** as a trusted partner in a complex and regulated industry
  - New manufacturing facility in Indianapolis **doubles** our **footprint** for producing **medical products, surgical instruments,** and **drug delivery devices**, such as **auto-injectors**
  - Helvoet acquisition expected to be **accretive to earnings**

# Sticky Customer Relationships

- **Recurring** revenue… typical customer program **7-10 years**
- **77%** of **revenue** in fiscal 2026 from customers with relationships of **10-years** or more
- Multifaceted and multilayered **diversification** between customers, verticals, and submarkets is a core focus
  - Grow with existing customers in different divisions and submarkets

# Our strategy positions the Company for long-term, profitable growth

- Continue to generate positive cash flow, **deploy capital** toward growing CDMO
- Medical CDMO presents opportunity for **higher EBITDA margins** and **accelerated growth**
- Serve **blue-chip customers** with long product life cycles and a high degree of visibility
- Building a **scalable platform** that supports the work we already do well, creates opportunities for vertical integration, and positions us to take on more complex programs
- **Drug delivery** has been a key area of focus
- Committed to **inorganic** options to augment this space
  - Exploring applications in areas such as cardiology, orthopedics, minimally invasive surgery, and surgical instruments & packaging

# Rebranding to Kimball Solutions

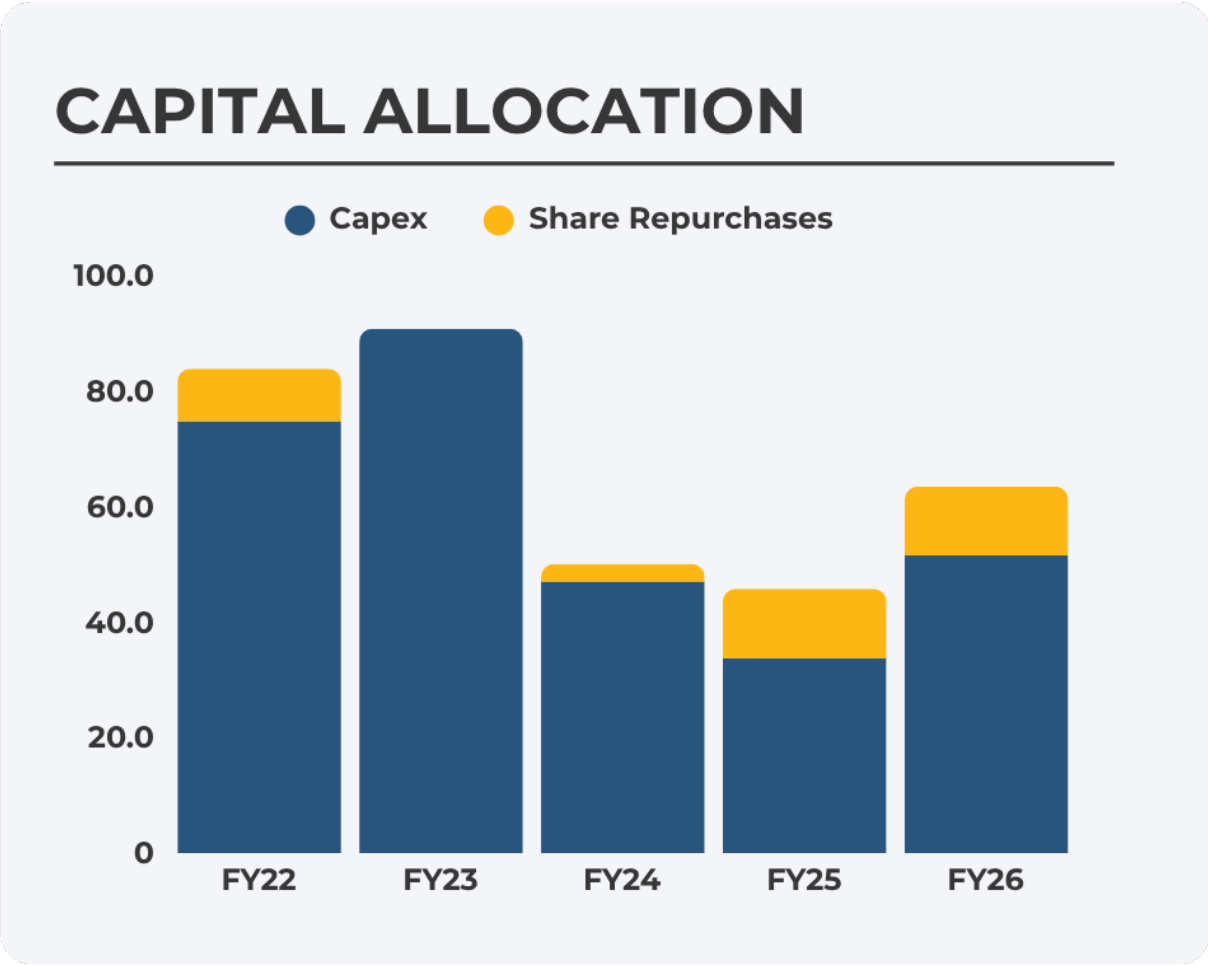
- Our heritage in **electronics manufacturing** remains **strong**
- **Customers** increasingly looking for **comprehensive, end-to-end solutions** that solve **complex challenges** across industries
- Phased rollout that **commenced** at certain locations in our global footprint in **July 2026**
- Targeting **completion** in **July 2027**
  - Results of Share Owner **vote next week**
  - **Enterprise** will change name to **Kimball Solutions**
  - **New ticker KMBL**

# Guidance for fiscal 2027*

- **Net sales** of $1.535 - $1.560 billion
  - Expected to be at the **high-end of the range**
- **Adjusted operating income** of 4.4% - 4.7% of net sales
- **Capital expenditures** of $50 - $60 million

** Reiterated guidance on November 4, 2026*

# Capital allocation strategy




- **Invest in growth**, concentrated in the medical CDMO
- **Tuck-in** M&A potentially adding:
  - Manufacturing **capabilities**
  - **End-markets**
  - **Customers**
  - **Geographies**
- Return cash to Share Owners with **share repurchases**

# For more information, please contact:




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