

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
WASHINGTON, D.C. 20549**

**FORM 8-K**

**CURRENT REPORT**  
Pursuant to Section 13 or 15(d) of the  
Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): April 9, 2026



**Daktronics, Inc.**  
(Exact Name of Registrant as Specified in Charter)

**Delaware**  
(State or Other Jurisdiction of  
Incorporation)

**001-38747**  
(Commission  
File Number)

**46-0306862**  
(I.R.S. Employer  
Identification No.)

**201 Daktronics Drive**  
**Brookings, SD 57006**  
(Address of Principal Executive Offices, and Zip Code)

**(605) 692-0200**  
(Registrant's Telephone Number, Including Area Code)

**Not Applicable**  
(Former Name or Former Address, if Changed Since Last Report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, \$0.00001 Par Value	DAKT	Nasdaq Global Select Market

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (17 CFR §230.405) or Rule 12b-2 of the Securities Exchange Act of 1934 (17 CFR §240.12b-2).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

**Section 7 - Regulation FD**

**Item 7.01 Regulation FD Disclosure.**

In connection with its Investor Day to be held on April 9, 2026, Daktronics, Inc. (the "Company") is furnishing the presentation materials to be utilized during the event as Exhibit 99.1 to this Current Report on Form 8-K (this "Report"). The presentation materials address the Company's business, operations, strategic plans, and financial matters. A live webcast of the Investor Day is available on the Investor Relations section of the Company's website at investor.daktronics.com, and a replay of the webcast will be accessible on the website following the event.

The information furnished under this Item 7.01, including Exhibit 99.1 to this Report, shall not be deemed "filed" for purposes of Section 18 of the Exchange Act or otherwise subject to the liabilities of that section, and shall not be incorporated by reference into any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as shall be expressly set forth by specific reference in such a filing.

**Section 9 - Financial Statements and Exhibits**

**Item 9.01 Financial Statements and Exhibits.**

(d) Exhibits.

Exhibit No.	Description
99.1	<a href="#">April 2026 Investor Day Presentation</a>
104	Cover page Interactive Data File (embedded within the Inline XBRL document).

**SIGNATURE**

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

**DAKTRONICS, INC.**

By: /s/ Howard L. Atkins

Howard L. Atkins

Acting Chief Financial Officer

(Principal Financial Officer and Principal Accounting Officer)

Date: April 9, 2026

# INVESTOR DAY

April 9<sup>th</sup>, 2026

DAKTRONICS



# 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	<b>Registration &amp; breakfast</b>		
	Investor relations housekeeping		
	Introductory remarks	Andrew Siegel	Chairman of the Board
	Corporate strategy	Ramesh Jayaraman	President & Chief Executive Officer
09:00am	<b>Business unit strategy</b>		
	Commercial, high schools, park & rec.	Jeremy Johnson	VP, Commercial, High Schools, Park & Rec.
	Live events & spectaculars	Jay Parker & Jody Kress	VP, Live Events & Spectaculars VP, Project Realization
	Transportation	Spencer Degen	VP, Transportation
	International	Judd Guthmiller	VP, International
	Services	Sarah Rose	VP, Global Services
	Q&A		
10:45am	<b>Break</b>		
	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	<b>Lunch</b>		



# INTRODUCTION

Andrew Siegel | Chairman of the Board



### Daktronics Stock Price History

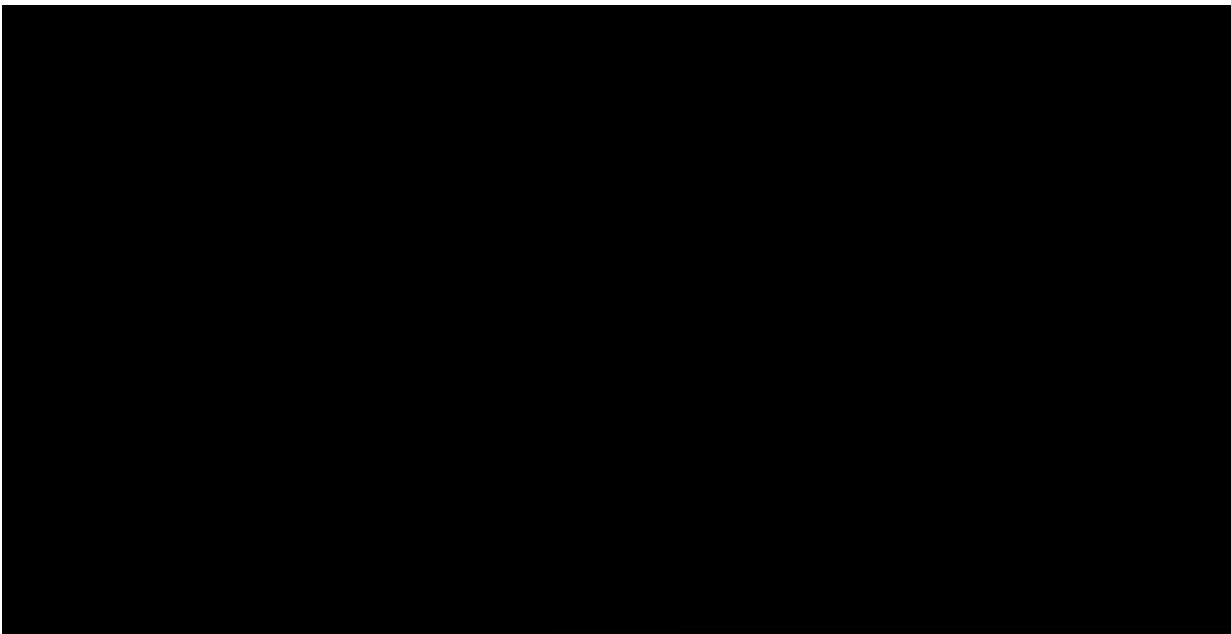


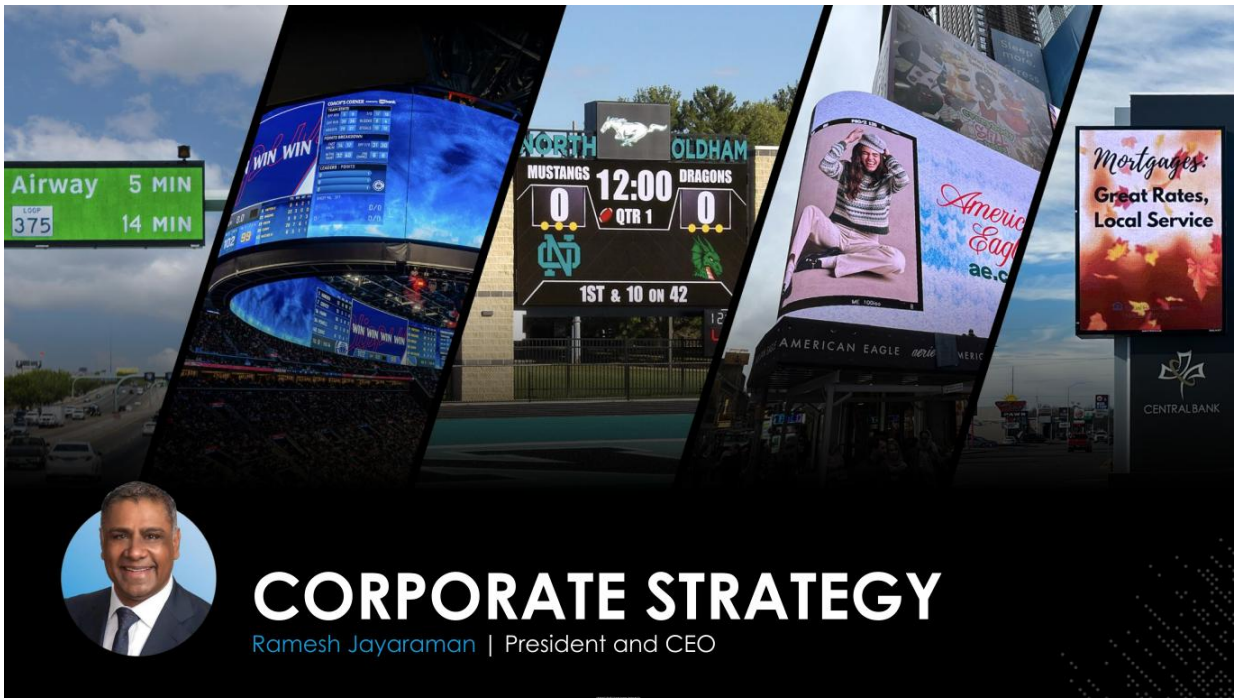
[USD, month & calendar year]  
Source: NASDAQ.com



# CORPORATE STRATEGY

Ramesh Jayaraman | President and CEO





# 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%**

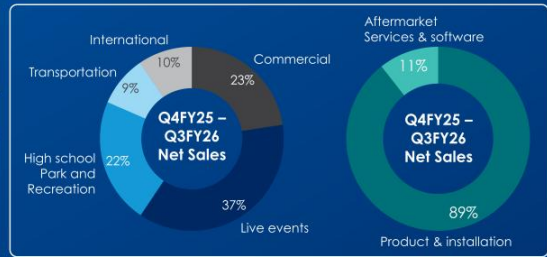
Q4FY25 – Q3FY26  
Op. Margin

**2,500+**

Employees

**40,000+**

Video installations worldwide



Commercial



Live Events



High School Park & Rec



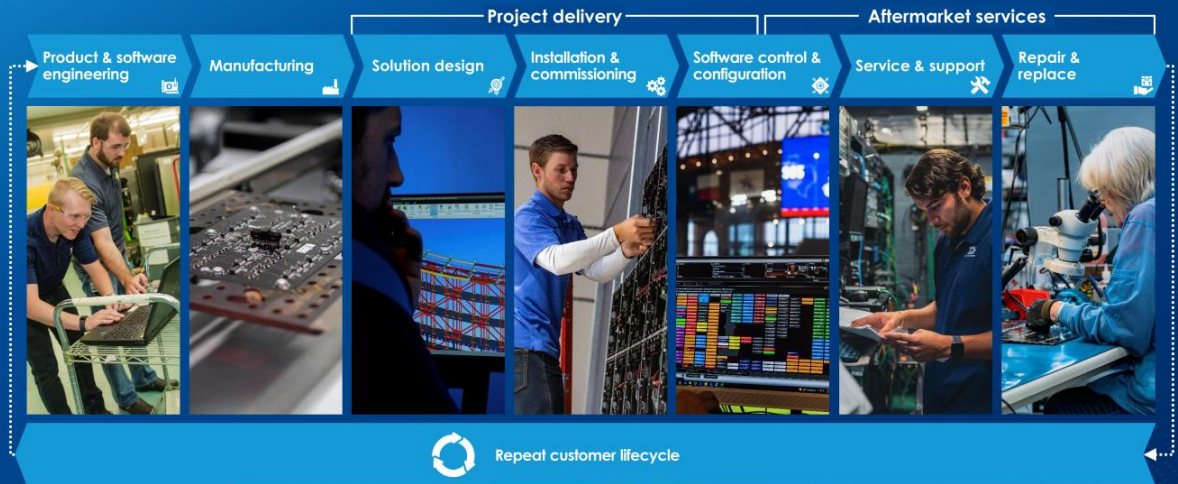
Transportation



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





# Today's presenters



**Ramesh Jayaraman**  
President & Chief Executive Officer

Daktronics Industry  
<1 Yr 25 Yrs



**Howard Aikins**  
Acting Chief Financial Officer & Chief Transformation Officer

Daktronics Industry  
3 Yrs 41 Yrs



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

Daktronics Industry  
30 Yrs 30 Yrs



**Jay Parker**  
Vice President Live Events & Spectaculars

Daktronics Industry  
31 Yrs 39 Yrs



**Jody Kress**  
Vice President Project Realization

Daktronics Industry  
30 Yrs 33 Yrs



**Spencer Degen**  
Vice President Transportation

Daktronics Industry  
27 Yrs 27 Yrs



**Judd Guthmiller**  
Vice President International

Daktronics Industry  
24 Yrs 24 Yrs



**Sarah Rose**  
Vice President Global Services

Daktronics Industry  
28 Yrs 28 Yrs



**Matt Kurtenbach**  
Vice President Manufacturing

Daktronics Industry  
35 Yrs 35 Yrs



**Brett Wendler**  
Vice President Design and Development

Daktronics Industry  
33 Yrs 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

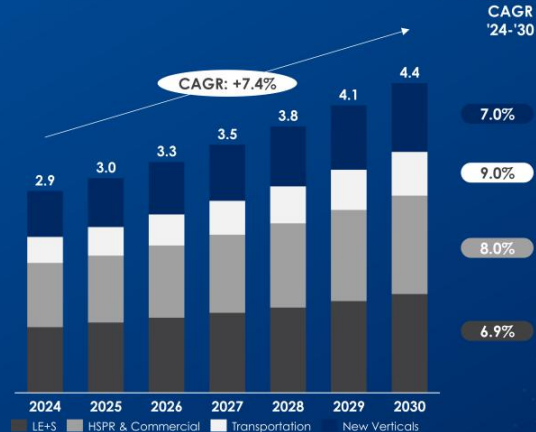


# Accelerated organic growth

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

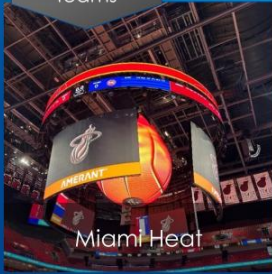


# Secular trends

## 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 [%]

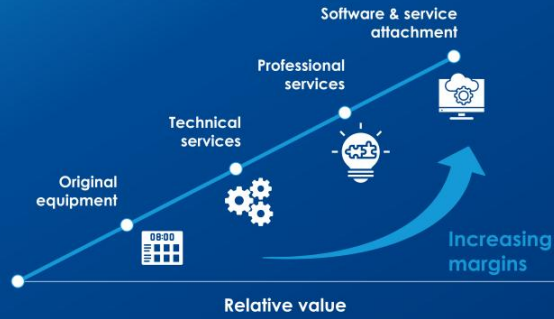


## Highlights

- » ~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% <small>Growth in line with underlying markets</small>	+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**

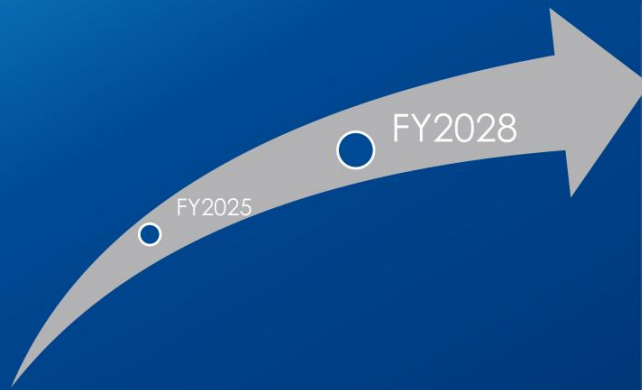


Disciplined use of capital to achieve organic and inorganic goals



# 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%

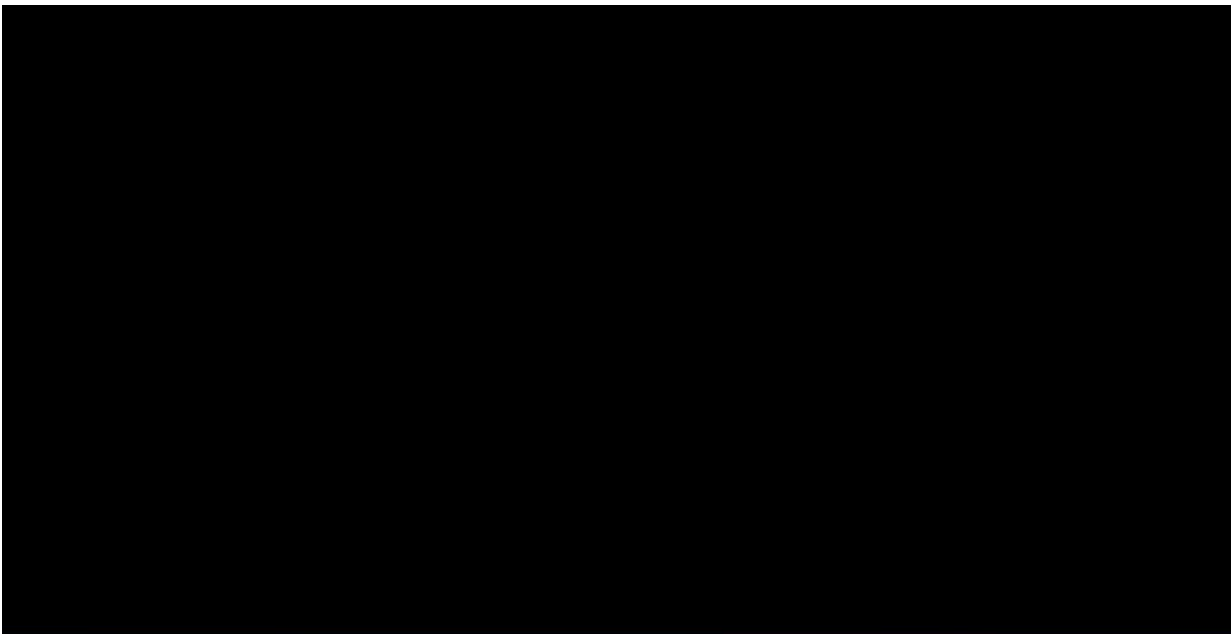


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	Corporate strategy	<b>Ramesh Jayaraman</b>	President & Chief Executive Officer
09:00am	<b>Business unit strategy</b>		
	Commercial, high schools, park & rec. Live events & spectacles	<b>Jeremy Johnson</b> <b>Jay Parker &amp;</b> <b>Jody Kress</b>	VP, Commercial, High Schools, Park & Rec. VP, Live Events & Spectaculars VP, Project Realization
	Transportation International Services Q&A	<b>Spencer Degen</b> <b>Judd Guthmiller</b> <b>Sarah Rose</b>	VP, Transportation VP, International VP, Global Services
10:45am	<b>Break</b>		
	Manufacturing network Innovation Financial summary & outlook Summary Q&A	<b>Matt Kurtenbach</b> <b>Brett Wendler</b> <b>Howard Atkins</b> <b>Ramesh Jayaraman</b> <b>All Presenters</b>	VP, Manufacturing VP, Design & Development Acting CFO & Chief Transformation Officer President & Chief Executive Officer
12:00pm	<b>Lunch</b>		

**COMMERCIAL,  
HIGH SCHOOLS, PARK & REC**

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



**COMMERCIAL,  
HIGH SCHOOLS, PARK & REC**

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

# Commercial



**On-Premise**

31



**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

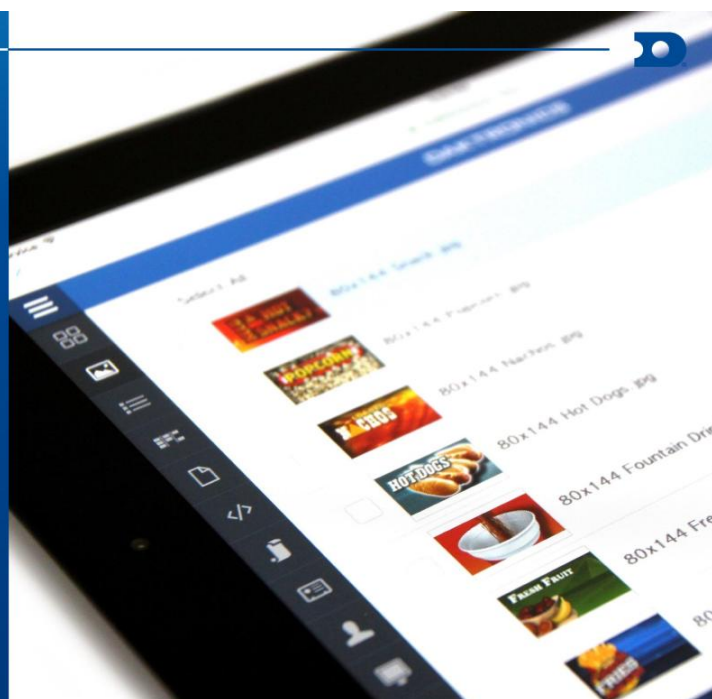
34





# 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

36



# Digital out of home



# Customer model

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



# Sales strategy

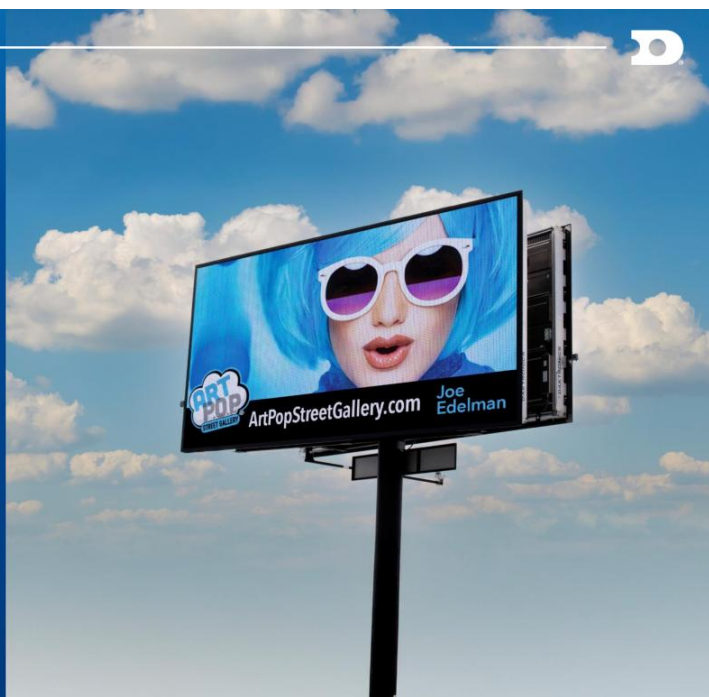
- Long-term relationships with billboard operators
- Replacement-driven sales model





# Daktronics differentiators

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





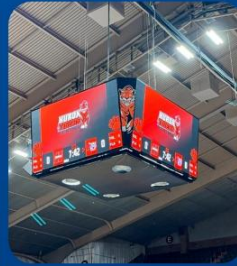
# How differentiators drive success

- 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

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# 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

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# 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, %]



■ Unaddressed TAM ■ Other players ■ Daktronics market share **SAM**

1) Uses CY2024 SAM against FY2025 revenue

Segment	Daktronics share <sup>1)</sup>
OOH	19%
On-Premise	34%
HSPR	48%

## 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

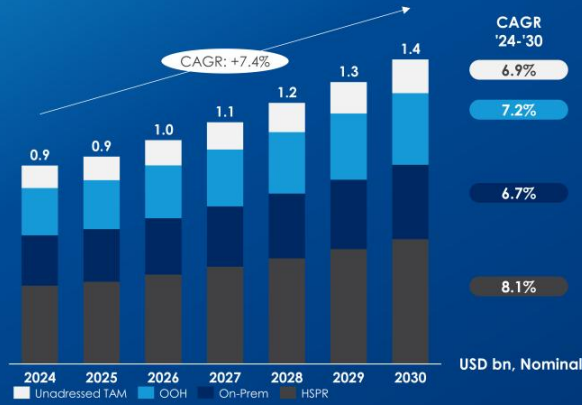


Each market segment is served by 3-4 primary competitors and 5-10 secondary, with some overlapping across segments.



# 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	+HSD% <small>Growth in-line with underlying markets</small>	» 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

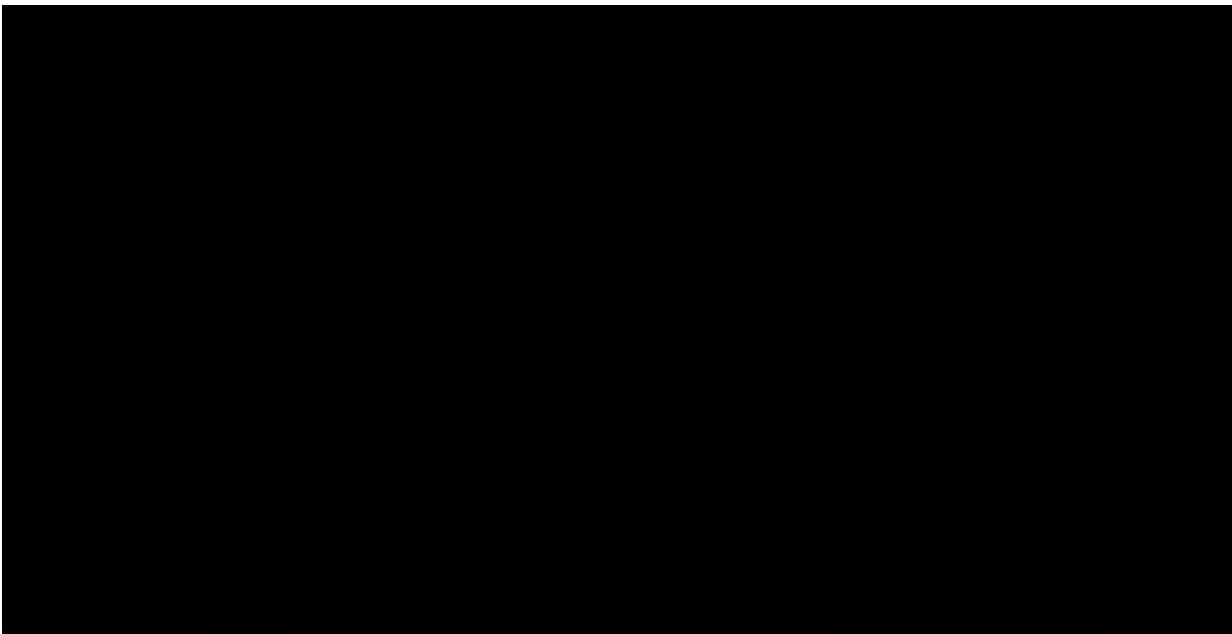


Our value proposition story for high school customers cannot be replicated



# LIVE EVENTS & SPECTACULARS

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





# LIVE EVENTS & SPECTACULARS

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

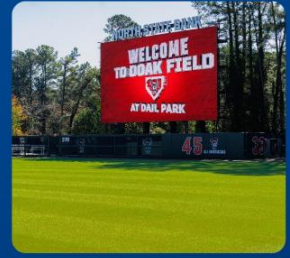
# Live Events customer model

- 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



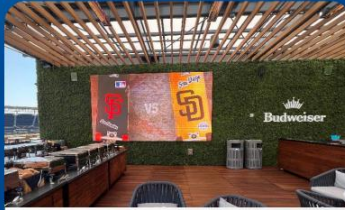


# Daktronics differentiators



## 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.



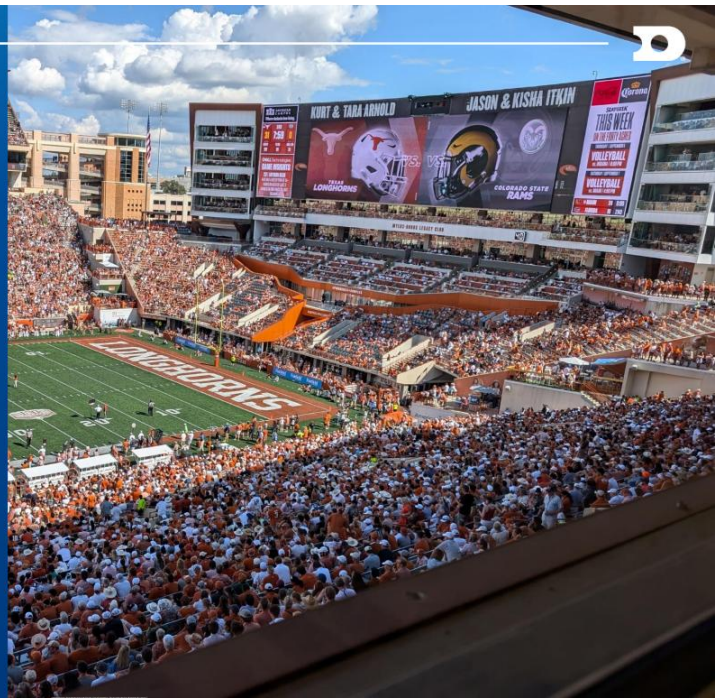
## Services

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

57



# Market share

**Major League Sports** **53%**

Next highest competitor = 11%

**Minor League Baseball** **57%**

Next highest competitor = 6%

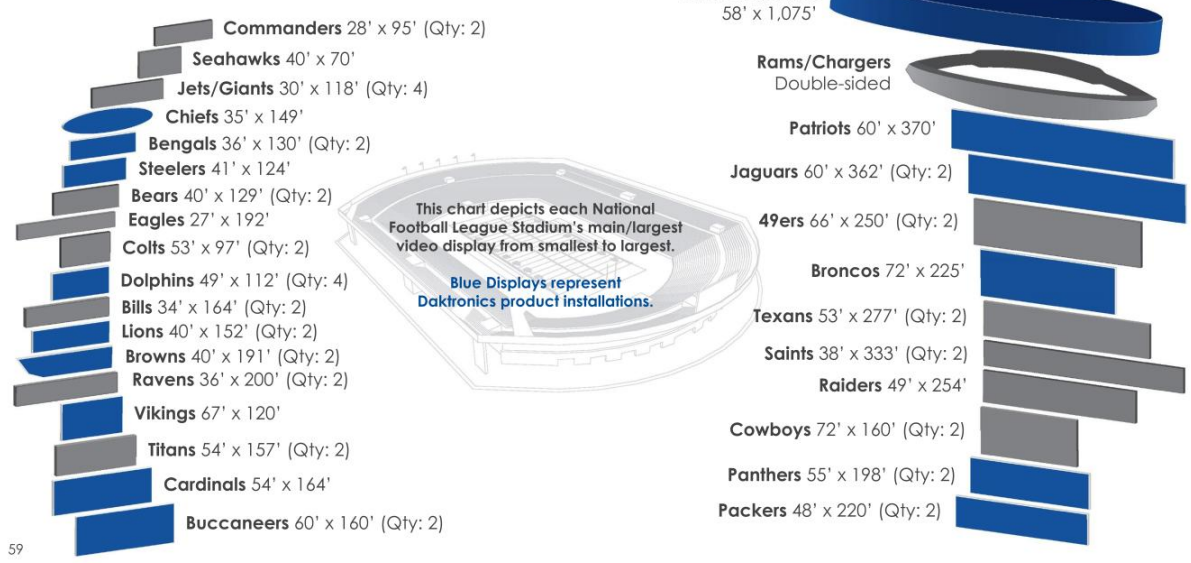
**College Sports (DI)** **69%**

Next highest competitor = 6%



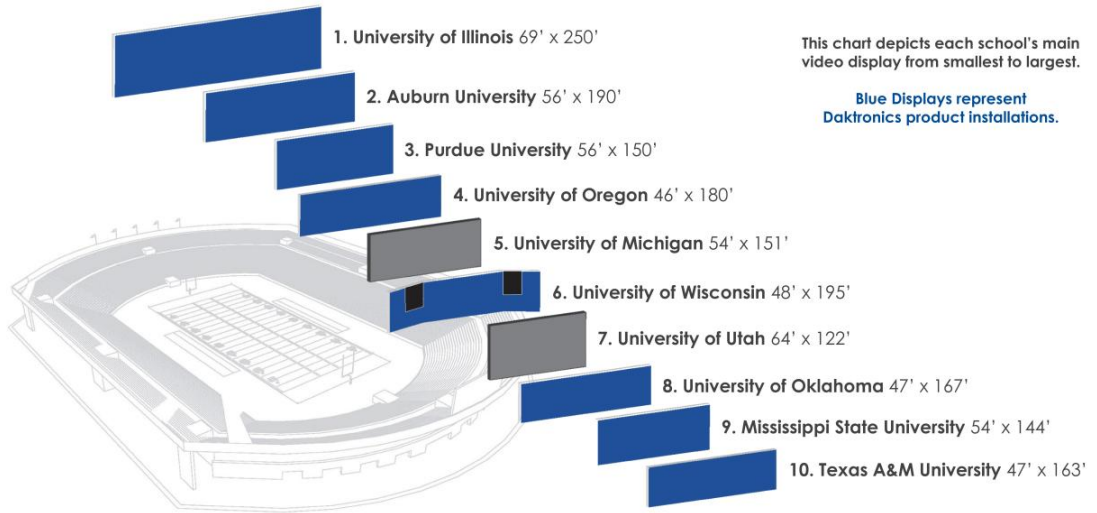


# NFL Display Size Comparison

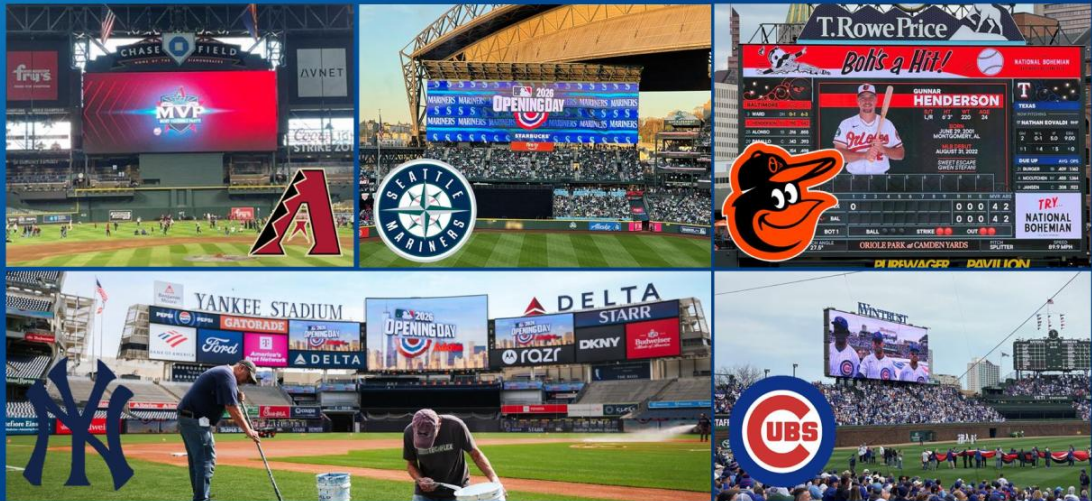




# College Football (FBS) Display Size Comparison



# 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





# 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



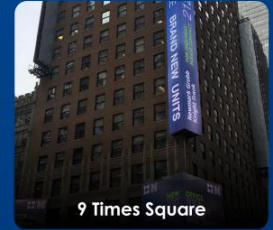
H&M



Macy's



Steve Madden



9 Times Square



Chase Bank



1567 Broadway



LG



Prudential Financial

# Daktronics lights up Times Square



Wharton Properties



Swarovski



1500 Broadway



Midtown Financial



Bowtie Building



Madison Square Garden

## 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



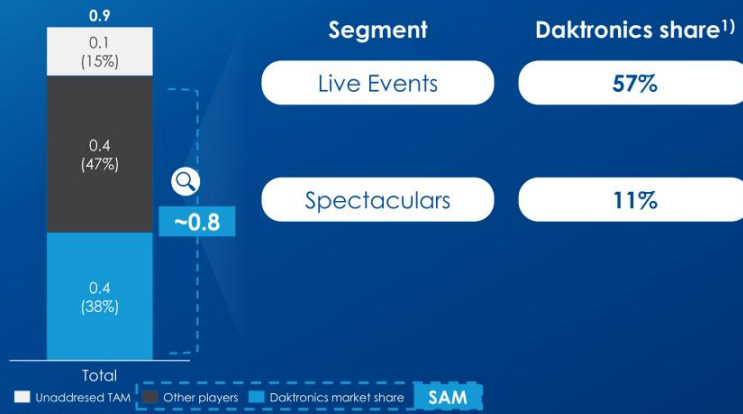
# Market success





# 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

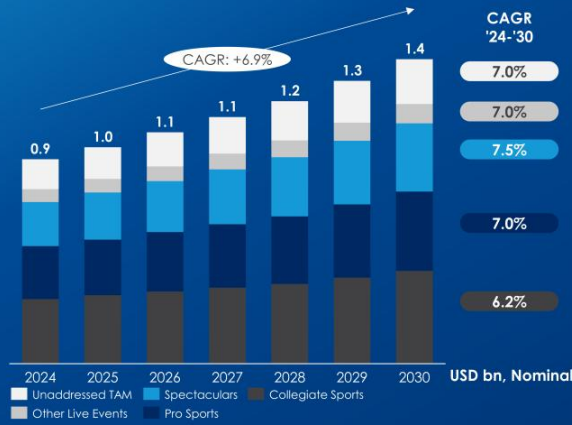
- » Daktronics has a leadership position in Live Events, with an overall 57% market share
- » Within the Spectaculars business Daktronics maintains a 11% share with growing sales through AV integrators





# 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

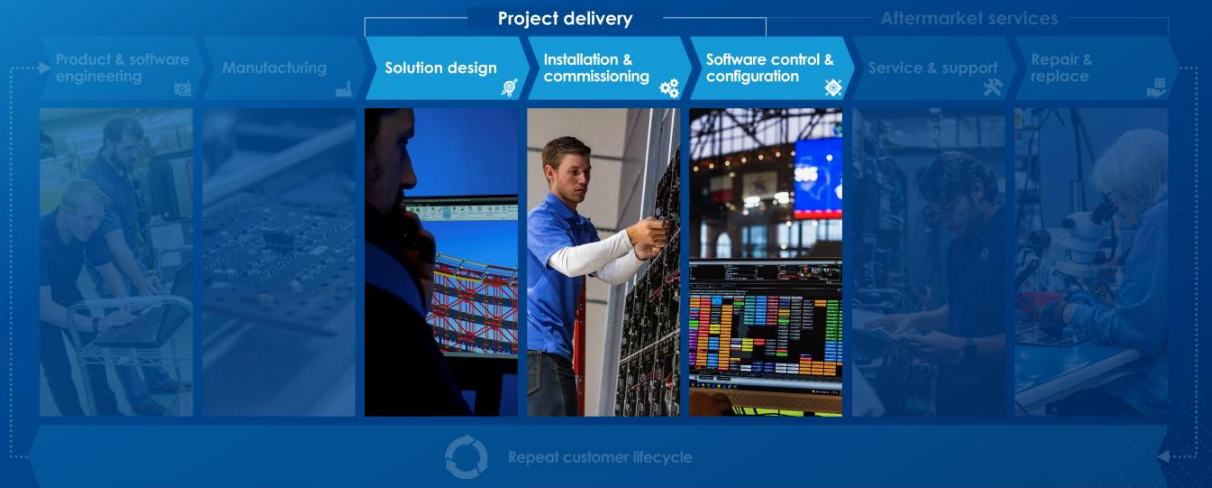


Trends	Volume impact	Value impact
Revenue sharing	↑	↑
Improved LED technology	→	↑
Digital conversion wave	↑	↑
Fan experience investments	↑	↑

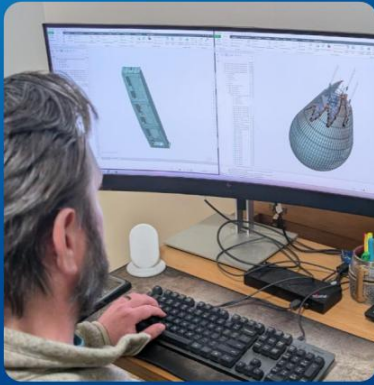




# Full lifecycle provider



# 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	 +HSD% Growth in-line with underlying markets	» Increasing display sizes & spend within Live Events
 Grow software share of business	+LSD	» Camino 8 upgrades
 Grow high-margin services business	+LSD	» Increased service parts and labor pricing
 Total	+HSD	

# 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

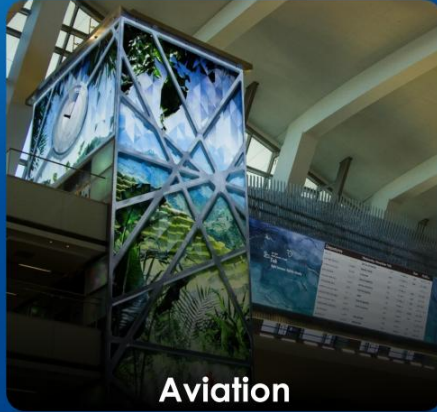




# TRANSPORTATION

Spencer Degen | Vice President Transportation

# Enhancing communication, safety & efficiency



Aviation



Intelligent Transportation Systems (ITS)

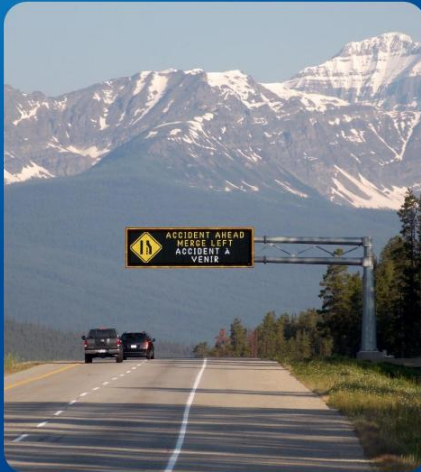


Public Transit



Parking

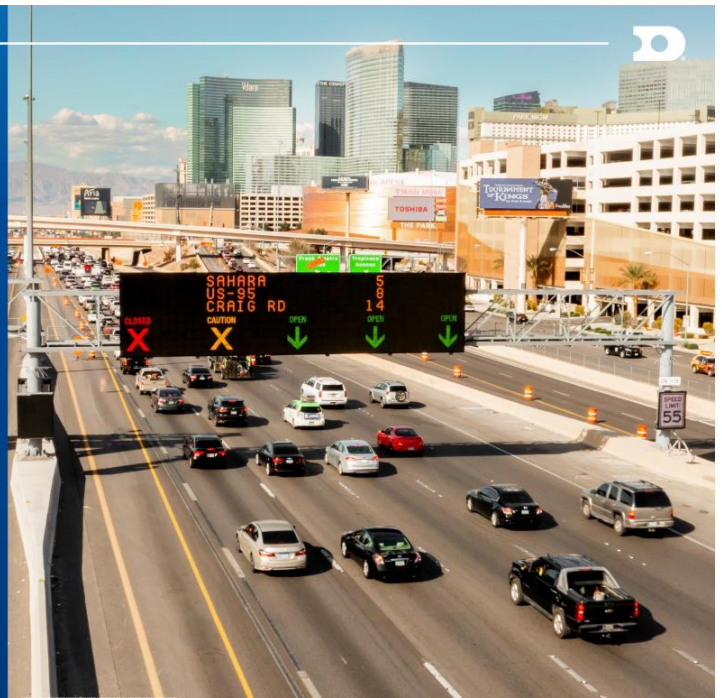
# Intelligent Transportation Systems



# 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

86



# 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

90

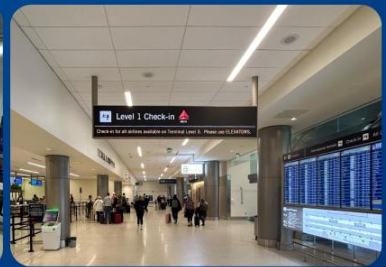


# Daktronics differentiators

- 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

93



# Daktronics differentiators

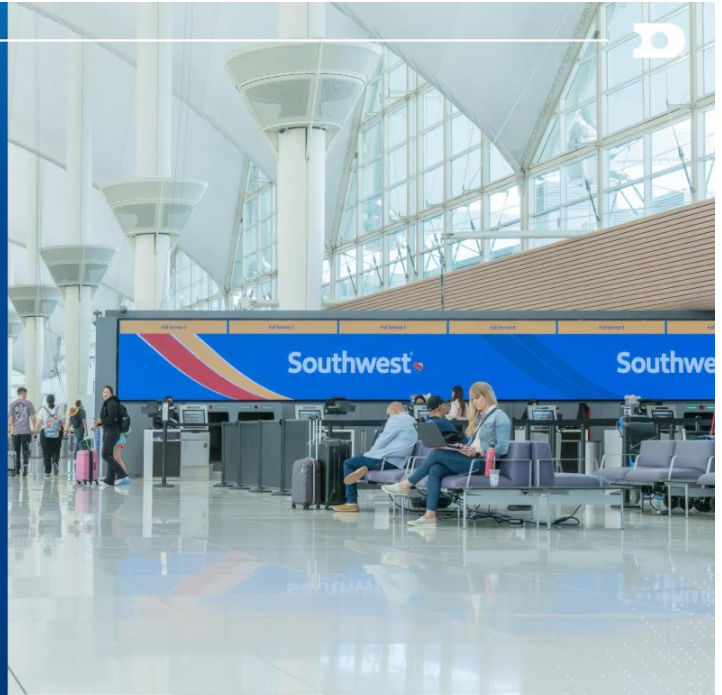
- First to market with chip-on-board indoor technology
- Strong brand reputation
- Early-stage positioning – supporting AECs
- Manufacturer, not broker



# How differentiators drives success

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

95





# 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








CAGR '25-'30

- 8.1%
- 9.0%
- 9.6%
- 8.5%

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

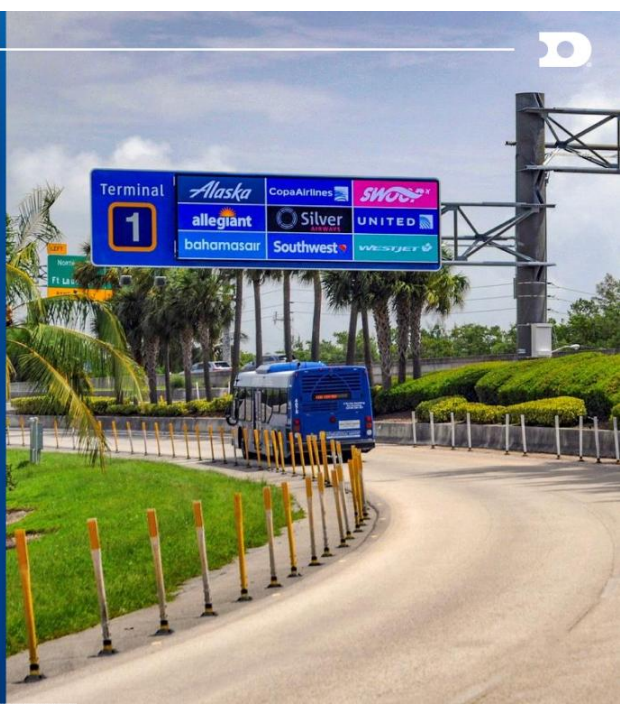


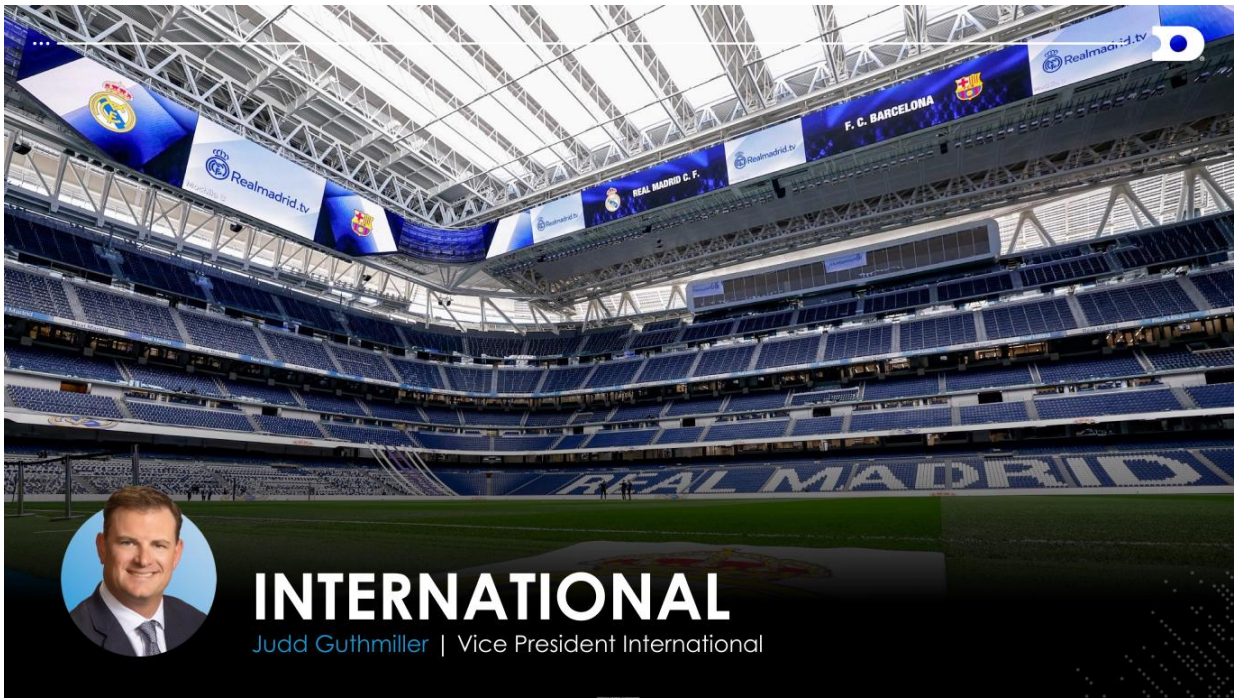
# Three strategic pillars will be core to growth for the Transportation business unit

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

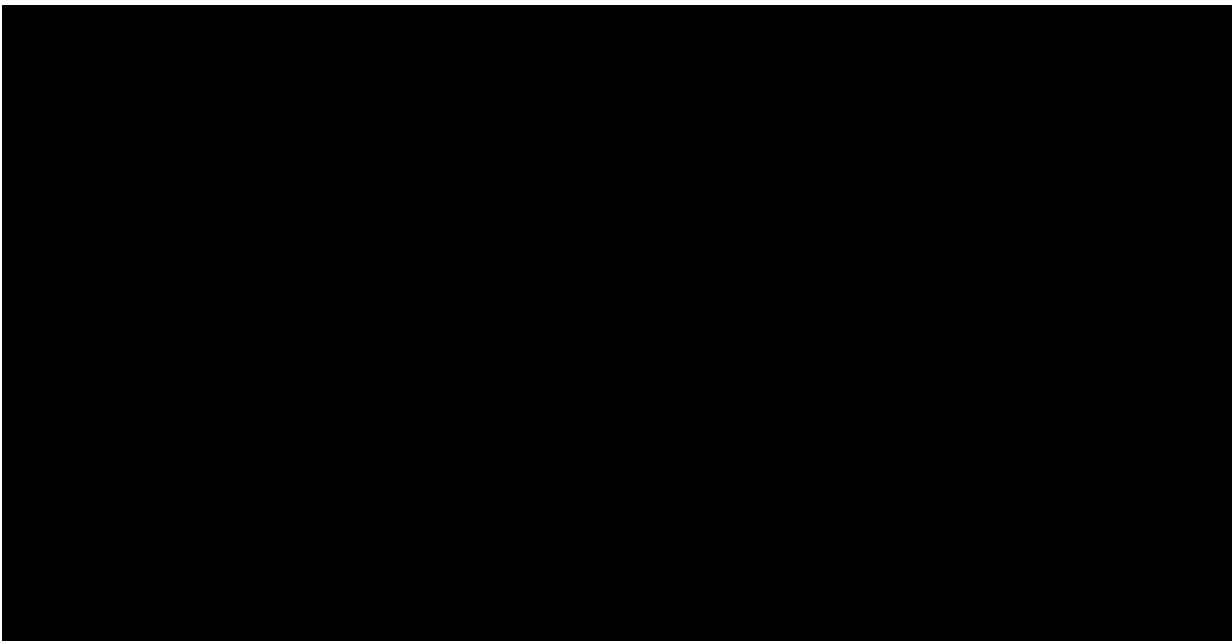
- ITS is our core market, Buy America, Build America contributes to success
- Aviation is the fastest growing opportunity
- Mission-critical, impactful business
- Long-term contracts with high renewal rate

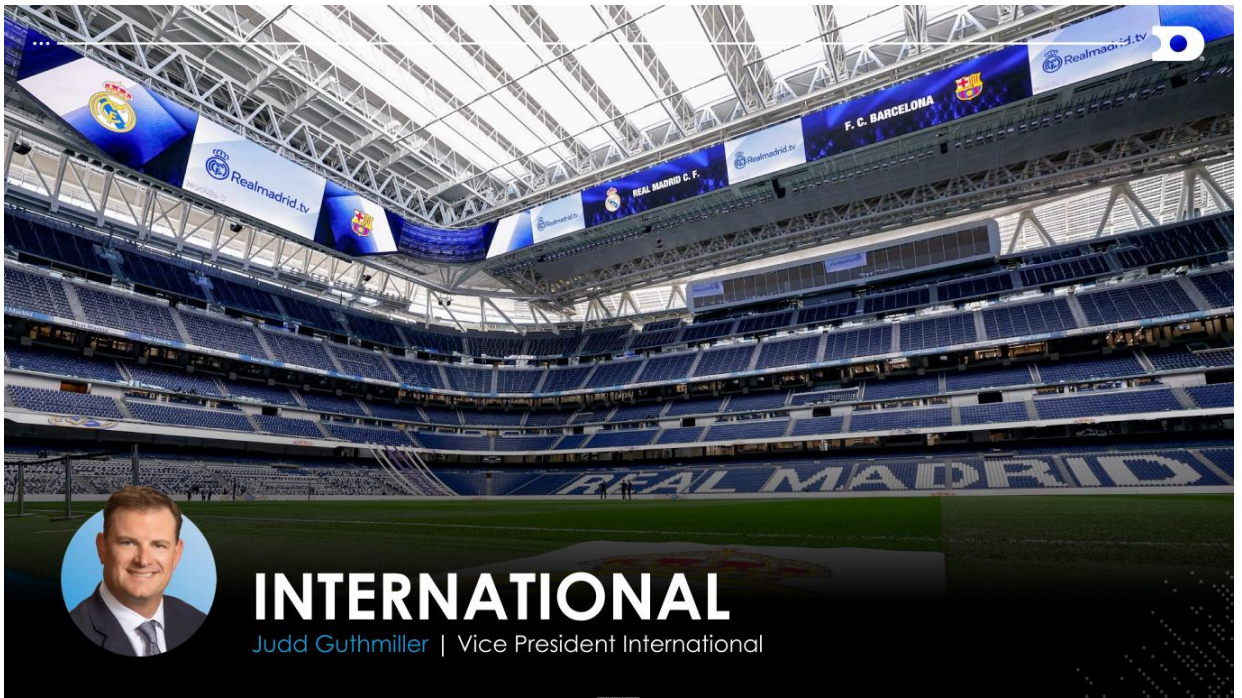




# INTERNATIONAL

Judd Guthmiller | Vice President International





# INTERNATIONAL

Judd Guthmiller | Vice President International

# Global footprint





## 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, %]



Legend: ■ Unaddressed TAM | ■ Other players | ■ Daktronics market share

1) Uses CY2024 SAM against FY2025 revenue

### Action plan steps and impact

- Focus on high growth regions & segments
- Expand customer-centric offerings
- Establish new partnerships
- Total

### Revenue growth CAGR

+MSD

+LSD

+LSD

+HSD

# 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



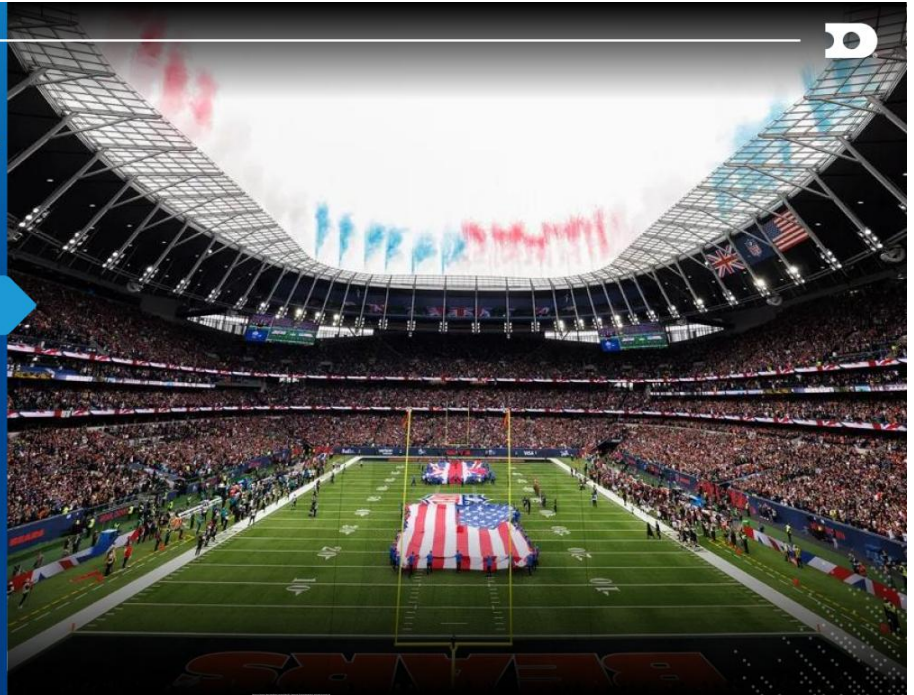
...

# 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

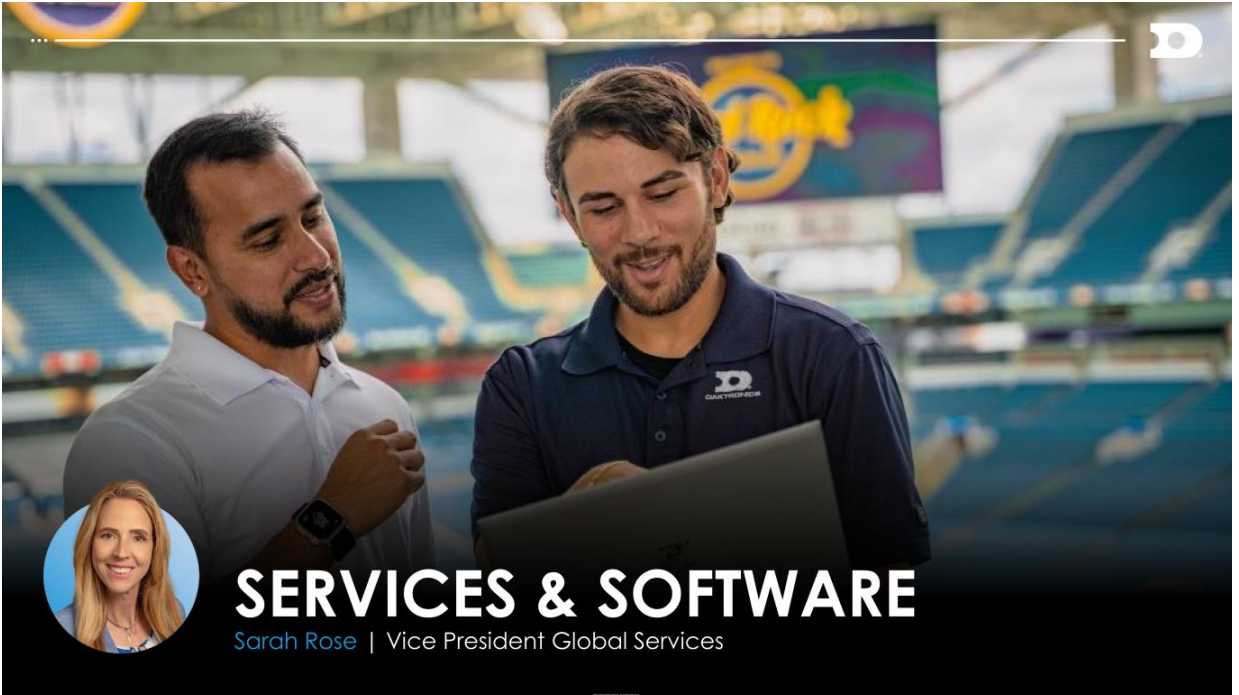


- Focus on customer-centric products
- Maintain high product performance predictability

## Establish new growth levers

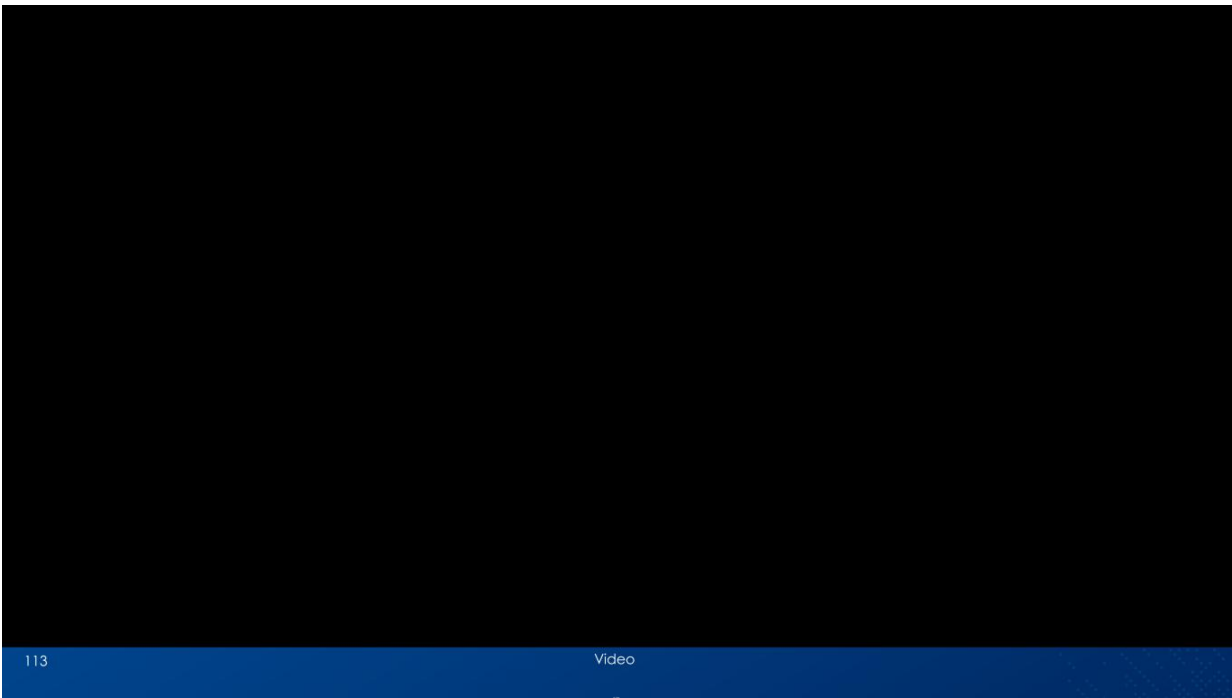


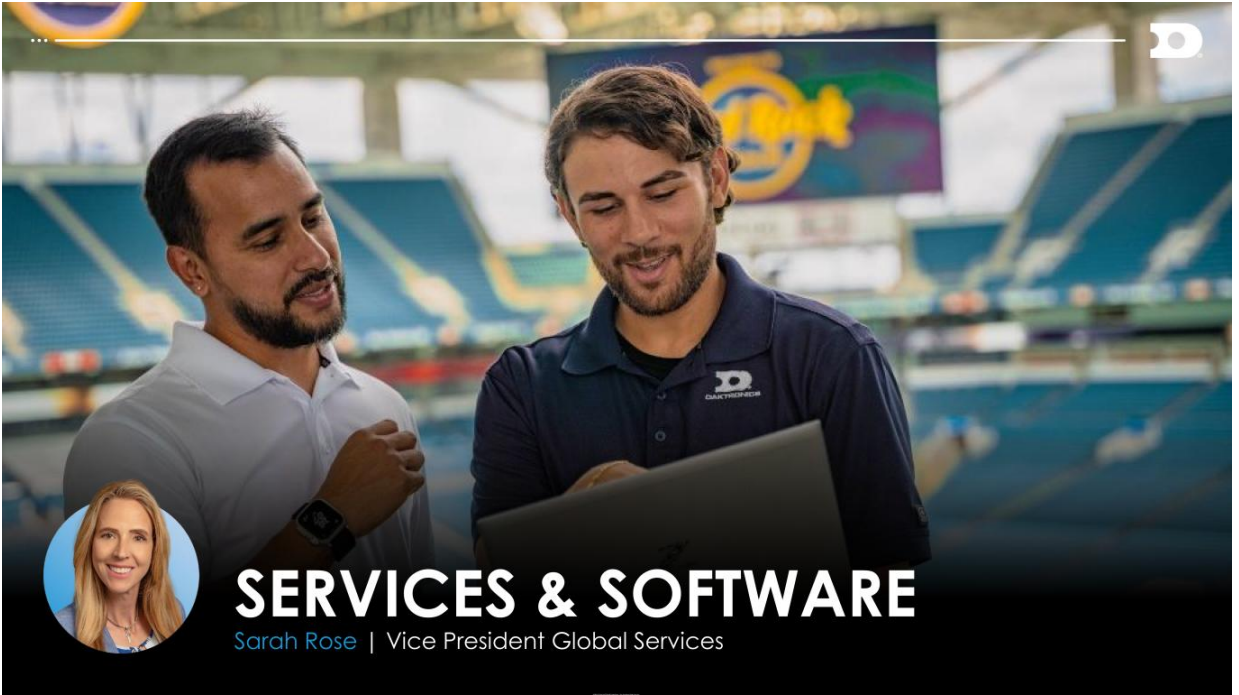
- Leverage US driven expansions across additional countries
- Capitalize on large global event driven growth opportunities



# SERVICES & SOFTWARE

Sarah Rose | Vice President Global Services



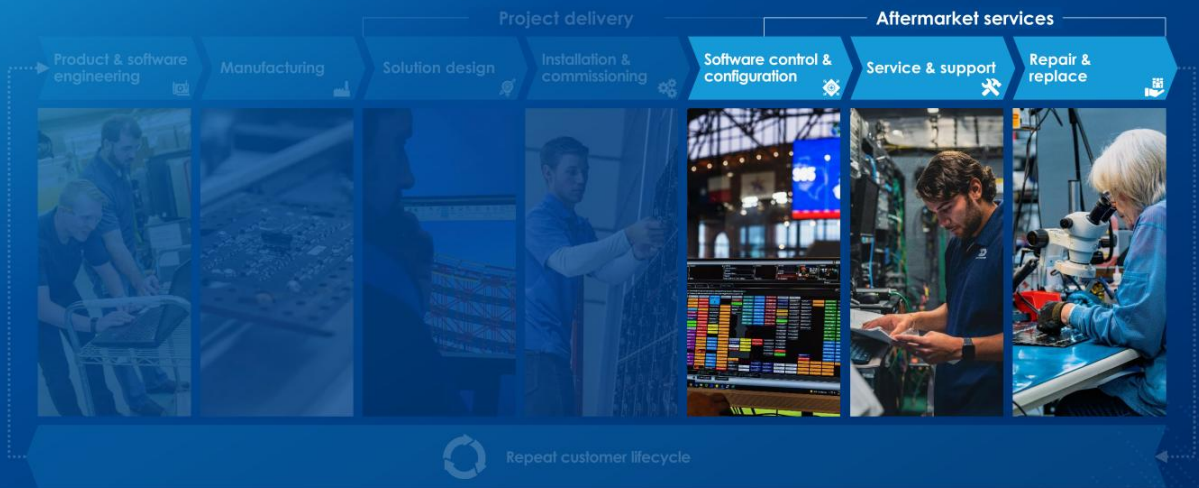


# SERVICES & SOFTWARE

Sarah Rose | Vice President Global Services

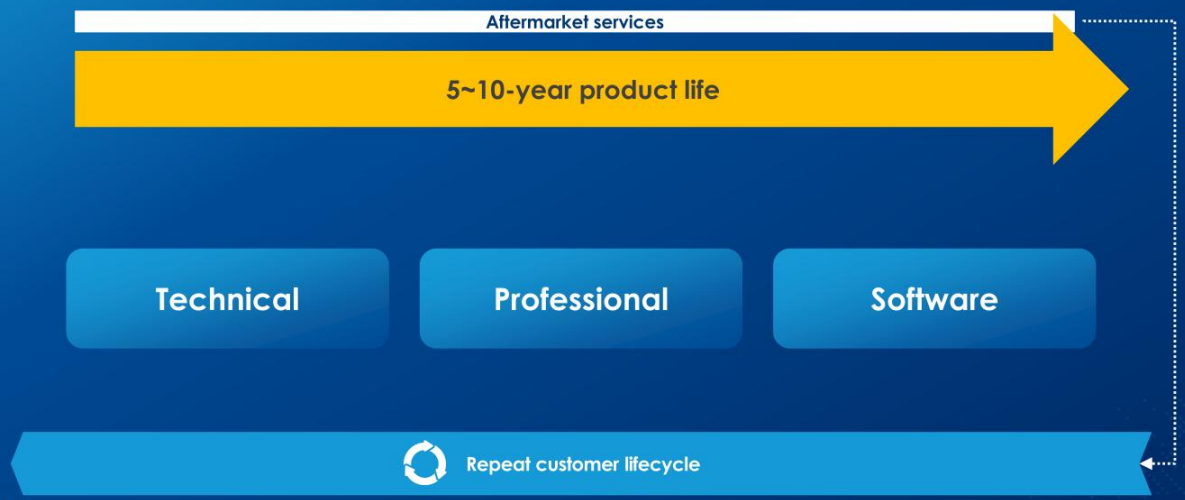


# Full lifecycle provider





# Services: aftermarket





# 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



120

## 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



# Agenda

08:00am	<b>Registration &amp; breakfast</b>		
	Investor relations housekeeping		
	Introductory remarks	Andrew Siegel	Chairman of the Board
	Corporate strategy	Ramesh Jayaraman	President & Chief Executive Officer
09:00am	<b>Business unit strategy</b>		
	Commercial, high schools, park & rec. Live events & spectacles	Jeremy Johnson Jay Parker & Jody Kress	VP, Commercial, High Schools, Park & Rec. VP, Live Events & Spectaculars VP, Project Realization
	Transportation	Spencer Degen	VP, Transportation
	International	Judd Guthmiller	VP, International
	Services	Sarah Rose	VP, Global Services
	Q&A		
10:45am	<b>Break</b>		
	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	<b>Lunch</b>		



# MANUFACTURING NETWORK

Matt Kurtenbach | Vice President Manufacturing





# MANUFACTURING NETWORK

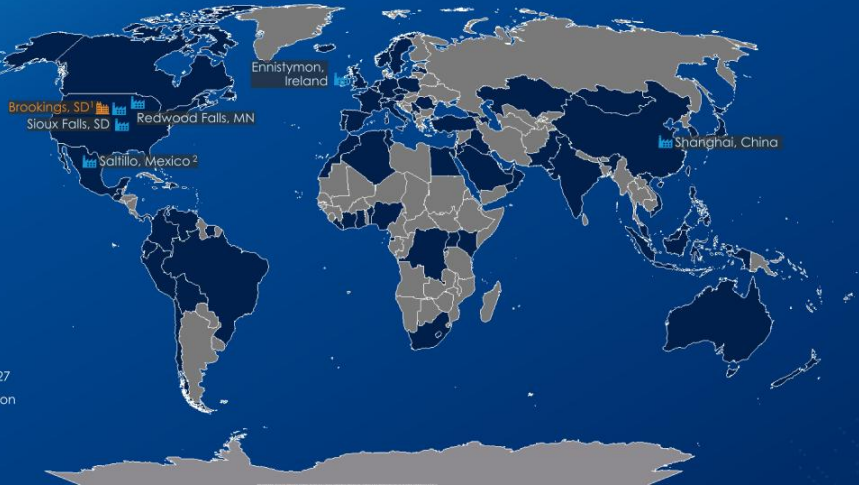
Matt Kurtenbach | Vice President Manufacturing



# 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**

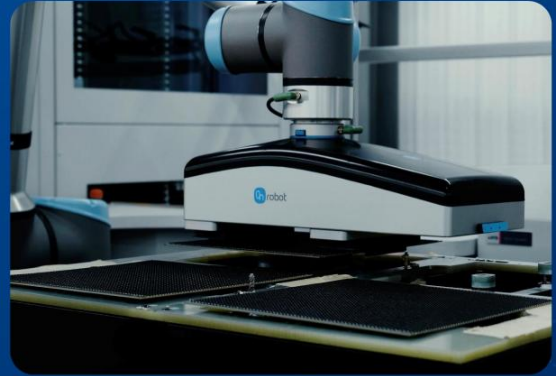


**Integrated  
strategic  
sourcing**

# 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

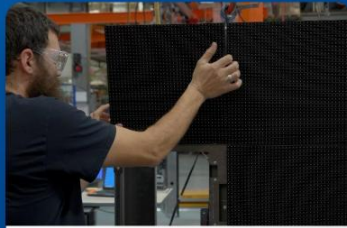


# Global lean system, locally executed



## 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



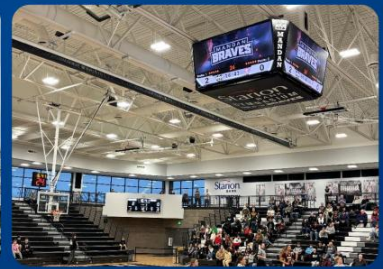
# Integrated strategic sourcing

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

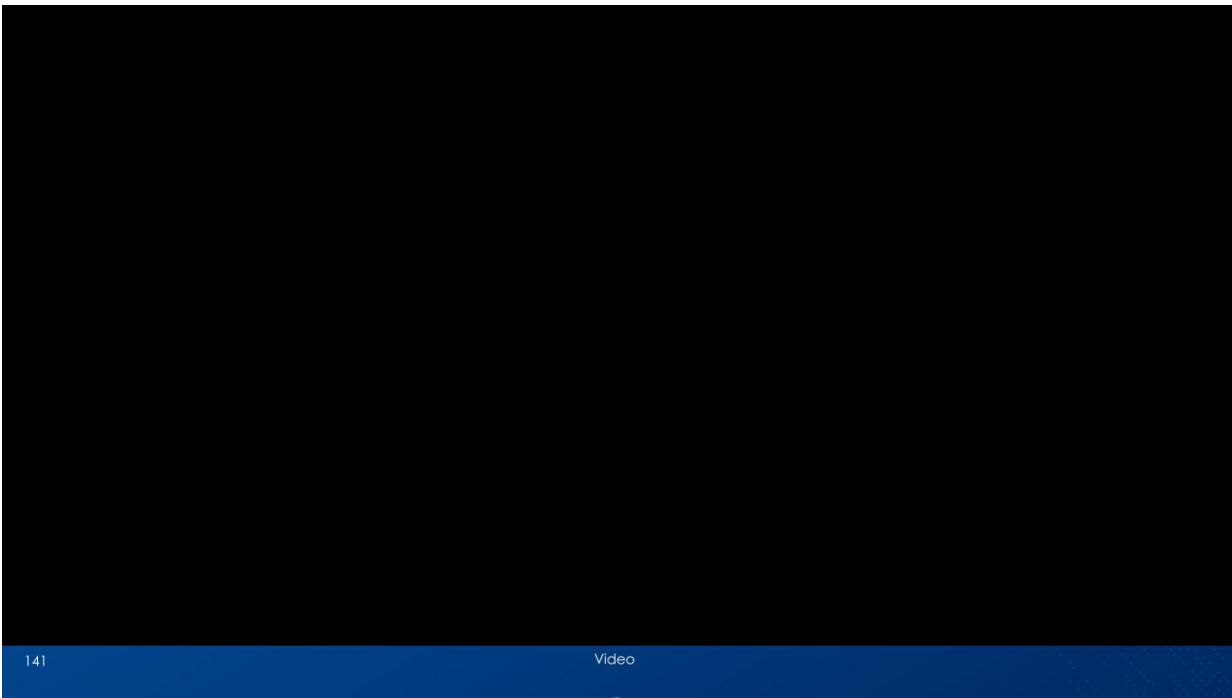




# Manufacturing – fueling our growth







141

Video



# INNOVATION

Brett Wendler | Vice President Design & Development

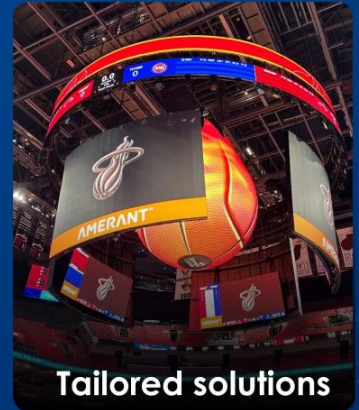
# Innovation drives quality & revenue



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



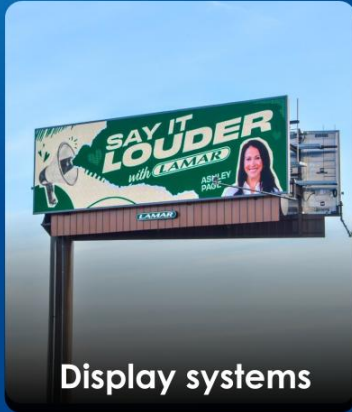
# Tailored for the application





# Innovation drives quality & revenue

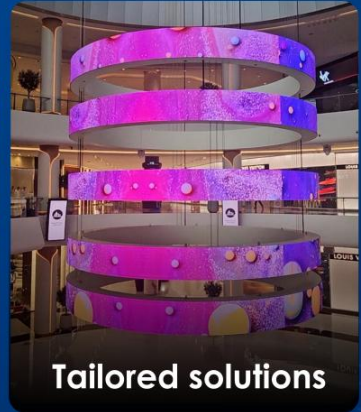
Scalable & integrated solutions, tailored to the application



**Display systems**



**Control systems**



**Tailored solutions**

# Scaling solutions

Large custom systems – professional operators



Professional sports



Show control software

# Scaling solutions

Standard system – volunteer operators



High school sports



Show control software

# Why integration matters

- Image quality
- System reliability and serviceability



Accurate

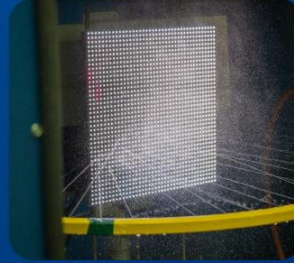


Unacceptable



# Reliability engineering

- Industry leading testing capabilities
- Team of experts



# Design for reliability







# Resolution trends

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





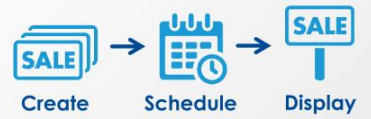
# Control software

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



## 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	53   EVFIELD	1:45	20   AND
:15	44   ANDERSON	1:13	
:07	43   MANTROCK	1:25	
:54	8   KEMPE	:37	71   SLAVIN
:32	8   DOUGHEY	1:42	11   STALL
	11   KOPTAR		8   BRUNS

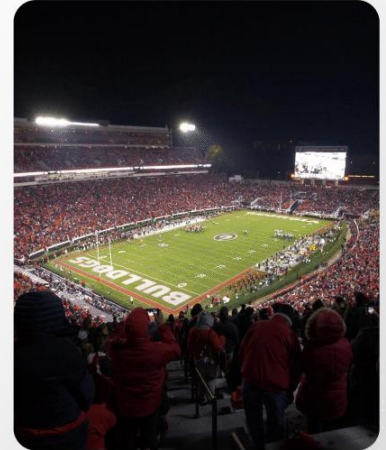
Time on ice



MIN	EVANS	ANDERSON	EVANS	ANDERSON	EVANS	ANDERSON	EVANS	ANDERSON	EVANS	ANDERSON
0:50	0:50	0:07	0:50	0:50	0:08	0:08	0:10	0:50		
1:48	1:48	0:53	1:05	1:05	1:01	1:01	1:11	1:13	1:43	
0:09	0:11	0:01	0:05	0:00	0:00	0:03	0:04	0:04	0:02	

159

## Amplify the fan experience



# Control software

Moving from stats to data-driven graphics

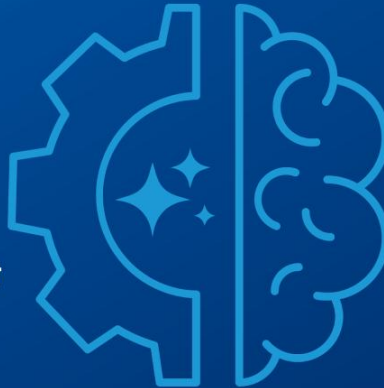


## Camino 8

# 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





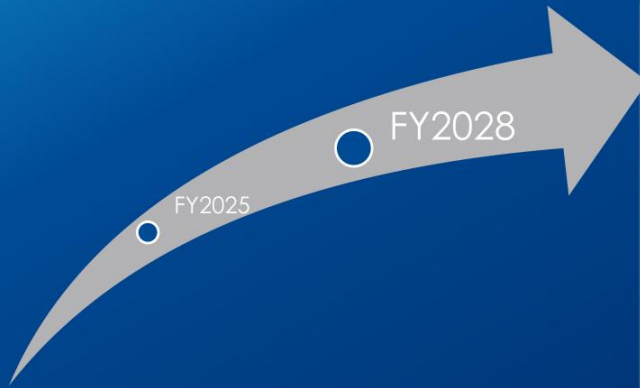
# DRIVING EPS GROWTH

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%

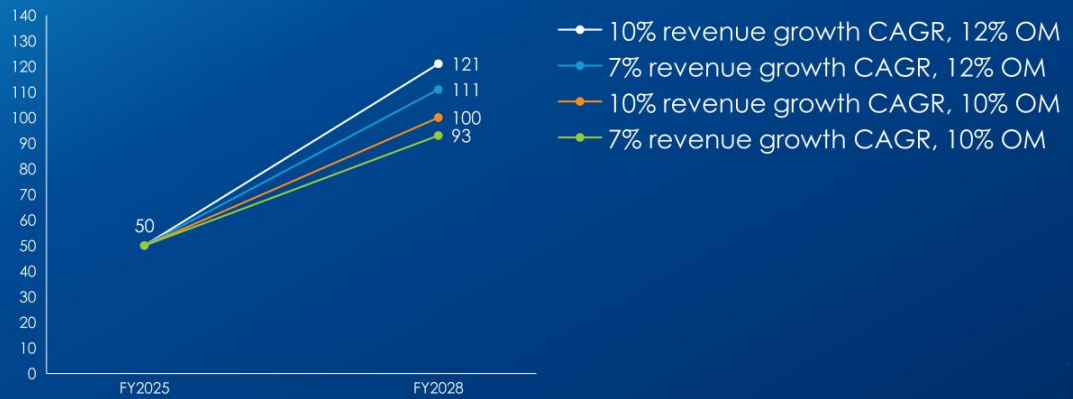
- » Structural cost reduction across supply chain
- » High value investment in hardware and software development

## 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%
<b>12%</b>	\$1.74	\$1.79	\$1.84	\$1.90
<b>11%</b>	\$1.60	\$1.65	\$1.70	\$1.74
<b>10%</b>	\$1.46	\$1.49	\$1.54	\$1.58
<b>9%</b>	\$1.30	\$1.35	\$1.40	\$1.45

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

## Assumptions

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



# 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 Aikins**  
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



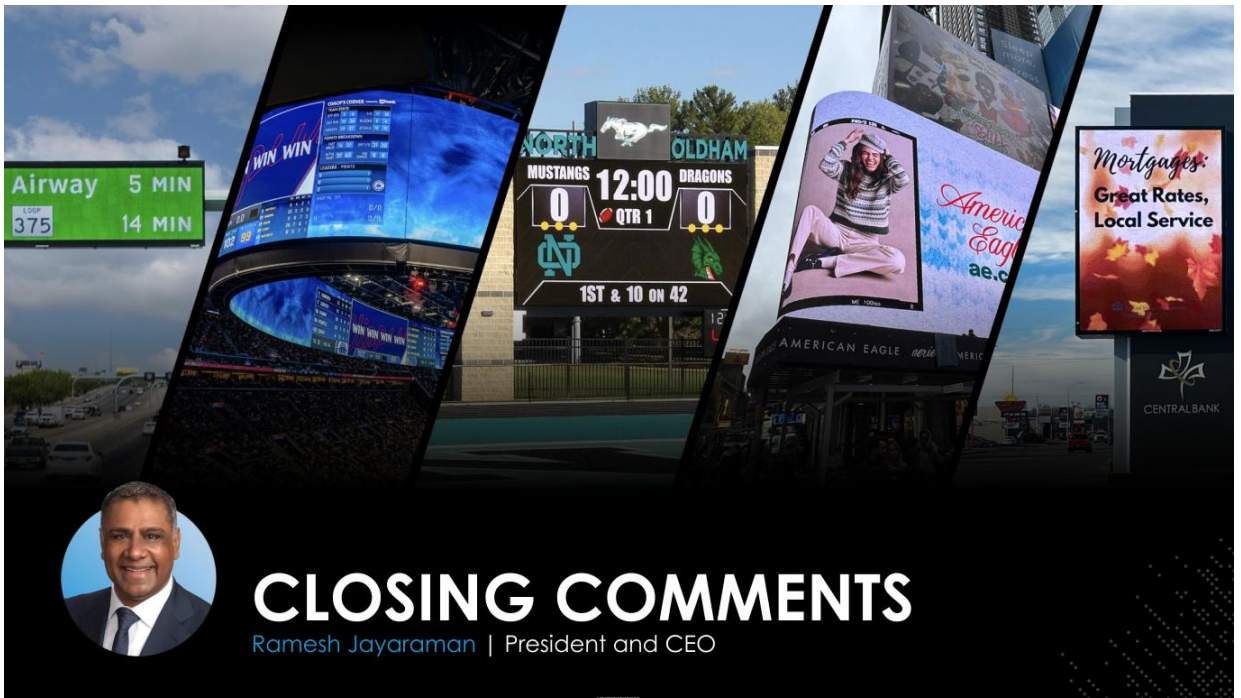
**Matt Kurtenbach**  
Vice President Manufacturing

Daktronics 35 Yrs  
Industry 35 Yrs



**Brett Wendler**  
Vice President Design and Development

Daktronics 33 Yrs  
Industry 33 Yrs



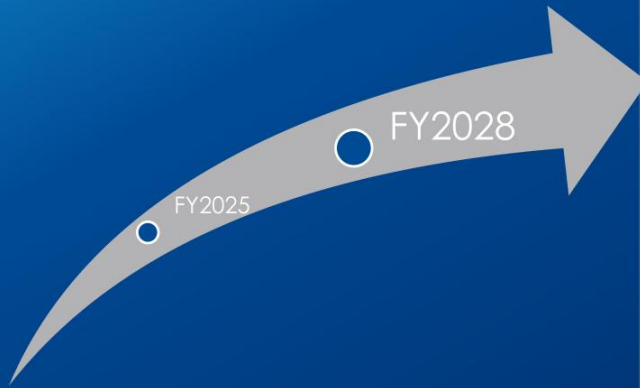
# CLOSING COMMENTS

Ramesh Jayaraman | President and CEO



# 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%

**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% <small>Growth in line with underlying markets</small>	+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

 <p><b>Ramesh Jayaraman</b> President &amp; Chief Executive Officer</p>	 <p><b>Brad Wiemann</b> Executive Vice President</p>	 <p><b>Howard Atkins</b> Acting Chief Financial Officer &amp; Chief Transformation Officer</p>	 <p><b>Sheila Anderson</b> Chief Data &amp; Analytics Officer</p>
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 <p><b>Bradley Drummond</b> Vice President Strategy</p>	 <p><b>Brett Wendler</b> Vice President Design &amp; Development</p>	 <p><b>Jay Parker</b> Vice President Live Events &amp; Spectaculars</p>	 <p><b>Jeremy Johnson</b> Vice President Commercial, High Schools, Park &amp; Recreation</p>	 <p><b>Jody Kress</b> Vice President Project Realization</p>
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 <p><b>Judd Guthmiller</b> Vice President International</p>	 <p><b>Matt Kurlenbach</b> Vice President Manufacturing</p>	 <p><b>Paul Gilk</b> Vice President Quality, Reliability, &amp; Serviceability</p>	 <p><b>Rich Hintz</b> Vice President Information Technology</p>	 <p><b>Sarah Rose</b> Vice President Global Services</p>
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 <p><b>Shawna Hanson</b> General Counsel &amp; Corporate Secretary</p>	 <p><b>Spencer Degen</b> Vice President Transportation</p>	 <p><b>Walter Shaefer</b> Vice President Human Resources</p>
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# Q&A



**Ramesh Jayaraman**  
President & Chief Executive Officer



**Howard Aikins**  
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



**Matt Kurtenbach**  
Vice President Manufacturing



**Brett Wendler**  
Vice President Design and Development

Disciplined growth, expanding margins, improving returns



**Look up and see Daktronics**

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