

# INVESTOR PRESENTATION

May 28, 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.



# 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%**

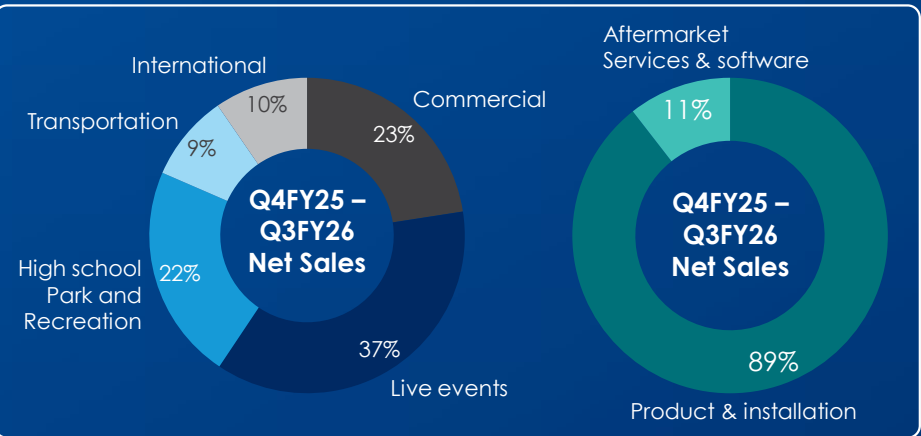
Q4FY25 – Q3FY26  
Op. Margin

**2,500+**

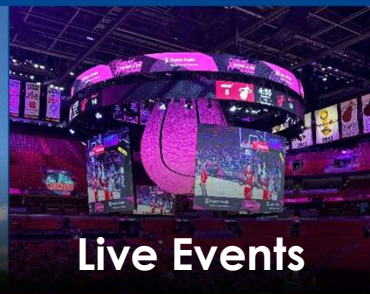
Employees

**40,000+**

Video installations worldwide



Commercial



Live Events



High School Park & Rec



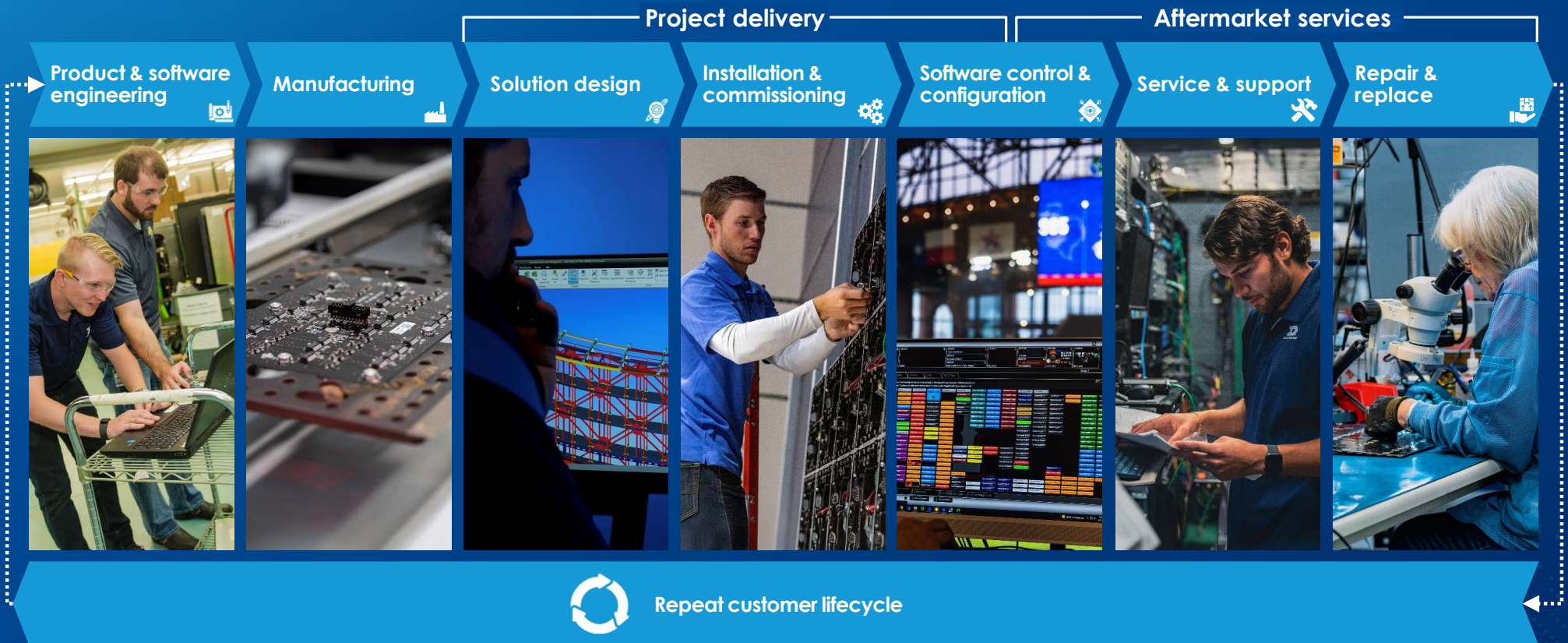
Transportation



International



# Full lifecycle provider





# Global footprint

6

Manufacturing sites

100+

Countries with video installations

Headquarters

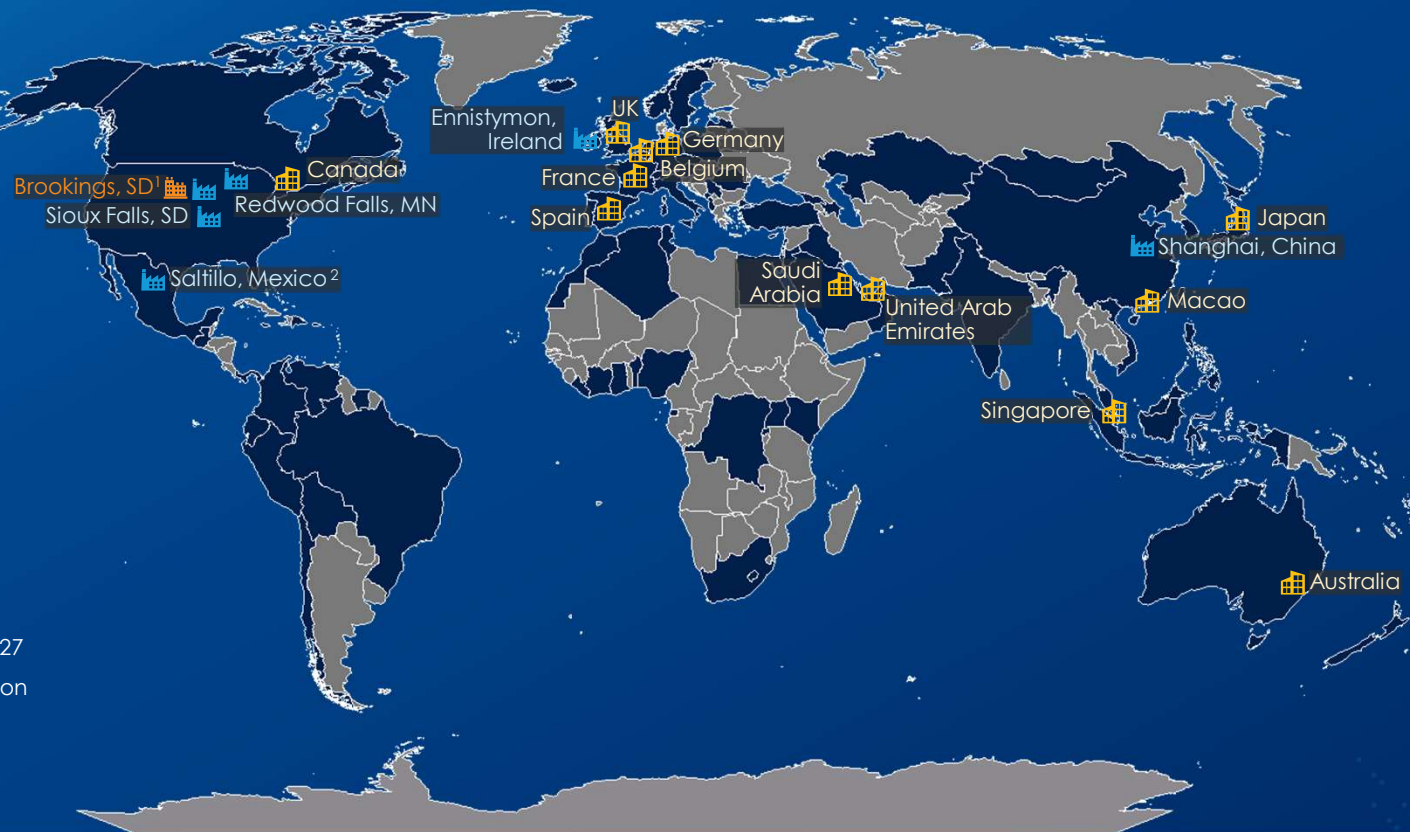
Manufacturing plants

Sales/operations

1) Headquarters & plant

2) Scheduled to go live in FY 2027

Country with video installation





# 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



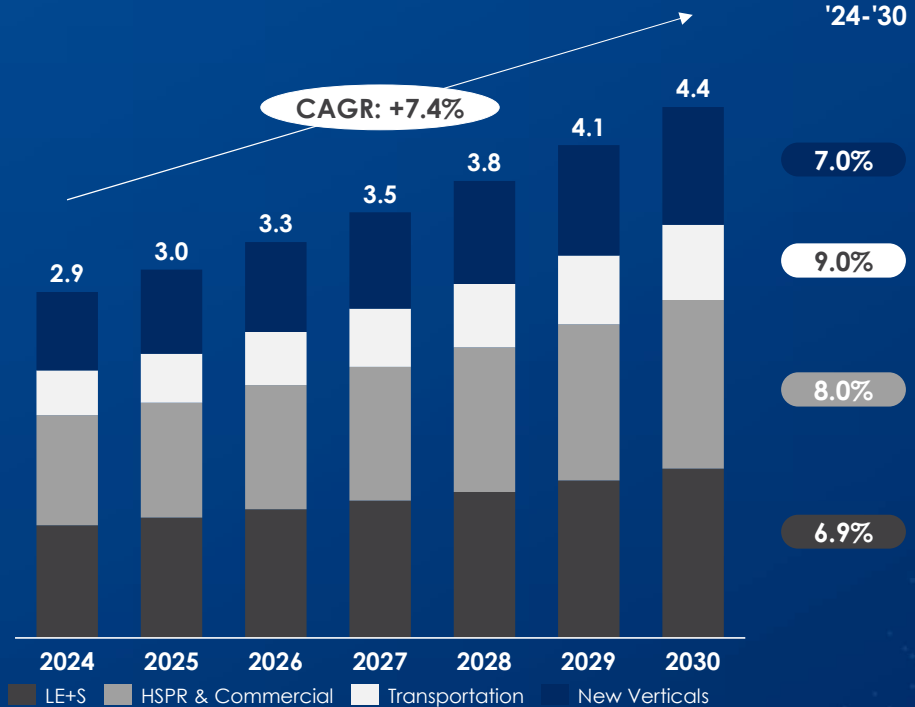
# Accelerated organic growth

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



CAGR  
'24-'30

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

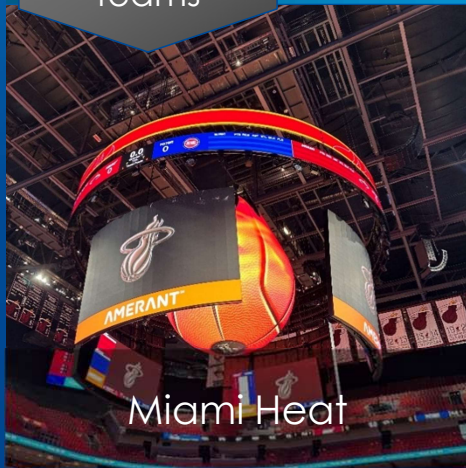


# Secular trends

## Professional sports

154 pro teams

High complexity

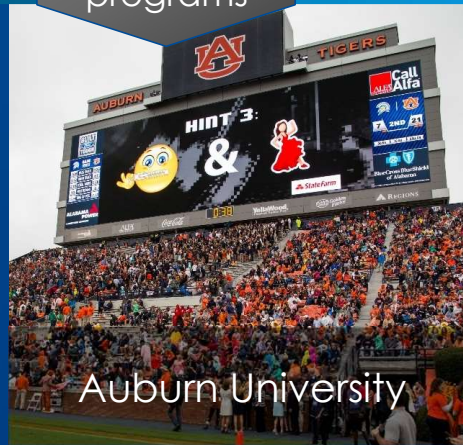


Miami Heat

## College sports

1,316 athletic programs

Bigger scale



Auburn University

## Youth sports

30,000+ high schools

Video & fixed digit

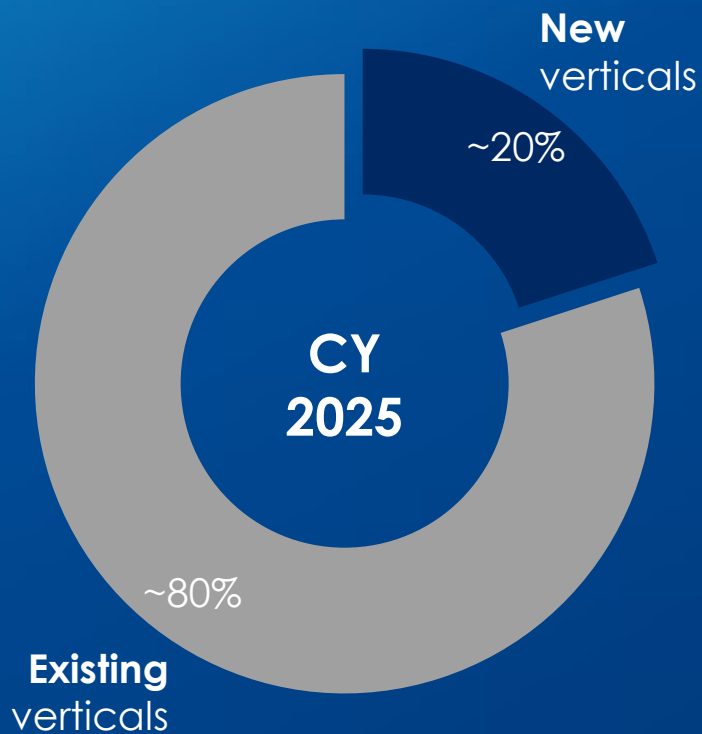


Watertown, SD



# New market verticals

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



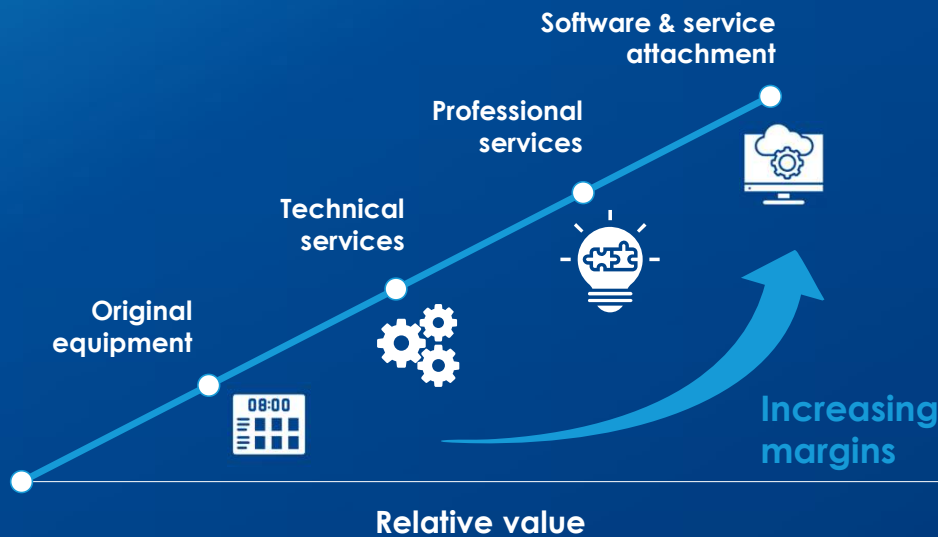
## Highlights

- » ~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





# Operational excellence



## Advanced factory automation

Unlock industry-leading commercial performance through automation



## Lean deployment

Drive continuous improvement and operational efficiency



## Manufacturing network optimization

Economies of scale and localization of core manufacturing capabilities



## Integrated strategic sourcing

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



## Operating segments: High school park and recreation

### Market definition:

#### High school park and recreation

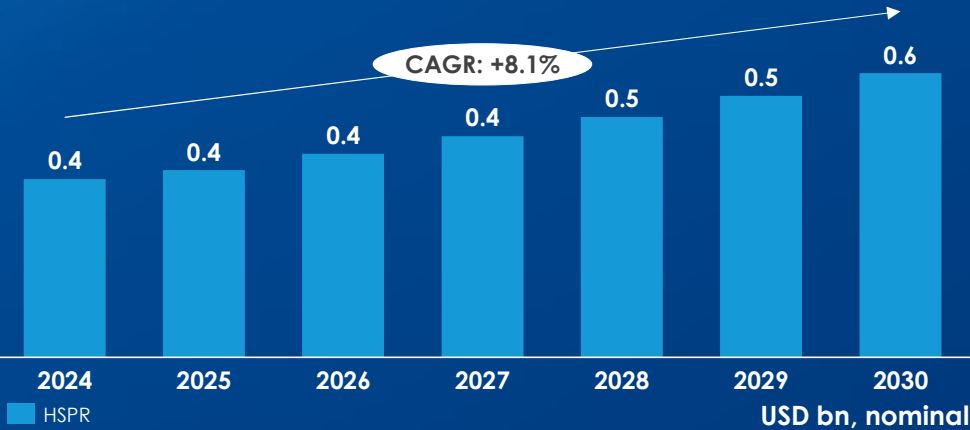
- 32,000 K-12 public and private schools
- 128,000 sport venues at community colleges, technical schools, municipal and community facilities
- Parks and recreation

Predominantly direct to end customer field sales teams deeply embedded in education market and fabric of communities

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

### HSPR total addressable market

DAKT Market Share: 48%<sup>1)</sup>



### Driving Organic Growth

- Increasing spend in high schools
- Sales team driving with value selling
- Feature development to drive adoption of paid services
- Value pricing for professional and break fix services

<sup>1)</sup> Uses CY2024 TAM against FY2025 revenue



## Operating segments: **Transportation**

### Market definition:

#### Intelligent Transportation Systems (ITS)

- Departments of transportation, toll authorities, local traffic authorities
- 80% through resellers / 20% direct (DOT's)

#### Aviation

- Airports, advertising concessions, airlines, retail, F&B
- 50% Direct / 50% Integrator & reseller

#### Public transit

- Public and private transit operators – bus, rail
- 50% through resellers / 50% direct – owner install or construction bids

### Trends

### Volume impact

### Value impact

Smart city growth



Infrastructure investment



Integrator/ consultant influence

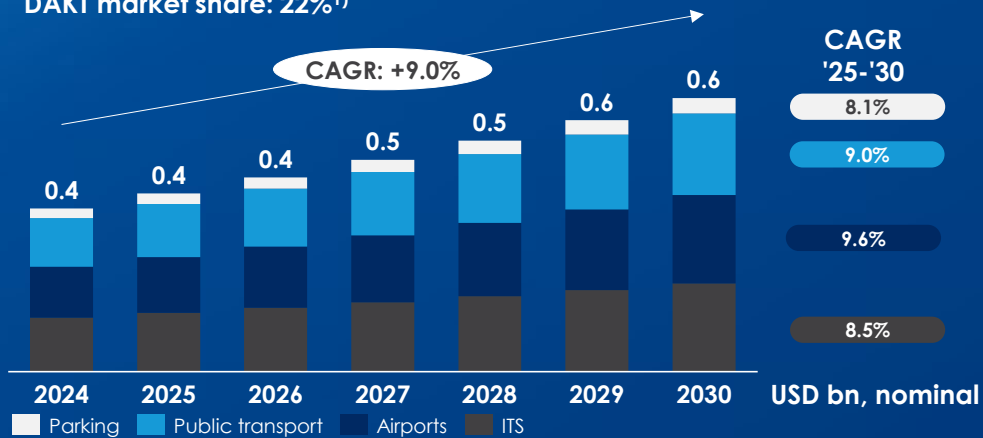


Improved LED technology



## Transportation total addressable market

DAKT market share: 22%<sup>1)</sup>



## Driving Organic Growth

- Next generation products
- Product market alignment to address geographic white spots
- Strategic channel-based sales strategy

12 1) Uses CY2024 TAM against FY2025 revenue



# Operating segments: Commercial

## Market Definition:

### On Premise

- Convenience stores, Auto dealers, Banks, Car washes, Churches, QSRs, Healthcare

### Digital Out-of-Home

- Large & independent billboard operators serving roadside and indoor transit applications

### Spectaculars

- Major city centers: Times Square, Las Vegas, Los Angeles etc...
- Sportsbooks and gaming, digital OOH media companies
- Retail, corporate, hospitality, iconic experiential displays, cruise ships, shopping malls

## Trends

## Volume impact

## Value impact

Digital conversion wave



LED display cost reduction

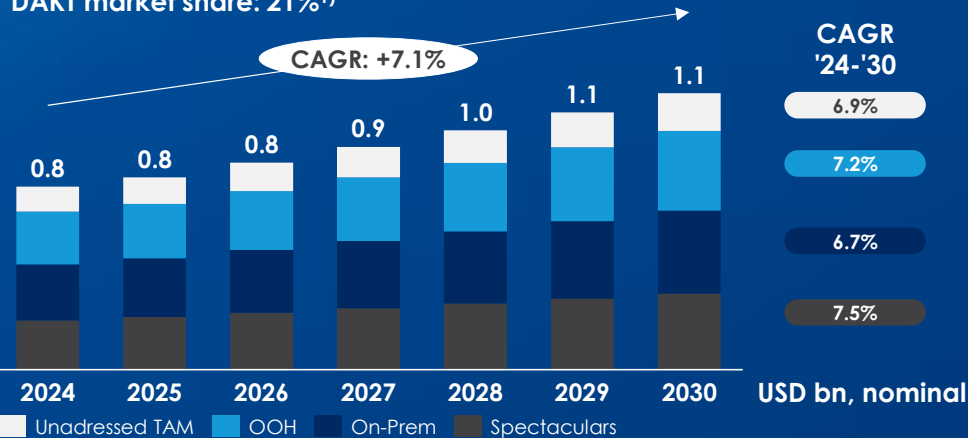


Improved LED technology



## Commercial total addressable market

DAKT market share: 21%<sup>1)</sup>



## Driving Organic Growth

- Increased focus on AV integrator channel
- Feature development to drive adoption of paid services
- Value pricing for professional and break fix services
- Optimize OOH operator investment over the life of the asset
- Enable value pricing and higher replacement rates

1) Uses CY2024 SAM against FY2025 revenue



# Operating Segments: Live Events

## Market definition:

### Live Events

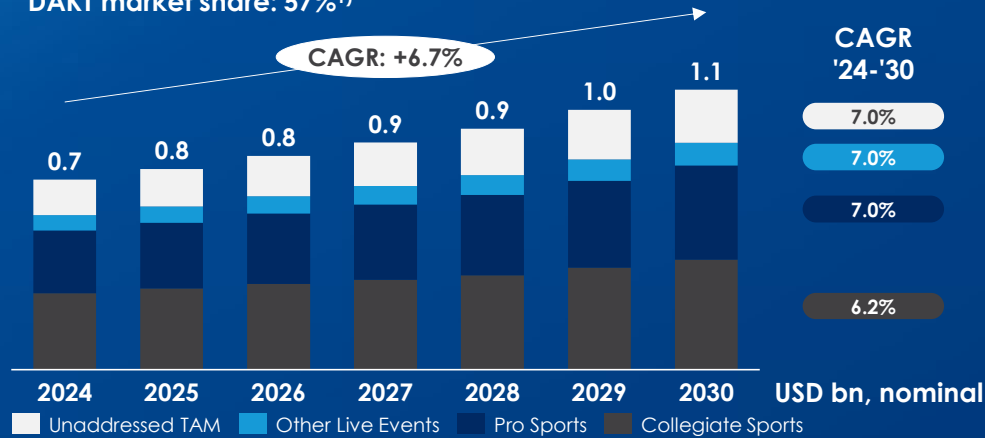
- 154 professional sports teams
- 1,316 college athletic programs
- 400 minor league facilities
- Convention centers, amusement/theme parks

Experienced and aggressive sales team serving

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

## Live events total addressable market

DAKT market share: 57%<sup>1)</sup>



## Driving Organic Growth

- Increasing display sizes and spend at all levels
- Camino 8 upgrades
- Increased service parts and labor pricing

14 1) Uses CY2024 SAM against FY2025 revenue



## Operating Segments: **International**

### Market definition:

### Global footprint outside of US/CA focused on:

- Large Sports Venues
- Advertising
- Transportation

### Key differentiators:

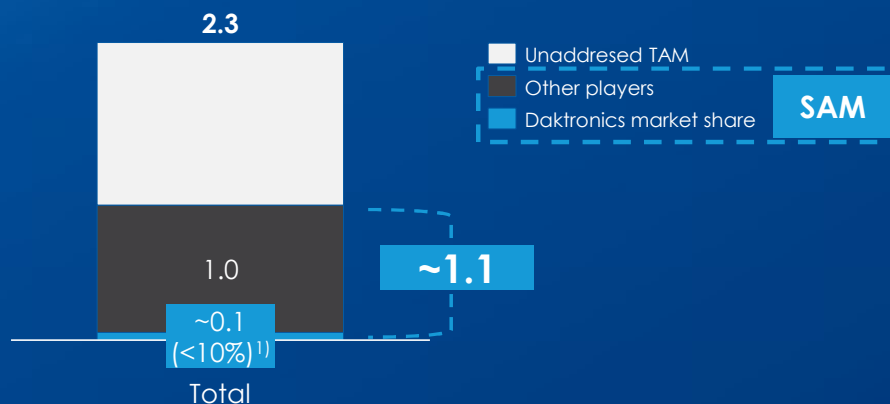
- Lean into Daktronics heritage and reputational power
- Direct when appropriate; channel when reach is required
- Leverage global manufacturing footprint
- Domestic experience and expertise translate on an international level

## Positioning and Trends Driving Demand

- NBA/NFL global expansion
  - NBA announced 16 team league in Europe
  - NFL will now host 9 games in 8 venues across 7 countries
- Commercial
  - Global events trigger broader investment across advertising, retail and public transportation
- Tourism
  - Government investment in tourism driving high profile projects

## Transportation total addressable market

Room to Grow with <10%<sup>1)</sup> Market Share



## Driving Organic Growth

- Focus capital and resources on high growth regions and high profit market segments
- Establish new partnerships in key territories
- Focus on customer-centric products
- Maintain high product performance predictability
- Leverage US driven expansions across additional countries
- Capitalize on large global event driven growth opportunities



## Services and Software

### Embedding with Customers to drive profitable growth:

- Professional sports teams and schools (K-12 & higher ed)
- Business Owners & operators
- System integrators

### Differentiated capabilities offer one-stop solution

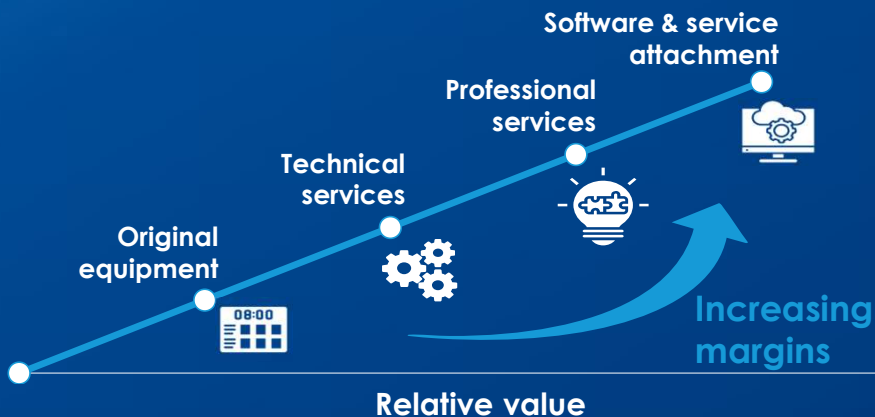
- Software and subscriptions integrated for ease of use
- Depth and scale of services
- Technology + creativity

### Aftermarket

- 5-10- year product life
- Technical / Professional / Software  repeat customer life cycle - ensures high performance of customer investment



## Relative profitability of products, services, and software




## Driving Organic Growth

- Increase paid software subscribers
- Drive professional services with Camino 8
- Technical services pricing uplift



# Value creation roadmap

## Strategic theme

- 1A Accelerate organic growth in core
- 1B Expand to new vertical markets
- 1C Software & services innovation and commercialization
- 1D International growth
- 2 Operational excellence
-  Total

## Revenue growth CAGR

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

## Margin improvement

+LSD
+LSD
+LSD
+LSD
+LSD
+MSD



# Capital deployment priorities

Cash and cash equivalents [USD m]



1

Continued organic investments

2

Inorganic growth

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**

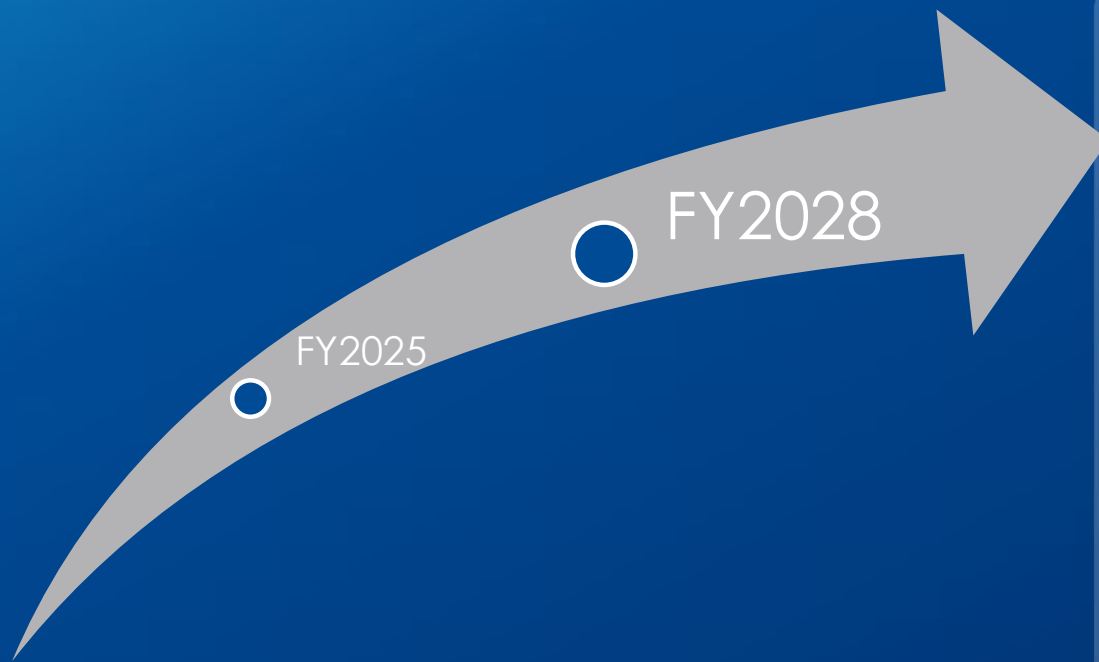
Target company criteria

**Clear criteria for identifying targets to shape the portfolio**



# 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%



# Investment highlights

## Industry leadership



Daktronics is the market leader in large-format LED displays and is extending this position 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 strategy



Organization aligned to achieve organic growth and profitability goals

## Operational excellence



Operating model optimization playbook to expand profitability without compromising quality or customer service

## Capital deployment



Disciplined use of capital to achieve organic and inorganic goals