

Airway 5 MIN
LOOP 375 14 MIN

WIN WIN WIN

COACH'S CORNER

TEAM STATS	1/0	1/0
OFF REB	18	14
DEF REB	29	28
ASSISTS	20	18
STEELES	10	12

POINTS BREAKDOWN

TEAM	PTS	FG	3PT	FT
HOME	14	1/2	0/0	1/1
AWAY	32	4/0	0/0	1/1

LEADERS / POINTS

PLAYER	PTS
1. J. HANCOCK	8
2. J. GIBBY	7
3. J. HANCOCK	6
4. J. HANCOCK	5
5. J. HANCOCK	4
6. J. HANCOCK	3
7. J. HANCOCK	2
8. J. HANCOCK	1

SHOOT % 3PT

0/0	0/0
0/0	0/0

NORTH OLDHAM

MUSTANGS 12:00 DRAGONS

0 12:00 0

QTR 1

1ST & 10 ON 42

ME 100iso

American Eagle

ae.c

Mortgages:

Great Rates,
Local Service

CENTRAL BANK

INVESTOR DAY

April 9th, 2026





Safe harbor statement

Cautionary Notice: In addition to statements of historical fact, this presentation contains forward-looking statements within the meaning of the federal securities laws and is intended to receive the protections of such laws.

All statements, other than historical facts, included or incorporated in this presentation could be deemed forward-looking statements, particularly statements that reflect our expectations or beliefs of Daktronics, Inc. (the "Company," "Daktronics," "we," or "us") concerning future events or our future financial performance. You are cautioned not to place undue reliance on forward-looking statements, which are often characterized by discussions of strategy, plans, or intentions or by the use of words such as "may," "would," "could," "should," "will," "expect," "estimate," "anticipate," "believe," "intend," "plan", "forecast," "project," "predict," "potential," "continue," or "intend," the negative or other variants of such terms, or other comparable terminology. The Company cautions that these forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from our expectations as a result of various factors, including, but not limited to, changes in economic and market conditions, management of growth, timing and magnitude of future contracts, orders, and capital investment projects, fluctuations in margins, the introduction of new products and technology, the impact of adverse weather conditions, increased regulation, the imposition of tariffs, trade wars, the availability and costs of raw materials, components, and shipping services, geopolitical and governmental actions, expansion into new geographical markets, the Company's recent leadership transition, transformation initiatives, future strategy, and other risks, trends, and uncertainties described more fully in the Company's Annual Report on Form 10-K for its 2025 fiscal year (the "Form 10-K") and in other reports filed with or furnished to the U.S. Securities and Exchange Commission (the "SEC") by the Company. You should carefully consider the trends, risks, and uncertainties described in this presentation, the Form 10-K, and other reports filed with or furnished to the SEC by the Company before making any investment decision with respect to our securities. If any of these trends, risks, or uncertainties continues or occurs, our business, financial condition, or operating results could be materially and adversely affected, the trading prices of our securities could decline, and you could lose part or all of your investment.

Forward-looking statements are made in the context of information available as of the date of this presentation and are based on our current expectations, forecasts, estimates, and assumptions. The Company undertakes no obligation to update or revise such statements to reflect circumstances or events occurring after this presentation except as may be required by applicable law. All forward-looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by this cautionary statement.



Agenda

08:00am	Registration & breakfast		
	Investor relations housekeeping		
	Introductory remarks	Andrew Siegel	Chairman of the Board
	Corporate strategy	Ramesh Jayaraman	President & Chief Executive Officer
09:00am	Business unit strategy		
	Commercial, high schools, park & rec	Jeremy Johnson	VP, Commercial, High Schools, Park & Rec.
	Live events & spectaculars	Jay Parker & Jody Kress	VP, Live Events & Spectaculars
	Transportation	Spencer Degen	VP, Project Realization
	International	Judd Guthmiller	VP, Transportation
	Services	Sarah Rose	VP, International
	Q&A		VP, Global Services
10:45am	Break		
	Manufacturing network	Matt Kurtenbach	VP, Manufacturing
	Innovation	Brett Wendler	VP, Design & Development
	Financial summary & outlook	Howard Atkins	Acting CFO & Chief Transformation Officer
	Summary	Ramesh Jayaraman	President & Chief Executive Officer
	Q&A	All Presenters	
12:00pm	Lunch		

Airway 5 MIN
LOOP 375 14 MIN

WIN WIN

COACH'S CORNER

TEAM STATS	
OFF REB	18
DEF REB	29
ASSISTS	20

POINTS BREAKDOWN	
FIELD	14/17
FT	10/12
THREE	3/4

LEADERS / POINTS	
1	10
2	10
3	10

WIN WIN WIN WIN

NORTH OLDHAM

MUSTANGS 0 12:00 QTR 1 0 DRAGONS

1ST & 10 ON 42

American Eagle

ae.com

ME 100iso

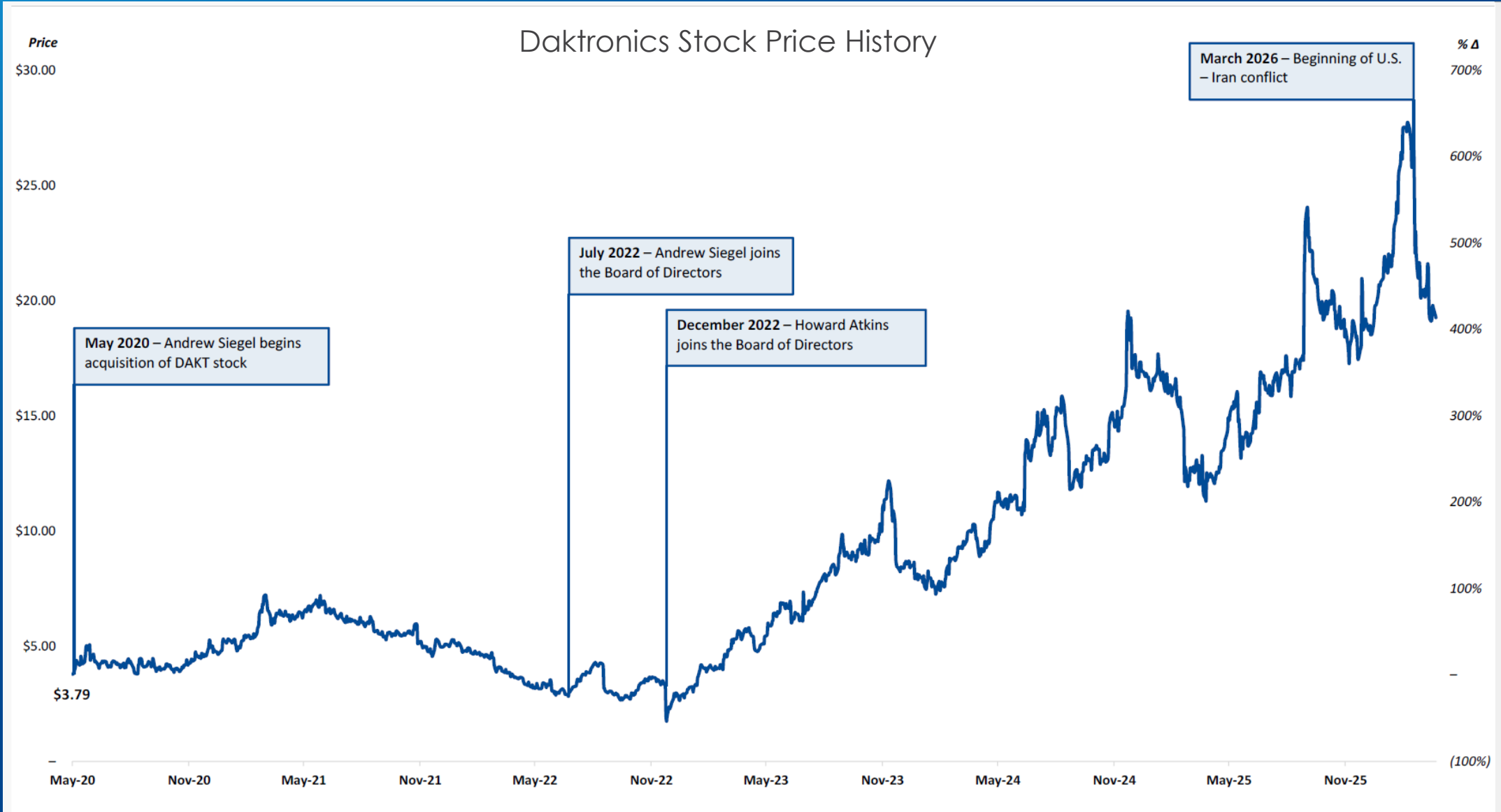
Mortgages:
Great Rates,
Local Service

CENTRAL BANK



INTRODUCTION

Andrew Siegel | Chairman of the Board



[USD, month & calendar year]
Source: NASDAQ.com

Airway 5 MIN
LOOP 375 14 MIN

WIN WIN

COACH'S CORNER

TEAM STATS	1Q	2Q	3Q	4Q	TOT
OFF REB	10	8	11	12	41
DEF REB	12	10	9	11	42
ASSISTS	15	12	14	13	54
STEELES	10	11	12	11	44

POINTS BREAKDOWN

FIELD	1Q	2Q	3Q	4Q	TOT
14	12	11	13	14	50
3PT	3	4	5	4	16
FT	10	11	12	11	44

LEADERS / POINTS

NAME	PTS	REB	AST
J. HAYES	18	4	2
M. WARD	15	3	0
D. SMITH	12	8	7
K. CHEN	10	7	6
L. BROWN	8	5	1

SHOOT % 3PT

1	0/0
2	0/0

NORTH OLDHAM

MUSTANGS 12:00 DRAGONS

0 12:00 0

QTR 1

1ST & 10 ON 42

ME 100iso

American Eagle
ae.c

Mortgages:
Great Rates,
Local Service

CENTRAL BANK



CORPORATE STRATEGY

Ramesh Jayaraman | President and CEO

We are everywhere



Daktronics at a glance

DAKTRONICS drives visual storytelling and experiences that inform, entertain, and connect communities worldwide

KEY METRICS

\$803M

Q4FY25 – Q3FY26
Net sales

5.6%

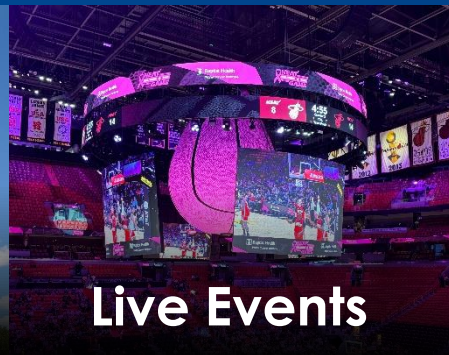
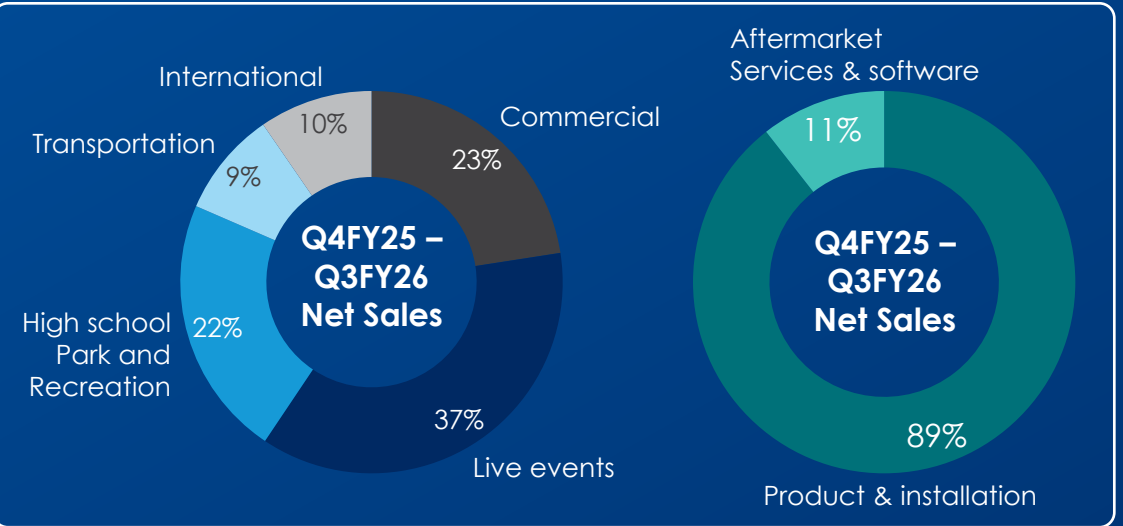
Q4FY25 – Q3FY26
Op. Margin

2,500+

Employees

40,000+

Video installations worldwide



Full lifecycle provider



Global footprint

6

Manufacturing sites

100+

Countries with video installations

 Headquarters

 Manufacturing plants

 Sales/operations

1) Headquarters & plant

2) Scheduled to go live in FY 2027

 Country with video installation



Today's presenters



Ramesh Jayaraman

President & Chief Executive Officer

Daktronics <1 Yr Industry 25 Yrs



Howard Atkins

Acting Chief Financial Officer & Chief Transformation Officer

Daktronics 3 Yrs Industry 41 Yrs



Jeremy Johnson

Vice President, Commercial High Schools, Park & Rec

Daktronics 30 Yrs Industry 30 Yrs



Jay Parker

Vice President Live Events & Spectaculars

Daktronics 31 Yrs Industry 39 Yrs



Jody Kress

Vice President Project Realization

Daktronics 30 Yrs Industry 33 Yrs



Spencer Degen

Vice President Transportation

Daktronics 27 Yrs Industry 27 Yrs



Judd Guthmiller

Vice President International

Daktronics 24 Yrs Industry 24 Yrs



Sarah Rose

Vice President Global Services

Daktronics 28 Yrs Industry 28 Yrs



Matt Kurtenbach

Vice President Manufacturing

Daktronics 35 Yrs Industry 35 Yrs



Brett Wendler

Vice President Design and Development

Daktronics 33 Yrs Industry 33 Yrs

Growth journey



3-year plan strategic pillars

1. Growth

1A Organic growth in core

1B New market vertical expansion

1C Software & services innovation and commercialization

1D International growth

2. Operational excellence

2A Advanced factory automation

2B Lean deployment

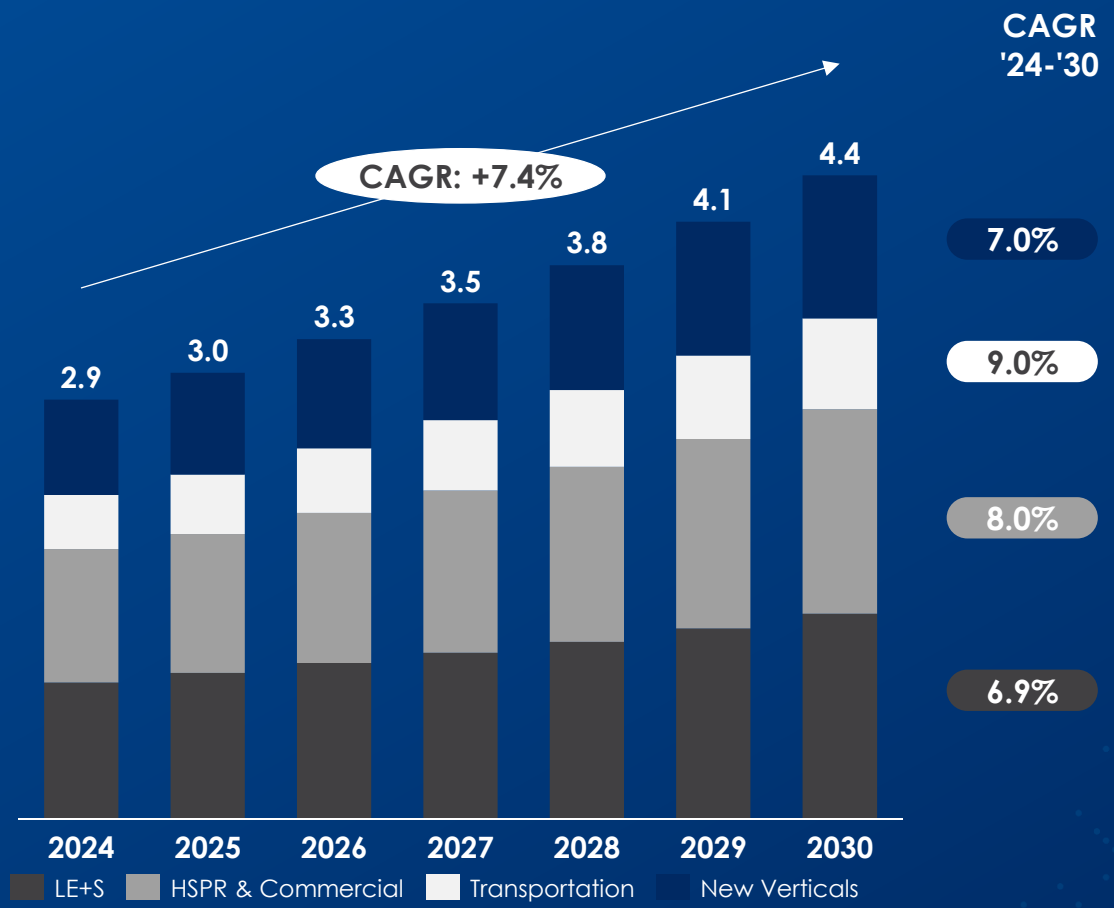
2C Manufacturing network optimization

2D Integrated strategic sourcing

Accelerated organic growth

CY2024-CY2030 US/CAN LED display products and services addressable market [USD bn, nominal]  

Trends	Volume impact	Value impact
1. Digital conversion wave	↑	↑
2. Bigger is better	↑	↑
3. Higher screen resolution trend	→	↑
4. LED display cost reduction	↑	→



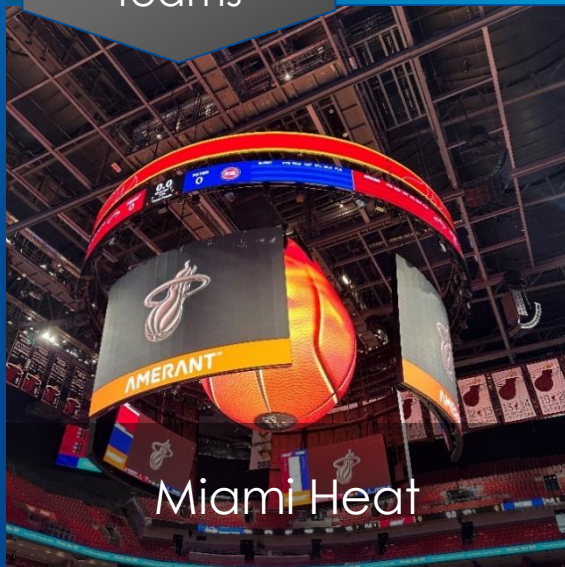
 Positive impact
  Neutral impact

Secular trends

Professional sports

154 pro teams

High complexity

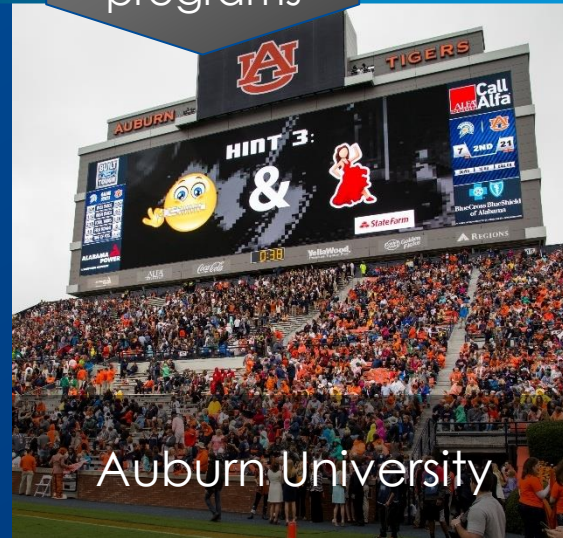


Miami Heat

College sports

1,316 athletic programs

Bigger scale



Auburn University

Youth sports

30,000+ high schools

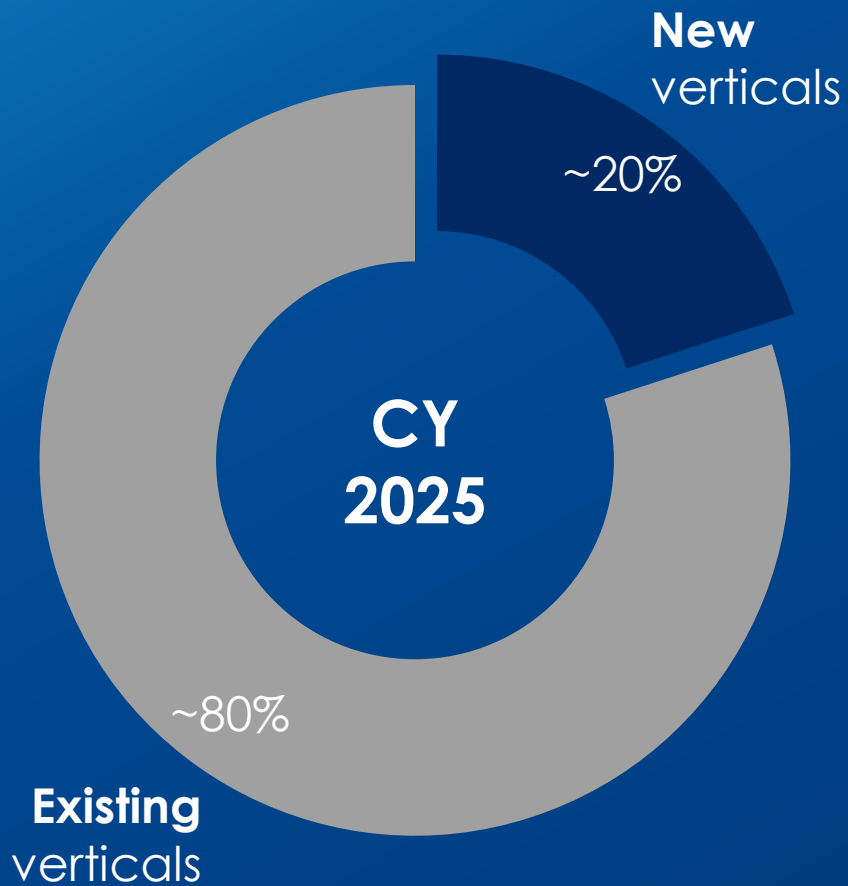
Video & fixed digit



Watertown, SD

New market verticals

CY2025 US/CAN LED display products and services market, existing vs. new verticals [%]

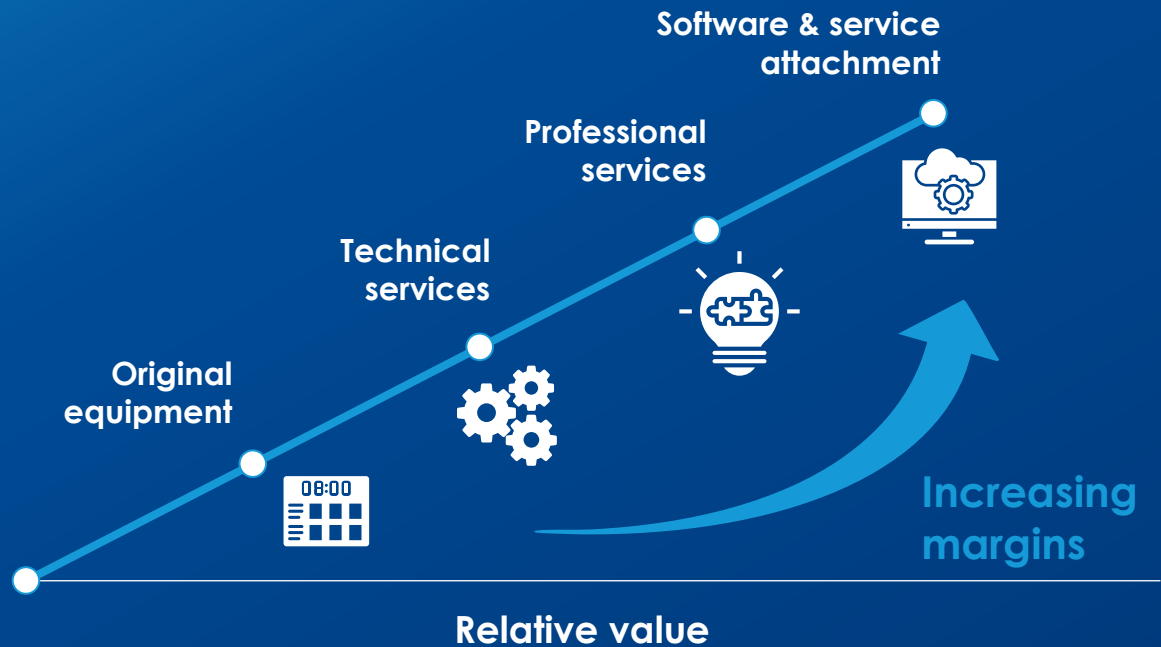


Highlights

- » ~20% of addressable verticals anchored in indoor high-resolution video solutions
- » Historically, Daktronics has opportunistically served these vertical markets
- » Going forward, it will be a target focus

Software & services innovation & commercialization

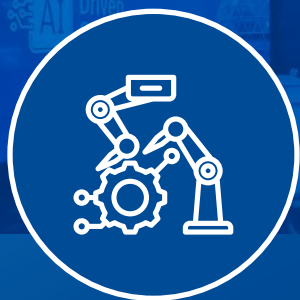
Relative profitability of products, services, and software



International growth



Operational excellence



2A. Advanced factory automation

Unlock industry-leading commercial performance through automation



2B. Lean deployment

Drive continuous improvement and operational efficiency



2C. Manufacturing network optimization



Economies of scale and localization of core manufacturing capabilities



2D. Integrated strategic sourcing

Maximize value with end-to-end management of direct and indirect procurement

Value creation roadmap

Strategic theme	Revenue growth CAGR	Margin improvement
1A Accelerate organic growth in core	 +HSD% Growth in line with underlying markets	+LSD
1B Expand to new vertical markets	+LSD	+LSD
1C Software & services innovation and commercialization	+LSD	+LSD
1D International growth	+LSD	+LSD
2 Operational excellence	---	+LSD
 Total	+HSD-LDD	+MSD

Growth journey



Capital deployment priorities

Cash and cash equivalents [USD m]



- 1 Continued organic investments
- 2 Inorganic growth expansion
- 3 Return excess capital to shareholders

Inorganic growth levers

Industry screening criteria



Product portfolio expansion



Geographic expansion



Vertical market expansion



Industrial logic



Financially accretive



Operational synergies

Target company criteria

Clear criteria for identifying targets to shape the portfolio

In summary

Industry leadership



Daktronics is the market leader in large-format LED displays and will continue to lead with customer-centric solutions

Attractive end markets



Growth is underpinned by participation in large, attractive end markets benefiting from long-term secular demand drivers

Growth initiatives



Concrete plans in place to achieve organic growth and profitability goals

Operational excellence



Optimization of the Daktronics operating model to reduce costs to serve our customers without compromising quality

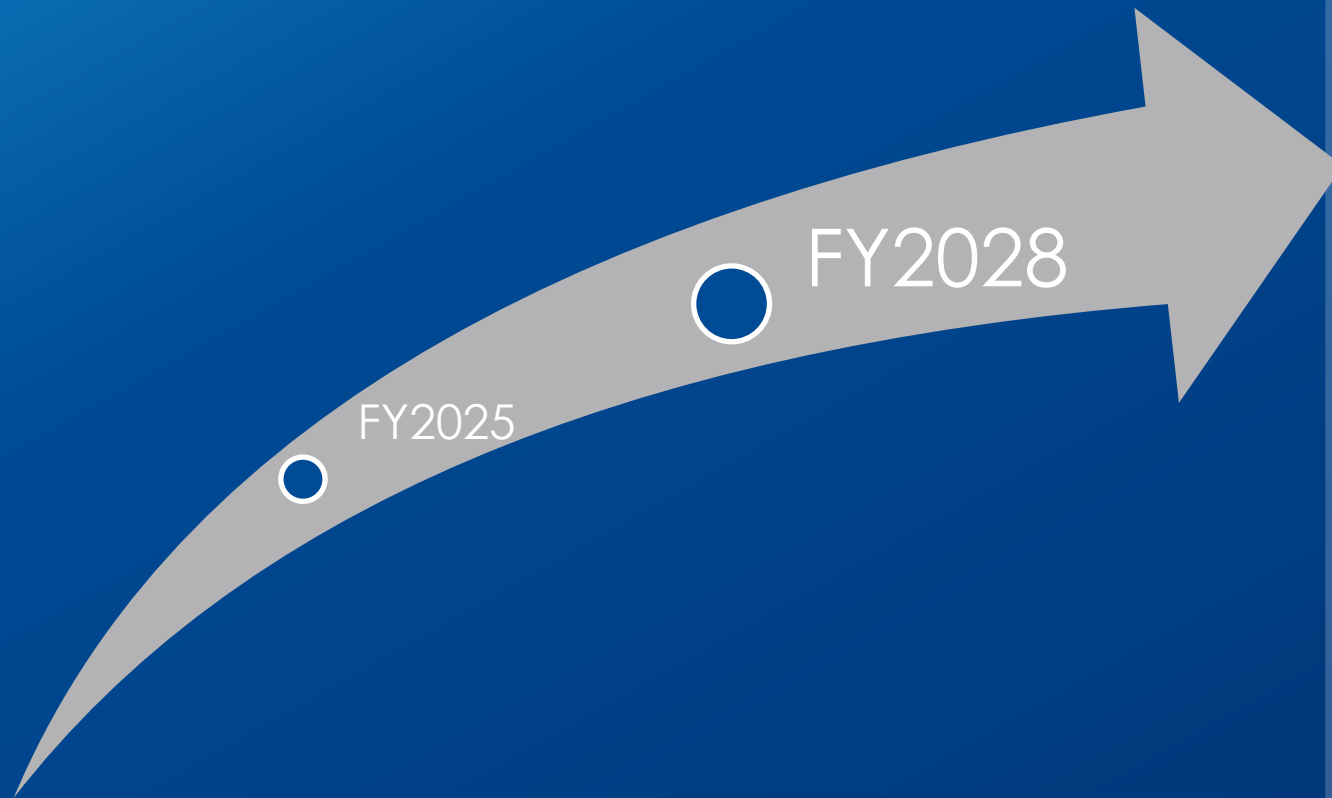
Capital deployment



Disciplined use of capital to achieve organic and inorganic goals

Tracking to target

Disciplined growth, expanding margins, improving returns



Revenue growth | 7-10% CAGR

- » Value-based pricing
- » Revenue mix diversification
- » New products/software solutions

Operating margin | 10-12%

- » Structural cost reduction across supply chain
- » High value investment in hardware and software development

ROIC | 17-20%



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Grill & Chill



COMMERCIAL, HIGH SCHOOLS, PARK & REC

Jeremy Johnson | Vice President Commercial, High Schools, Park & Rec

Commercial



On-Premise



Digital Out of Home



Spectaculars*

*Managed by Live Events

On-Premise



Customer model

Channel sale through sign companies (500+)

Primary verticals

- Convenience stores
- Auto dealers
- Banks
- Car washes
- Churches
- QSRs
- Healthcare
- and many, many more ...



Sales strategy

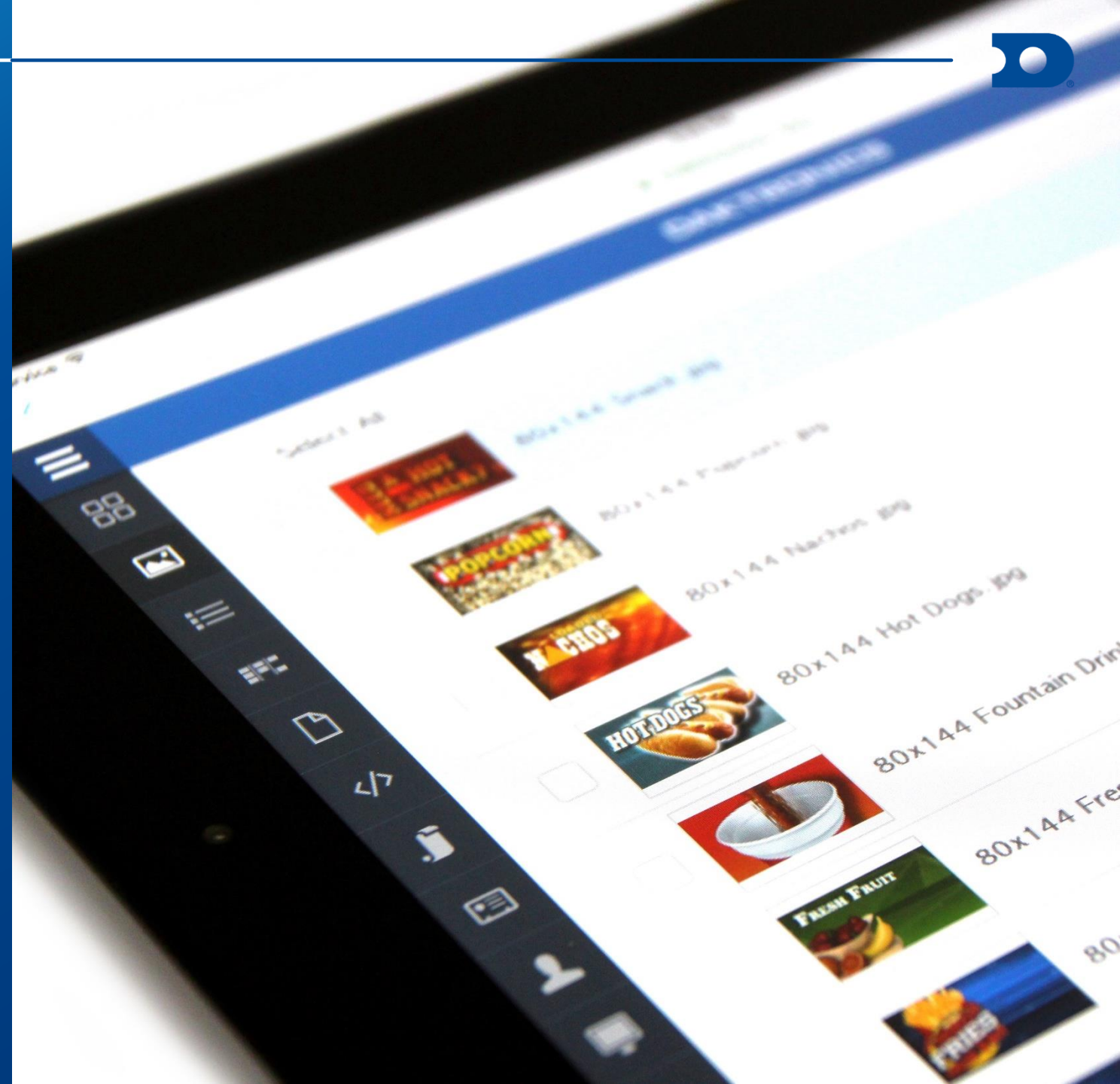
- Regional sales team with extensive local market knowledge and expertise
- Support partners with tools, training, and sales enablement
- Generate demand and leads for partners





Daktronics differentiators

- Product durability
- Ease of installation
- Fast, frictionless service response
- Software that simplifies ownership – best in class



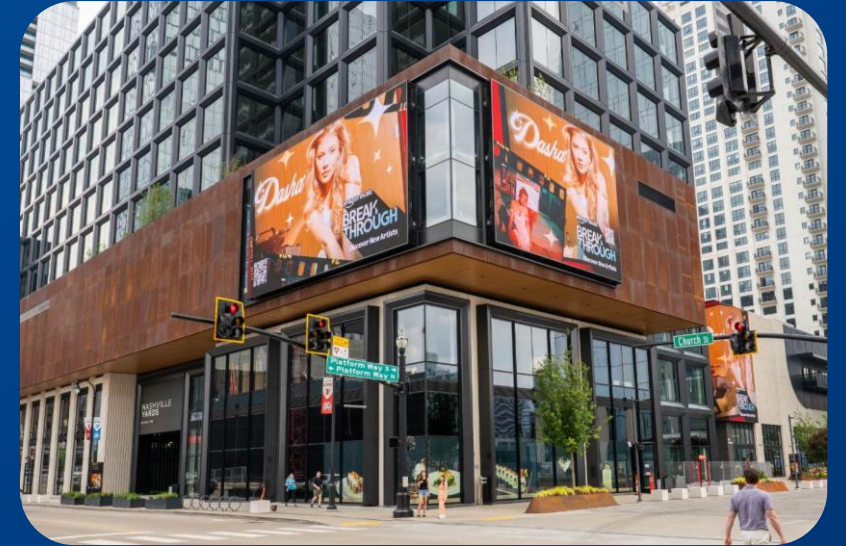


How differentiators drive success

- With channel partners, it's all about loyalty; earned through high value relationships
- End customers value the simplicity and strength of our control systems



Digital out of home



Customer model


- Billboard operators (large & independent)
- Roadside and indoor transit applications
- Solved the “capacity problem” for OOH operators



Sales strategy

- Long-term relationships with billboard operators
- Replacement-driven sales model



 **BOOK YOUR BILLBOARD**

Daktronics differentiators

- Superior image quality over long lifecycles
- Durability and responsive service at scale

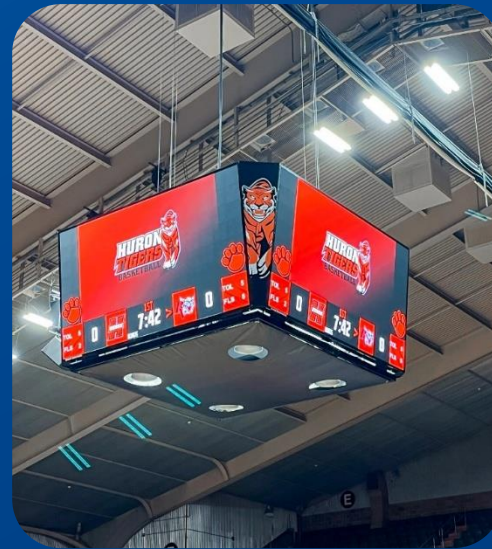
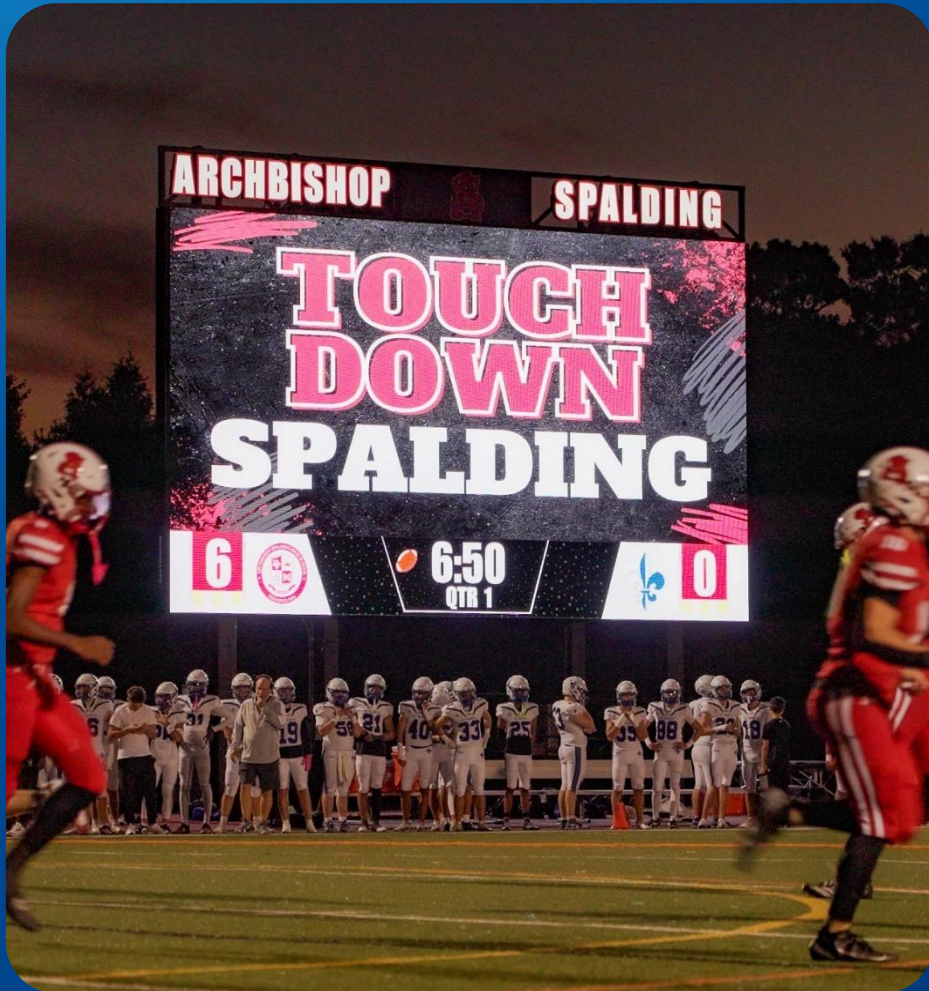


How differentiators drive success

- Optimizes OOH operator investment over the life of the asset
- Enables value pricing and higher replacement rates
- Creates predictable, replacement-driven demand



High schools | Park & recreation



Customer model

- K-12 public and private schools
- Community colleges and technical schools
- Municipal and community facilities
- Parks and recreation



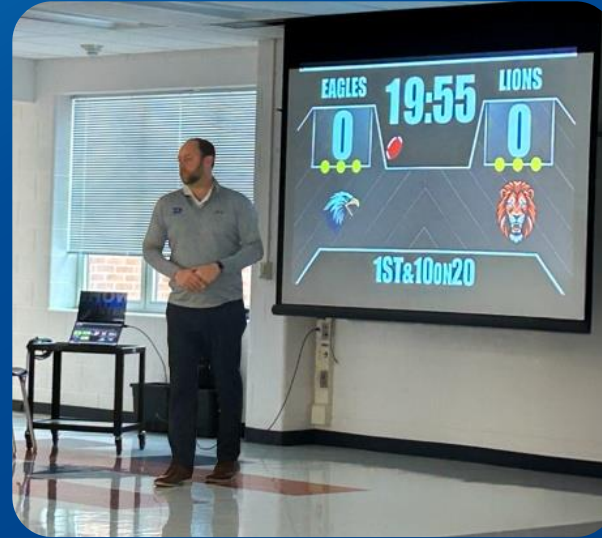
Sales strategy

- Field sales teams deeply embedded in education market and fabric of communities
- Our teams are well known within the schools they serve
- 32,000 schools with 128,000 sport venues



Daktronics differentiators

- Field sales expertise
- Same systems and quality as the pros
- DakClassroom curriculum + Crew Connect
- Daktronics Sports Marketing



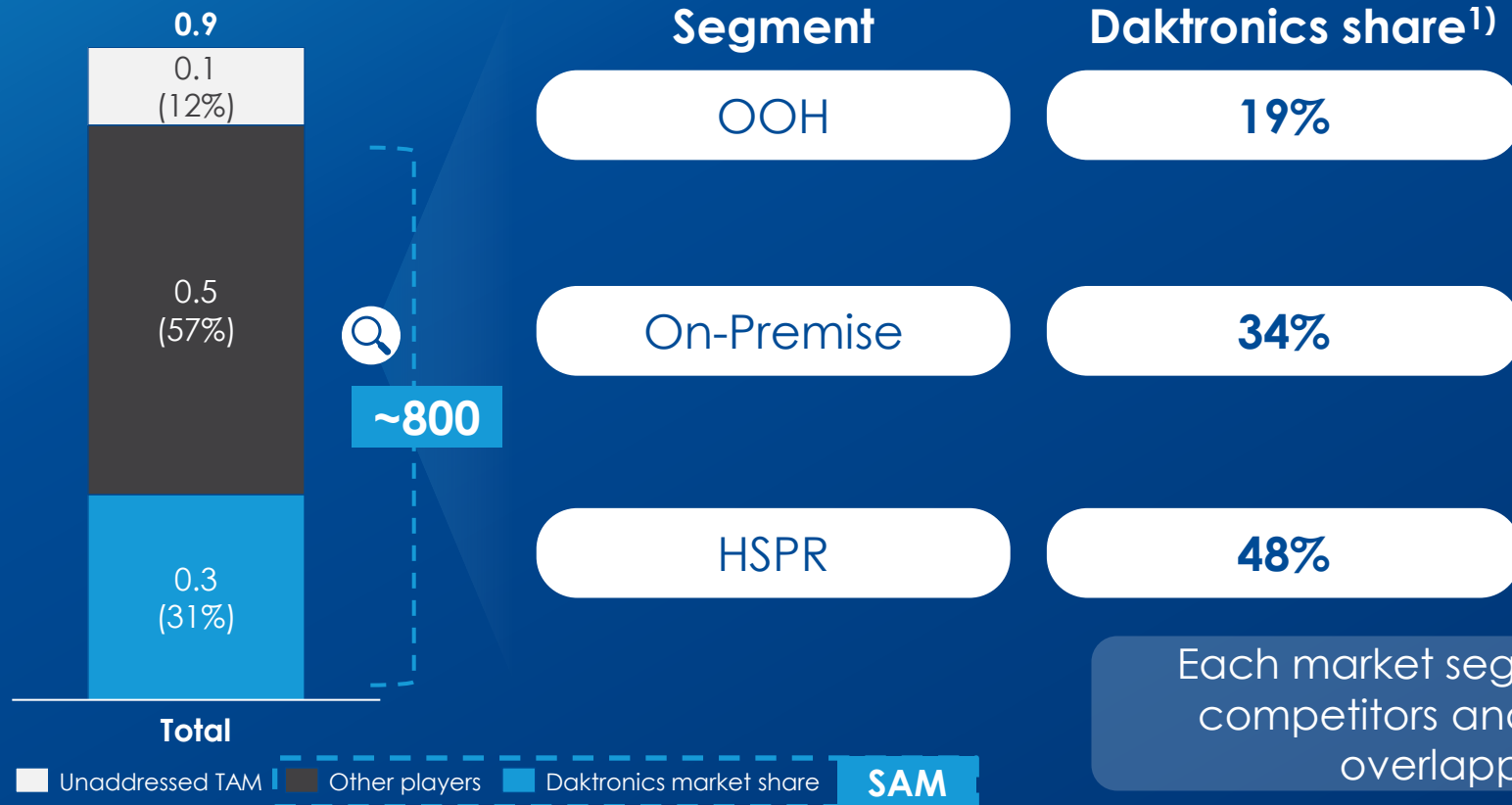
How differentiators drive success

- School pride and recruitment
- Student development and career pathways
- Sponsorship-driven revenue model



Daktronics has a 31% market share in the Commercial and HSPR business, with a notably higher market share (48%) in HSPR

FY25 US/CAN Daktronics Commercial/HSPR market share [USD bn, %]



Highlights

- » Daktronics has 31% share in within these BUs, driven primarily by it's market share in HSPR
- » By segment, Daktronics has the strongest share in the HSPR market with 40-50% share



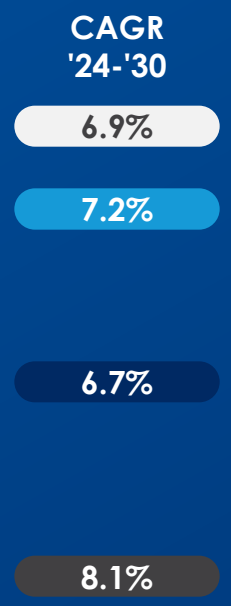
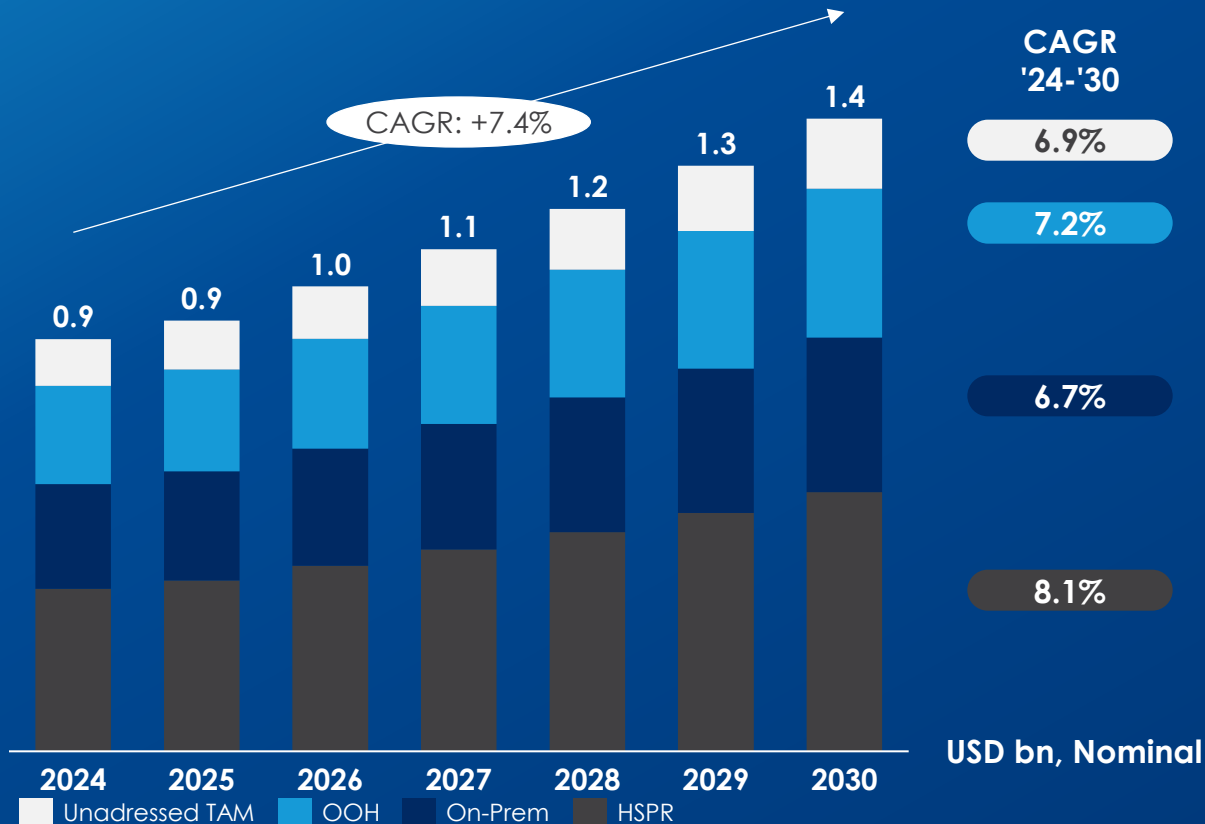
Each market segment is served by 3-4 primary competitors and 5-10 secondary, with some overlapping across segments.

1) Uses CY2024 SAM against FY2025 revenue








Daktronics Commercial and High School Parks & Rec (HSPR) business serves USD 1 bn market that is growing at 8.0% CAGR

CY2024-CY2030 US/CAN Commercial and HSPR LED display market



Trends	Volume impact	Value impact
Youth sports surge	↑	↑
Digital conversion wave	↑	↑
LED display cost reduction	↑	→
Improved LED technology	→	↑

Three strategic pillars will be core to growth for the Commercial and HSPR business units

Strategic theme	Medium-term CAGR	Drivers
 Accelerate organic growth in core	 Growth in-line with underlying markets	» Increasing spend in HSPR and On-Premise
 Grow software share of business	+LSD	» Feature development to drive adoption of paid services
 Grow high-margin services business	+LSD	» Value pricing for professional and break fix services
 Total	+HSD	

Key takeaways



We create loyalty with sign companies by being consistent in quality & support



Our OOH displays provide the best ROI for our customers



Our value proposition story for high school customers cannot be replicated



LIVE EVENTS & SPECTACULARS

Jay Parker | VP LE & Spectaculars • Jody Kress | VP Project Realization

Live Events customer model

- **154** professional sports teams
- **1,316** college athletic programs
- **400** minor league facilities
- Convention centers,
amusement/theme parks



Sales strategy

- Experienced and aggressive sales team
- Relationship depth
- Product quality and reliability
- Best-in-class service
- Trustworthy



Daktronics differentiators



People

"Honest, helpful, humble" are our values. We take pride in relationships that last a lifetime.



Products

As a single-source provider, we provide cutting-edge technology and the highest quality components to make world-class products.



Services

We deliver efficient control systems that streamline production, with integrated services spanning design-build through creative animation.

How differentiators drive success

- Value-based pricing
- Repeat business across venue lifecycles
- Cross-sell opportunities
- Win rate, market share



Market share

Major League Sports

Next highest competitor = 11%

53%

Minor League Baseball

Next highest competitor = 6%

57%

College Sports (DI)

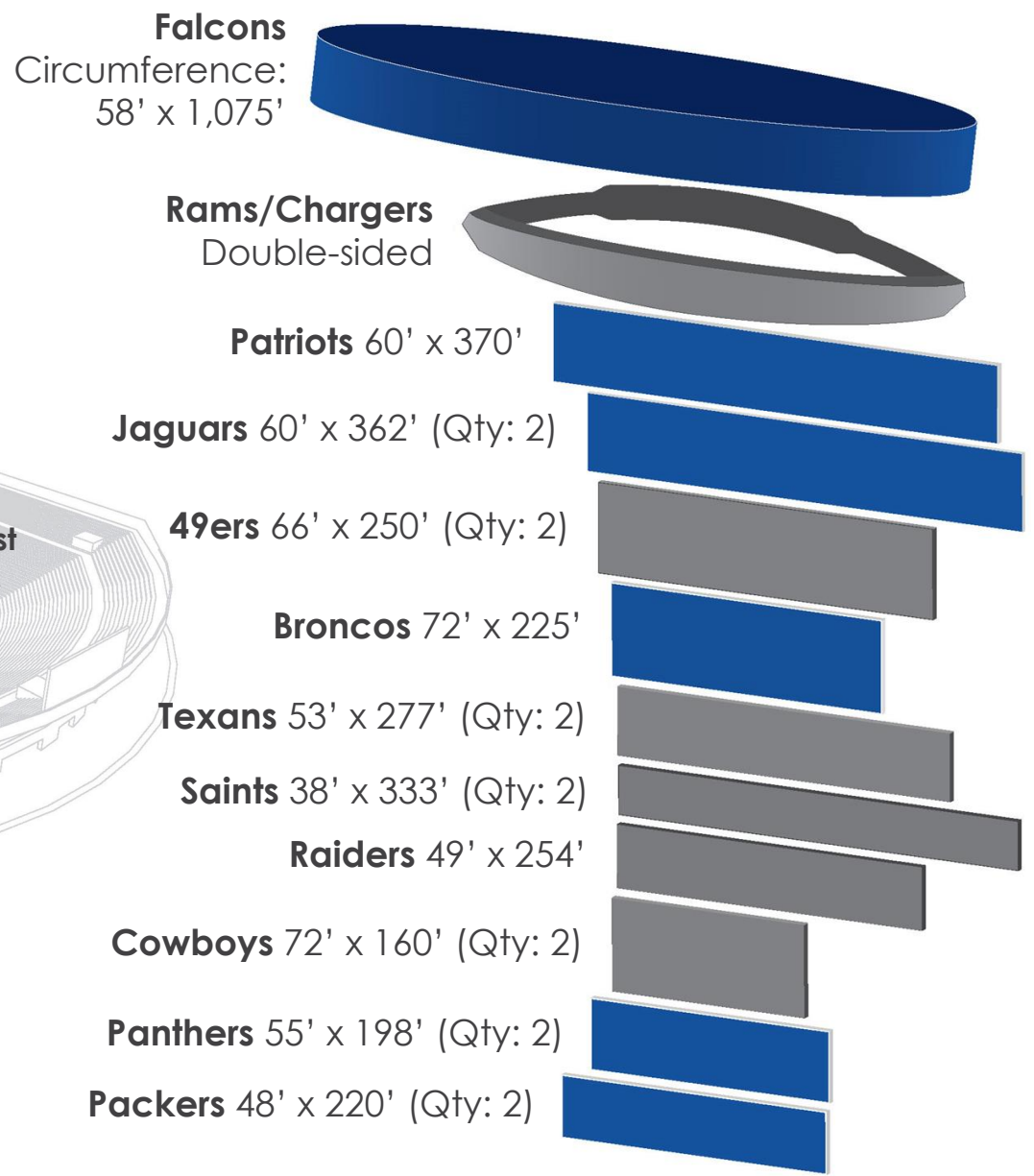
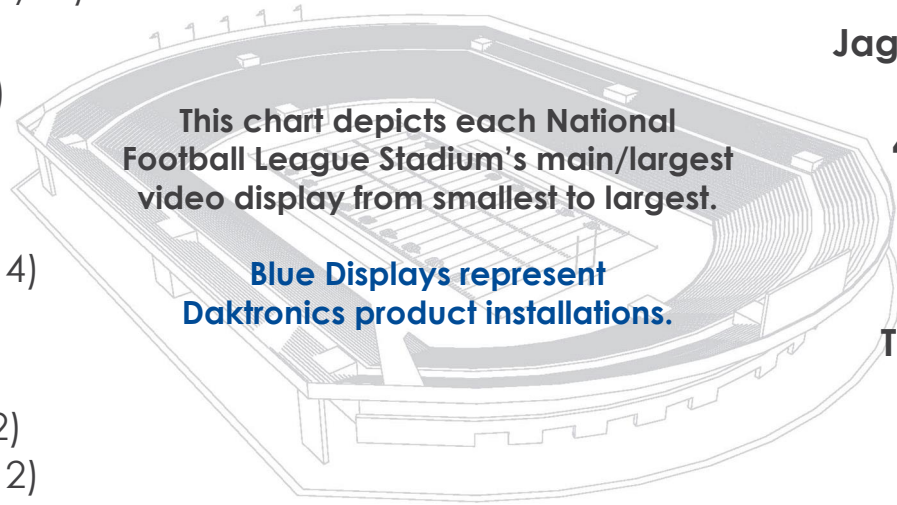
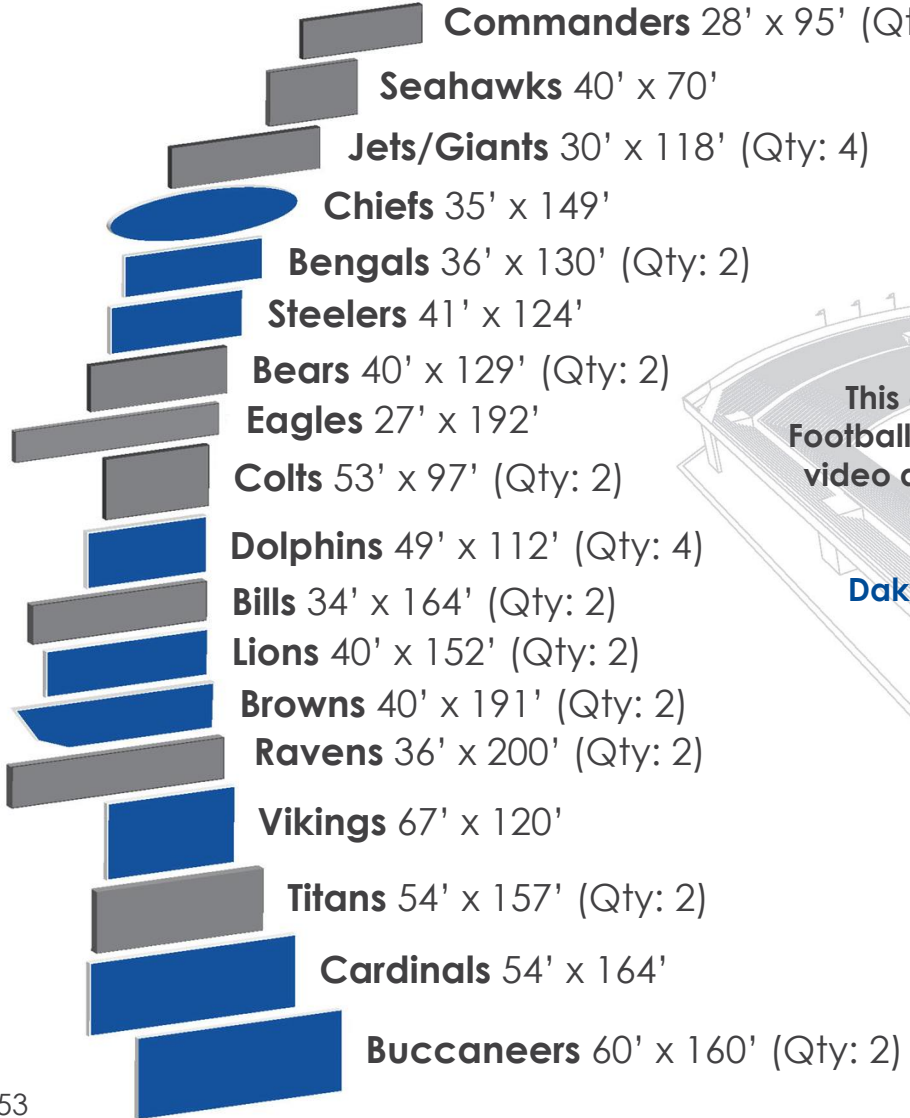
Next highest competitor = 6%

69%



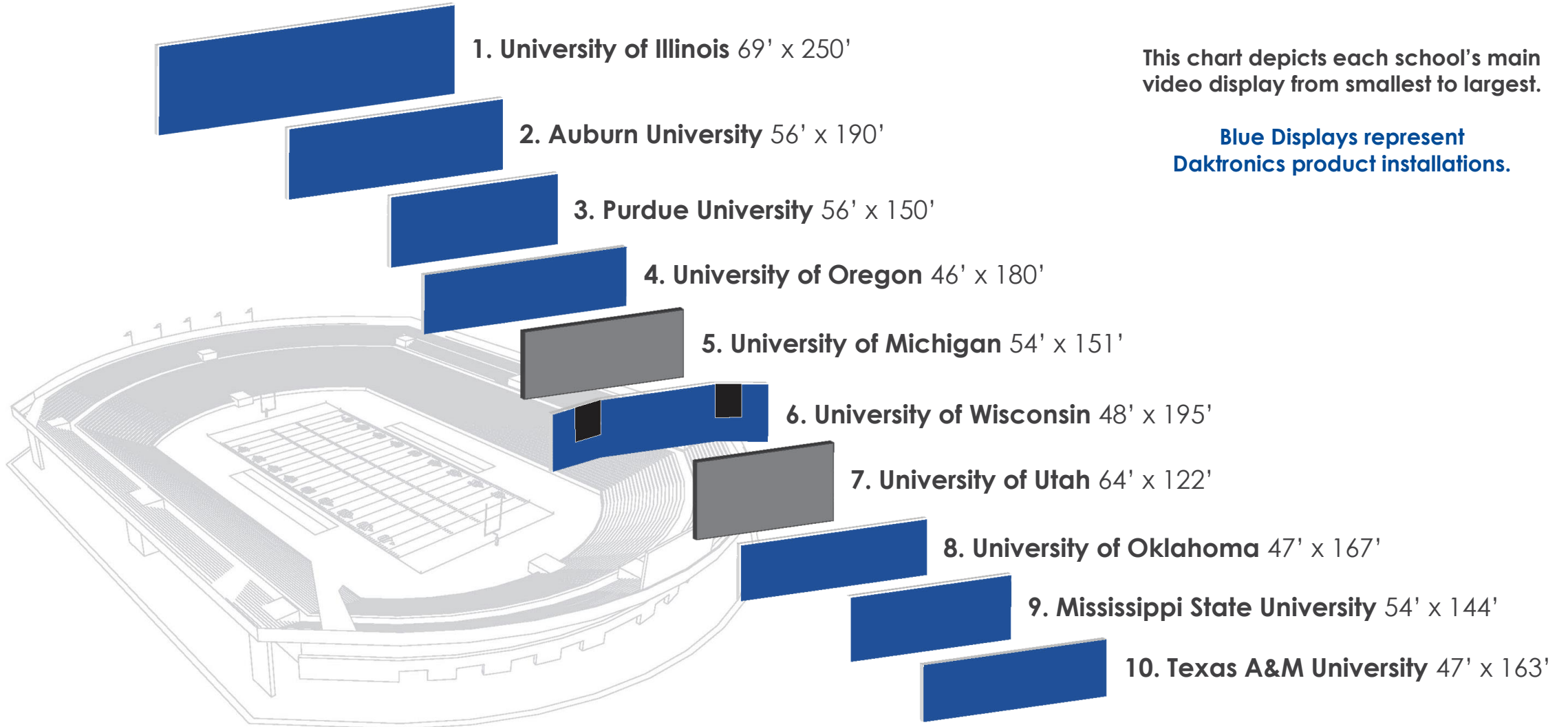


NFL Display Size Comparison





College Football (FBS) Display Size Comparison



2026 MLB success – 5 for 5!



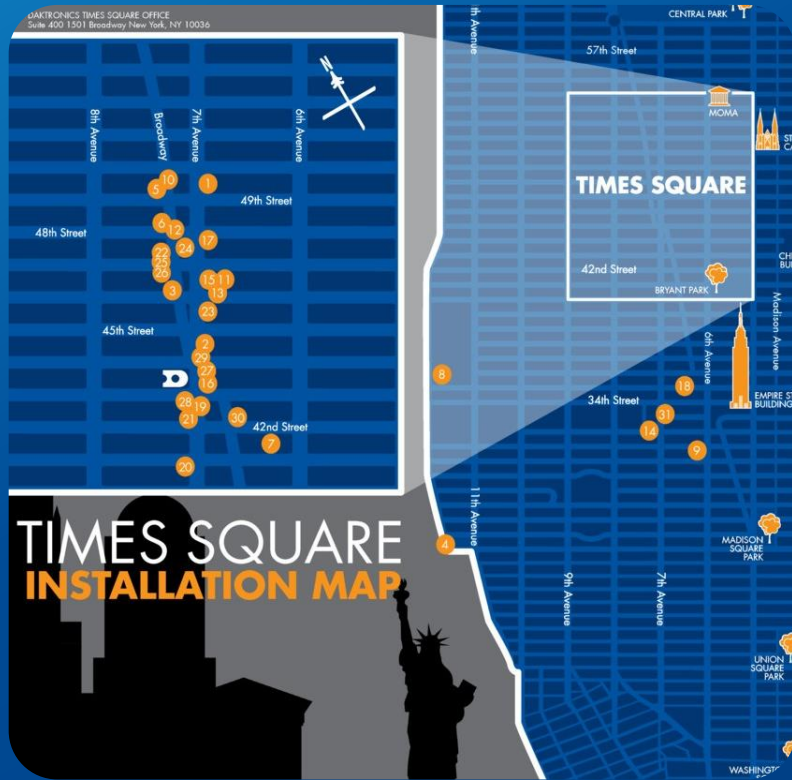
Spectaculars

Primary applications/markets

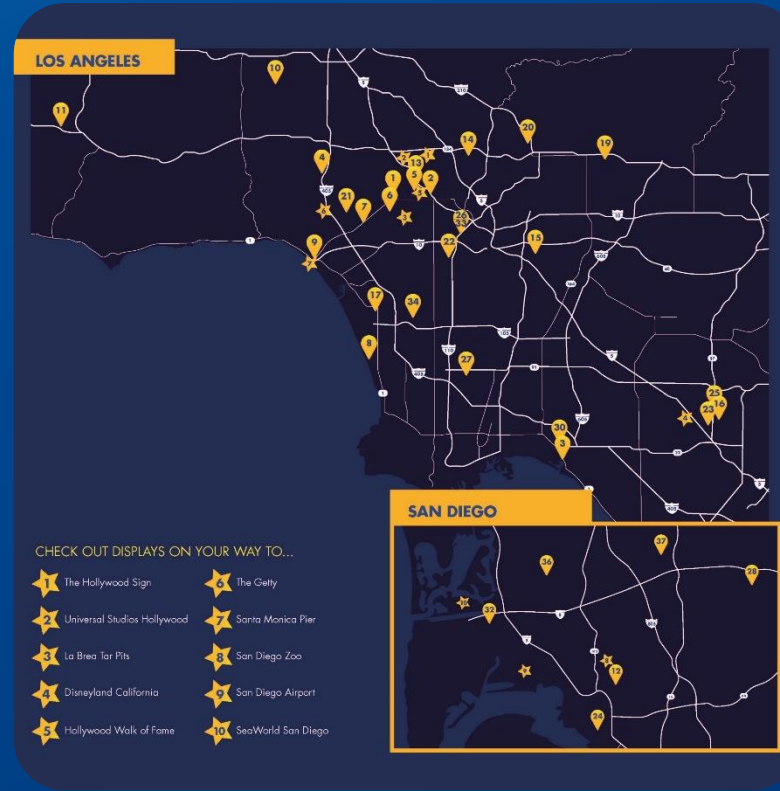
- Times Square, Las Vegas, Los Angeles and other major city centers
- Sportsbooks and gaming
- Digital OOH media companies
- Retail/corporate/hospitality
- Iconic/experiential displays
- Cruise ships
- Malls



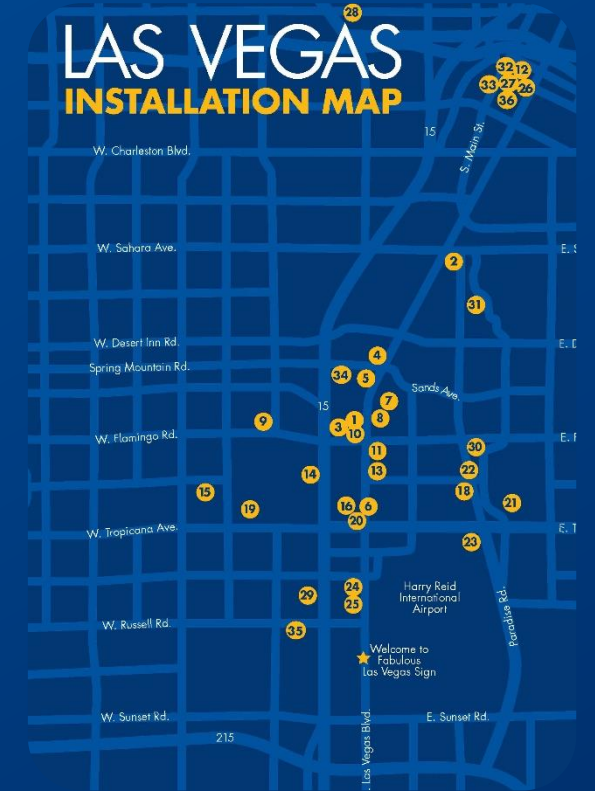
3 cities, one standard: Daktronics



New York City



Los Angeles

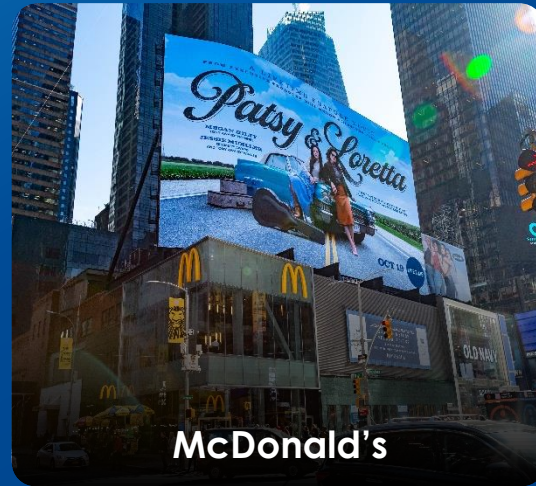


Las Vegas

Daktronics lights up Times Square



Barclays



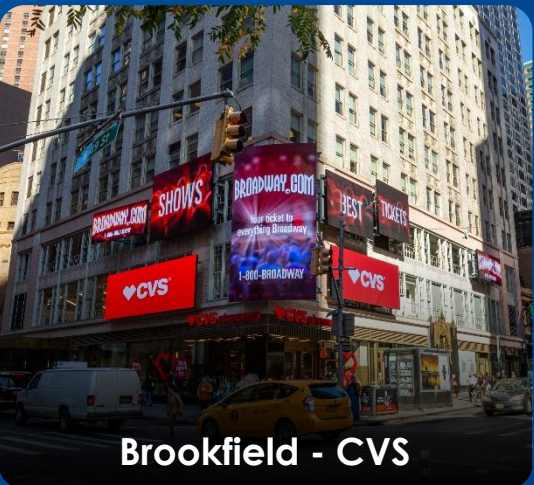
McDonald's



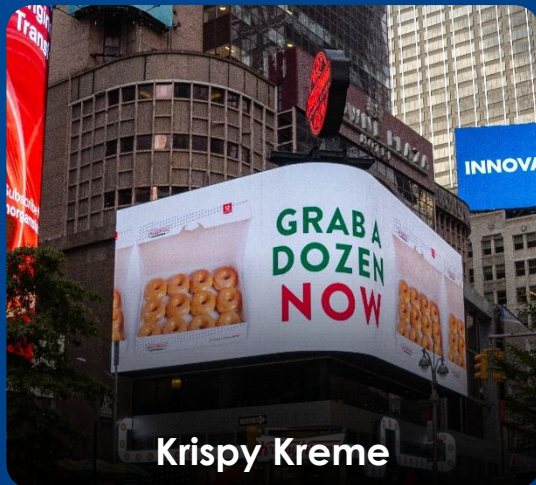
Big Outdoor



Chelsea Pier



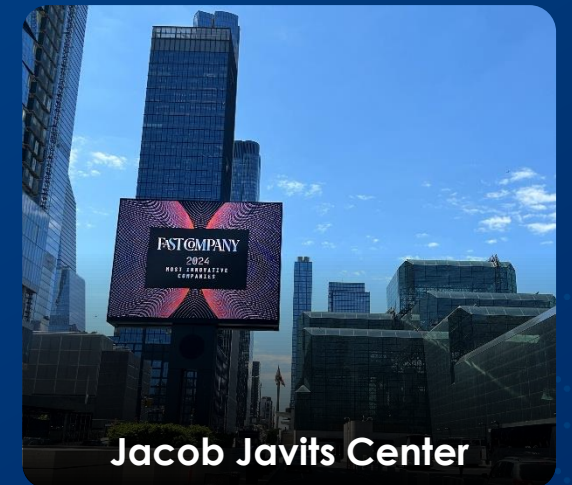
Brookfield - CVS



Krispy Kreme



The Cube Building



Jacob Javits Center

Daktronics lights up Times Square



Hotel Eventi



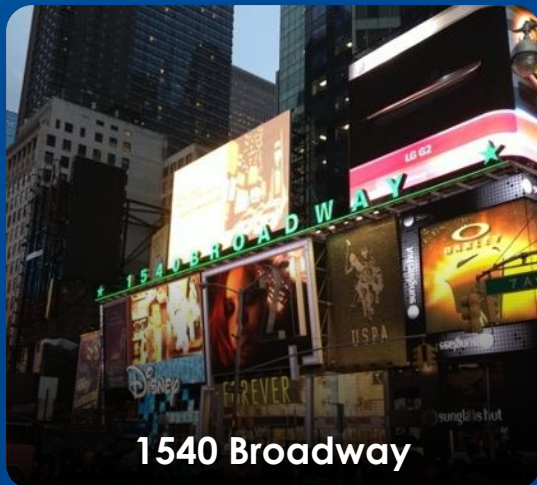
Brill Rooftop



1560 Broadway



1592 Broadway



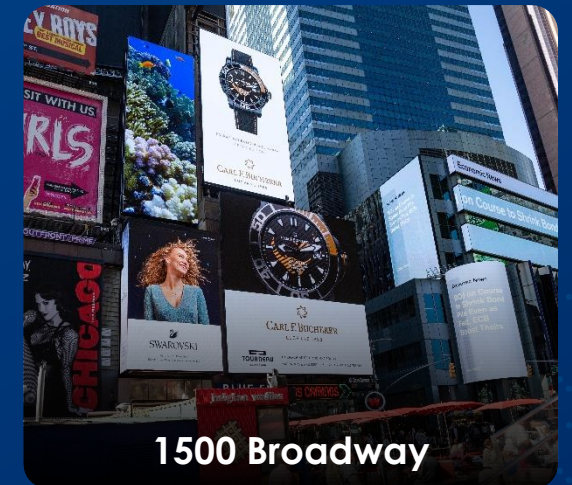
1540 Broadway



Outfront Media

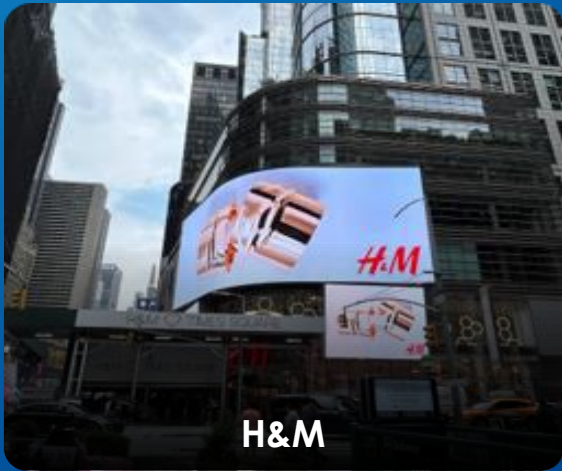


47th & Broadway



1500 Broadway

Daktronics lights up times square



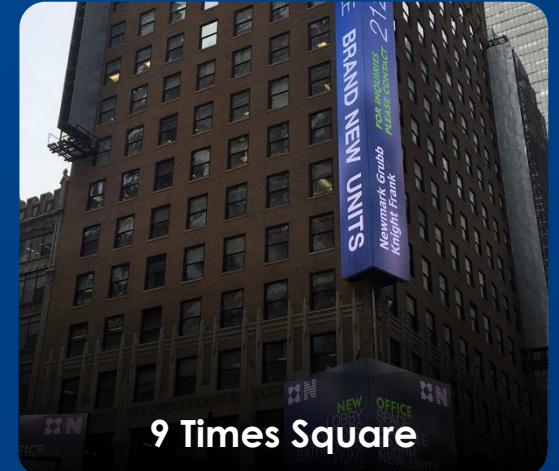
H&M



Macy's



Steve Madden



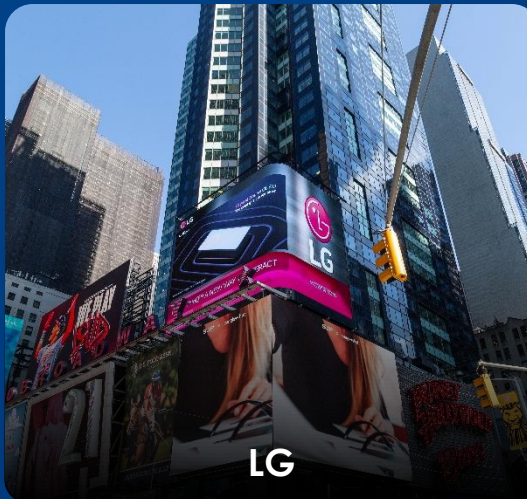
9 Times Square



Chase Bank



1567 Broadway

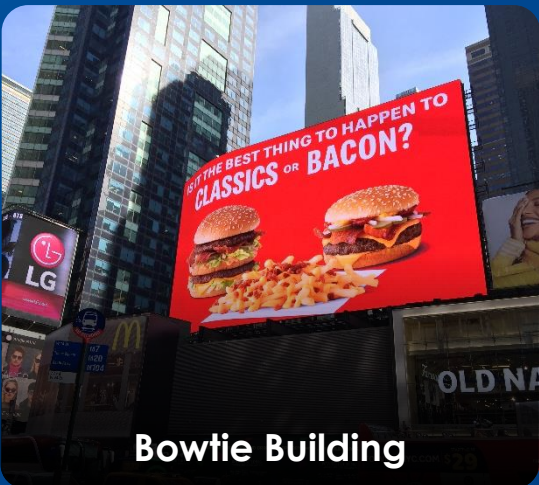
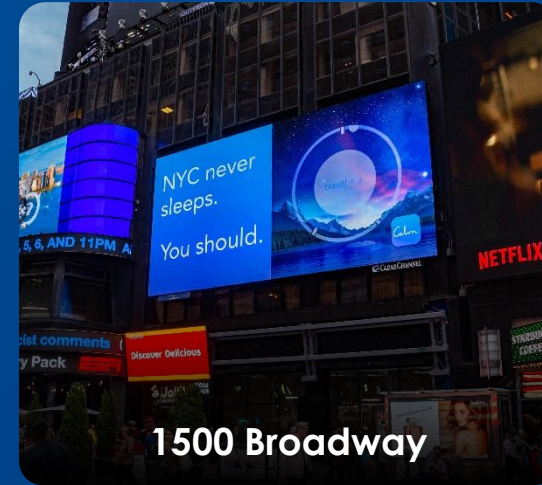


LG



Prudential Financial

Daktronics lights up Times Square



- ### Notable NY Sports Installs
- New York Yankees
 - Brooklyn Nets
 - New York Islanders
 - New York Red Bulls
 - Madison Square Garden

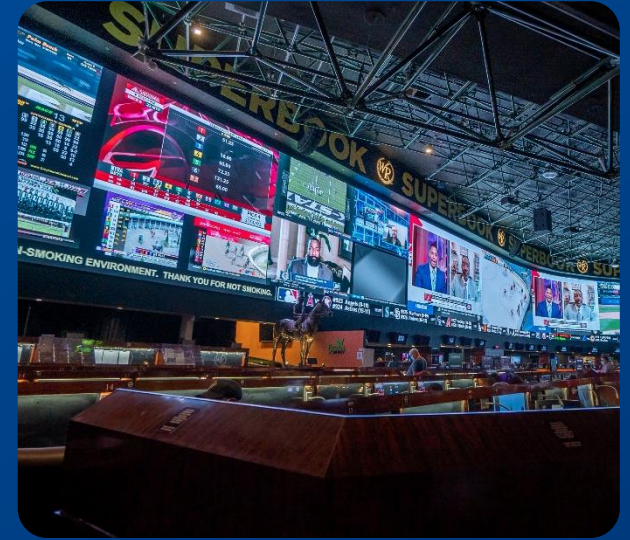
Sales influencers

- DOOH developers
- Branding Agencies
- Architects, engineers and consultants
- Retail brands
- Real estate developers



Sales strategy

- Complex Projects
- ROI Focus
- Similar LED technology,
- Engagement and revenue generation still important
- Heavy with consultants
- Control systems and sales channels can vary



Vertical market expansion

- Current focus
 - Government
 - Military
 - Civilian Control Center
- Pulled into other market verticals
 - Education
 - Corporate
 - Hospitality
- Building a partner centric sales channel



Vertical expansion

- Trade Agreement Act
- Value Daktronics design and U.S. manufacturing and assembly
- Chip-on-Board solutions built for indoor
- Superior video processing
- Growth through partner training, service, and sales support

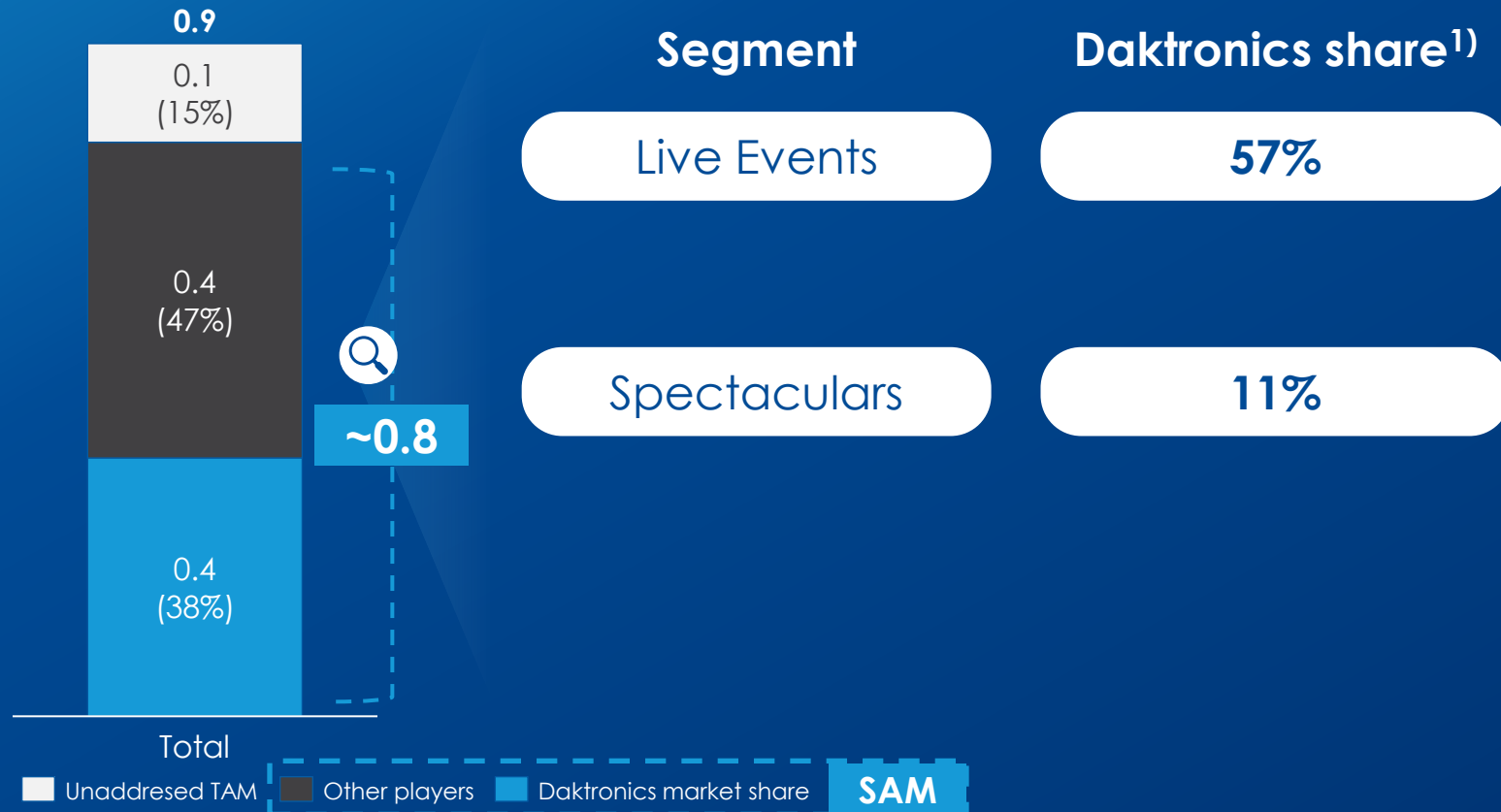


Market success



Daktronics has a 38% market share in the Live Events and Spectaculars market, with a 57% share in the Live Events segment and 11% in Spectaculars

FY25 US/CAN Daktronics Live Events and Spectaculars market share [USD bn, %]



Highlights

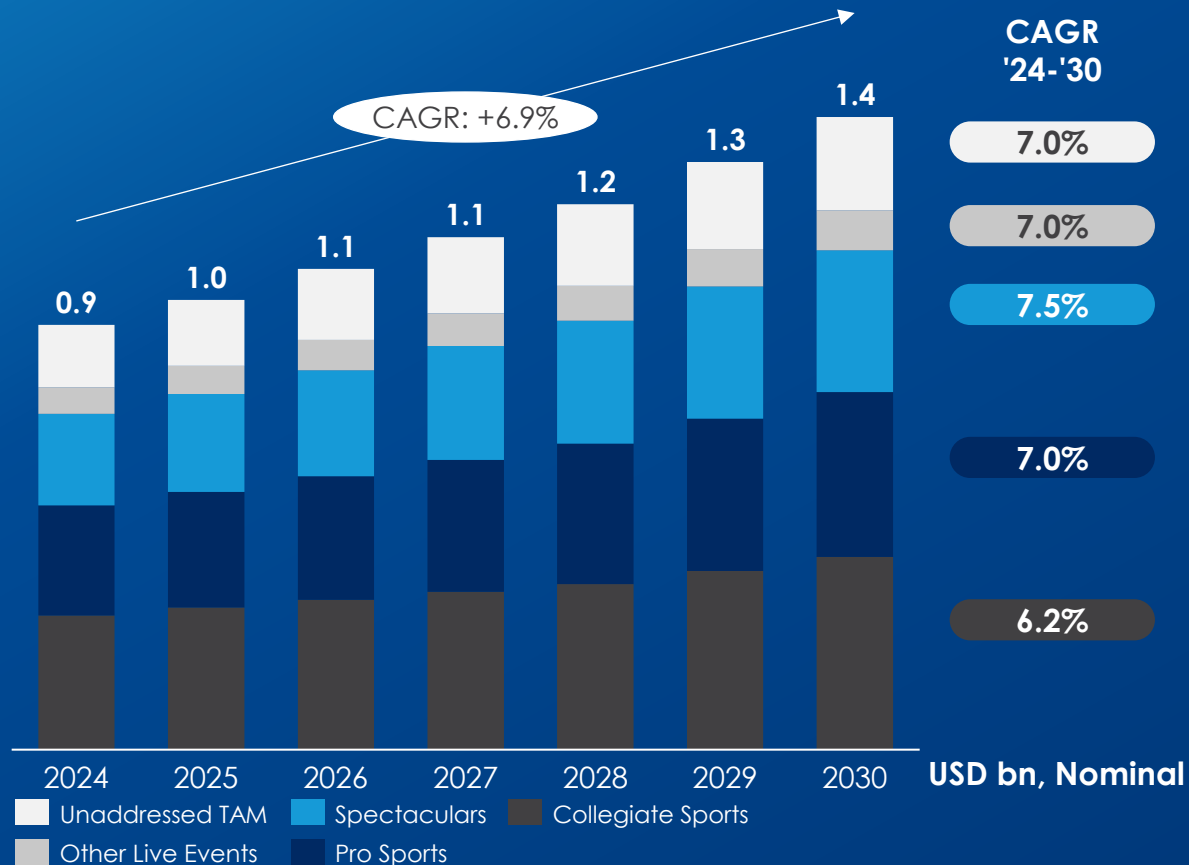
- » Daktronics has a leadership position in Live Events, with an overall 57% market share
- » Within the Spectaculars business Daktronics maintains a 11% share with growing sales through AV integrators



1) Uses CY2024 SAM against FY2025 revenue

The Live Events and Spectaculars market is expected to grow from base of ~ USD 1.0 bn at a 6.9% CAGR through 2030

CY2024-CY2030 US/CAN Live Events and Spectaculars LED display market



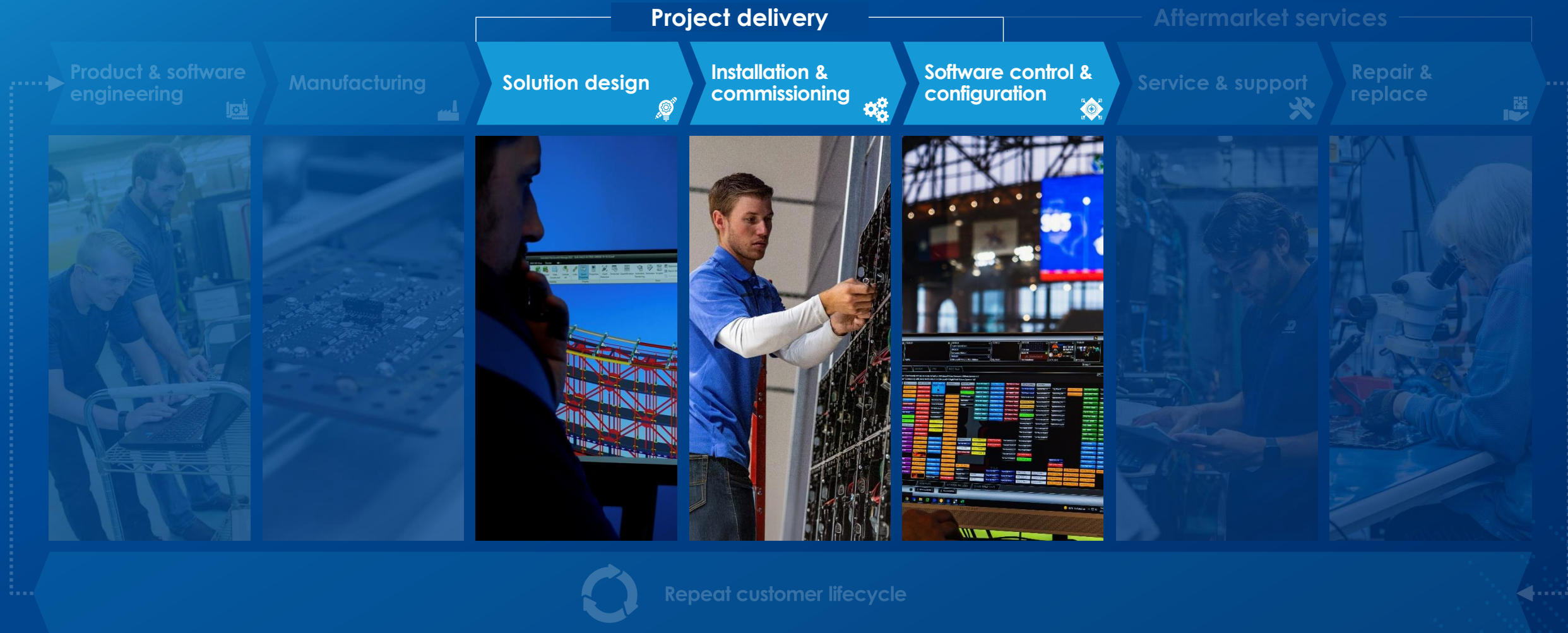
Trends	Volume impact	Value impact
Revenue sharing	↑	↑
Improved LED technology	→	↑
Digital conversion wave	↑	↑
Fan experience investments	↑	↑



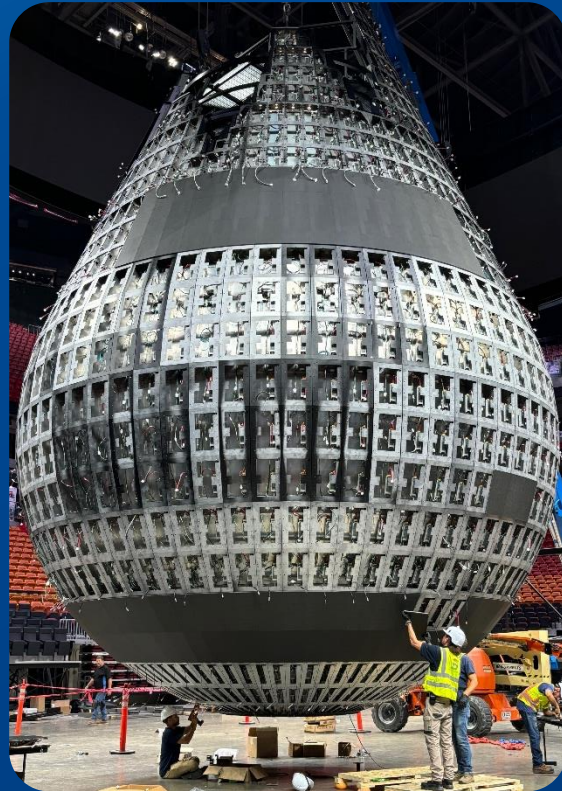
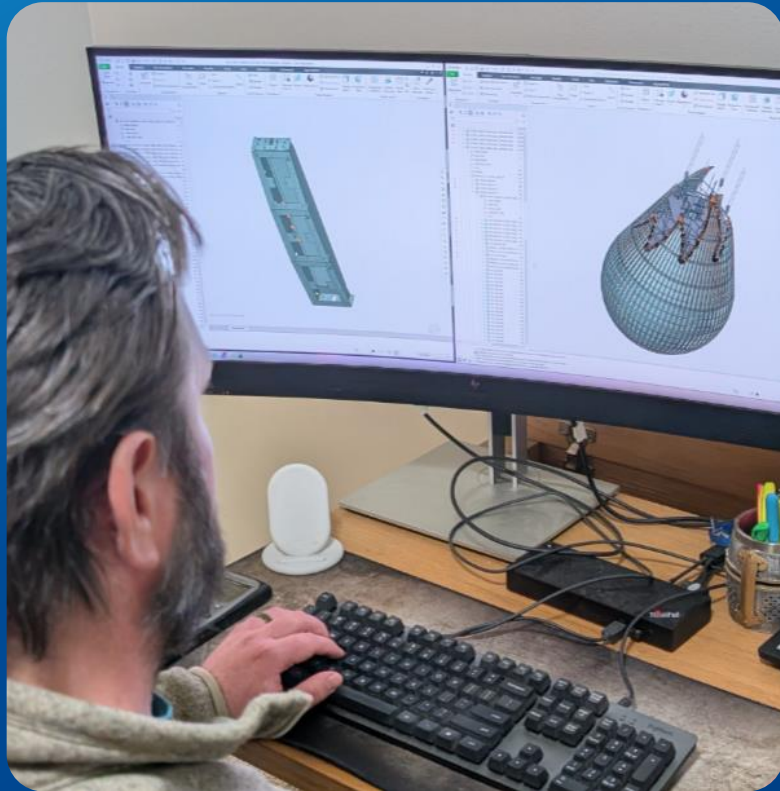
LIVE EVENTS & SPECTACULARS

Jay Parker | VP LE & Spectaculars • Jody Kress | VP Project Realization

Full lifecycle provider



Proven execution



Why this matters







Three strategic pillars will be core to growth for the Live Events and Spectaculars business unit

Strategic theme

Medium-term CAGR

Drivers

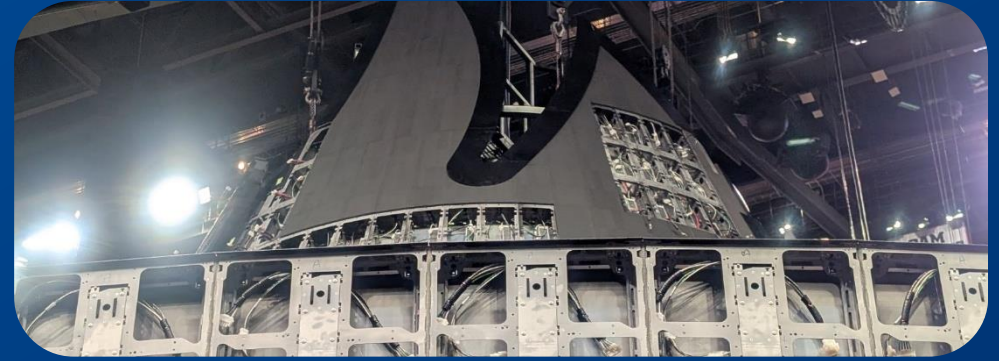
 Accelerate organic growth in core
 Grow software share of business
 Grow high-margin services business
 Total

 +HSD% Growth in-line with underlying markets
+LSD
+LSD
+HSD

» Increasing display sizes & spend within Live Events
» Camino 8 upgrades
» Increased service parts and labor pricing

Key takeaways

- Leader in Live Events space
- Execution is the advantage
 - Full-lifecycle delivery others can't match
- Growth comes from software + services
 - Expanding inside existing venues

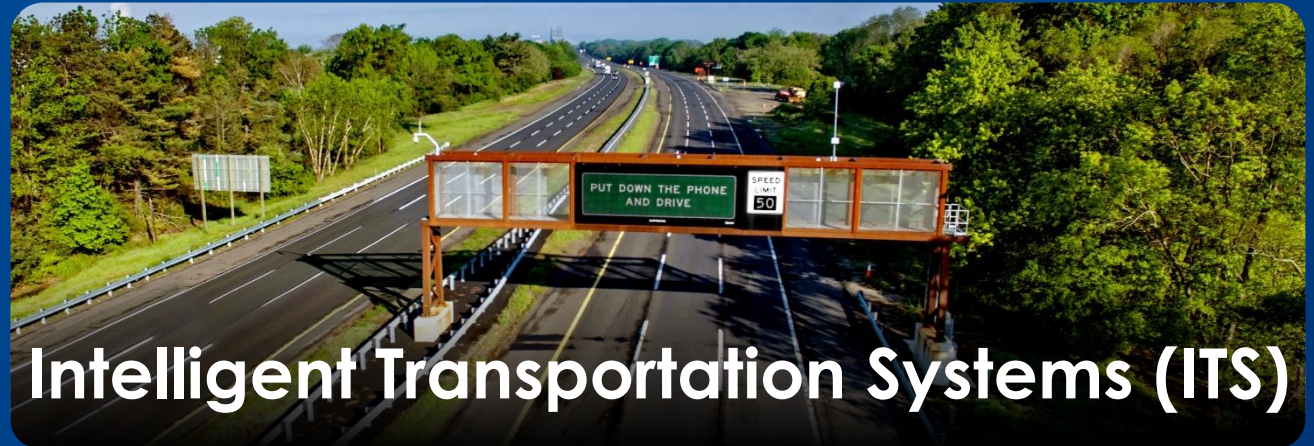
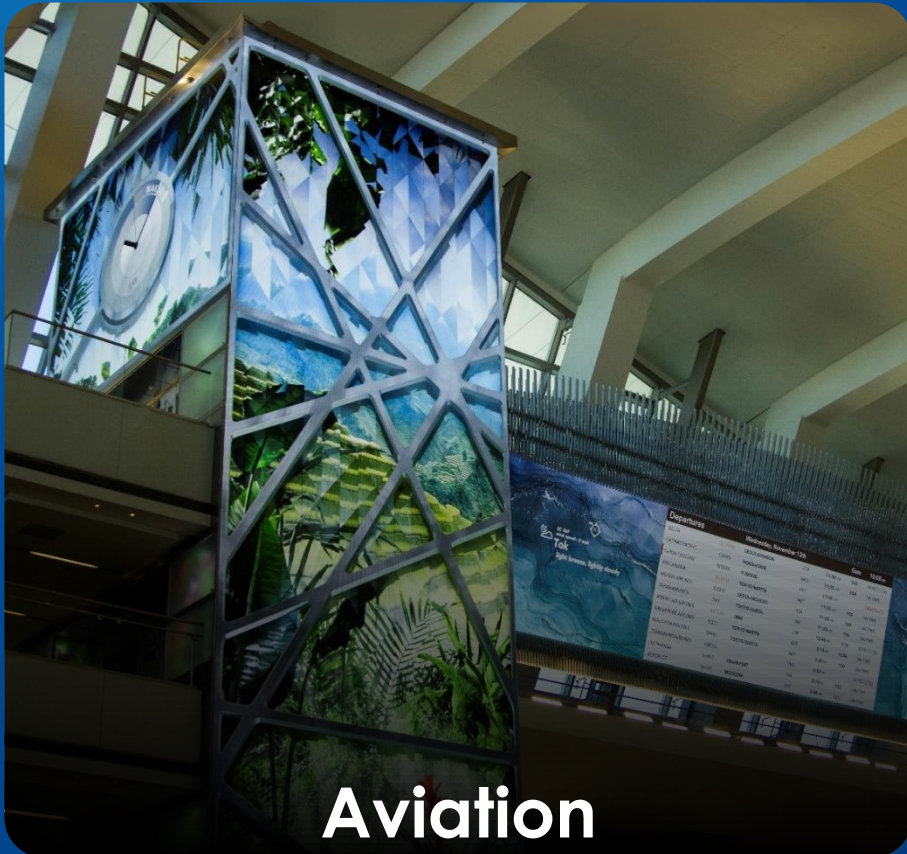




TRANSPORTATION

Spencer Degen | Vice President Transportation

Enhancing communication, safety & efficiency



Intelligent Transportation Systems



ITS customer model

- Departments of Transportation, toll authorities, local traffic authorities
- 80% through resellers - electrical contractors
- 20% direct - DOT's owner furnish into project bids



Daktronics differentiators

- U.S. manufacturer – BABA compliant
- Market leader trusted by architects, consultants and engineers
- Influence specifications years before bids
- Pre-bid work creates advantage at bid time
- Ruggedized products for harsh environments



How differentiators drive success

DOT / end user

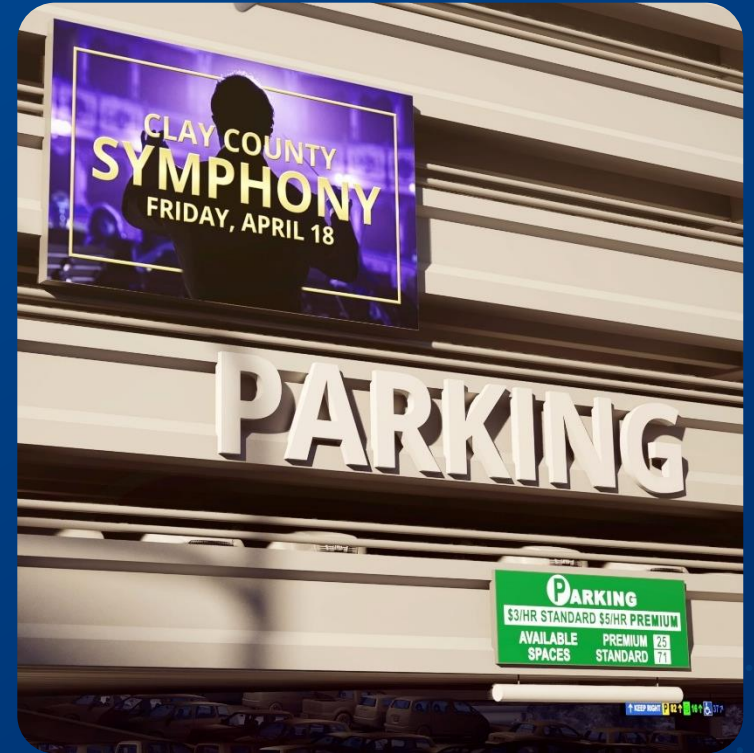
- Quality, reliability
- Superior service
- Technology leadership
- Long-term partner

Contractor

- Steadfast project support
- Predictability and on-time delivery
- Flawless first-time fire-up



Suburban to urban



Public Transit customer model

- Public and private transit operators – bus, rail
- 50% through resellers - integrators, electrical/signal contractors
- 50% direct – owner install or furnish into construction bids

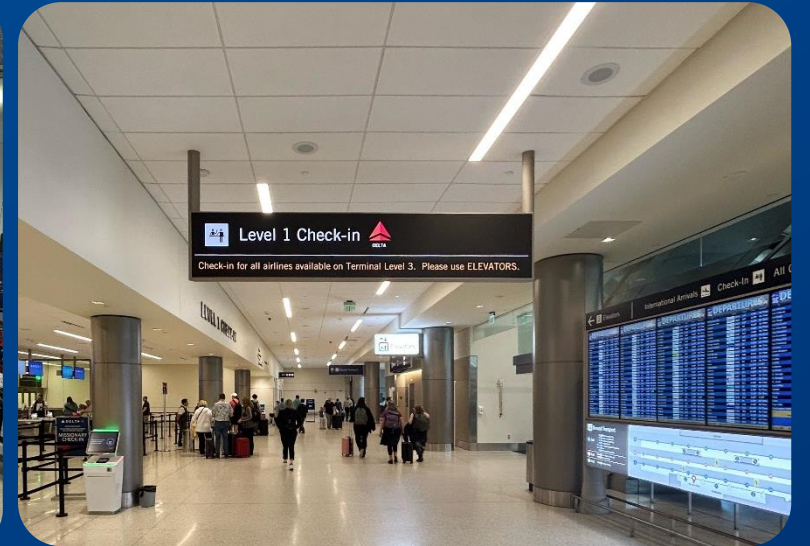
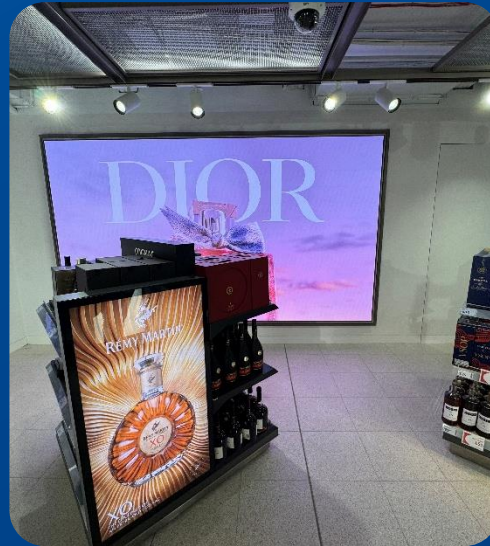


Daktronics differentiators

- US manufacturer – Buy American Act Compliant
- Ruggedized products for harsh environments
- Market trend LCD – LED
- Repeat purchasing once specified



Aviation



Customer model

- Airports
- Advertising concessions
- Airlines
- Retail, F&B
- 50% Direct
- 50% Integrator/Reseller



Daktronics differentiators

- First to market with chip-on-board indoor technology
- Strong brand reputation
- Early-stage positioning – supporting AECs
- Manufacturer, not broker



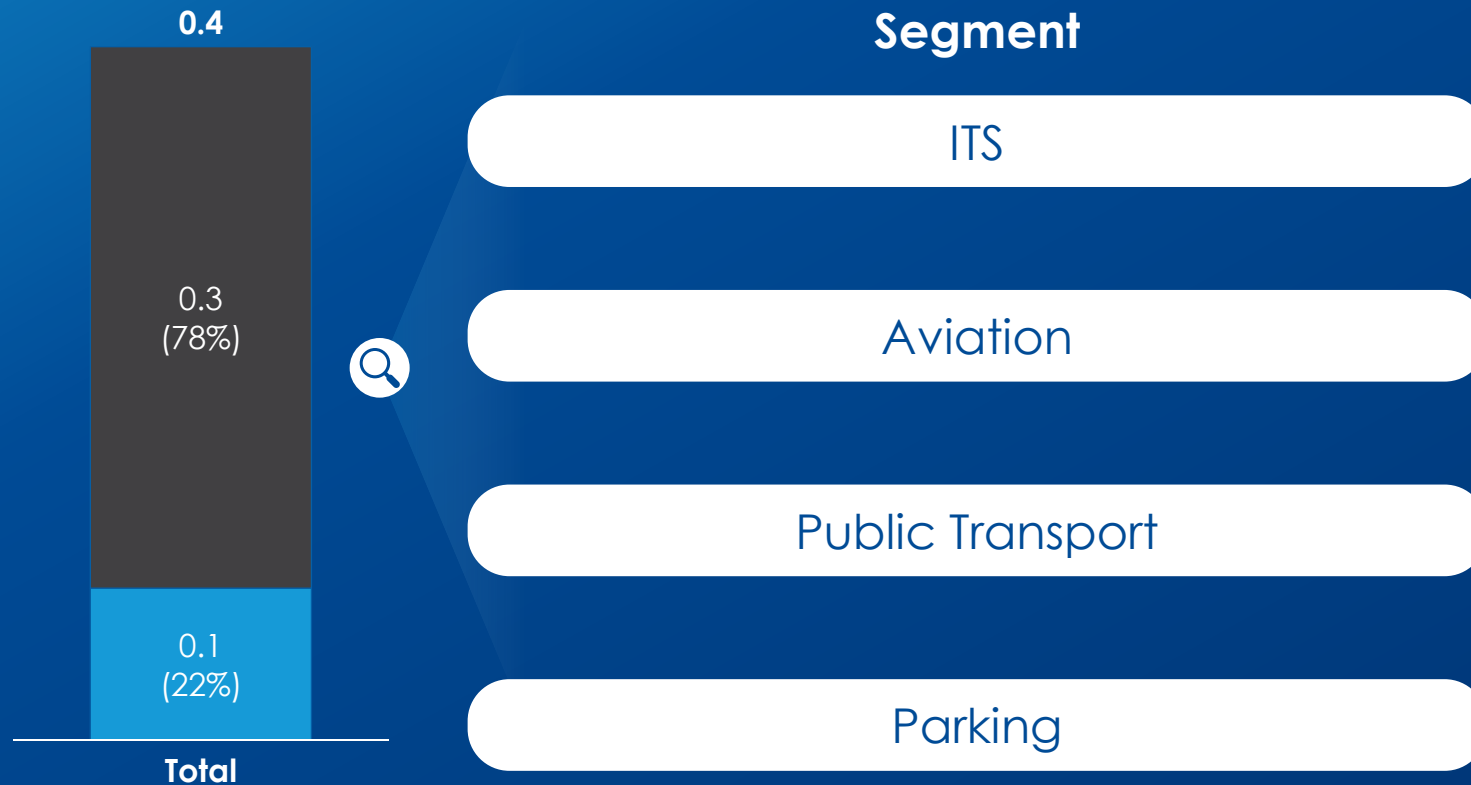
How differentiators drives success

- Quality control and reliability drive customer confidence
- Control of manufacturing schedule supports project schedule
- Solutions are high value



Daktronics has a 22% market share in the Transportation business, driven by a 40 - 45% market share in Intelligent Transportation Systems (ITS)

FY25 US/CAN Daktronics Transportation market share [USD bn, %]



Highlights

- » Daktronics plays across all four market segments
- » ITS and Aviation are the two biggest revenue streams, respectively

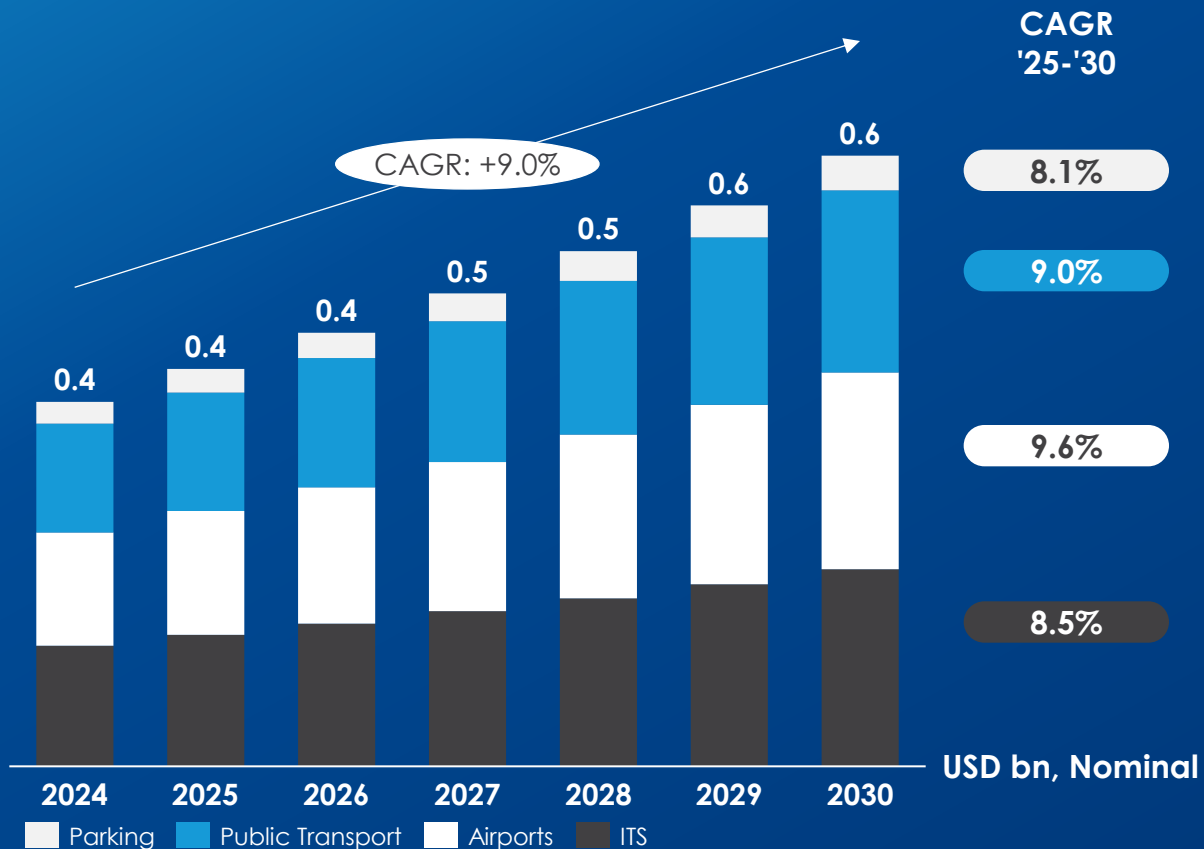


1) Uses CY2024 TAM against FY2025 revenue








Daktronics Transportation business serves a market of ~USD 400 m with growth of 9.0% CAGR anticipated through 2030

CY2024-CY2030 US/CAN Transportation LED display market



Trends	Volume impact	Value impact
Smart city growth	↑	↑
Infrastructure investment	↑	→
Integrator/consultant influence	→	→
Improved LED technology	→	↑

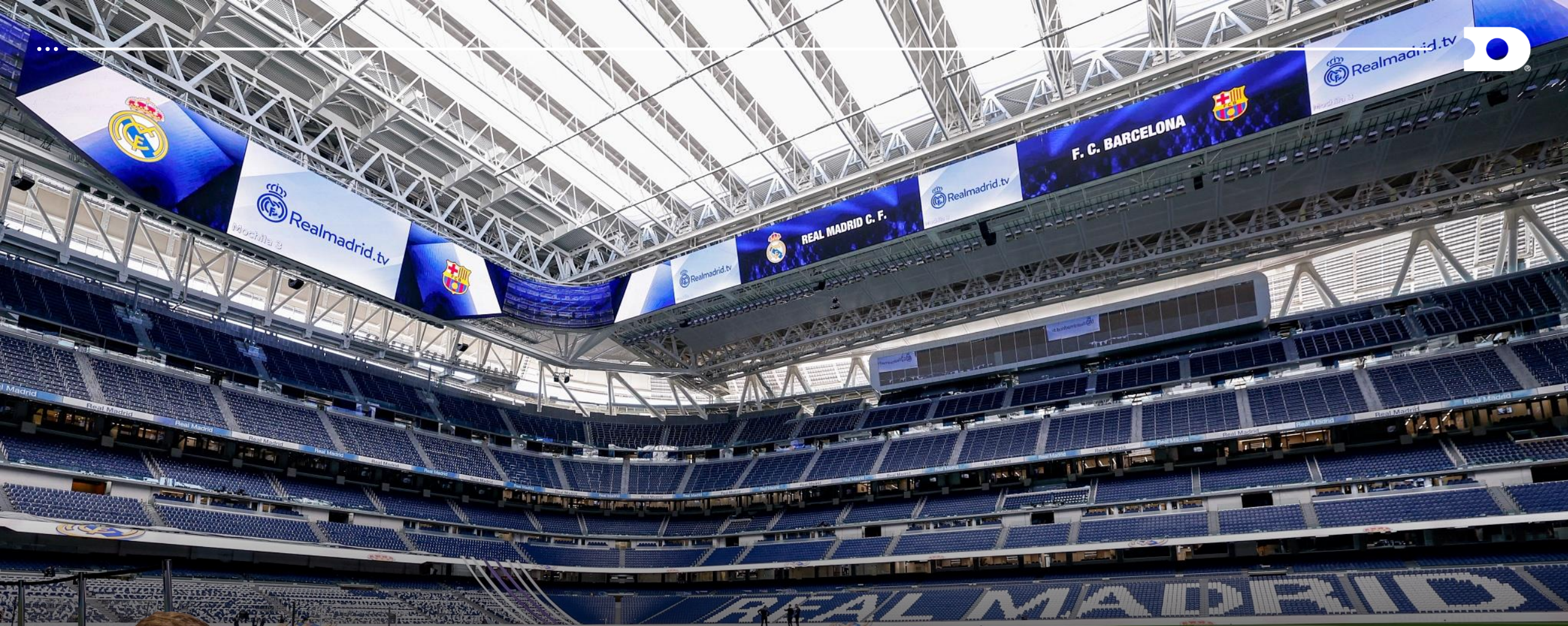
Three strategic pillars will be core to growth for the Transportation business unit

Strategic theme	Medium-term CAGR	Drivers
 Accelerate organic growth in core	 +HSD% Growth in-line with underlying markets	» Next generation products
 Expand into high growth regions	+HSD	» Product-market alignment to address geographic white spots
 Expand into high growth segments	+HSD	» Strategic channel based sales strategy
 Total	+LDD	

Key takeaways

- ITS is our core market, Buy America, Build America contributes to success
- Aviation is the fastest growing opportunity
- Mission-critical, impactful business
- Long-term contracts with high renewal rate





INTERNATIONAL

Judd Guthmiller | Vice President International

Global footprint

100+
Countries with
video
installations

- Headquarters
- Sales / operations
- 1) Headquarters & plant
- Country with video Installation



Three strategic pillars will drive Daktronics's expansion in the international market where the firm captures <10% of the market and has plenty of room to grow

FY25 Daktronics International (Excl. China) market share [USD bn, %]



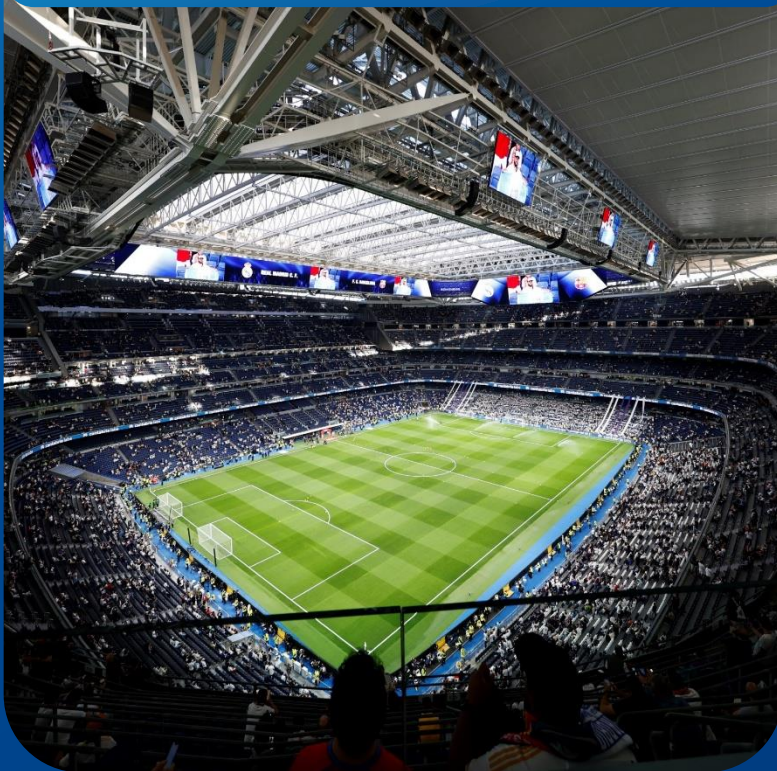
Unaddressed TAM
 Other players
 Daktronics market share
 SAM

1) Uses CY2024 SAM against FY2025 revenue

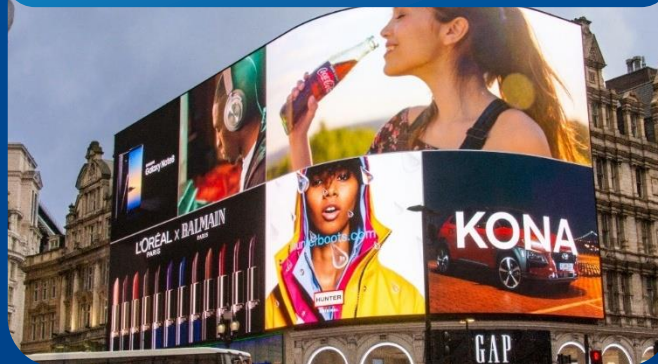
International core segments



Large Sports Venues



Advertising



Transportation



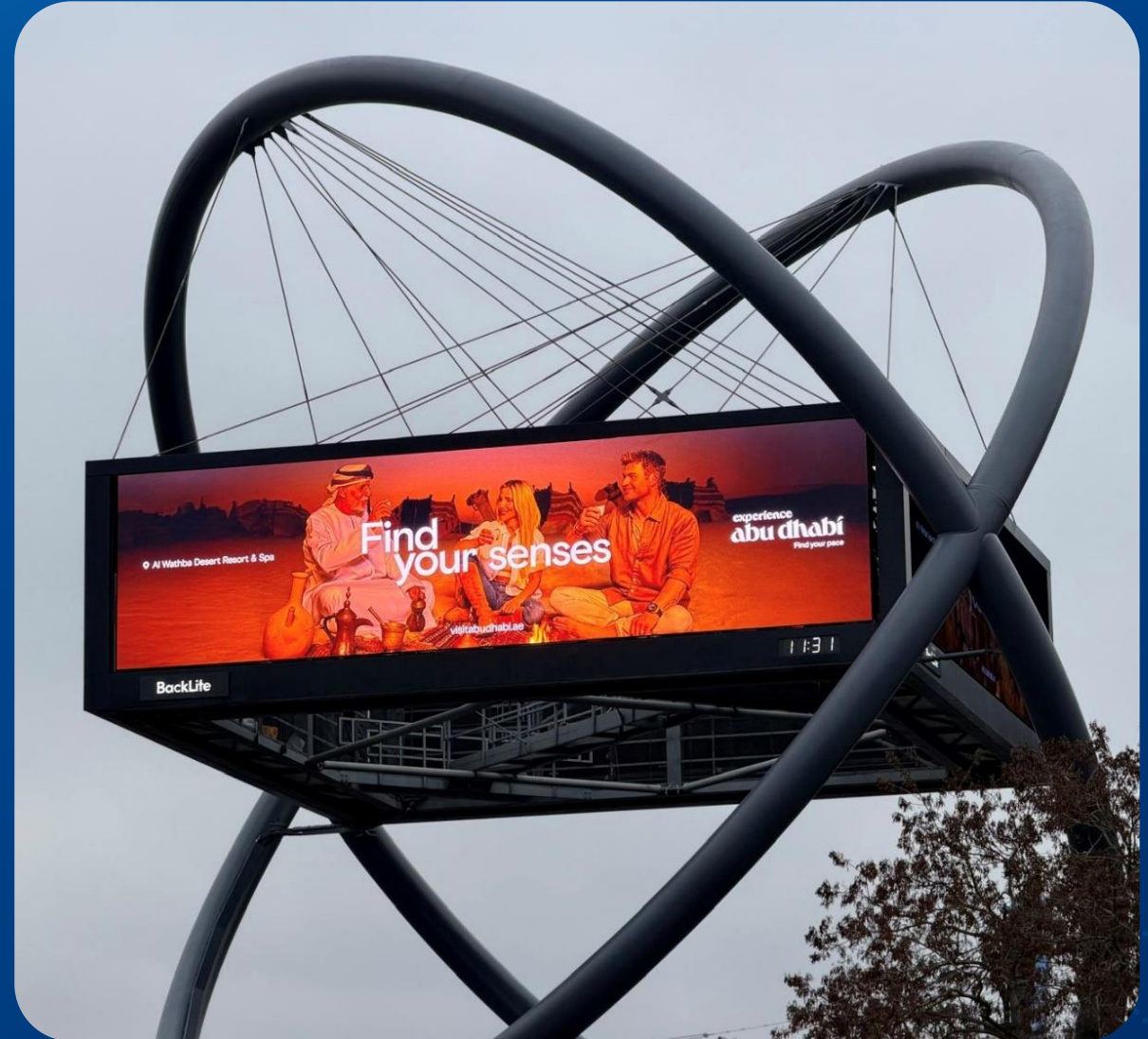
Sales strategy

- Lean into Daktronics heritage and reputational power
- Direct when appropriate; channel when reach is required
- Leverage global manufacturing footprint
- Domestic experience and expertise translate on an international level



Daktronics differentiators

- Global presence aligned with customer demand
- High quality products with predictable performance
- Positioned well to compete with "made in China" products sold outside U.S.
- Proven execution on iconic complex projects

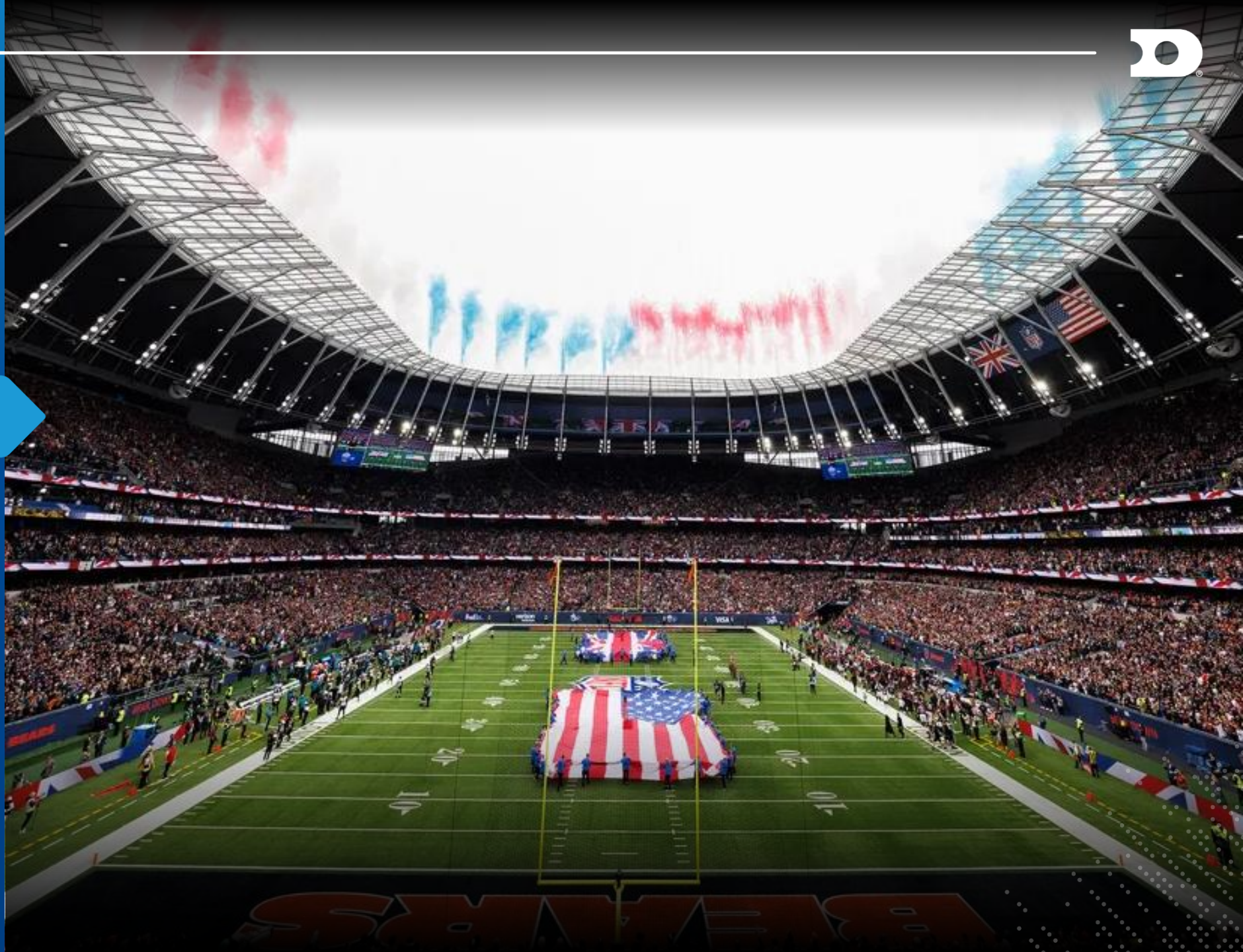


International, positioned for growth

NBA/NFL

Commercial

Tourism



International, positioned for growth

NBA/NFL

Commercial

Tourism



International, positioned for growth

NBA/NFL

Commercial

Tourism



Key takeaways

Concentrated growth



- Focus capital and resources on high growth regions and high profit market segments
- Establish new partnerships in key territories

Valued solutions



- Focus on customer-centric products
- Maintain high product performance predictability

Establish new growth levers



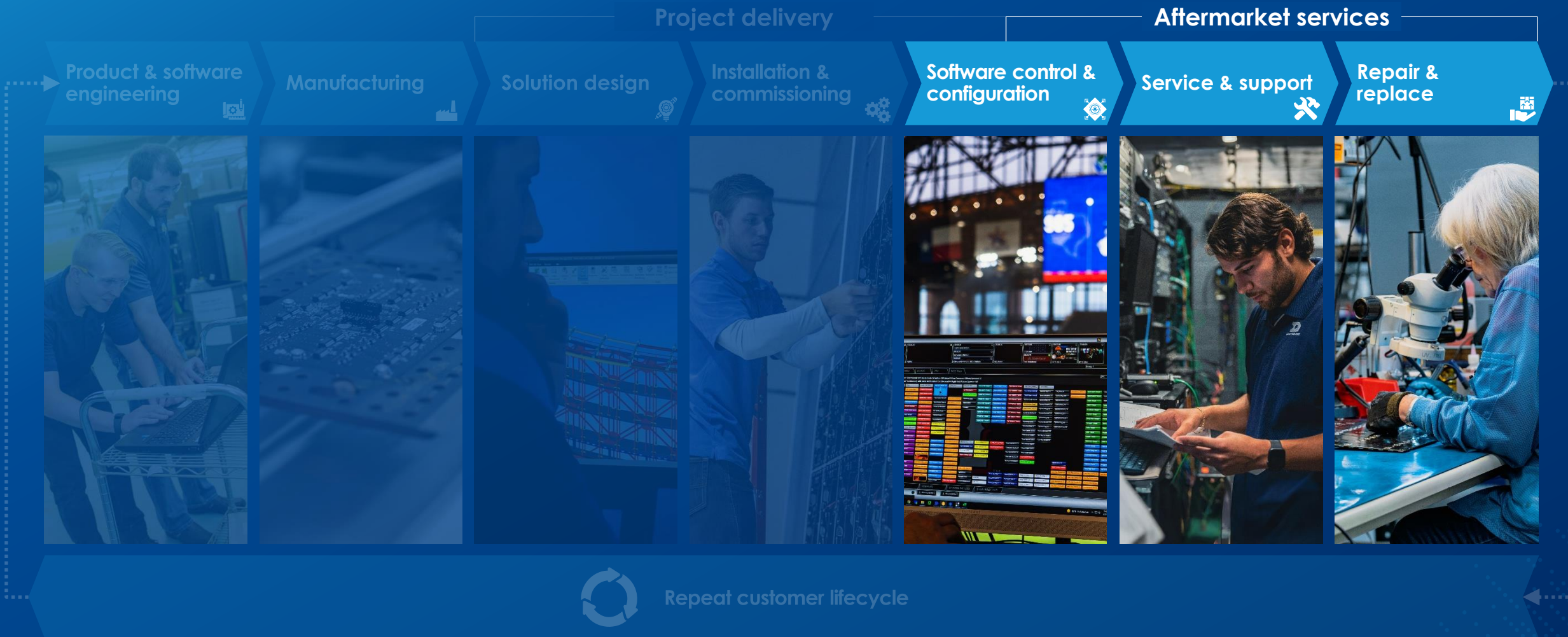
- Leverage US driven expansions across additional countries
- Capitalize on large global event driven growth opportunities



SERVICES & SOFTWARE

Sarah Rose | Vice President Global Services

Full lifecycle provider



Services: aftermarket

Aftermarket services

5~10-year product life

Technical

Professional

Software



Repeat customer lifecycle

Services & software

Aftermarket services

Customers rely on Daktronics **services + software** to ensure the **high performance** of their **investment** throughout the **lifetime** of their systems

Technical



Professional



Software



Customers

- Professional sports teams
- Schools (K–12 & higher ed)
- Business Owners
- Operators
- System integrators
- And many more



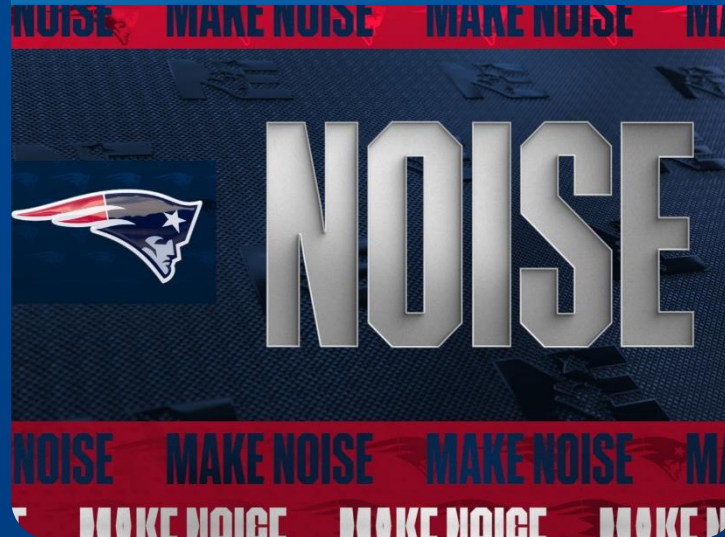
New England Patriots

20 years of service + 100+ displays = The one-stop solution

Technical



Professional



Software



Wawa

20 years
of service



13k
displays

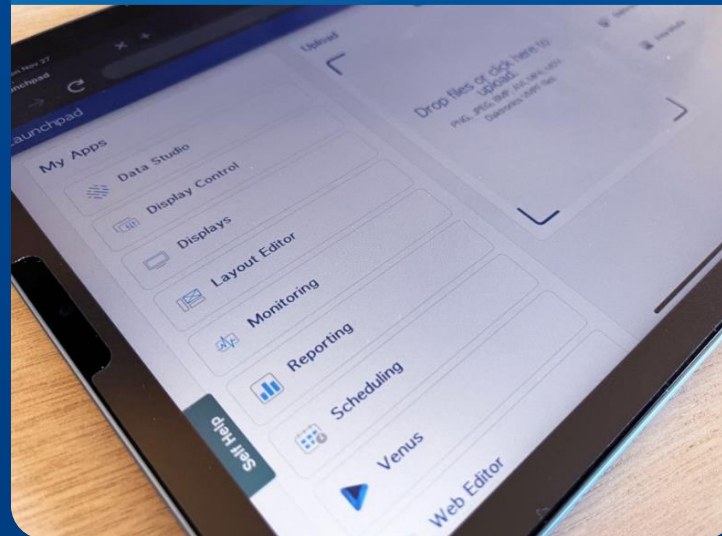


Service + software
integrated for ease of use

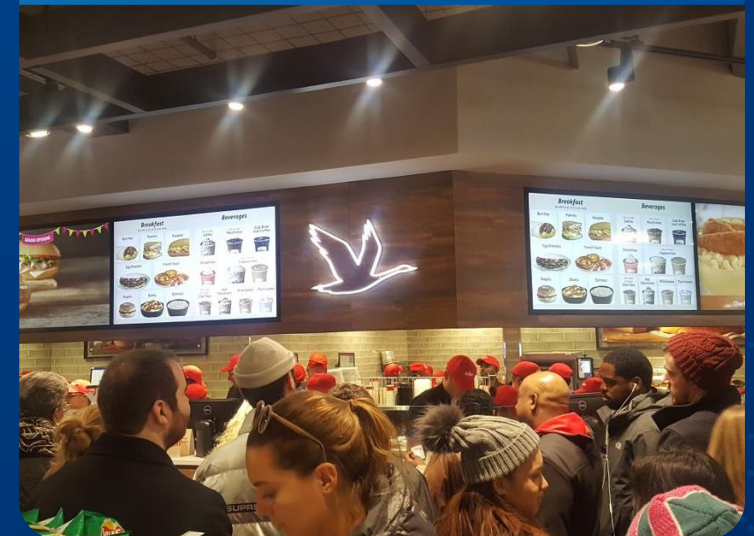
Technical



Software



Integration



High schools

1M events
a year



Powered by
student crews



Supported by
DakClassroom

Technical



Professional



Software



Differentiated capabilities

- The one-stop solution
- Software and subscriptions integrated for ease of use
- Depth and scale of services
- Technology combined with creativity



ALL-IN-ONE SOLUTION

LED DISPLAY
CONTROL
SOFTWARE
HARDWARE

STATS
SCORING
CONTENT
SUPPORT

By combining our software
and expert services, we are ...

Embedded
with customers



Expandable
services



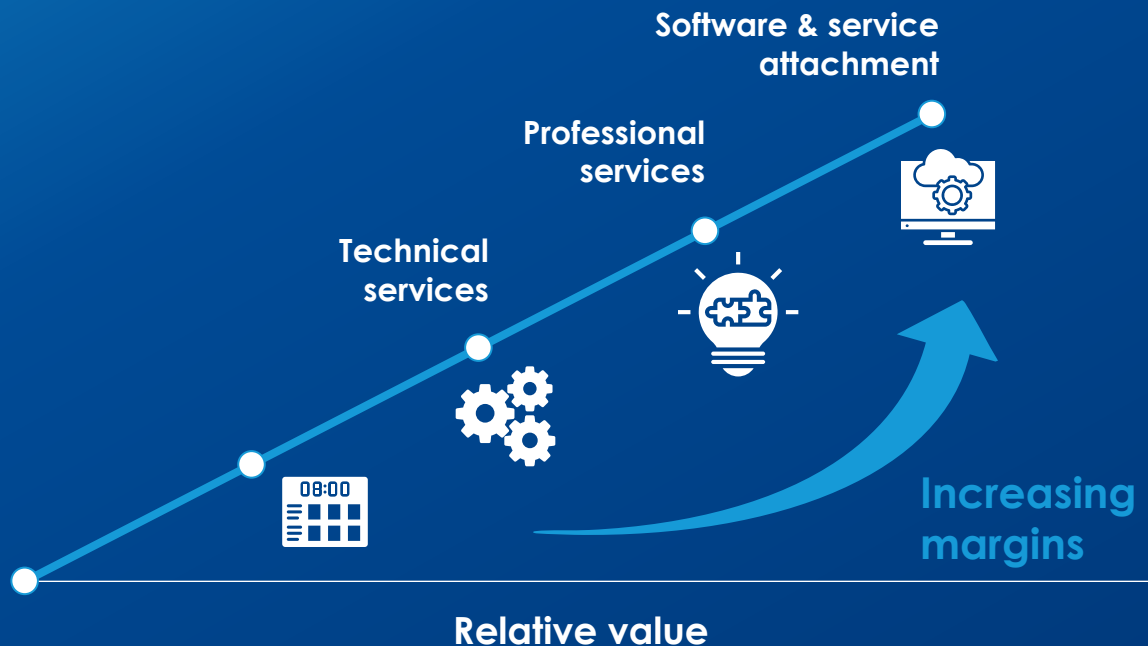
Centralize
solutions

= Long-term profitable growth

Services maintains higher levels of profitability than original equipment (OE) – Growing services will be a key pillar for profitable growth for Daktronics

Relative profitability of products, services, and software

Service growth levers



 Increase paid software subscribers

 Drive professional services with Camino 8

 Technical services pricing uplift

Q&A



**Ramesh
Jayaraman**

President & Chief
Executive Officer



**Howard
Atkins**

Acting Chief Financial Officer
& Chief Transformation Officer



**Jeremy
Johnson**

Vice President, Commercial
High Schools, Park & Rec



**Jay
Parker**

Vice President
Live Events & Spectaculars



**Jody
Kress**

Vice President
Project Realization



**Spencer
Degen**

Vice President
Transportation



**Judd
Guthmiller**

Vice President
International



**Sarah
Rose**

Vice President
Global Services

Short break



Please return in 10 minutes



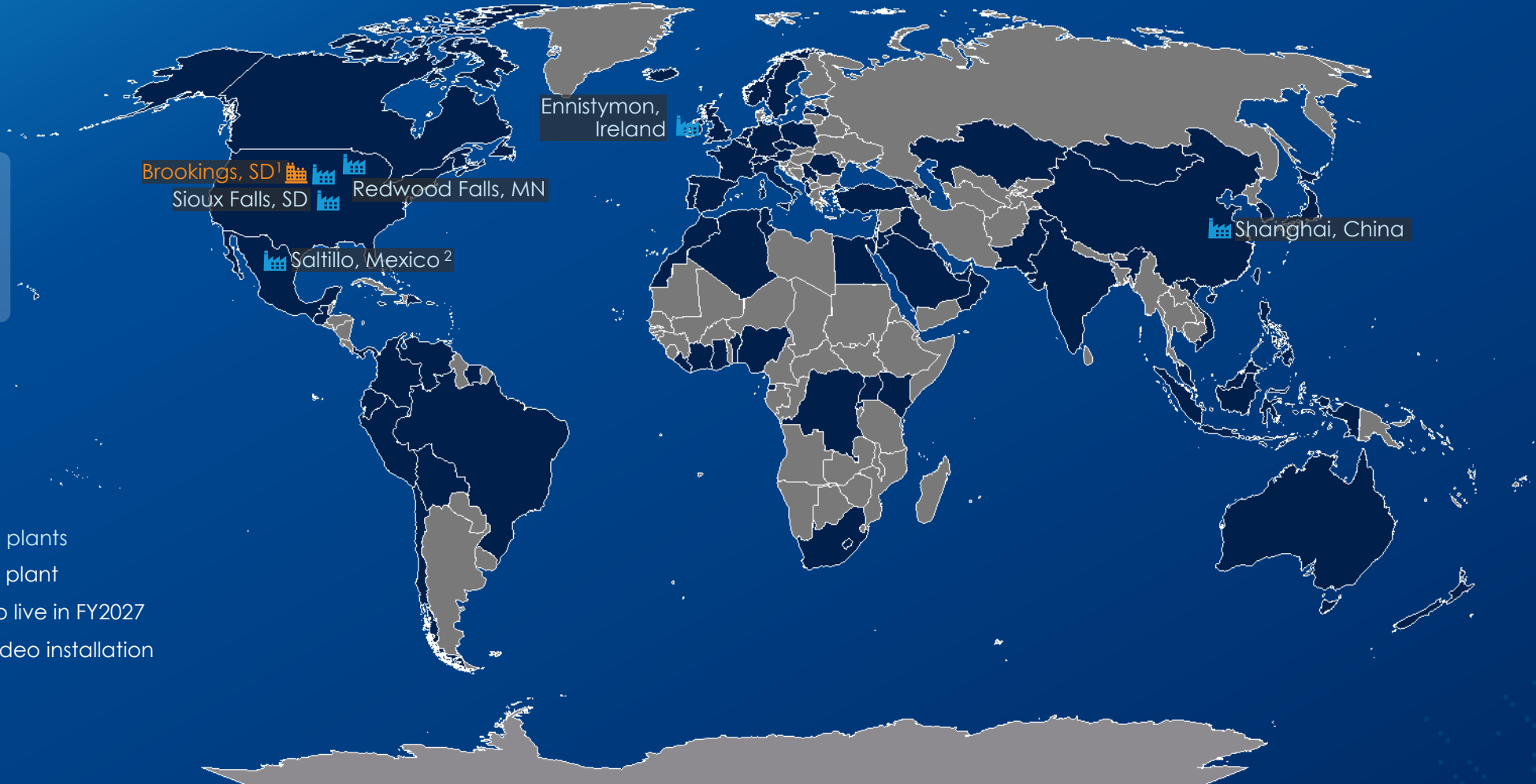
MANUFACTURING NETWORK

Matt Kurtenbach | Vice President Manufacturing



Global footprint

6
Manufacturing plants



Headquarters

Manufacturing plants

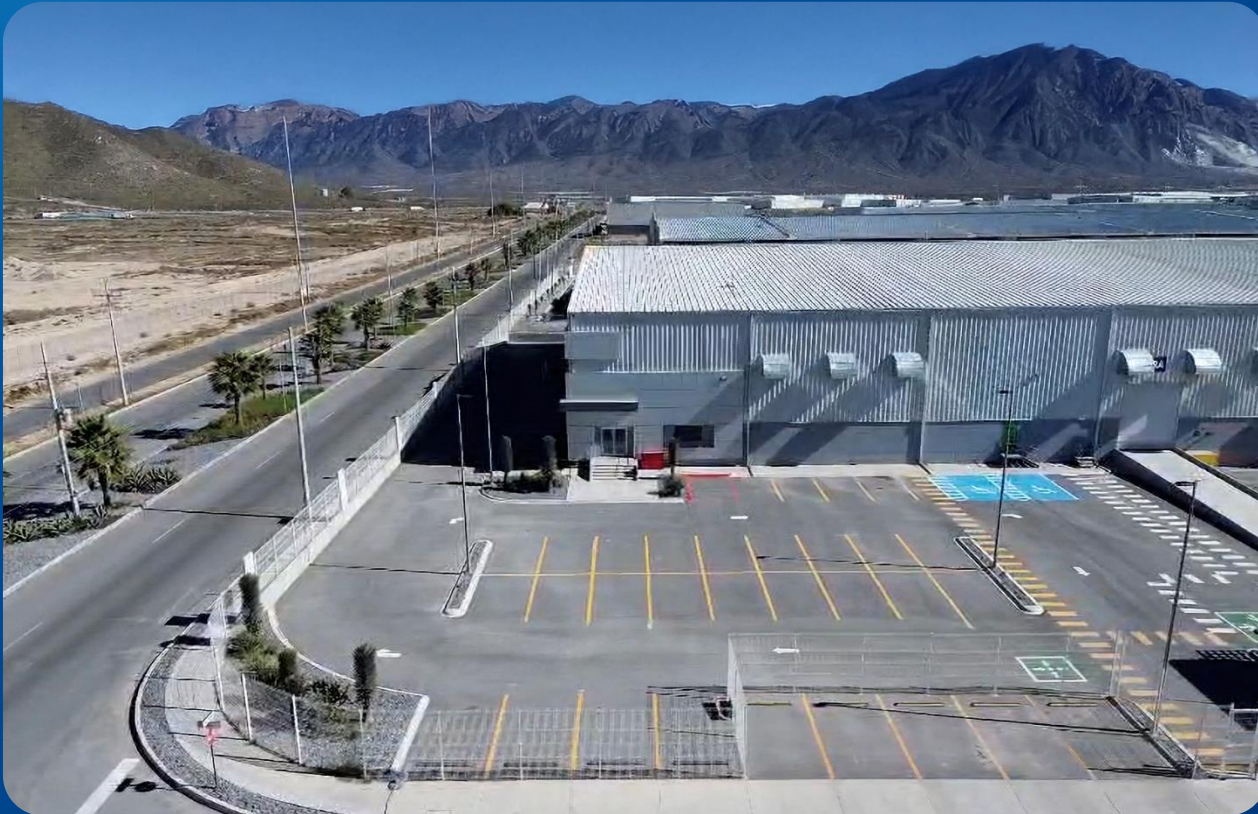
1) Headquarters & plant

2) Scheduled to go live in FY2027

Country with video installation

Mexico factory

Opening 2027



Global manufacturing, a strategic asset



**Lead time
control**



**Tailored
solutions**



**Supply chain
resiliency**



**Quality and
reliability**

Operational excellence



**Advanced
factory
automation**



**Lean
deployment**



**Manufacturing
network
optimization**



**Integrated
strategic
sourcing**

Advanced automation

Focused investments that improve throughput, precision and scalability

- Process automation for repeatability and throughput
- Targeted equipment upgrades in high-volume, high-precision areas
- Workforce enablement to ensure adoption and consistency

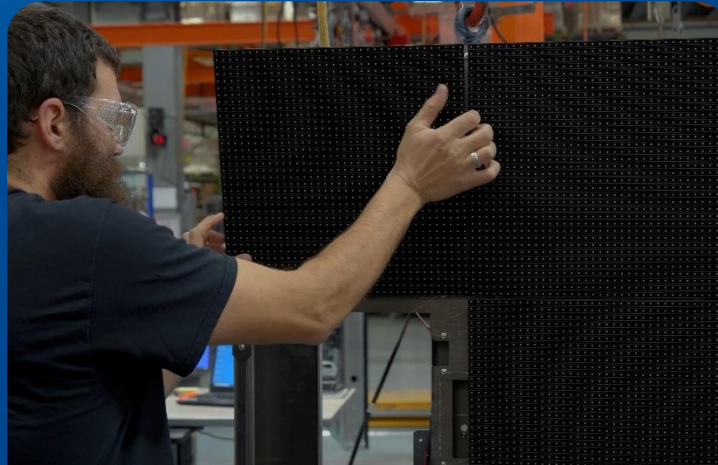


Global lean system, locally executed



Global standard

Common operating principles across all manufacturing plants



Local execution

Foot-print specific decisions based on role, cost and customer needs



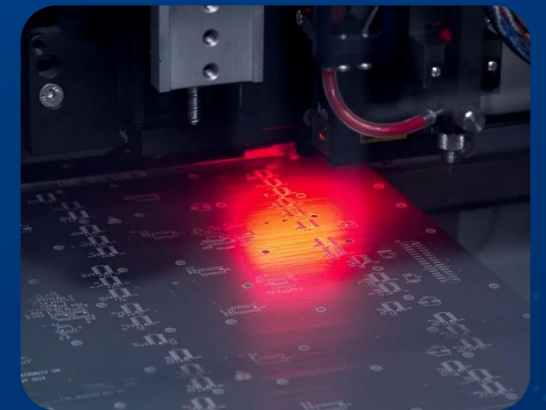
Business impact

Scalable impact across regions

Manufacturing footprint optimization

A strategic lever for growth, margin & resistance

- **Cost**
Optimize total landed cost
- **Speed**
Improve responsiveness to customers
- **Resiliency**
Operate confidently across geopolitical environments



Integrated strategic sourcing

- Maximizing value across entire lifecycle
- Providing a strategic profit lever
- Managing spend



Manufacturing – fueling our growth





PRICE LIST

SHARED GAMING AREA		
1 HOUR	35 SR	PC / CONSOLE
3 HOUR	70 SR	PC / CONSOLE
DAY PASS	140 SR	PC / CONSOLE
1 MONTH	650 SR	PC

PRIVATE ROOMS		
3 HOURS	450 SR	5 PCS
3 HOURS	520 SR	6 PCS

ESAMLAH LOUNGE

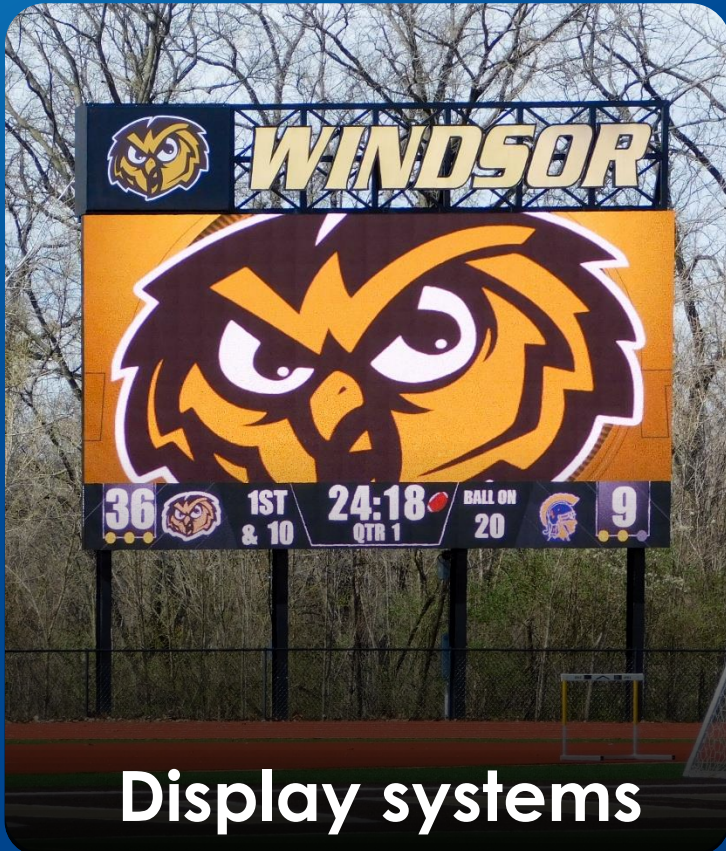


INNOVATION

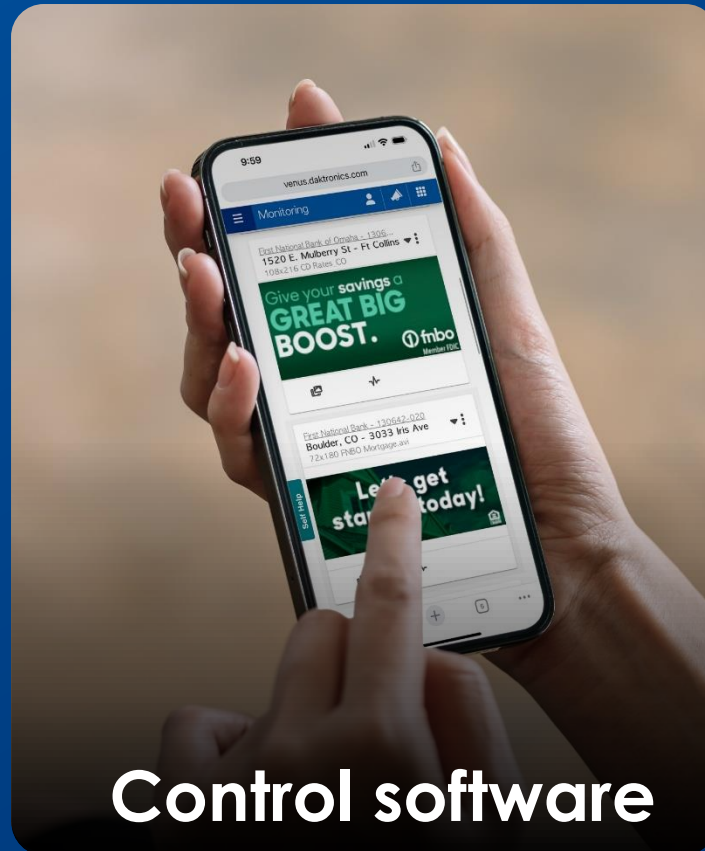
Brett Wendler | Vice President Design & Development



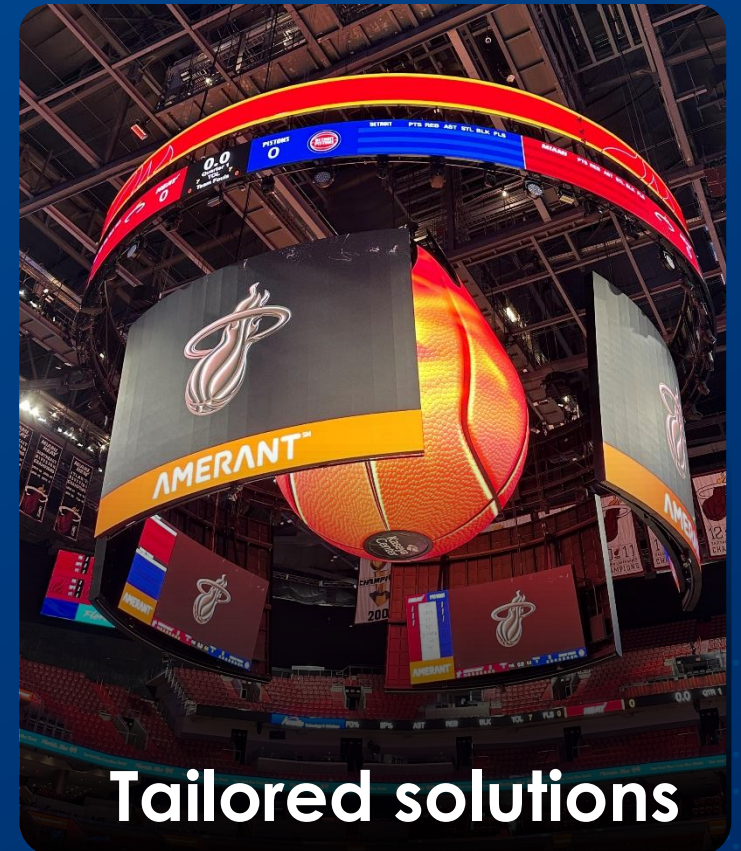
Innovation drives quality & revenue



Display systems

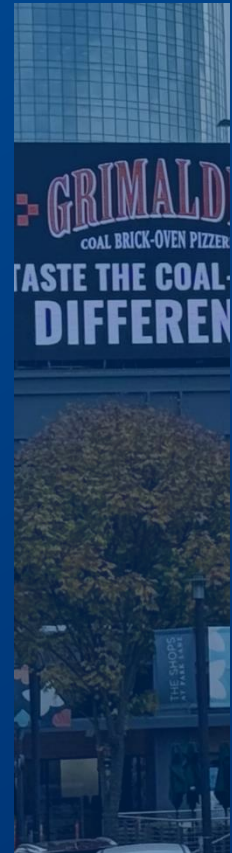


Control software

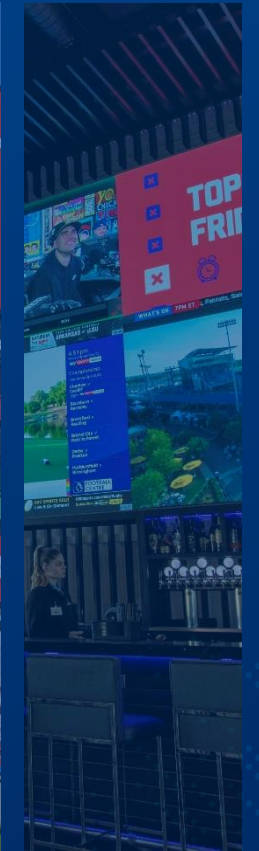
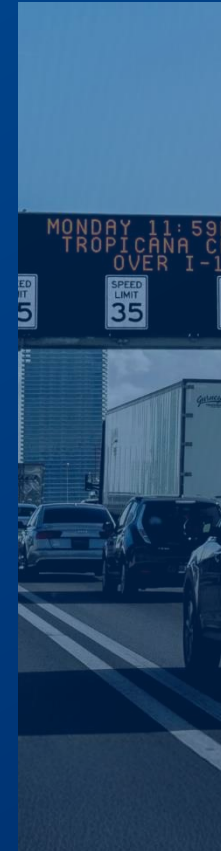
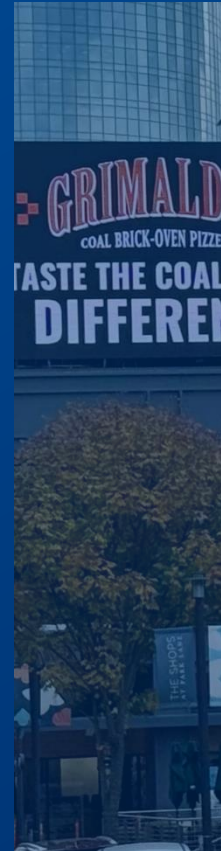


Tailored solutions

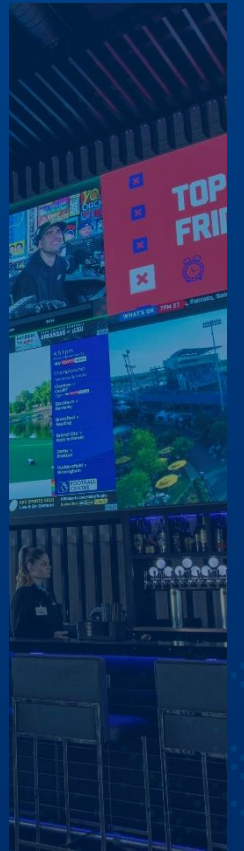
Tailored for the application



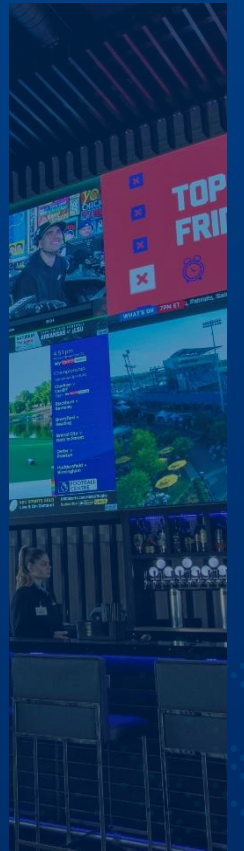
Tailored for the application



Tailored for the application



Tailored for the application



Tailored for the application

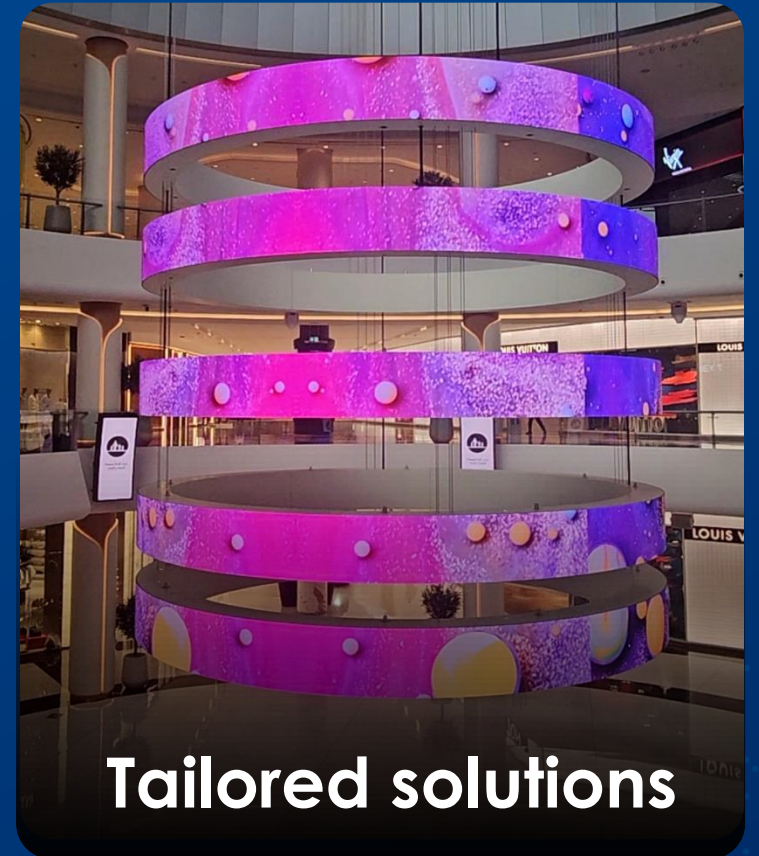
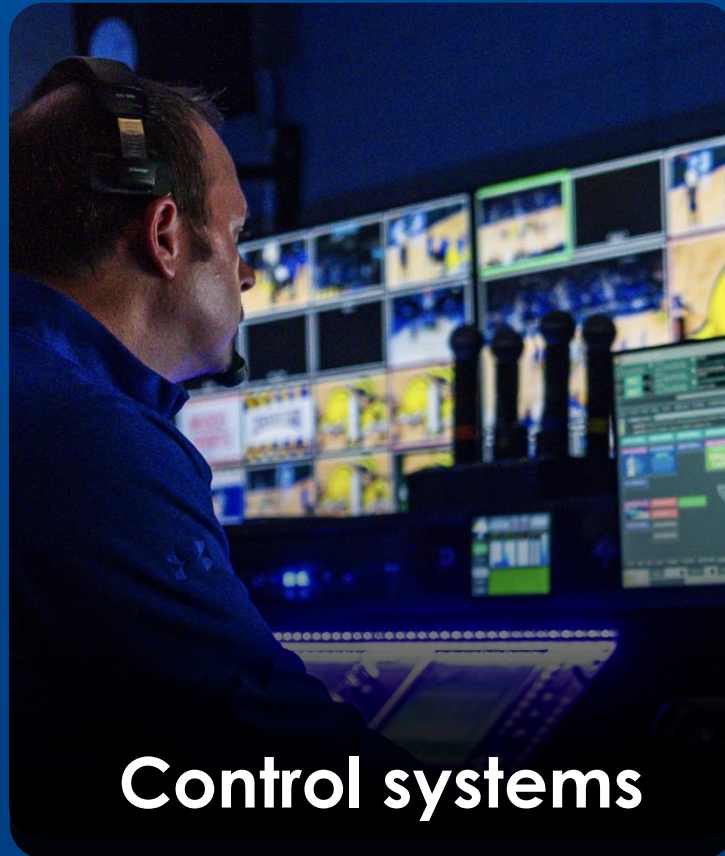
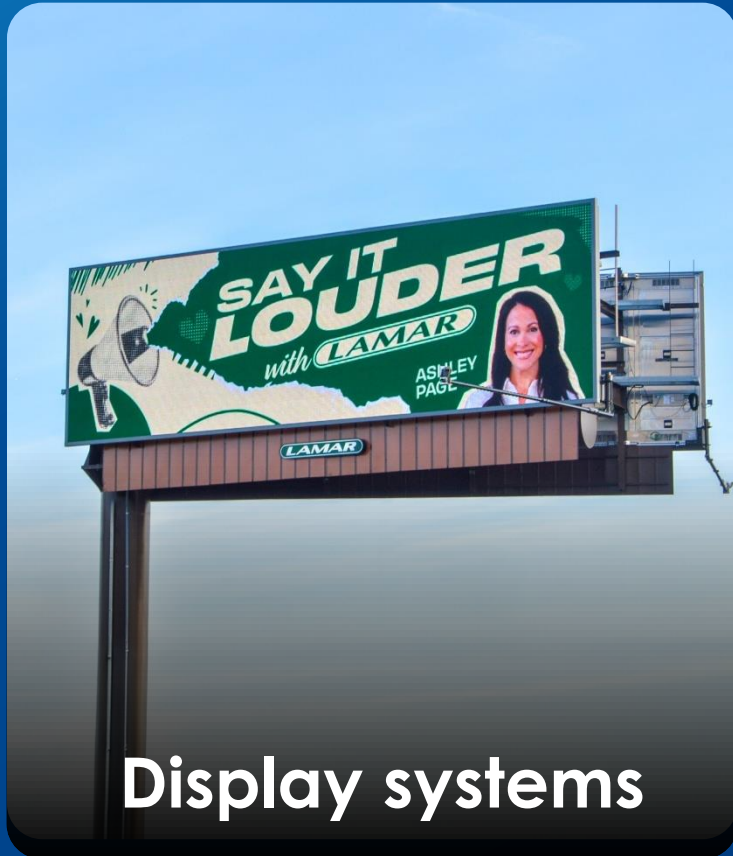


Tailored for the application



Innovation drives quality & revenue

Scalable & integrated solutions, tailored to the application



Scaling solutions

Large custom systems – professional operators



Professional sports



Show control software

Why integration matters

- Image quality
- System reliability and serviceability



Accurate

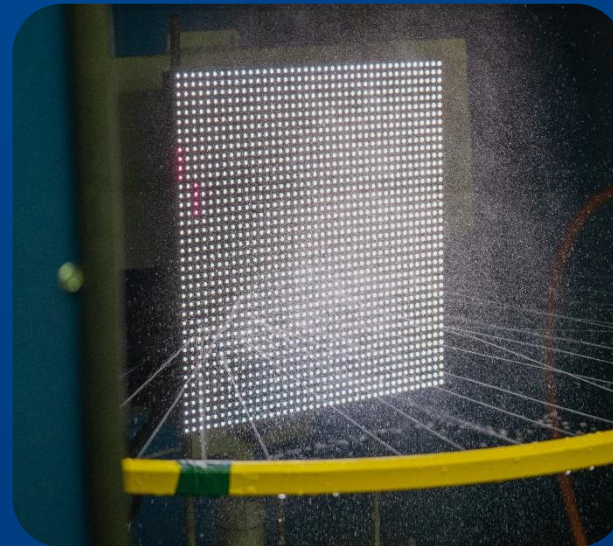


Unacceptable



Reliability engineering

- Industry leading testing capabilities
- Team of experts



Design for reliability



345,600 pixels

SD

720

480

921,600 pixels

HD

720

2,073,600 pixels

Full HD

1080

8,294,400 pixels

4K Ultra HD

1280

1920

2160

Industry & technology trends

Resolution trends

Display resolution increases as LED sizes get smaller, LED costs decrease, and processing technology improves.



480
SD

720
HD

1080
FULL HD

4K
ULTRA HD

8K
ULTRA HD

307,200 Pixels

921,600 Pixels

2,073,600 Pixels

8,294,400 Pixels

33,177,600 Pixels



Control software

Software is the key that unlocks a customer's ability to deliver and enhance their message.

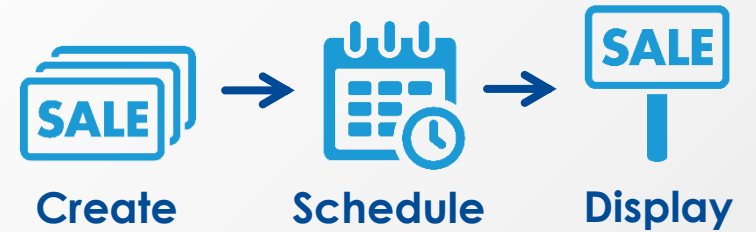


vs

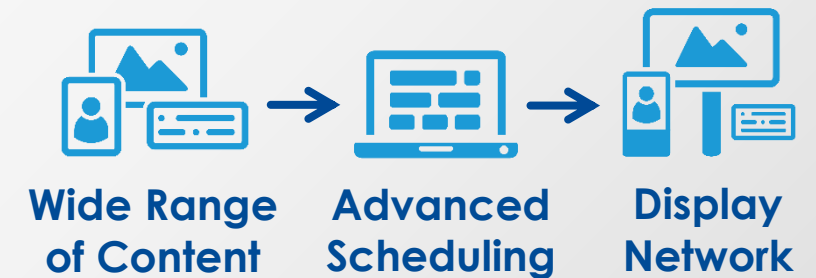


Process Flow

High-Level



Compounded Effort



We are focused on making it easy to do all these things at scale.

Control software

Moving from stats to data-driven graphics

:09	1:45
55 BYFIELD	20 AHO
:15	1:13
44 ANDERSON	48 MARTINOOK
:07	1:25
9 KEMPE	74 SLAVIN
:54	:37
8 DOUGHTY	11 STALL
:32	1:42
11 KOPITAR	8 BRUNS

Time on ice



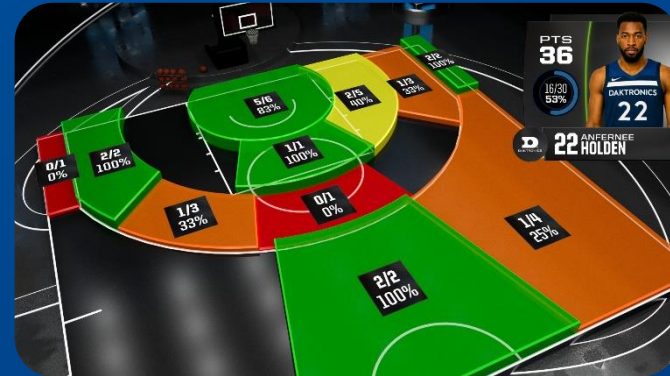
BUFFALO SABRES				YAAAMAVA				LA KINGS			
26	4	9	36	10	11	9	10	44	6		
DAHLIN	BYRAM	BENSON	AUBE-KUBEL	KREBS	SHIFT	KOPITAR	KEMPE	JEANNOT	ANDERSON	EDMUNDSON	
0:50	0:50	0:07	0:50	0:50	0:08	0:08	0:50	0:10	0:50		
1:45	1:46	0:53	1:05	1:05	TOI	1:01	1:01	1:11	1:13	1:43	
0:08	0:11	0:01	0:05	0:00	POSS	0:00	0:03	0:04	0:04	0:02	

Amplify the fan experience



Control software

Moving from stats to data-driven graphics



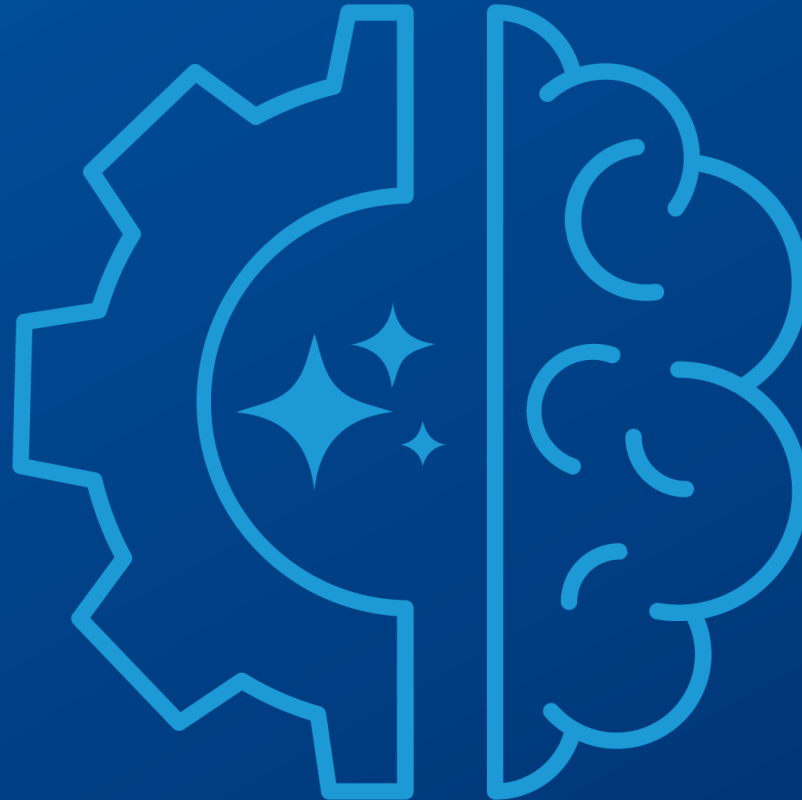
Camino 8



Artificial intelligence

Change how we and our customers work

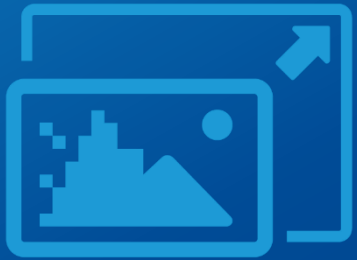
Drives efficiency and productivity to market



Accelerating software development

Will simplify content creation and delivery

FY 26-28 innovation priorities



**Higher resolution,
larger canvas**



**Easier storytelling
across venues**



**Lower power,
longer life outdoor
LCD alternative**



**Scalable control
& data integration**

Key development initiatives

Display

- LED expansion into outdoor LCD replacement
- Next Gen Indoor video for Live Events and HSPR

Software

- Easy tools that enable customers to configure and build themselves
- Data-driven content for high school & commercial customers
- Advanced data driven graphics for event applications

Innovation – technology driving outcomes

- Amplify the experience and storytelling at scale
- Scale solutions tailored to customer applications
- End-to-end software and display integration that makes Daktronics the clear choice



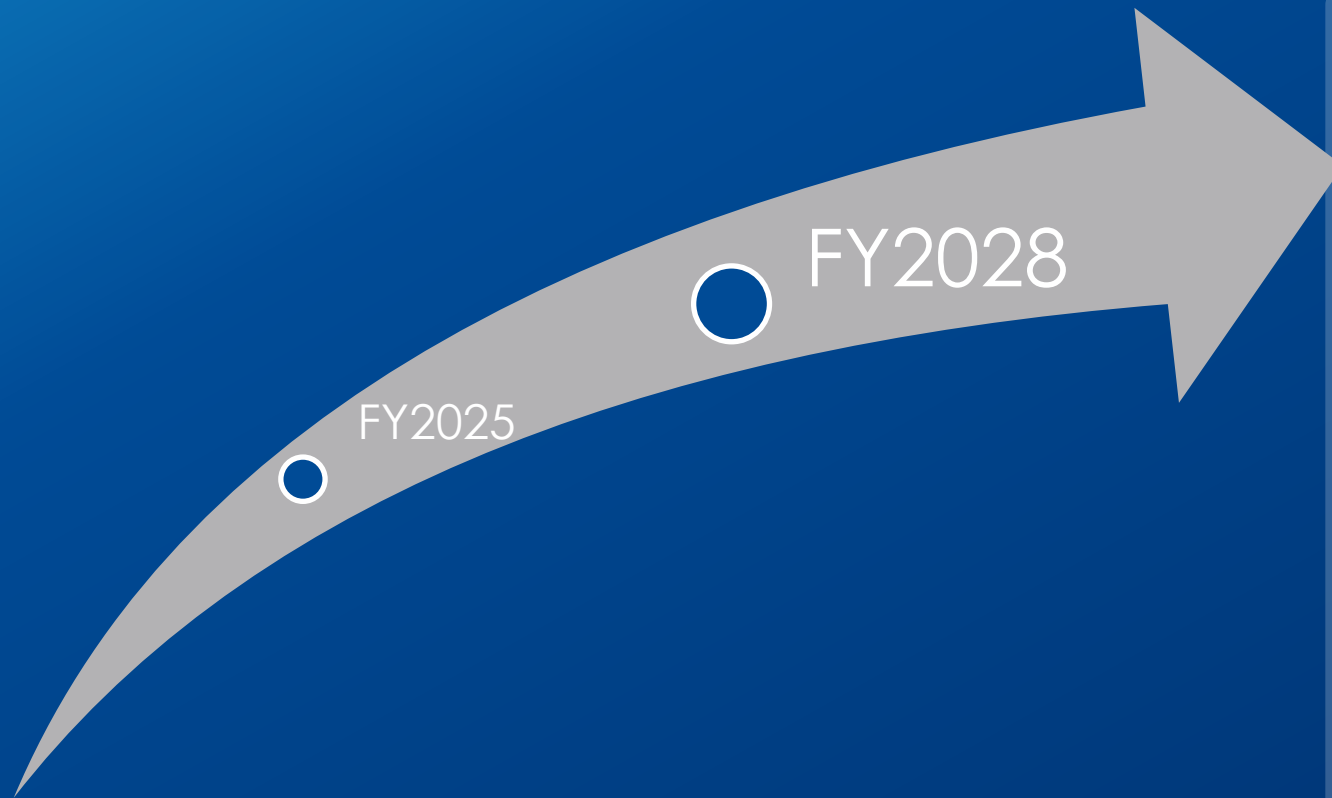


DRIVING EPS GROWTH

Howard Atkins | Chief Financial Officer (CFO) & Chief Transformation Officer (CTO)

Tracking to target

Disciplined growth, expanding margins, improving returns



Revenue Growth | 7-10% CAGR

- » Value-based pricing
- » Revenue mix diversification
- » New products/software solutions

Operating Margin | 10-12%

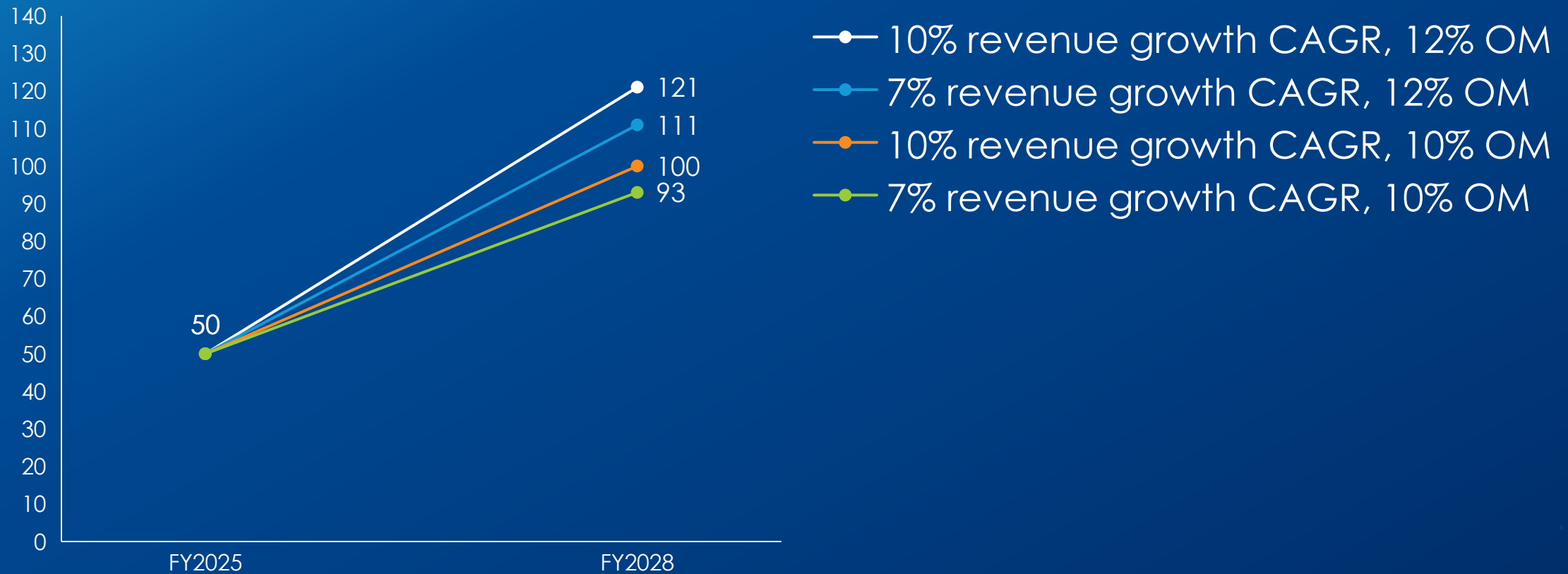
- » Structural cost reduction across supply chain
- » High value investment in hardware and software development

ROIC | 17-20%



Operating income growth over 3-year plan period

FY25-FY28 scenario outcomes based on 7–10% revenue growth CAGR & 10–12% operating margin [USD m]





Earnings per share (EPS)

Scenario matrix FY2025-2028

Operating margin	Growth rate			
	7%	8%	9%	10%
12%	\$1.74	\$1.79	\$1.84	\$1.90
11%	\$1.60	\$1.65	\$1.70	\$1.74
10%	\$1.46	\$1.49	\$1.54	\$1.58
9%	\$1.30	\$1.35	\$1.40	\$1.45

Assumptions

- Constant share count: 49m
- Effective tax rate: 22%

Street estimates: \$1.45/share – \$1.55/share

The plan: key drivers

Strategic growth

- Organic growth in core
- Software & services
Innovation/commercialization
- New vertical markets
- International growth

Operational excellence

- Enhanced automation
- Lean deployment
- Manufacturing footprint optimization
- Procurement efficiency

Growth vs. Market

- At or above TAM or SAM

Pricing

- Value-based pricing with disciplined execution
- Selective price increases

Tariffs

- No tariff rate increases or decreases assumed
- No refund benefit assumed

Superior execution

- Consistent delivery of the strategic plan

Today's presenters



Ramesh Jayaraman

President & Chief Executive Officer

Daktronics <1 Yr Industry 25 Yrs



Howard Atkins

Acting Chief Financial Officer & Chief Transformation Officer

Daktronics 3 Yrs Industry 41 Yrs



Jeremy Johnson

Vice President, Commercial High Schools, Park & Rec

Daktronics 30 Yrs Industry 30 Yrs



Jay Parker

Vice President Live Events & Spectaculars

Daktronics 31 Yrs Industry 39 Yrs



Jody Kress

Vice President Project Realization

Daktronics 30 Yrs Industry 33 Yrs



Spencer Degen

Vice President Transportation

Daktronics 27 Yrs Industry 27 Yrs



Judd Guthmiller

Vice President International

Daktronics 24 Yrs Industry 24 Yrs



Sarah Rose

Vice President Global Services

Daktronics 28 Yrs Industry 28 Yrs



Matt Kurtenbach

Vice President Manufacturing

Daktronics 35 Yrs Industry 35 Yrs



Brett Wendler

Vice President Design and Development

Daktronics 33 Yrs Industry 33 Yrs

Airway 5 MIN
LOOP 375 14 MIN

WIN WIN

COACH'S CORNER

TEAM STATS	1Q	2Q	3Q	4Q	TOT
OFF REB	18	16	15	17	66
DEF REB	29	28	28	28	113
ASSISTS	20	18	17	17	72
STEELES	10	10	10	10	40

POINTS BREAKDOWN

TEAM	PTS	FG	3PT	FT
HOME	14	1/2	0/0	1/1
AWAY	32	4/0	0/0	1/1

LEADERS / POINTS

PLAYER	PTS
1	10
2	9
3	8
4	7
5	6

SHOOT % 3PT

PLAYER	PTS	FG	3PT	FT
1	10	0/0	0/0	0/0
2	9	0/0	0/0	0/0

NORTH OLDHAM

MUSTANGS 12:00 DRAGONS

0 12:00 0

QTR 1

1ST & 10 ON 42

ME 100iso

American Eagle
ae.com

Mortgages:
Great Rates,
Local Service

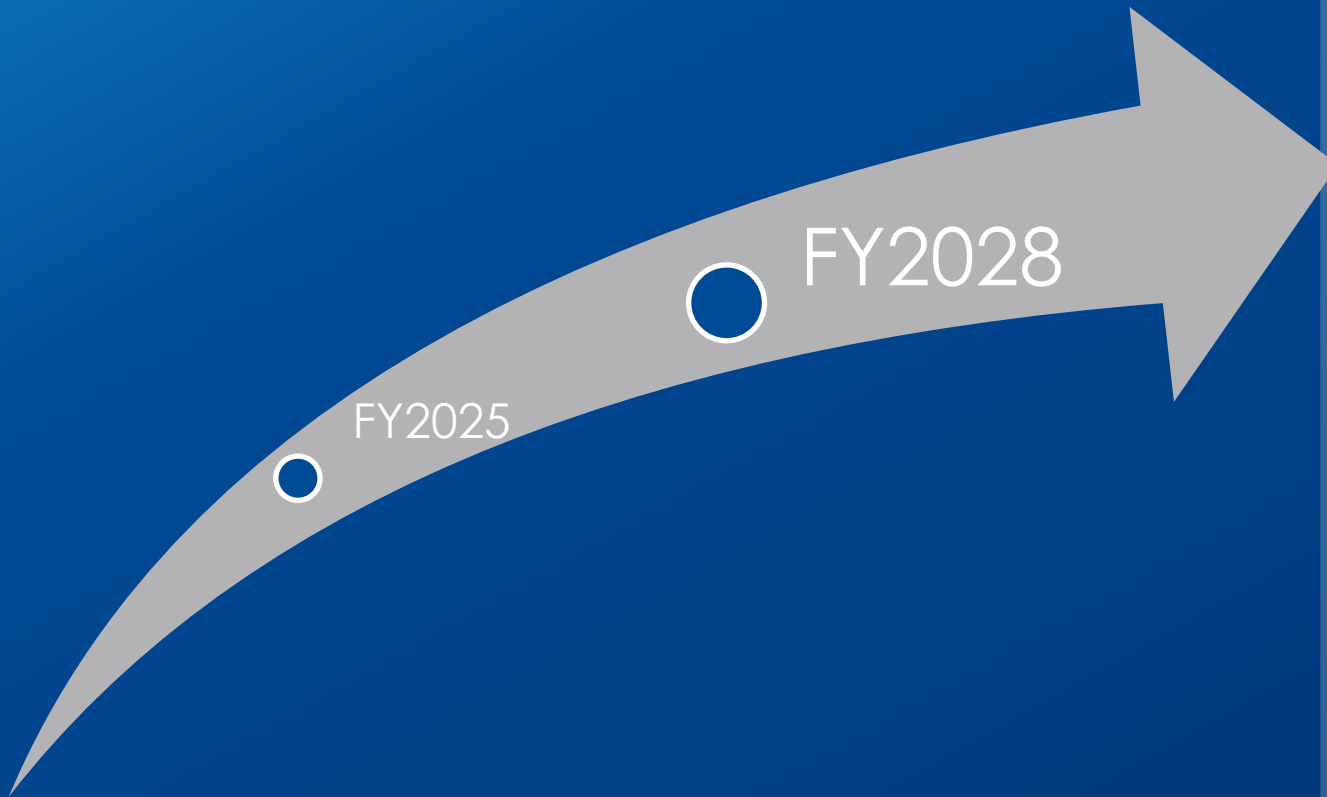


CLOSING COMMENTS

Ramesh Jayaraman | President and CEO

Tracking to target

Disciplined growth, expanding margins, improving returns



Revenue growth | 7-10% CAGR

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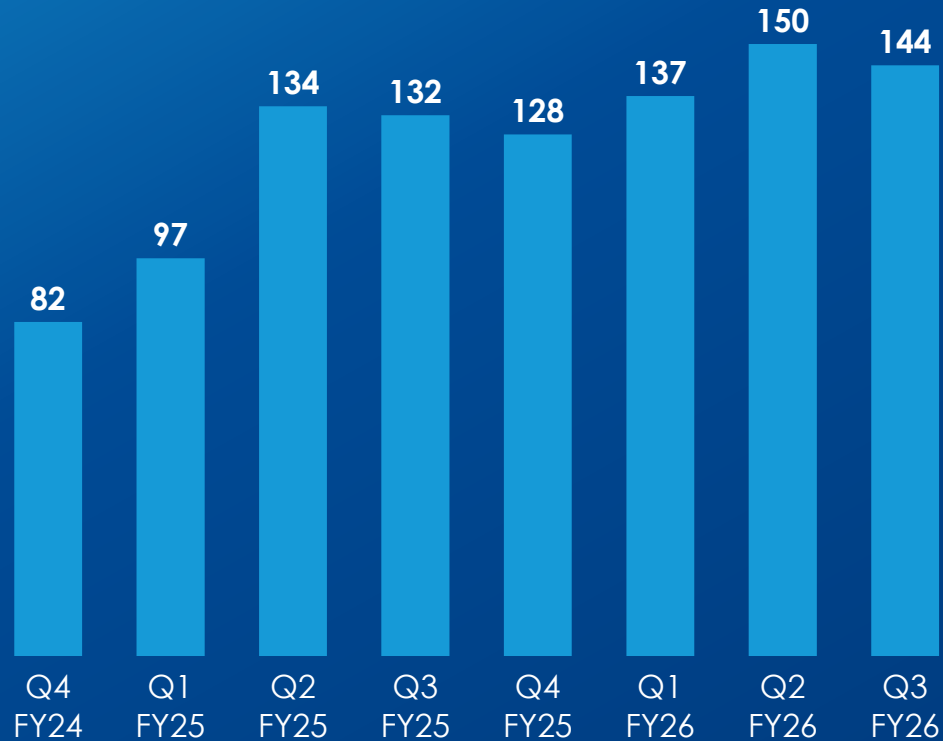
- » Structural cost reduction across supply chain
- » High value investment in hardware and software development

ROIC | 17-20%

Performance aligned executive compensation

Capital deployment priorities

Cash and cash equivalents [USD m]



- 1 Continued organic investments
- 2 Inorganic growth expansion
- 3 Return excess capital to shareholders

Value creation roadmap

Strategic theme

Revenue growth CAGR

Margin improvement

1A Accelerate organic growth in core	+HSD% Growth in line with underlying markets	+LSD
1B Expand to new vertical markets	+LSD	+LSD
1C Software & services innovation and commercialization	+LSD	+LSD
1D International growth	+LSD	+LSD
2 Operational excellence	---	+LSD
Total	+HSD-LDD	+MSD

7-10% Revenue growth CAGR

10-12% Operating margin

17-20% ROIC



Management team



Ramesh Jayaraman
President &
Chief Executive Officer



Brad Wiemann
Executive
Vice President



Howard Atkins
Acting Chief Financial Officer &
Chief Transformation Officer



Sheila Anderson
Chief Data &
Analytics Officer



Bradley Drummond
Vice President
Strategy



Brett Wendler
Vice President
Design & Development



Jay Parker
Vice President
Live Events & Spectaculars



Jeremy Johnson
Vice President Commercial,
High Schools, Park & Recreation



Jody Kress
Vice President
Project Realization



Judd Guthmiller
Vice President
International



Matt Kurtenbach
Vice President
Manufacturing



Paul Gilk
Vice President
Quality, Reliability, & Serviceability



Rich Hintz
Vice President
Information Technology



Sarah Rose
Vice President
Global Services



Shawna Hanson
General Counsel &
Corporate Secretary



Spencer Degen
Vice President
Transportation



Walter Shaefer
Vice President
Human Resources



Q&A



Ramesh Jayaraman

President & Chief Executive Officer



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Vice President Manufacturing



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Vice President Design and Development

Disciplined growth, expanding margins, improving returns



OUT HERE,
TIME SLOWS
DOWN.

CLAYCO CLAYCO CLAYCO CLAYCO

Built by humans
who use AI.

CLAYCO

THE ART & SCIENCE OF BUILDING

TACO BELL

Hard Rock
CAFE

Palermo

Look up and see Daktronics