








BUILDING TOMORROW, TOGETHER

Kimball® Electronics

# Strategic Update

Acquisition of Helvoet Polymer Technologies B.V.

July 1, 2026

# Safe Harbor Statement

*Certain statements contained within this supplementary information and any statements made during our strategic update 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, 2025, our earnings release, and other filings with the Securities and Exchange Commission (the "SEC").*

# Today's Speakers



**Ric Phillips**
CEO



**Jana Croom**
CFO

# Agenda

- Opening comments on the strategic fit of the acquisition
- Financial profile of Helvoet
- Terms of the transaction
- Closing comments
- Q&A

# Acquiring Helvoet Polymer Technologies B.V.

- Helvoet Polymer Technologies B.V.
  - Contract Development and Manufacturing Organization (CDMO) based in Europe and India
  - Focus on microfluidics, diagnostics, and drug delivery applications
- Transaction valued at a purchase price of €90 million, or ~$103 million
- Represents ~9x the expected adjusted EBITDA for Helvoet in calendar 2026

# Another meaningful step in our journey to expand our CMO capabilities

- Strategically position the Company with an increased presence and penetration in the medical industry
- Decisions:
  - Divested non-core assets
  - Streamlined manufacturing network
  - Strengthened balance sheet
  - Opened facility in Indianapolis, focused on medical CMO
- Establish the foundation for a differentiated, global medical CMO platform

**Helvoet is a high-quality business with a strong leadership team at an attractive valuation**

# Expand medical manufacturing capabilities with M&A

- Deepen relationships with leading healthcare customers
- Build a broader global footprint capable of supporting medical companies across the full product lifecycle
- Helvoet is a good start toward reaching those objectives
  - Brings additional capabilities that will strengthen our competitive position for years to come

# Based in the Netherlands, Helvoet was founded in 1939

- Operating most recently as a wholly-owned subsidiary of Hydratec Industries
- Manufacturing facilities in Tilburg, Netherlands, and Pune, India
- Approximately 70% of revenue supports medical end markets
- Remainder is derived outside of medical in areas such as food and beverage dosing and distribution and plastic injection molded parts for industrial and automotive applications
    - These products generate healthy margins and have supported investments to grow the medical business

# Under the leadership of CEO Eveline Hogenkamp, Helvoet has established itself as a world class provider

- Advanced medical manufacturing solutions that include highly automated micro molding and precision injection technologies that serve:
  - Microfluidics
  - Diagnostics
  - Drug delivery
- Three areas that are among the most attractive and fastest-growing segments within healthcare and where competitive differentiation can occur from:
  - Engineering expertise
  - Manufacturing precision
  - Quality Systems
- Success is driven less by manufacturing scale and more by technical capability… aligning very well with the core competencies of Kimball

# For example…

- In microfluidics, product dimensions are measured in microns where even minor variations can impact fluid flow, test accuracy, and overall device performance
- Products require:
  - Specialized tooling
  - Advanced process controls
  - Highly automated manufacturing environments
  - Deep materials expertise

# Also true across drug delivery applications

- Reliability, consistency, and regulatory compliance are critical given the direct impact these devices can have on patient outcomes
- Customers prioritize proven engineering expertise, quality systems, and long-term manufacturing partners over simply selecting the lowest-cost supplier
- Dynamics create higher barriers to entry, longer customer relationships and more durable revenue streams, which we find attractive

# Helvoet has built long-standing relationships…

- Blue-chip customer base is highly complementary to our existing portfolio
- Meaningful opportunities to expand customer engagements
- Pursue larger and more complex programs
- Leverage the combined capabilities of the platform to support customers throughout the entire development and manufacturing lifecycle

# Geographic footprint offers future growth potential…

- Strengthened presence in Europe
- Immediate access to the rapidly growing medical market in India
- Clear pathway to accelerate growth through our facility in Indianapolis by providing Helvoet a much-needed manufacturing location in the United States
- Combination creates a real-time opportunity to:
  - Leverage the Helvoet technologies, customer relationships, and engineering expertise
  - Utilize the Kimball manufacturing capacity, operational infrastructure, commercial relationships, and access to capital to support future growth

# Helvoet financials in calendar 2025

- Revenue of approximately $56 million
- EBITDA margin rate in the mid-teens
- Geographically, nearly 60% of revenue was shipped to customers in Europe, and almost 40% to Asia
- Demonstrates the global nature of the customer base and the opportunity for future expansion – particularly in the United States

# From a Medical end market perspective…

- Over 50% of revenue is derived from in-vitro diagnostics:
  - Diagnostic and microfluidic applications such as point-of-care testing cartridges, blood warming cartridges, and blood filtration solutions
- ~10% of revenue comes from drug delivery
  - Disposable syringes, proprietary syringe technologies, inhalers, pen injectors and glucose monitoring solutions
- These categories represent some of the most attractive segments within healthcare and align closely with our strategic priorities

# Customer concentration is manageable

- Top ten customers representing approximately 70% of total revenue
- Helvoet has maintained an average relationship tenure over 10 years
  - Consistent with our focus on long-standing customer relationships

# Based on our estimates for calendar 2026 and projections for future years

- Transaction will be accretive to our fiscal 2027 adjusted earnings
  - Sales in the Kimball medical vertical increasing in the low double-digit range
- Unique opportunity to acquire a highly attractive medical manufacturing asset at a valuation below typical medical CDMO transaction multiples
- Existing customer relationships, manufacturing footprint, and medical capabilities could further expand the medical portion of the combined business

# Purchase price was €90 million, or ~$103 million

- Funded the acquisition through a combination of cash and available borrowing capacity on our existing lines of credit
- Pro forma leverage profile remains consistent with the capital allocation priorities of the Company

**Transaction is strategically compelling, financially attractive, and positions Kimball for long-term value creation**

# Helvoet has the characteristics we look for in an acquisition

- Differentiated medical CDMO platform with expertise in materials science, precision manufacturing, automation, and customer development
- An accretive expansion opportunity that deepens our presence in Europe, provides access to the emerging market in India, and potentially accelerates growth in the U.S. by leveraging our facility in Indianapolis
- Meaningfully expands our exposure to highly attractive medical end markets such as microfluidics, diagnostics, and drug delivery
- Well-run operation with an excellent management team that brings approximately 85 years of combined industry experience
- Possible vertical integration sometime down the road, as Helvoet currently outsources electronics manufacturing activities

# Excited to welcome Helvoet to the Kimball family

- Brings together two organizations that share a commitment to engineering excellence, operational quality, customer partnership, and long-term value creation
- Over time, we will rebrand the Tilburg and Pune facilities as Kimball Solutions… but this will occur at a measured and thoughtful pace
- NUMBER ONE priority is to grow our medical CMO business by unlocking the synergies that exist between the organizations
- Today marks an important milestone, we view it as another step in the journey – not the destination

# For more information, please contact:




## Andy Regrut

Vice President, Investor Relations,
Strategic Development, and Treasurer

812–827–4151

andy.regrut@kimballelectronics.com