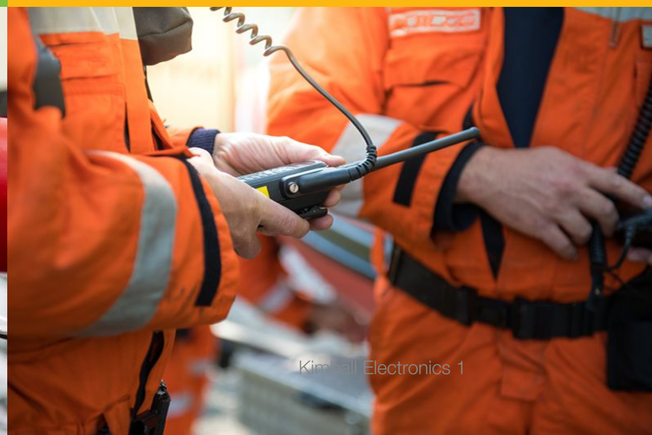
Kimball® Electronics

Midwest IDEAS Conference



Safe Harbor Statement

Certain statements contained within this presentation 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.” These forward-looking statements are subject to risks and uncertainties including, without limitation, global economic conditions, geopolitical environment, global health emergencies including the COVID-19 pandemic, availability or cost of raw materials and components, 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, 2021, and other filings with the Securities and Exchange Commission (the “SEC”).

This presentation contains non-GAAP financial measures. The non-GAAP financial measures contained herein include Adjusted Operating Income/Margin, Adjusted Earnings Per Share, and Return on Invested Capital (ROIC). Management believes these measures are useful and allow investors to meaningfully trend, analyze, and benchmark the performance of the Company’s core operations. Many of the Company’s internal performance measures that management uses to make certain operating decisions use these and other non-GAAP measures to enable meaningful trending of core operating metrics. Reconciliations of the reported GAAP numbers to these non-GAAP financial measures are included on the Non-GAAP Reconciliation slides.



Kimball Electronics At A Glance

A global manufacturing solutions provider of contract electronics and diversified manufacturing services

WORLD HEADQUARTERS
Jasper, IN

FINANCIAL
Nasdaq (KE)

NUMBER OF EMPLOYEES
~7,200

FY22 NET SALES
$ 1.3 BILLION

VERTICAL MARKETS
- **Automotive**
- **Medical**
- **Industrial**
- **Public Safety**

MANUFACTURING FACILITIES
5

Poland **Thailand** **USA**
China **Mexico** **Romania** **Vietnam**

Our Guide to Lasting Relationships and Global Success

OUR MISSION, OUR PURPOSE, AND OUR VISION & STRATEGY

MISSION

To attract, develop, and maintain long-term successful relationships with all the stakeholders of our business:

Our customers, employees, suppliers, communities, and Share Owners and to keep our promise to help achieve success with those relationships wherever we go in the world.

PURPOSE

Creating Quality for Life

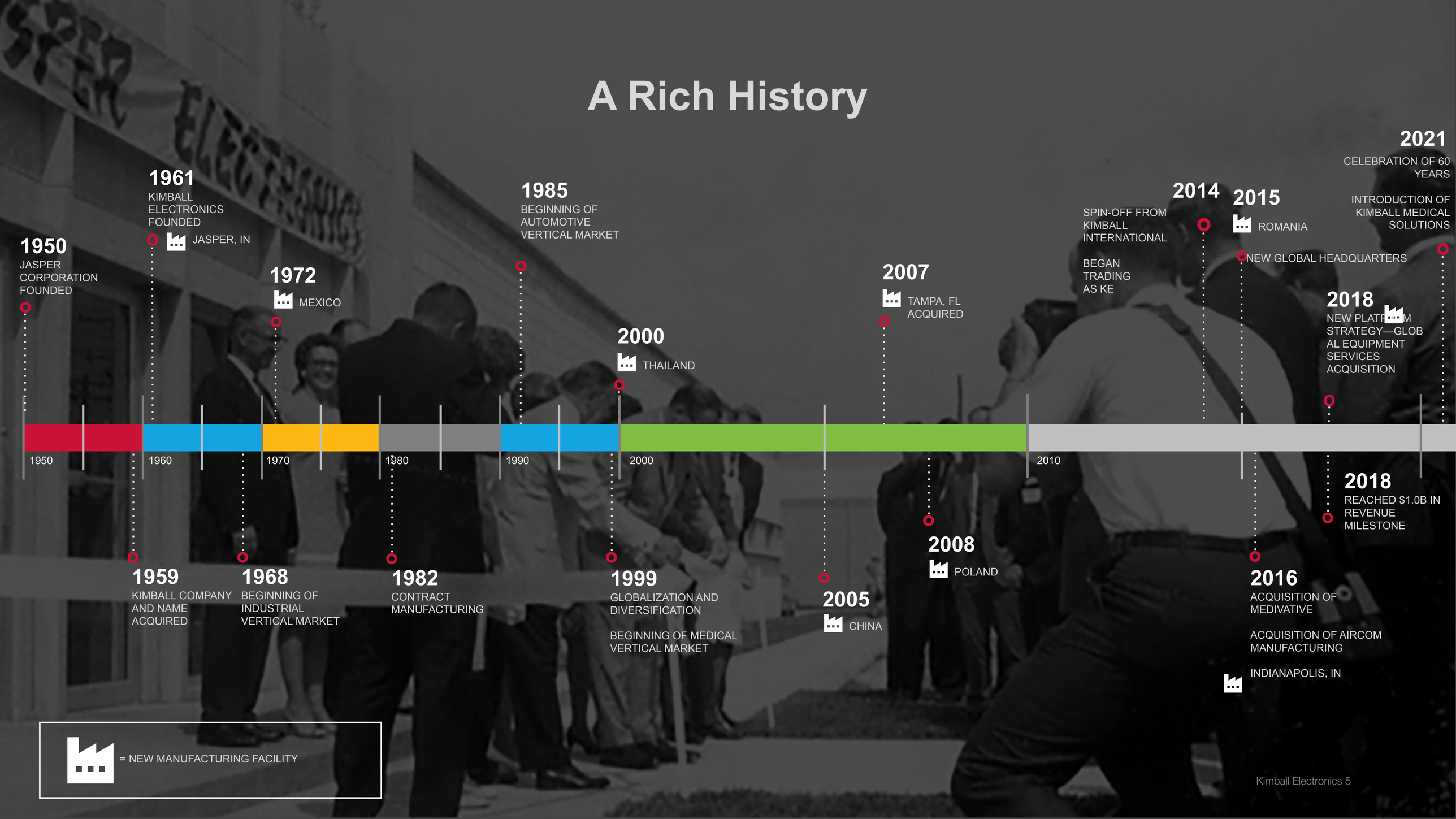
VISION

To be the world's most preferred multifaceted manufacturing solutions provider and to set the industry standard for quality, reliability, and service.

STRATEGY

To develop ourselves beyond a pure play EMS company to a multifaceted manufacturing solutions company.

A Rich History



1950
JASPER CORPORATION FOUNDED

1959
KIMBALL COMPANY AND NAME ACQUIRED

1961
KIMBALL ELECTRONICS FOUNDED
JASPER, IN

1968
BEGINNING OF INDUSTRIAL VERTICAL MARKET

1972
MEXICO

1982
CONTRACT MANUFACTURING

1985
BEGINNING OF AUTOMOTIVE VERTICAL MARKET

1999
GLOBALIZATION AND DIVERSIFICATION

BEGINNING OF MEDICAL VERTICAL MARKET

2000
THAILAND

2005
CHINA

2007
TAMPA, FL ACQUIRED

2008
POLAND

2014
SPIN-OFF FROM KIMBALL INTERNATIONAL

BEGAN TRADING AS KE

2015
ROMANIA

NEW GLOBAL HEADQUARTERS

2016
ACQUISITION OF MEDIVATIVE

ACQUISITION OF AIRCOM MANUFACTURING

INDIANAPOLIS, IN

2018
NEW PLATFORM STRATEGY—GLOBAL EQUIPMENT SERVICES ACQUISITION

2018
REACHED $1.0B IN REVENUE MILESTONE

2021
CELEBRATION OF 60 YEARS

INTRODUCTION OF KIMBALL MEDICAL SOLUTIONS

1950 | 1960 | 1970 | 1980 | 1990 | 2000 | 2010

= NEW MANUFACTURING FACILITY

Celebrating 60 Years Strong

Our company culture and core values are derived from the important beliefs of our **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

Leadership Team

LEADING THE WAY AND CREATING QUALITY FOR LIFE



Don Charron

CHAIRMAN AND CEO



Jana Croom

CHIEF FINANCIAL OFFICER



Douglas Hass

CHIEF LEGAL AND COMPLIANCE OFFICER, SECRETARY



Steven Korn

PRESIDENT, GLOBAL ELECTRONICS MANUFACTURING (EMS) OPERATIONS



Lee Kemper

VICE PRESIDENT, DIVERSIFIED CONTRACT MANUFACTURING SERVICES (DCMS)



Jessica DeLorenzo

VICE PRESIDENT, HUMAN RESOURCES



Kathy Thomson

VICE PRESIDENT, GLOBAL BUSINESS DEVELOPMENT AND DESIGN SERVICES



Christopher Thyen

VICE PRESIDENT, NEW PLATFORMS

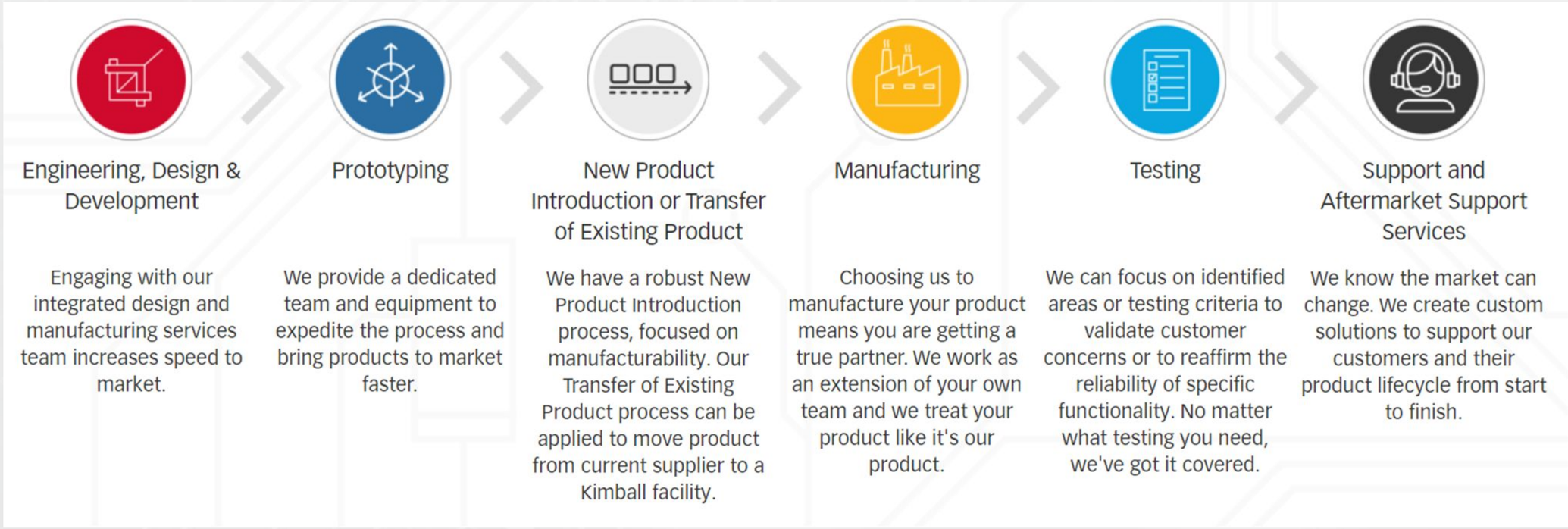


Isabel Wells

CHIEF INFORMATION OFFICER

End-to-End Partnership Solutions

Whether you're looking for end-to-end engineering, design & manufacturing solutions — or help at any lifecycle stage in your product development — Kimball Electronics is the single-source partner for manufacturing to the most exacting, stringent, mission-critical, high-reliability, high-quality, has-to-be-right product specifications.



Engineering, Design & Development

Engaging with our integrated design and manufacturing services team increases speed to market.

Prototyping

We provide a dedicated team and equipment to expedite the process and bring products to market faster.

New Product Introduction or Transfer of Existing Product

We have a robust New Product Introduction process, focused on manufacturability. Our Transfer of Existing Product process can be applied to move product from current supplier to a Kimball facility.

Manufacturing

Choosing us to manufacture your product means you are getting a true partner. We work as an extension of your own team and we treat your product like it's our product.

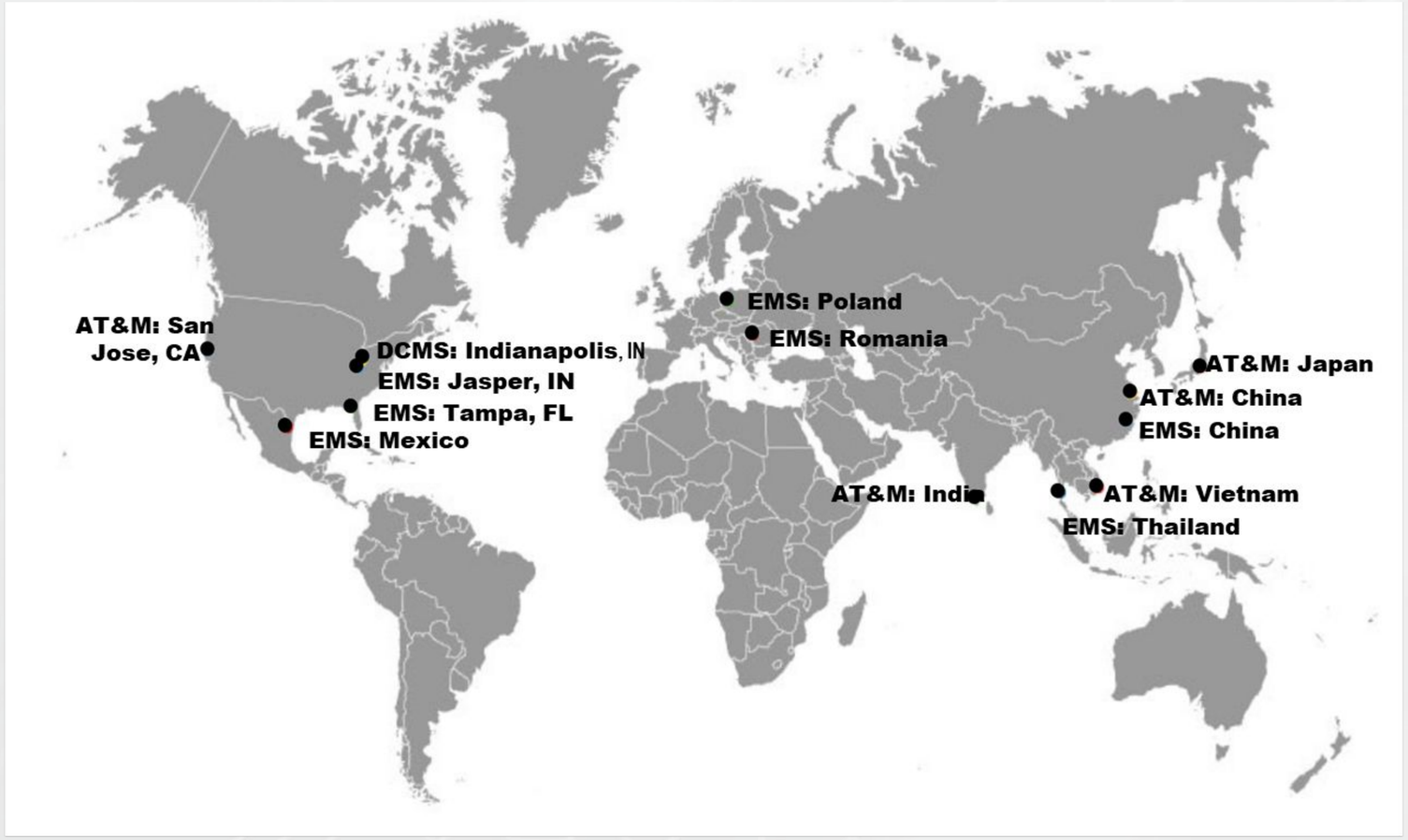
Testing

We can focus on identified areas or testing criteria to validate customer concerns or to reaffirm the reliability of specific functionality. No matter what testing you need, we've got it covered.

Support and Aftermarket Support Services

We know the market can change. We create custom solutions to support our customers and their product lifecycle from start to finish.

Competitive Advantage – Global Footprint



Kimball Advantages

Tightly integrated systems around the world, giving customers we service at multiple locations a single point of contact

Strong communication and partnerships across all business units, providing customer service excellence internally and externally

Global bonus plan driving better decision making across the business focused on one plan, one team

Region-to-region supply relationship, ability to supply our customers in same regions



Celebrating Our Customers

From cultivating customer relationships to developing unique end-to-end partnership solutions, we celebrate the quality of life we help our customers create for end users.

1961 — **2022**

Culture of Excellence

FOUNDATIONAL PRINCIPLE

Our culture of excellence is rooted in our Guiding Principle:

Our customer is our business

We know we must provide innovative products and services that excite our customers and exceed their expectations of quality, features, and enduring value.

Our Industry 4.0 Strategy:

- Leverage a digital framework
- Meet customer requirements
- Enhance competitiveness
- Accelerate continuous improvement
- Share best practices



How We Deliver

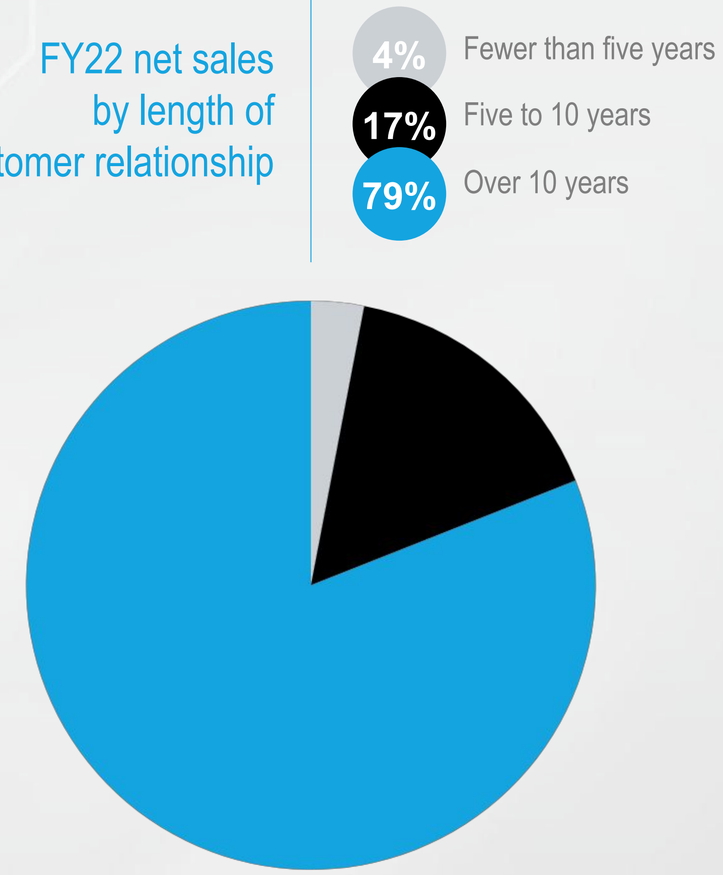
AWARD-WINNING SERVICE AND LONG-TERM RELATIONSHIPS

Kimball Electronics has participated in the Circuits Assembly Service Excellence Awards for eight consecutive years, winning awards for excellence in multiple categories, including:

- Quality
- Dependability/timely delivery
- Responsiveness
- Value for price
- Technology

The award results, based solely on direct customer input, are an indication of outstanding achievement in service excellence.

FY22 net sales by length of customer relationship



Jasper, IN • San Jose, CA • Reynosa, Mexico • Indianapolis, IN • Tampa, FL • Poznan, Poland • Timisoara, Romania

Celebrating Our Employees

We work at our collective best when we draw inspiration from the institutional knowledge of team members located around the globe.

1961 — **2022**

Nanjing, China • Laem Chabang, Thailand • Chiba, Japan • Suzhou, China • Ho Chi Minh City, Vietnam • Trivandrum, India

Resilience

FOUNDATIONAL PRINCIPLE

Our people **adapt and respond** to change in a way that honors our past and prepares us for the future. Throughout our history, our people have applied their efforts and knowledge by working together to take advantage of opportunities and challenges to help us become the company we are today. For that, we are proud and grateful.

Sixty years of promoting a culture that ensures the sustainability of our long-term talent pipeline. Our employees share in our success, both financially and through personal growth and fulfillment.



Diversity, Equity, and Inclusion

As a global company, we recognize the benefits of a diverse workforce and inclusive work environment. By developing an atmosphere of mutual respect, dignity for the individual, and a sense of family, we are better able to meet the unique needs of our employees, share owners, customers, communities, and suppliers.

OUR EXECUTIVE MANAGEMENT TEAM

50% female

20% ethnically diverse

8.32 out of 10

The collective score by Kimball Electronics employees in our Guiding Principles survey

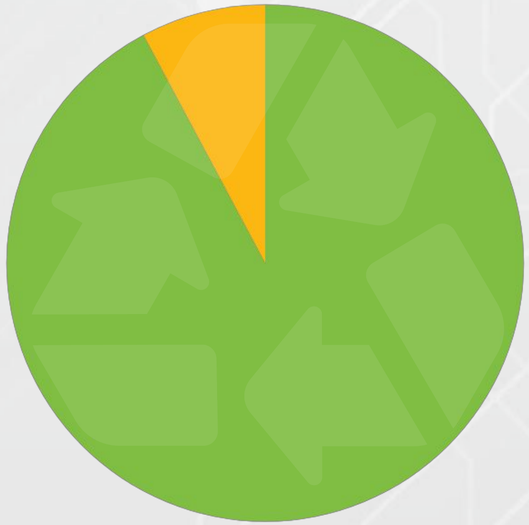
Celebrating Our Communities

Our company and community pride intertwine. We share, but never impose, our values within our communities.
Each Kimball Electronics facility strives to help make its community a great place to live through positive societal and environmental impact.

1961 — **2022**

Environmental Success

Our impact on global climate is real. We strive to reduce our energy usage and greenhouse gas footprint, and that starts with our local environment, health and safety teams, and the subsequent sharing of best practices globally.



OVERALL,
WE RECYCLED
92%
OF OUR WASTE

15%
INCREASE IN
RECYCLING

23%
DECREASE IN
AIR EMISSIONS

24%
DECREASE IN
WATER USAGE

71%
DECREASE IN
GREENHOUSE GAS

36%
DECREASE IN
HAZARDOUS WASTE

ESG Report for 2021

Demonstrates our enhanced transparency regarding our policies, statements, and goals in human rights, supply chain transparency, occupational health and safety, diversity and inclusion, progress on environmental stewardship, and good governance.

We are truly focused on “creating quality for life”.

Report available on our company website



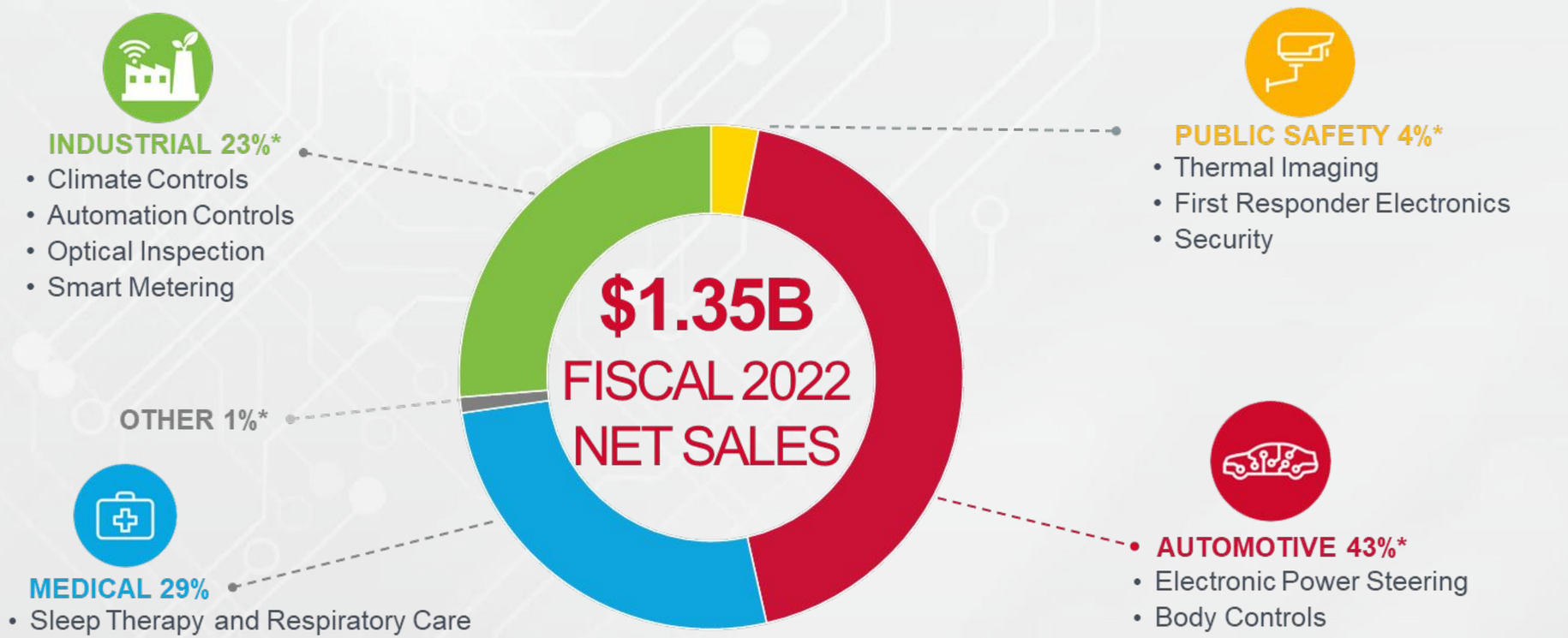
Celebrating Our Share Owners

Fiscal 2022 was a good year for our company…

- Record results on the top line
- Strong funnel of new business increasing our backlog of open orders
- Executed a capital deployment strategy:
  - Investing in future growth with expansions at multiple facilities
  - Returning cash to Share Owners in the form of stock repurchases
  - Supporting customers with strategic inventory builds to mitigate parts shortages, even though the increases adversely impacted cash flow, CCD, and ROIC
    - We fully expect improvement in these areas as conditions normalize in the global supply chain

Diversified portfolio and end-market services

FISCAL 2022 NET SALES BY VERTICAL MARKET IN HIGHLY REGULATED AND COMPLEX INDUSTRIES



INDUSTRIAL 23%*
- Climate Controls
- Automation Controls
- Optical Inspection
- Smart Metering

PUBLIC SAFETY 4%*
- Thermal Imaging
- First Responder Electronics
- Security

OTHER 1%*

MEDICAL 29%
- Sleep Therapy and Respiratory Care
- Image Guided Therapy
- In Vitro Diagnostics
- Drug Delivery
- AED
- Patient Monitoring

AUTOMOTIVE 43%*
- Electronic Power Steering
- Body Controls
- Automated Driver Assist Systems
- Electronic Braking Systems

* As a % of FY2022 total revenue; Unaudited

Automotive

VERTICAL MARKET

Growth in electronic content per vehicle from advanced technologies and operating systems

- Electronic power steering
- Body controls
- Automated driver assist systems
- Electronic braking systems

Applications and architecture largely the same for both electric and internal combustion engines



REPRESENTATIVE CUSTOMERS
TIER 1 SUPPLIERS

nexteer AUTOMOTIVE
ZF
brose Technik für Automobile
Mando

▲ 6%
IN NET SALES



OF REVENUE

OUR CORE COMPETENCIES ALIGN WELL WITH THESE REQUIREMENTS, OFTEN RESULTING IN KIMBALL ELECTRONICS BEING A SUPPLIER OF CHOICE.

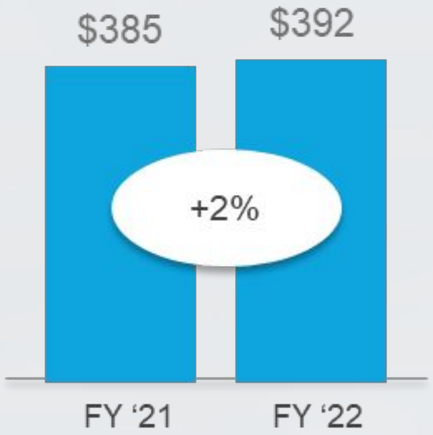
Medical

VERTICAL MARKET

Demographics and advances in technology producing favorable set-up

- Aging population
- Affordability and increasing access to care
- Connected care to improve patient outcomes
- Decreasing device size
- Connected drug delivery

Net Sales



REPRESENTATIVE CUSTOMERS

ZOLL Medical
PHILIPS Healthcare
SIEMENS Healthcare
stryker
kaléo

▲ 2%
IN NET SALES



OF REVENUE

WE MANUFACTURE PRODUCTS THAT SUPPORT THE CONTINUUM OF CARE: FROM PREVENTION TO EARLY DIAGNOSTICS, THROUGH CLINICAL AND HOSPITAL DIAGNOSTICS & TREATMENT, TO HOME & COMMUNITY CARE.

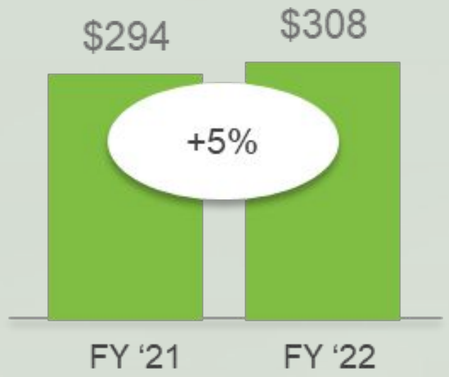
Industrial

VERTICAL MARKET

Innovation and expertise driving Factory 4.0 reality in the dynamic and evolving industrial market

- Support efficiency
- Transactional efficiency
- Motor controls
- Interoperability of industrial devices

Net Sales



REPRESENTATIVE CUSTOMERS

Honeywell

Ingersoll Rand

REGAL

GRUNDFOS

▲ 5%

IN NET SALES



OF REVENUE

OUR COMMITMENT TO EXCEEDING CUSTOMER EXPECTATIONS OF EARLY-STAGE INVOLVEMENT AND DURABLE RELIABILITIES ASSEMBLIES SEPARATES US FROM OUR COMPETITION.

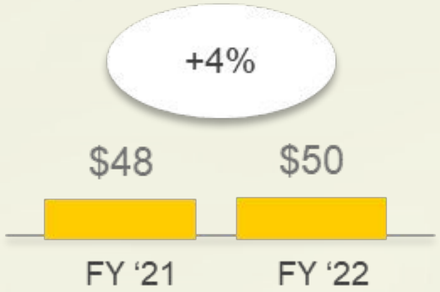
Public Safety

VERTICAL MARKET

Products that focus on the welfare and safety of the general public through the prevention and protection from dangers such as crime and natural disasters

- Supporting homeland security
- Safeguard people, property, and infrastructure
- Service the needs of nearly every public safety threat detection and threat avoidance market
- Emphasis on prevention

Net Sales



REPRESENTATIVE CUSTOMERS

ALLEGION

AXON

▲ 4%

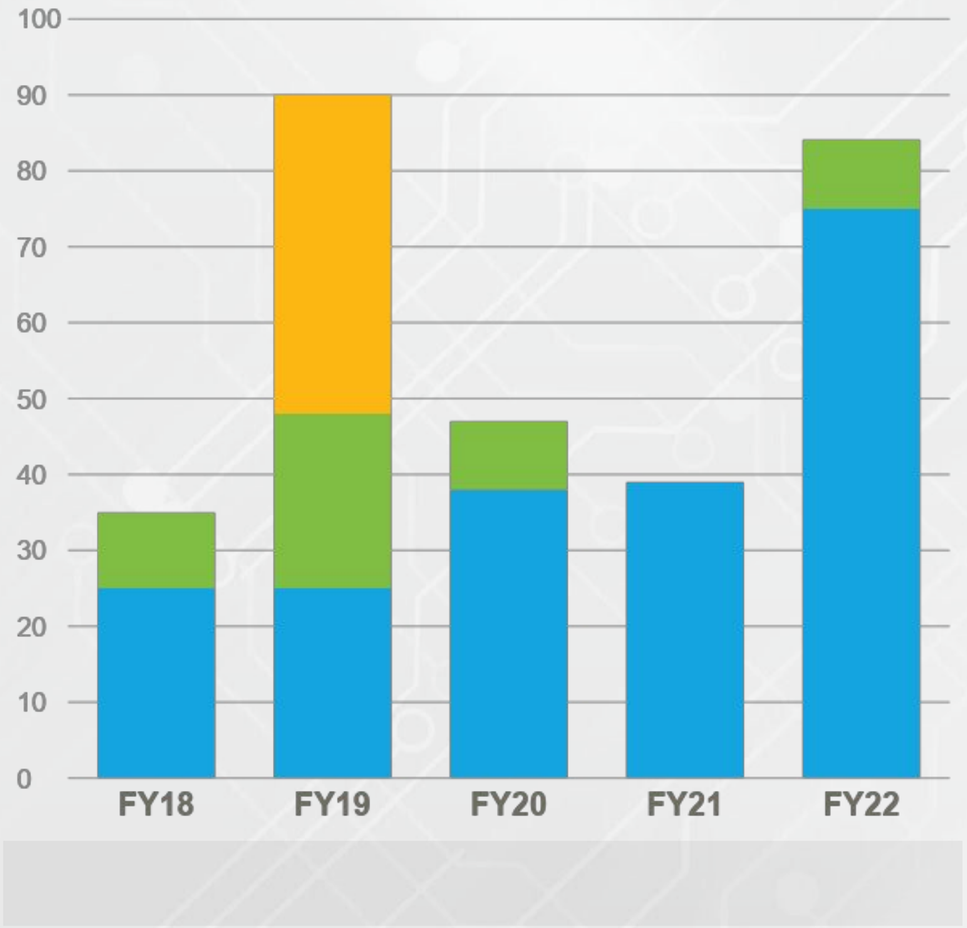
IN NET SALES



OF REVENUE

WITH THE RISE IN ISSUES THAT COMPROMISE SAFETY, THREAT DETECTION AND THREAT AVOIDANCE INITIATIVES DRIVE A GREATER EMPHASIS ON ADOPTING PREVENTIVE SAFETY AND SECURITY MEASURES.

Capital Allocation



Reinvest in the business

Significant CapEx spending to fuel multi-year organic growth and expansion in ROIC.

Acquisitions

$50+ million of acquisitions over past six years. Going forward M&A will play an important role in strategic direction of the firm.

Share repurchase

$88.8 million of common stock repurchases representing 5.8 million shares since October of 2015.

Guidance for fiscal year 2023

Net sales range

$1.6 - $1.7 billion

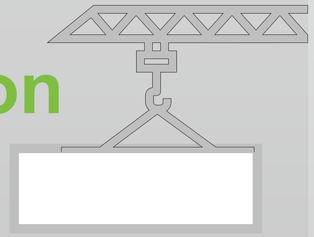
Increase compared to fiscal 2022

▲19% - 26% in net sales

Operating income expected to be **4.6**% - **5.2%** of net sales

CapEx

$80 - $100 million





Net sales estimated to be in the range of $1.6 - $1.7 billion, a 19% - 26% increase compared to fiscal 2022

Operating income margin of 4.6% - 5.2%

CapEx guidance of $80 - $100 million

CapEx includes equipment in the facility expansion in Mexico, and facility expansion in Poland

Capital deployment to support a healthy funnel of new product introductions

Addition of equipment with leading-edge technologies and capabilities

Strategically Positioned For Growth To $2 Billion In Annual Revenue

COMPETITIVE ADVANTAGES

Global consistency

Single instance of SAP supports manufacturing operations around the world. Standard lean six sigma practices shared across all facilities.

SAP 6σ

Deep domain expertise

Experienced body of knowledge required for high quality, high reliability, highly complex, and durable electronics.

Regulatory compliance

…and industry certifications

FDA ISO UL RoHS WEEE HAL IPC J-ST THASS D

Global footprint

Support global OEMs in all areas of the world. More easily allows programs to be single-sourced.

OEM

Customer relationships

Sustainable and long-term produce ongoing streams of orders. Many programs single-sourced.

Megatrends

Key vertical market growth will provide tailwinds for future growth.

Facility Expansion in Thailand



- Expansion doubled the capacity of the facility
- Much of the product produced in Thailand is exported
- Heavy focus on the Medical vertical market

Facility Expansion in Mexico



- Expansion doubled the capacity of the facility
- Second building ~1 mile from original location
- Much of the product produced in Mexico supports the Automotive and Industrial vertical markets

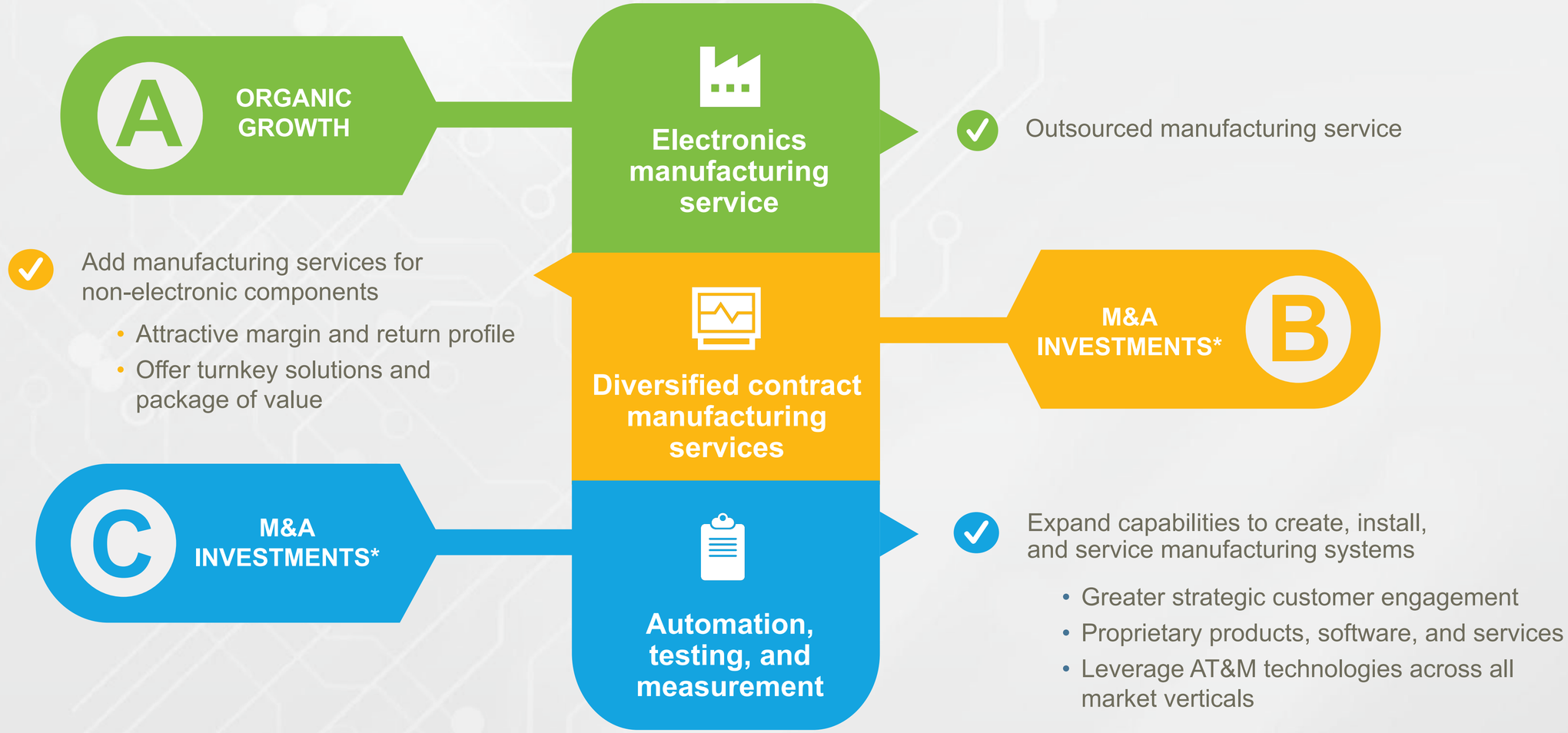
Facility Expansion in Poland



- Supporting customers' growth in Europe
- Adding ~40% to existing production square footage in Poznan, Poland
- Expansion targeted for completion in early fiscal 2024… remains on schedule

Expanding Solution Set

OUR STRATEGY

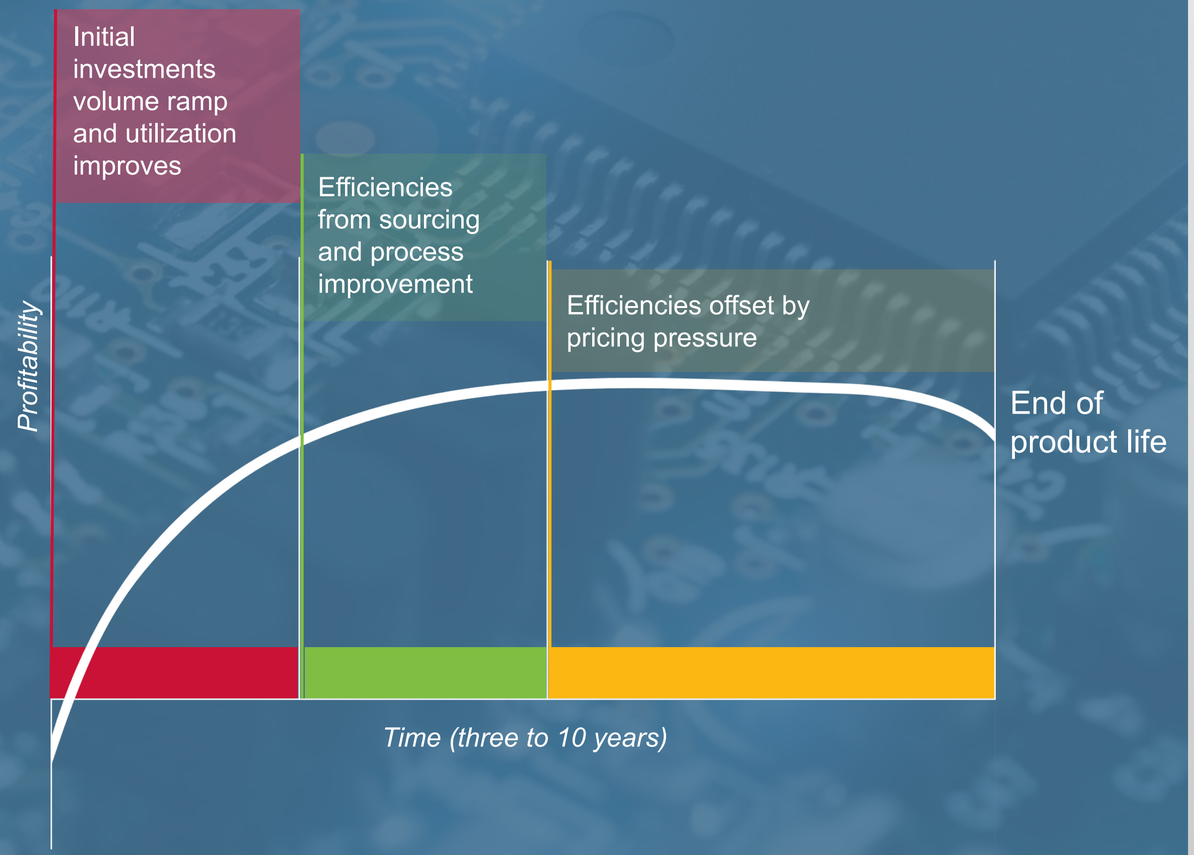


** M&A Investments targeted to increase customer engagement*

THESE PROGRAMS PROGRESS
at a slow and steady pace, allowing for long-term sustainable growth gained through sourcing efficiencies and process improvements.

A program lifecycle can be as long as a decade!

Program Lifecycle:



Program Lifecycle

ROIC MEASURED OVER MULTIPLE YEARS

- As new programs mature, volumes ramp, and cost efficiencies are gained
- Increased launch activity in recent years has put near-term pressure on profitability/returns
- ROIC measured over multiple years
- Programs are mostly single-sourced

Entrepreneurial Spirit

FOUNDATIONAL PRINCIPLE

Our Guiding Principles state:

We seek to promote and reinforce an entrepreneurial spirit — a conviction that growth and continuous improvement is everyone's job.

This spirit is further reflected in the recognition that profits are the ultimate measure of how efficiently and effectively we serve our customers.



Making investments in our future

Leveraging our strong balance sheet for growth

Creating opportunities to expand profitability and returns

For more information, please contact:

Andy Regrut

Vice President, Investor Relations

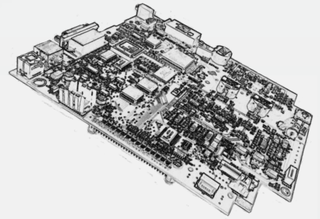
812-827-4151

andy.regrut@kimballelectronics.com

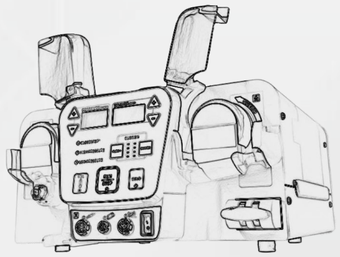
Appendix

Electronics Manufacturing Services (EMS)





- Printed Circuit Board Assembly (PCBA's)
- Full System and High-Level Assembly Build
- Large Capital Equipment Assembly
- Prototyping
- New Product Introduction or Transfer of Existing Products
- Supply Chain Management
- Design Engineering Services







Medical Contract Manufacturing Services (DCMS)

- Focused on the Medical Market
- Scientific Injection Molding
- Cold Chain Management
- Drug Delivery Device Manufacturing
- Disposable Medical Product Manufacturing
- Surgical Device Manufacturing
- Complex Medical Device Assembly
- Clean Room Assembly
- Design Engineering Services









Automation, Test & Measurement (AT&M)

- Automation, Assembly, and Small Part Handling Solutions
- Inspection, Metrology, and Quality Control Solutions
- Functional Testing: Leak, Air, Optical, Water, Force Touch, Camera, Battery Cycling, LiDAR Component
- Optical Engineering, Machine Vision and Artificial Intelligence
- EMTab - AI driven, web based, manufacturing data gathering and analysis management system facilitating Industry 4.0 transformation.

