







BUILDING TOMORROW, TOGETHER

Kimball® Electronics

Company Overview

May 2026

Safe Harbor Statement

Certain statements contained within this supplementary information, including our fiscal year 2026 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, 2025, 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 Manufacturing Organization** (CMO) 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

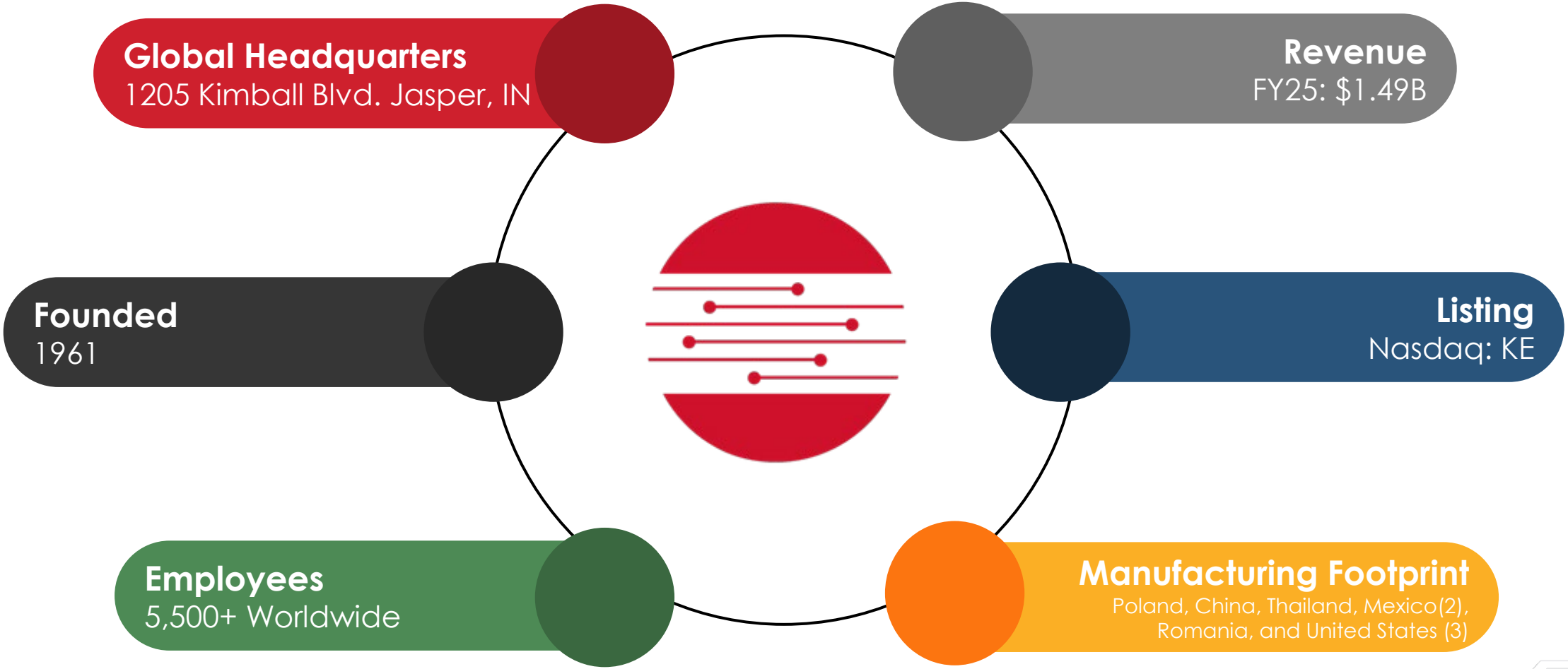
Specialization in **high-complexity**, **non-commodity manufacturing** requiring advanced engineering and reliability

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 CMO

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 Manufacturing Organization (CMO)

(Focused on Medical Solutions)

- Scientific Injection Molding
- Cold Chain Management
- Complex Medical Device Assembly
- Clean Room Assembly
- Manufacturing Medical Products, Surgical Instruments, and Drug Delivery Devices
- Design Engineering Services

Global footprint with an “in-region” focus

7 MANUFACTURING LOCATIONS

NORTH AMERICA | EUROPE | ASIA



1.7M SQ FT OF MANUFACTURING SPACE

~38% CAPACITY ADDED AFTER RECENT FACILITY EXPANSIONS

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.

China

Nanjing, China

132,400 sq. ft.

Thailand

Laem Chabang, Thailand

220,000 sq. ft.

Diversified portfolio supporting 3 end market verticals

Revenue in fiscal 2025

Automotive



- Electronic Power Steering
- Body Controls
- Automated Driver Assist Systems
- Electronic Braking Systems

Medical



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

Industrial



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

*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

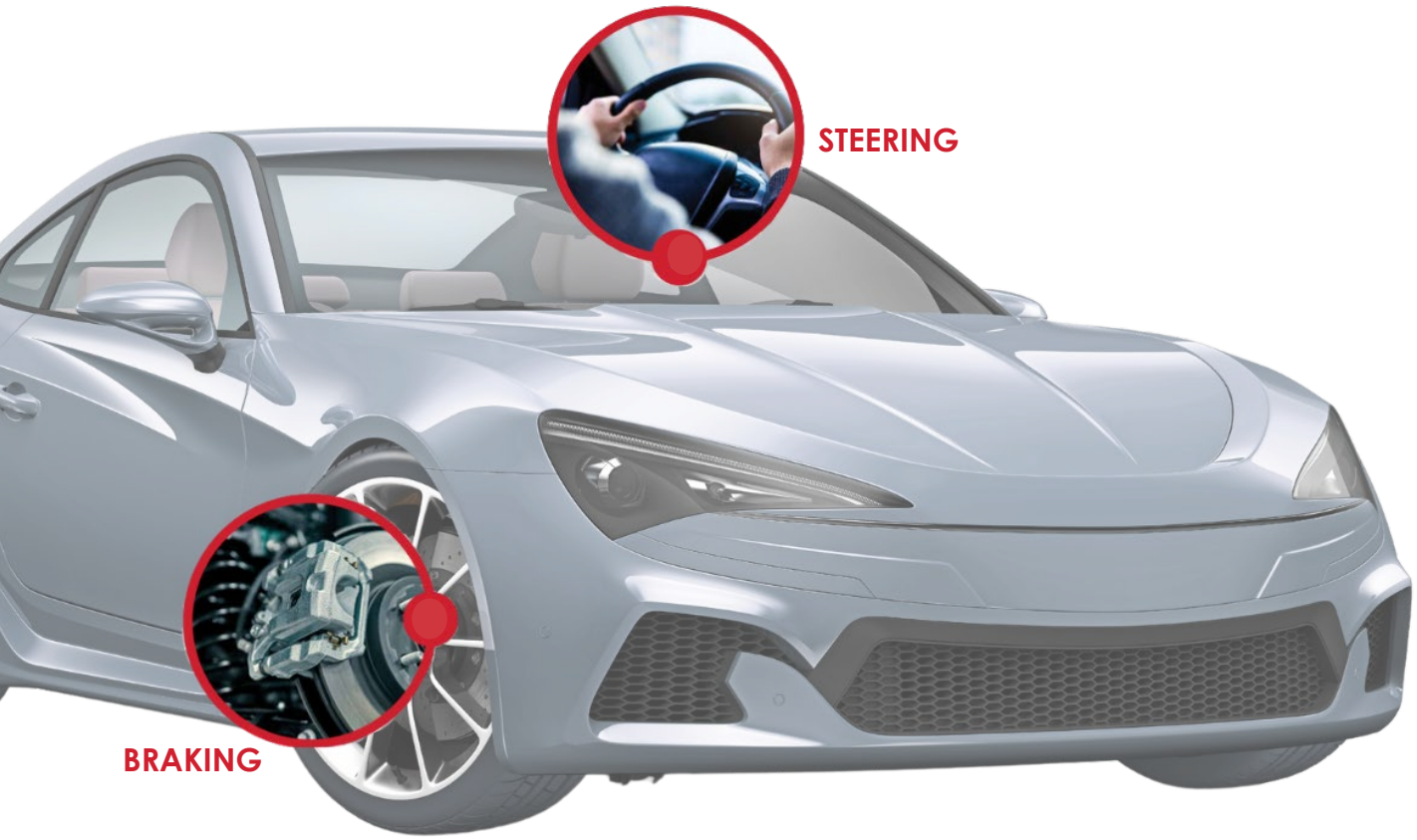
Products supporting prevention, early diagnostics, clinical & hospital treatment, home & community care

- 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 a return to 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
- Folded the **medical CMO** business into our **core EMS** portfolio
- Improved utilization with the **closure** of our facility in **Tampa**

Return to Growth

- **Record** number of **wins** in fiscal 2025 for future business
- Quality ratings at a **15-year** high
- **Elevating prominence** as medical **CMO**
- Expect profitable top line growth in **fiscal 2027**

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

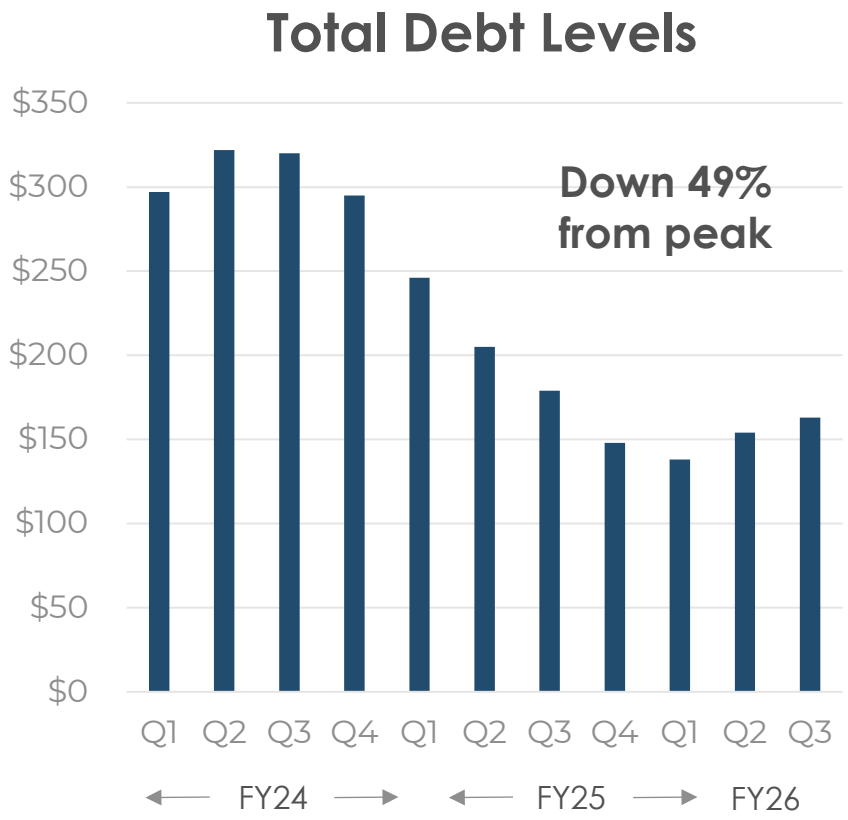
- Scientific **plastic injection molding** and **cold chain management** with the ability to handle drugs

Facility Integration

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

Strong Balance Sheet

- Debt levels **significantly below peak**
- **Cash** from operations **positive** for 9 consecutive quarters*
- Improved working capital management reducing **Cash Conversion Days** to 90*
- Short-term **liquidity** of $358.5 million*
- **Dry powder** to opportunistically invest in growth



** As of March 31, 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**

Sticky Customer Relationships

- **Recurring** revenue… typical customer program **7-10 years**
- **77%** of **revenue** in fiscal 2025 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

Customer Loyalty

Our robust customer scorecard process provides valuable feedback to all levels of our company, driving continuous improvement initiatives, strengthening our award-winning service, and fostering deep customer loyalty.



77%

of our revenue in FY25 came from customers with relationships **over 10+ Years**.

We recognize customer loyalty as a strategic strength rooted in our operational practices and service excellence philosophy.

In 2025, we recognized and celebrated one customer for achieving the 30-year relationship mark, two others achieving the 20-year mark, and one for achieving the 15-year mark.

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

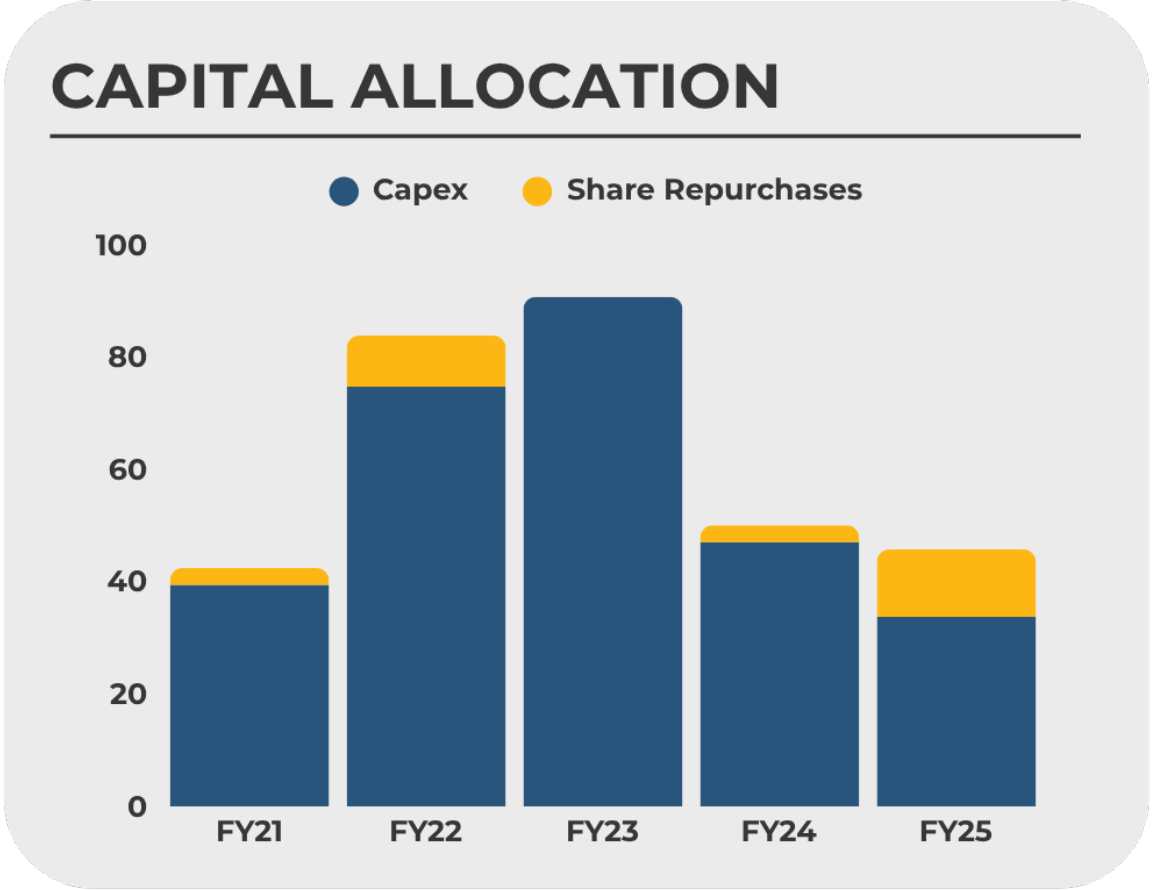
- Continue to generate positive cash flow, **deploy capital** toward growing CMO
- Medical CMO presents opportunity for **higher EBITDA margins** and **accelerated growth**
- Serve **blue-chip customers** with long product life cycles and a high degree of visibility
- Building a **scalable platform** 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

Affirming guidance for fiscal 2026*

- **Net sales** of $1.40 - $1.46 billion
- **Adjusted operating income** of 4.2% - 4.5% of net sales
  - Expected to be at the **high end** of the range
- **Capital expenditures** of $50 - $60 million
  - Heavily weighted toward our new facility in **Indianapolis (~$30 million)**
  - Balance supporting growth, automation, and maintenance

** Affirmed fiscal 2026 guidance as part of Q3 FY26 earnings release*

Capital allocation strategy



- **Invest in growth**, concentrated in the medical CMO
- **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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