



FIRST QUARTER FISCAL 2024
NASDAQ: DAKT

SAFE HARBOR STATEMENT

In addition to statements of historical fact, this presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 and is intended to enjoy the protection of that Act.

These forward-looking statements reflect the Company's expectations or beliefs concerning future events. The Company cautions that these and similar statements involve risk and uncertainties which could cause actual results to differ materially from our expectations, including, but not limited to, changes in economic and market conditions, management of growth, timing and magnitude of future contracts and orders, fluctuations in margins, the introduction of new products and technology, the impact of adverse weather conditions, increased regulation and other risks described in the company's SEC filings, including its Annual Report on Form 10-K for its 2023 fiscal year.

Forward-looking statements are made in the context of information available as of the date stated. The Company undertakes no obligation to update or revise such statements to reflect new circumstances or unanticipated events as they occur.



DAKTRONICS MISSION

Our Values Reflect our Mission

Every day, our values are reflected in the way we build our products and our relationships. We deliver industry-leading value to our customers by:



Engaging our employees through challenging and rewarding opportunities



Developing strategic partnerships with our suppliers



Leveraging our strengths in product innovation, manufacturing and service

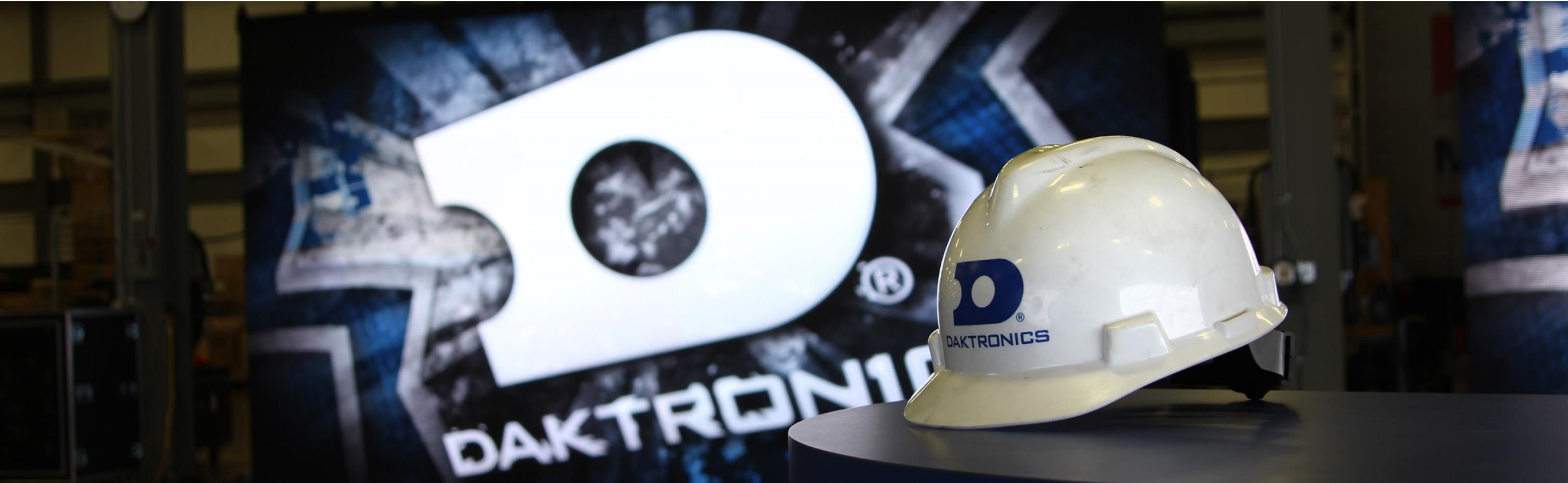


Contributing to the betterment of our communities



Generating an attractive return for investors

DAKTRONICS VISION



To be the world leader at informing and entertaining audiences through dynamic audio-visual communication systems.



DAKTRONICS AT A GLANCE



Daktronics provides best-in-class LED video displays, message displays and scoreboards to inform and entertain audiences

Company Highlights

- 1) **A global industry leader in audio-visual communication systems with underlying best-in-class LED display products**
- 2) **The only manufacturer of scale in the US with global manufacturing facilities to service markets by geographical region**
- 3) **Global sales team utilizes cross-organizational information to price efficiently while pursuing the highest probability sales**
- 4) **Attractive financial position across business lines with demonstrated strong revenue and gross margins**
- 5) **Large and growing end-markets**

Diversified Business Units



Live Events

- Video displays for large sports & live entertainment venues



International

- Billboard, video, transportation displays for global live events, advertising & high-traffic locations



Commercial

- Billboards & video displays for sales and advertising



High School Park and Recreation

- Video and scoring systems for local community use



Transportation

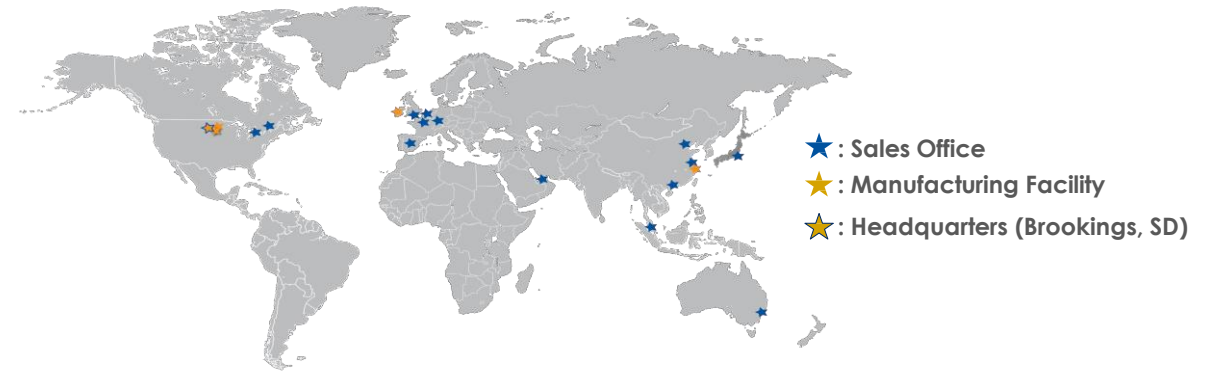
- Navigation signs for ITS systems on mass transit, roads & highways



Control Capabilities

- Interconnected system to engage fans in live sports, shows & events

Global Footprint



Compelling FY2023 KPIs⁽¹⁾

~\$754 Million

Sales

~20%

Gross Margin

Largest

Growing American brand by revenue for past 3-years⁽²⁾

~\$30 Million

EBITDA⁽³⁾⁽⁴⁾

~4%

EBITDA Margin⁽³⁾⁽⁴⁾

12K+

Total customers⁽⁵⁾

#1

North American LED video display provider⁽²⁾

120+

Countries featuring Daktronics products

3rd

Largest CY 2021 Market Share worldwide⁽²⁾

1) From most recent Form 10-K filing, for fiscal year that ended April 29, 2023.

2) Futuresource Consulting Report "Global LED Display Market Report (2022)".

3) FY EBITDA does not include adjustment for stock-based compensation.

4) Non-GAAP measurement. See the appendix for a reconciliation to the most comparable GAAP measure.

5) From Company data.

Full-service Design Best Addresses Customer Needs

- **High quality standard display products, platform designs** investments
- **Custom designed and integrated systems offerings**
- **Long-term quality and reliability standards to perform in indoor and outdoor environments**
- **Software & Controllers** that enable customers **easily manage** content on their displays.
- **Professional service design offerings** including content for media, scoring, timing, statistics, advertising, way-finding information, playback loops and entertainment type visualizations.
- Forward looking investments to advance our competitive **narrow pixel** and **micro-electronic technologies**, and advance **sustainable technologies** and related **low-power** products.

Leverages Global Relationships With Repeat Customers

- **Long-Term Customer Relationships:** Demonstrated success drives continued sales opportunities
- **Leverage:** Strategically expand offering to grow profitably in adjacent Customer Types, Venues, AV Systems, and Geographies
- **Demand Prioritization:** High priority market verticals based on profitability and growth opportunities
- **Unified Sales Coordinator Support:** Provides real time quotes, details, mechanical information, and order booking
- **Diversified Product Specialization:** Overlapping expertise across complex and consistent sales projects ensure customer satisfaction & delivery



Daktronics Reliability Lab

- Daktronics **established its own extensive on-site Reliability Lab** that puts every component through **rigorous testing**
- The lab **supports Daktronics Design for Reliability** process which exceeds the **industry standard**
- **Long display lifetime** that produces **stand-out messages** with **high-contrast**, true-to-life images is crucial for creating an impression on customers



Manufacturer that Best Addresses Customer Needs

- **Key placement of manufacturing facilities in the US, Ireland and China** promote regional service & support for all orders & customers
- Maintains **quality control of all products** with in-house expertise, highly skilled labor, and state-of-the-art facilities
- **Experienced executive team** and manufacturing process with an **established global presence** to **meet large product orders and** service more **complex projects**



Installation and Service Provider

- **Continuous service and support post-sale** provides critical needs to customers and **results in continuous business** from top customers
- Supports customers **through lifetime** of the display use and operation for additional revenue streams
- **Development of content** that creates a seamless production for our customers that engages, informs, and entertains audiences.



DEPENDABLE LED MARKET OPPORTUNITY

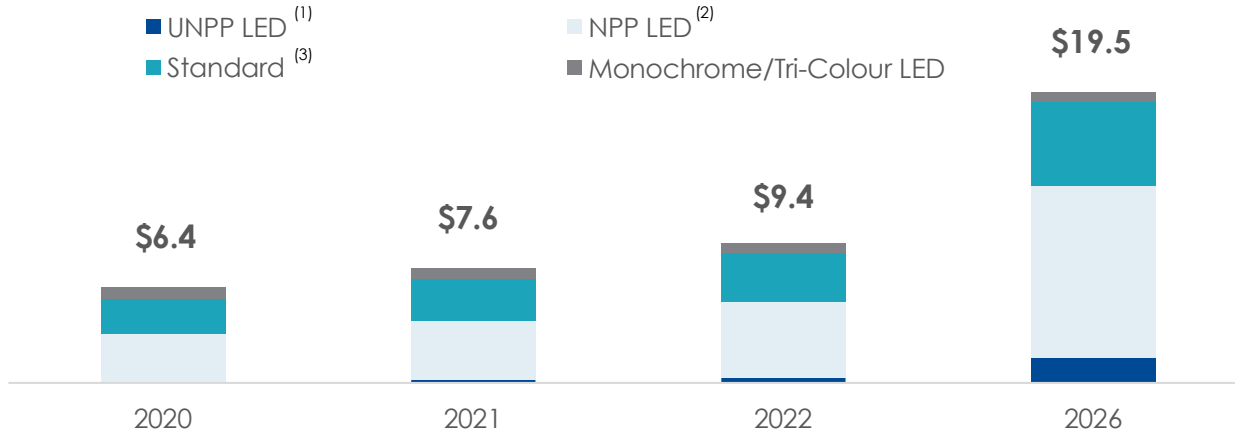


(\$US Billions)

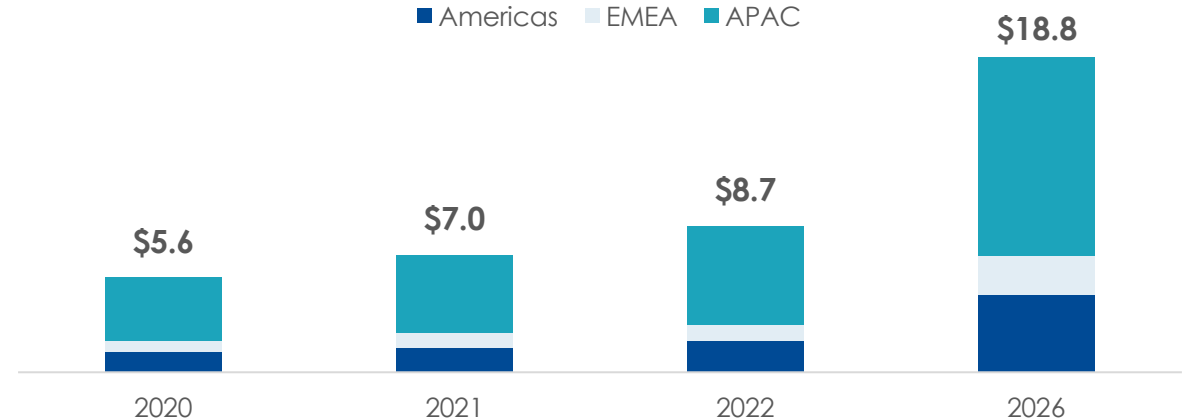
Increased Global Demand Bolsters Pipeline & Stable Cash Flows

- **2022 annual LED market growth rebounded to 26.6%** after global lockdowns caused a 4.6% slowdown in 2021 per industry reports
 - **Growth expected to continue in the high-teens to low-20% through CY 2026**
- **Corporate & education, stadiums & venues and control room verticals comprise 58% of the 2021 LED video display market**
- **Projected LED market growth to be led by:**
 - **APAC: 21% CAGR with 35% originating outside of China** and the remaining regions expect ~20% growth by 2026
 - **Americas: 26% CAGR led by the US** which comprises over 70% of the regional market
- **Daktronics:** has a strong position in the Americas, the second largest market outside of China with **45% of total addressable market in North America as of 2021**

Worldwide LED Display Market by Type

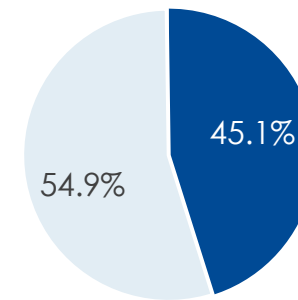


Worldwide LED Video Display Sales by Region

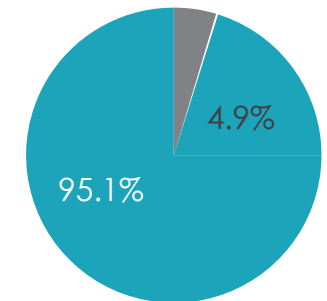


Daktronics Total Addressable Market Presence

North America \$1.2bn Market (4)



\$1.7 bn International Market excluding China (5)



Source: Futuresource Consulting Report "Global LED Display Market Report (2022)".

1) Ultra Narrow Pixel Pitch (UNPP) defined as less than or equal to 0.9mm pixel pitch.

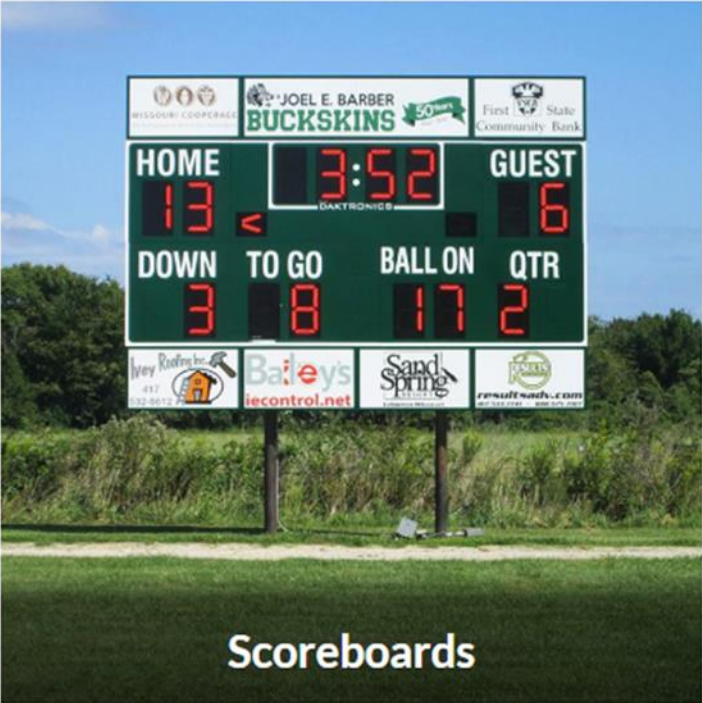
2) Narrow Pixel Pitch (NPP) defined as equal to or greater than 1.0mm and equal to or less than 2.5mm pixel pitch.

3) Standard defined as equal to or greater than 2.6mm pixel pitch.

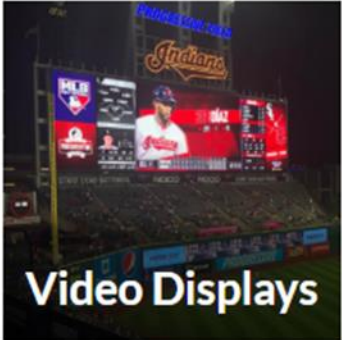
4) FY2022 DAKT North America orders includes the Net Sales of Commercial, Live Events, HSPR and Transportation business segments in the US and Canada / North America total addressable market, as calculated in the Futuresource "Global LED Display Market Report (2022)".

5) FY2022 DAKT International business segment Net Sales / the sum of the international total addressable market excluding China and North America, as calculated in the Futuresource "Global LED Display Market Report (2022)".

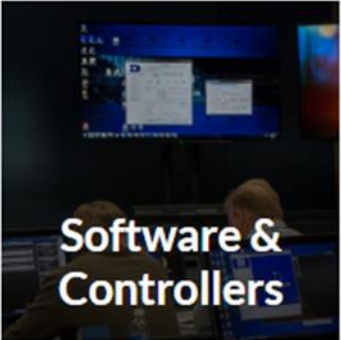
INDUSTRY LEADER



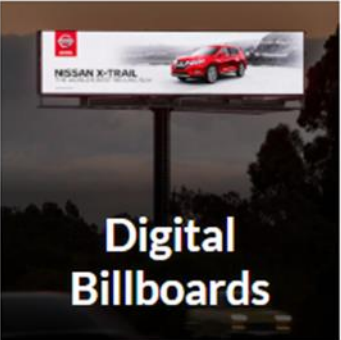
Scoreboards



Video Displays



Software & Controllers



Digital Billboards



Video Walls



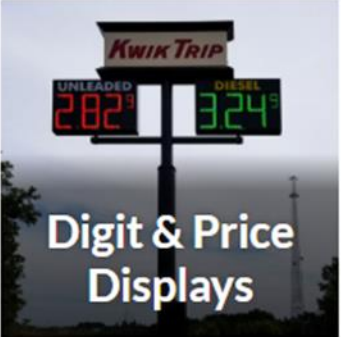
Digital Street Furniture



ITS Dynamic Message Signs



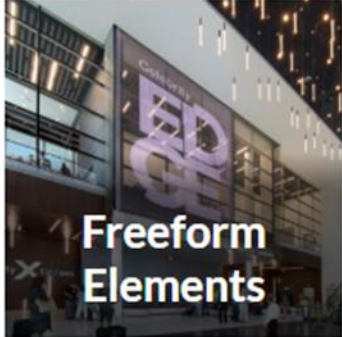
LED Signs



Digit & Price Displays



Indoor LCD Signs

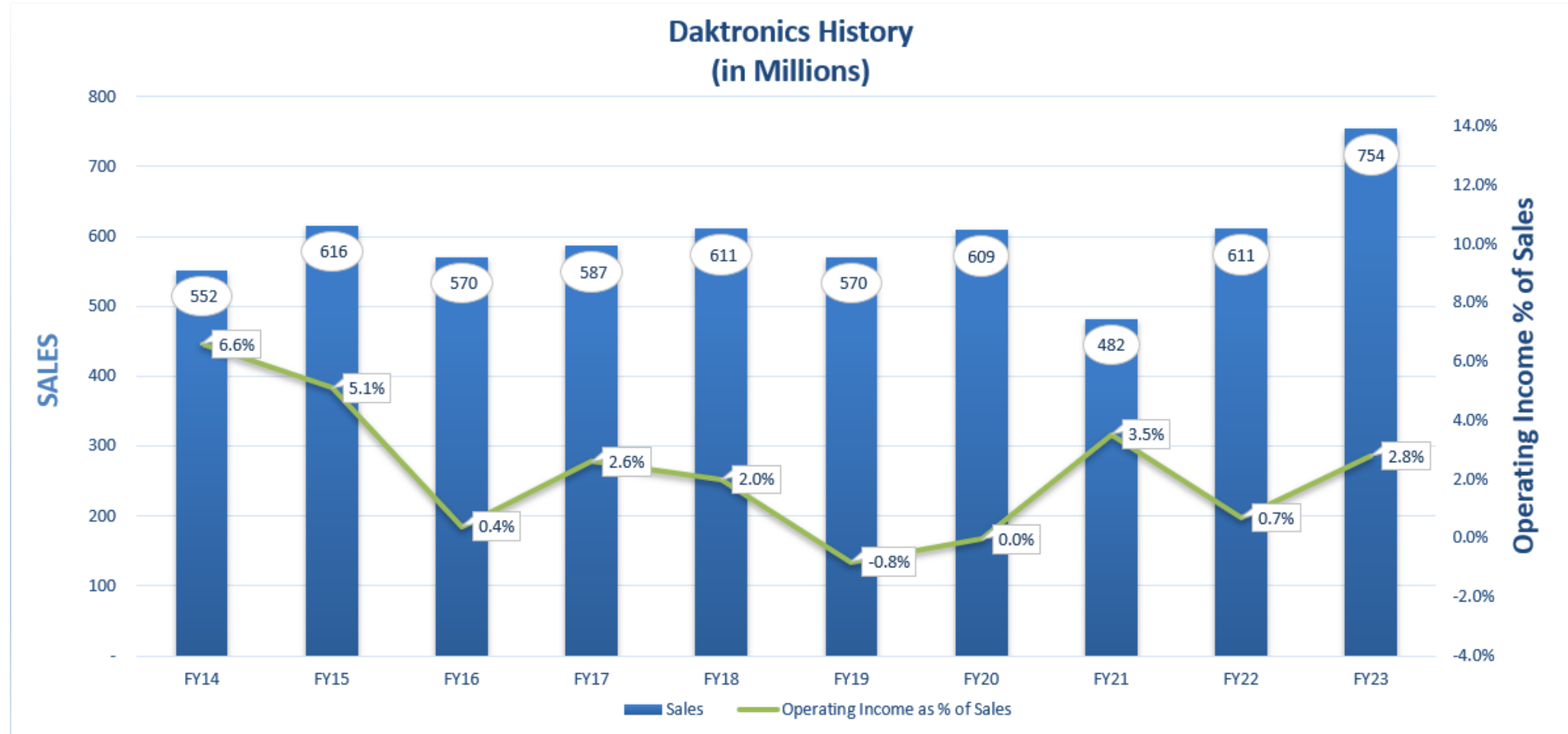


Freeform Elements



Sound Systems

10 Year History: Fiscal Year Sales and Operating Income (%)⁽¹⁾



1) Daktronics' operates on a 52- or 53-week fiscal year, with its fiscal year ending on the Saturday closest to April 30 of each year.

Growing business profitably

- Focusing on cash generation by unlocking ~\$401mm backlog⁽¹⁾, which requires:
 - Utilizing manufacturing capacity to reduce personnel costs and catalyze overall productivity
 - Careful operating expense management to drive margin expansion
- Normalizing inventory levels and reestablish a steady supply base
- Aggressively managing working capital accounts and making strategic pricing adjustments
- Product mix changes
- Concentrating capital investments and maximizing asset returns

Operational Efficiency

- Predictability is key to the Company's long-term relationships
- Recent focus has been on:
 - Stabilizing parts availability
 - Supply chain improvement
 - The consolidation of customer facing tools to Salesforce
 - On-going factory automation to increase capacity
 - Retention of the highest performing workers during this tight labor market
 - Shipping processes
 - Global factory utilization

Market Development

- Drive Narrow Pixel Pitch (NPP) growth through AV integrators
- Prioritizing market verticals that are:
 - Higher profitability, with opportunity to grow
 - Aligned with specialized capabilities / capacity
- Near-term high priority market verticals include
 - High school stadiums
 - Transportation, over the road signage

Investing in high-return projects & technologies

- Protect and improve profitability of core business
- Extend the Daktronics proprietary protocol differentiation across product tiers
- Create a profitable control system revenue stream focusing on the capability for a software as a service model
- Balance development investments and prune the product portfolio
- Sustainable low-power products

Integrated Business Planning

- Improvements for robust data capture
- Adjustments to planning process to align fulfillment areas
- Upgrading of information system



¹⁾ Orders and backlog are not measures defined by GAAP, and our methodology for determining orders and backlog may vary from the methodology used by other companies in determining their orders and backlog amounts. For more information related to backlog, see Part I, Item 1. Business of our Annual Report on Form 10-K for the fiscal year ended April 29, 2023.

ACHIEVING LONG-TERM PROFITABLE GROWTH & SHAREHOLDER VALUE CREATION

- Growth

- ✓ Continued global market adoption and expansion
- ✓ Providing industry leading solutions and services
- ✓ Natural Replacement cycle
- ✓ Brand of choice and value to customers
- ✓ Continued investment in new and advancement in technologies
- ✓ Developing new sales and marketing channels
- ✓ Worldwide economic conditions

- Investments in Digital Transformation

- Balance sheet management & Cash Generation



Westgate Resort & Casino – Las Vegas, Nevada, USA



Joint Medical Operations Center – San Diego, California, USA

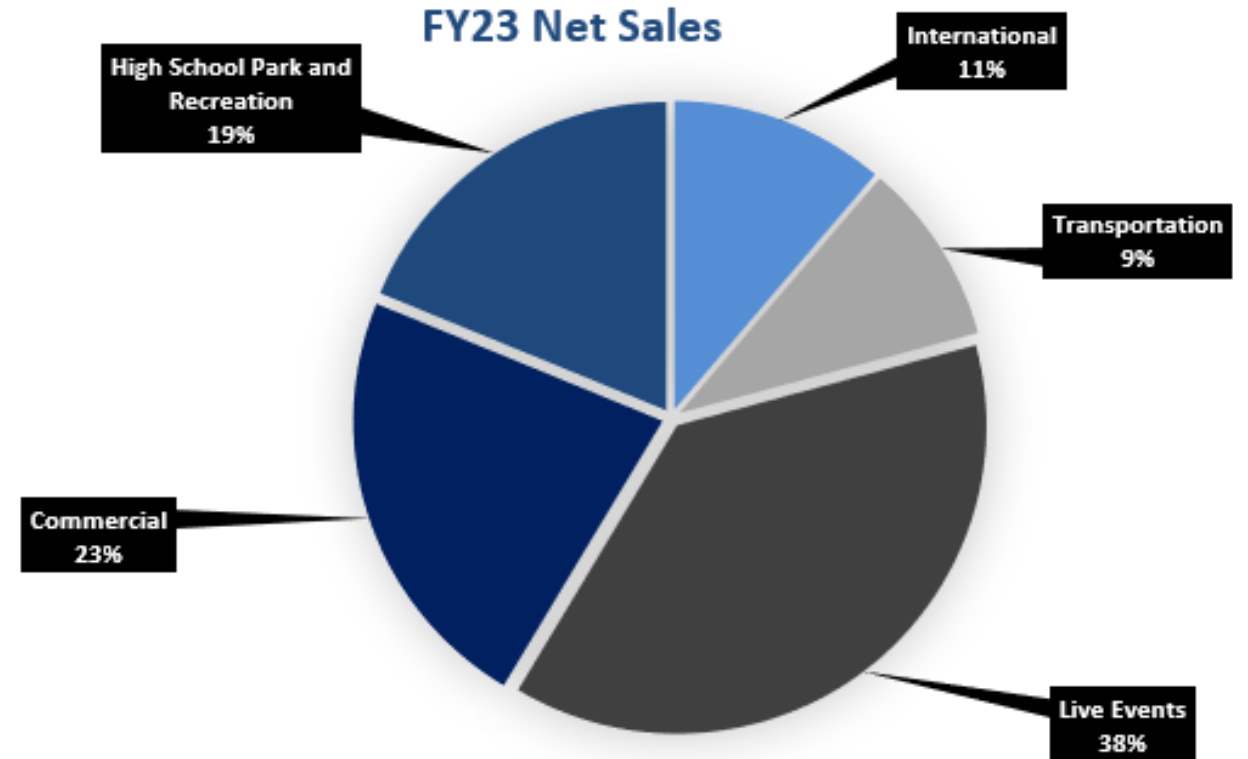


Government & Military Uses



Additional Detail about our Diversified Business Units

- ✓ Live Events, Commercial, Transportation, and High School Park and Recreation, include net sales in the United States and Canada
- ✓ International net sales include rest of world and are primarily for solutions for large sports venues, spectacles, third-party advertising, and transportation type solutions

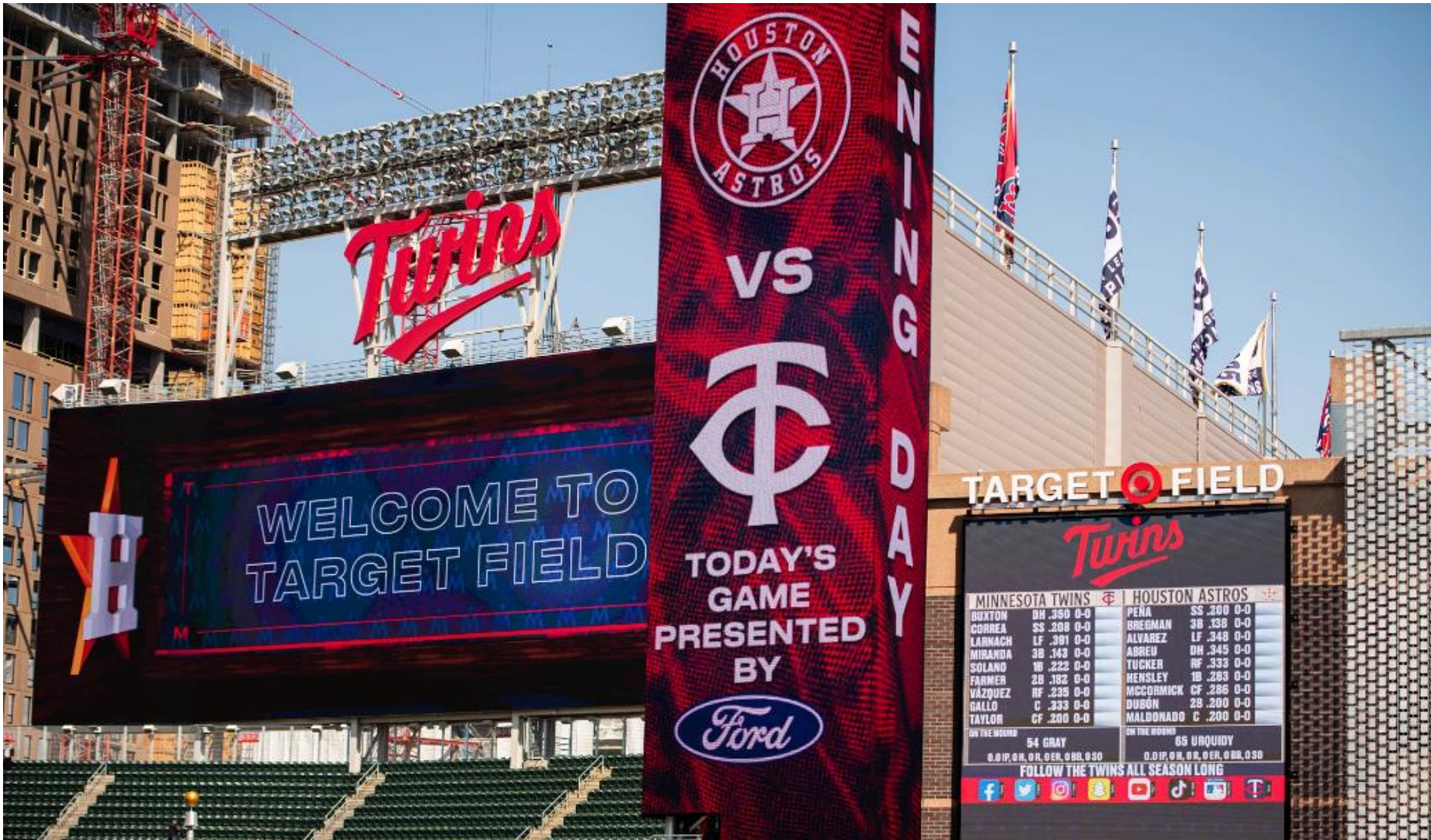


EXPERIENCE THE DAKTRONICS

DIFFERENCE



LIVE EVENTS BUSINESS UNIT



Minnesota Twins



LIVE EVENTS

» Video display solutions for large sports venues and live entertainment facilities

- Professional sports
- College and university
- Arenas

» Competition

- Prismview (Division of Samsung), Leyard, ANC, Yaham, Mitsubishi, Panasonic, and others
- Asian competition through U.S. integrators



Arizona State University

HIGH SCHOOL PARK AND RECREATION (HSPR) BUSINESS UNIT



Jackson Academy, MS



LIVE EVENTS

Demand Drivers

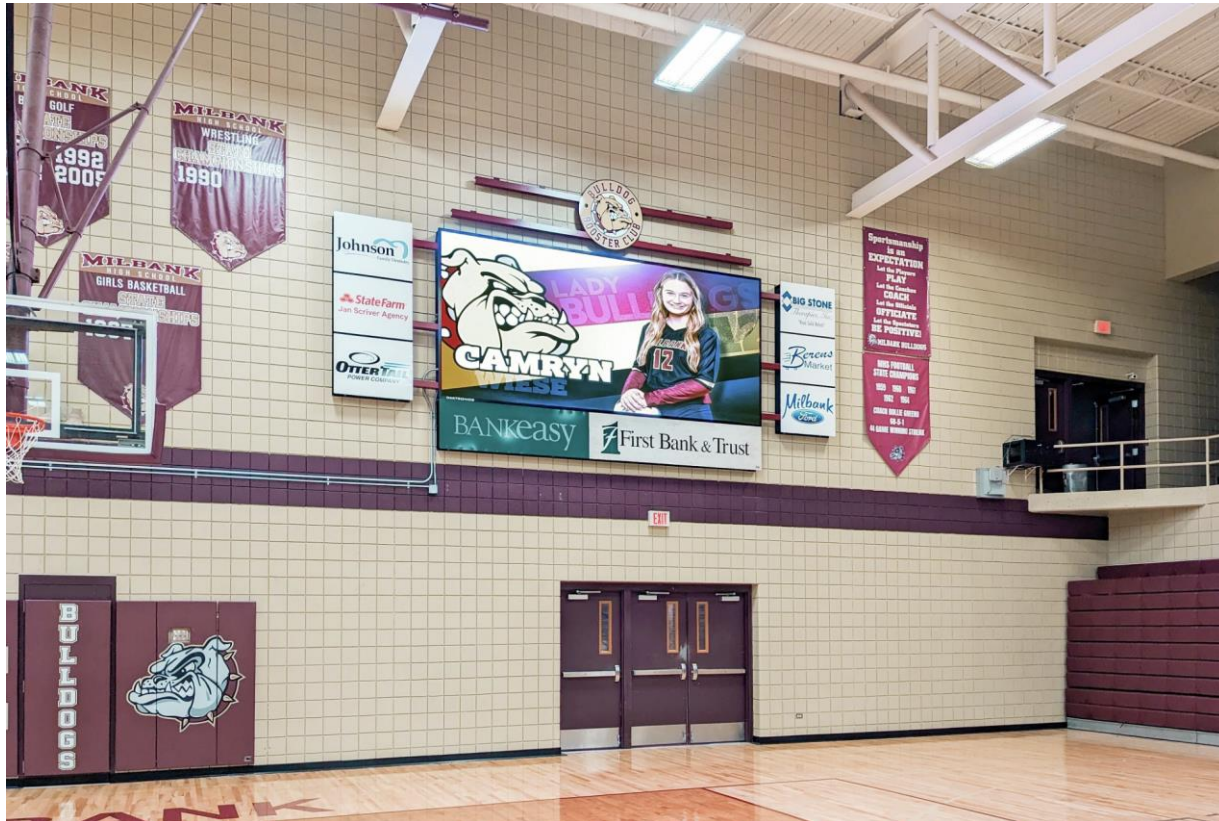
- » Facility increased spend to:
 - Enhance attendee event experience
 - Revenue source from advertising
 - Competitive nature to outperform other facilities
- » Lower product costs and technological advances, driving expansion of marketplace
- » High definition product offering (HD)
- » Replacement cycle (systems can last from 8-12 years)
- » Post-installation services provide recurring revenue streams



Chicago Cubs

HSPR

- » Video and scoring systems and message centers to
 - Elementary and high schools, junior colleges
 - Park and recreation departments
- » Primary funding is through local sponsors and advertisers



Milbank High School, SD



Perry Central High School, KY

HSPR

» Growth Drivers

- Larger more sophisticated displays in sports venues
- Revenue generation
- Communication medium
- New construction/replacement cycles
- Offerings for academic curriculum usage and mobile scoring solutions

» Competitors

- Fair-Play by Translux, Scorevision, Translux, Nevco, Spectrum, Electro-Mech Scoreboards
- Other smaller company manufacturers

Lincoln High School, SD



COMMERCIAL BUSINESS UNIT



Lakeside Casino, IA



Astral Media Outdoor, Canada



Caliber Car Wash, SC

COMMERCIAL

- » Sales channel focus
 - Third party advertising/Out of Home Advertising (OOH)
 - On-premise advertising (retail)
 - Spectacular (custom video)
- » Customers include sign and billboard companies, national retailers, quick-serve restaurants, casinos, shopping malls, and petroleum retailers.
- » Primary offerings
 - Digital billboards
 - Message centers
 - Video display systems/display walls
 - Petroleum displays
 - Dynamic messaging systems



Software One, WI



Burger King, MO

COMMERCIAL

- » Long-term growth drivers
 - Market adoption, including National Accounts
 - Spectacular use to entertain/advertise in unique locations
 - Effective advertising medium (outdoor and indoor networks) – increased customer foot-traffic for customer
 - Replacement cycle (7-10 years)
 - Architectural lighting

- » Competitors
 - Message Centers: Watchfire, Vantage, Samsung
 - Digital Billboards: Watchfire, Formetco
 - Video Projects/Walls: SNA USA, Prismview, Playnar/Leyard, Yaham, ANC, Integrators using Asian Manufacturers



Hollywood Casino, OH



Burger King, MO

TRANSPORTATION BUSINESS UNIT



New Jersey Turnpike



Long Island Rail Road, NY

TRANSPORTATION

- » Three niches
 - Intelligent transportation systems (ITS)
 - Airports
 - Mass Transit
- » Customers include governmental transportation departments, industry contractors, airlines, mass transit, and other related customers
- » Competitors
 - Skyline
 - Ledstar
 - Telegra
 - Sunrise SESA Technologies, Inc.
 - LG-MRI
 - Adaptive Micro Systems
 - Solari USA
 - others



Appleton International Airport, WI



Nevada Department of Transportation, Las Vegas

TRANSPORTATION

» Long-term growth drivers

- Transportation management - increasing traffic demands on constrained infrastructure expanding use of dynamic messaging systems
- Governmental funding and investment in infrastructure projects
- Infographic communication
- Advertising needs



Seattle Monorail, WA



Denver International Airport, CO

INTERNATIONAL BUSINESS UNIT



Mall of Qatar
Doha, Qatar

INTERNATIONAL

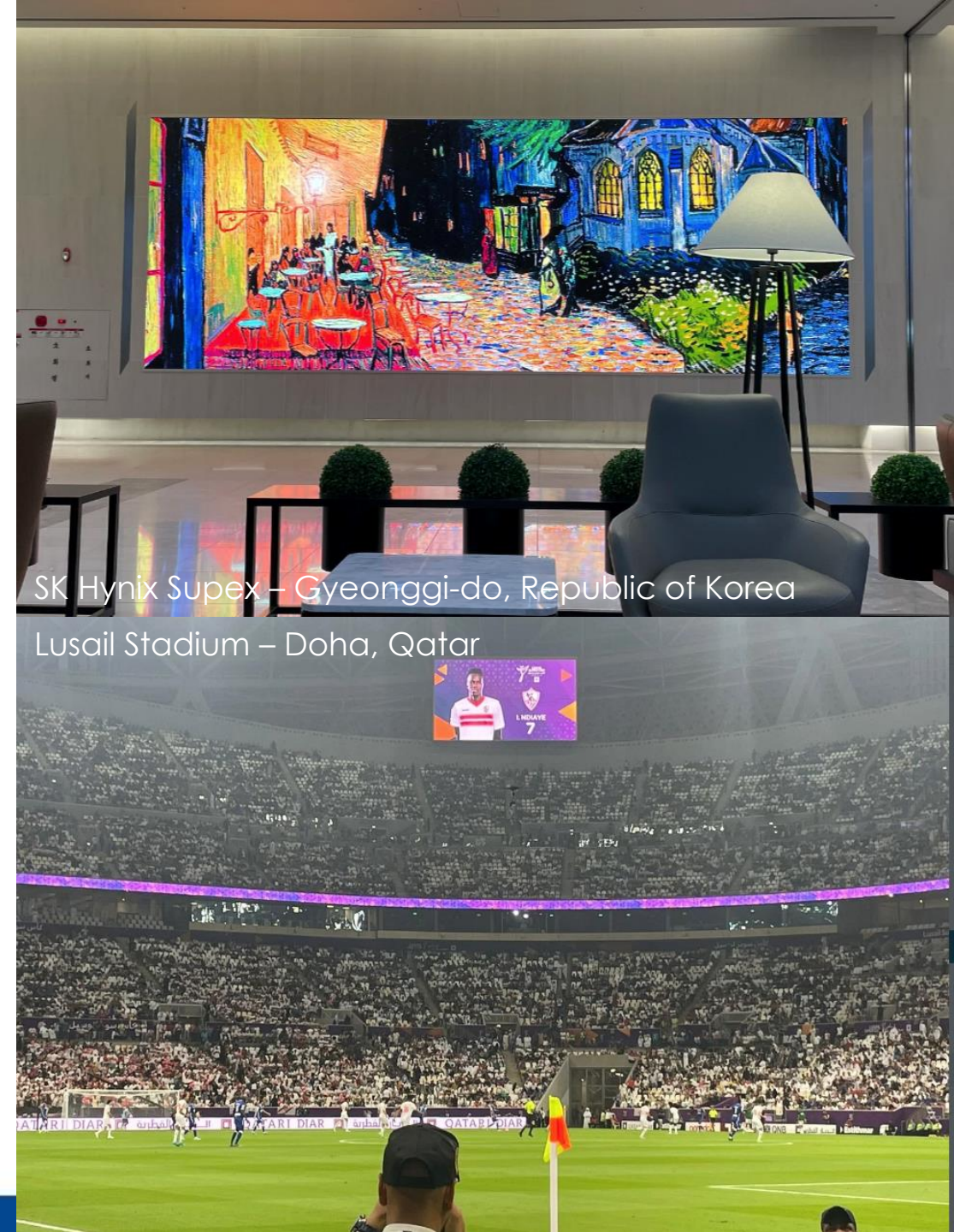
Wide range of products coupled with geographic coverage

- » Commercial video systems
- » Sports video systems
- » Digital billboard (OOH)
- » Architectural lighting
- » Transportation systems

Customers include companies focused on sports, advertising, transportation and retail around the world but excludes the United States & Canada

Infrastructure

- » World-wide sales & service offices
- » International Manufacturing:
 - China- architectural lighting and video displays
 - Ireland – transportation products



SK Hynix Supex – Gyeonggi-do, Republic of Korea

Lusail Stadium – Doha, Qatar

INTERNATIONAL

» Growth opportunities

- 3rd party advertising/Out of Home Advertising
- Live Events facilities/sports
- European/Middle East transportation systems
- Increased geographical coverage

» Competitors: Absen, Samsung, Aoto, Leyard, Unilumen, Mitsubishi, LG Electronics, Lighthouse, Panasonic, and other country-specific competitors



Hills Estate Mall – Dubai, UAE



Xin Chang Museum – Beijing, China

FINANCIAL INFORMATION



NASCAR Hall of Fame
Charlotte, NC



Rivers Casino
Portsmouth, VA



Premier Bankcard
Sioux Falls, SD



FY2024 FIRST QUARTER RESULTS

(\$ in thousands, except per share data)

	Three Months Ended		Percent Change
	29-Jul 2023	30-Jul 2022	
Orders	\$ 158,631	\$ 170,223	-6.8%
Net sales	\$ 232,531	\$ 171,920	35.3%
Gross profit	71,147	25,794	175.8%
Gross margin	30.6%	15.0%	
Operating income	40,216	(5,519)	828.7%
Operating margin	17.3%	-3.2%	
Net income	\$ 19,196	\$ (5,326)	460.4%
% of sales	8.3%	-3.1%	
Diluted earnings per share		\$ (0.12)	

(1) Orders and backlog are not measures defined by accounting principles generally accepted in the United States of America ("GAAP"), and our methodology for determining orders and backlog may vary from the methodology used by other companies in determining their orders and backlog amounts. For more information related to backlog, see Part I, Item 1. Business of our Annual Report on Form 10-K for the fiscal year ended April 29, 2023. This release does not include a reconciliation of orders or backlog, as it would be impractical to do so without unreasonable effort.



FY2023 ANNUAL RESULTS

(\$ in thousands, except per share data)

	Twelve Months Ended		Percent Change
	29-Apr 2023	30-Apr 2022	
Orders ⁽¹⁾	\$ 680,954	\$ 846,071	-19.5%
Net sales	\$ 754,196	\$ 610,970	23.4%
Gross profit	151,355	116,697	29.7%
Gross margin	20.1%	19.1%	
Operating income	21,388	4,046	428.6%
Operating margin	2.8%	0.7%	
Net income	\$ 6,803	\$ 592	1049.2%
% of sales	0.9%	0.1%	
Earnings per share (diluted)	\$ 0.15	\$ 0.01	

(1) Orders and backlog are not measures defined by accounting principles generally accepted in the United States of America ("GAAP"), and our methodology for determining orders and backlog may vary from the methodology used by other companies in determining their orders and backlog amounts. For more information related to backlog, see Part I, Item 1. Business of our Annual Report on Form 10-K for the fiscal year ended April 29, 2023. This release does not include a reconciliation of orders or backlog, as it would be impractical to do so without unreasonable effort.



10 Year History Free-Cash Flow*

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Net cash from operations	\$ 36,199	\$ 53,513	\$ 13,283	\$ 39,407	\$ 30,361	\$ 29,546	\$ 10,808	\$ 66,212	\$ (27,035)	\$ 15,024
Net capital expenditures	(13,281)	(17,800)	(16,904)	(8,303)	(15,948)	(16,661)	(17,769)	(4,707)	(19,491)	(24,563)
Free cash flow**	\$ 22,918	\$ 35,713	\$ (3,621)	\$ 31,104	\$ 14,413	\$ 12,885	\$ (6,961)	\$ 61,505	\$ (46,526)	\$ (9,539)

Pandemic
Pullback

Pandemic
Recovery

*\$ in thousands

* In evaluating its business, [Daktronics](#) considers and uses free cash flow as a key measure of its operating performance. The term free cash flow is not defined under accounting principles generally accepted in [the United States of America](#) ("GAAP") and is not a measure of operating income, cash flows from operating activities or other GAAP figures and should not be considered alternatives to those computations. Free cash flow is intended to provide information that may be useful for investors when assessing period to period results.



More about Daktronics

- ✓ 52/53 Week Fiscal Years ending in April
- ✓ Seasonality to results (Sports/Construction season)
- ✓ Video systems comprise a large portion of business with standard systems and services comprising the remaining
- ✓ Large video systems projects may include general contracting with lower margin %, but add margin \$
- ✓ Customer delivery schedules & sports season impact quarterly results
- ✓ Q3 Includes 2 major holidays

10 YEAR HISTORY DILUTED EARNINGS PER SHARE (after adjustment for splits)

Fiscal Year	Q1	Q2	Q3	Q4
2014	+ 0.13	+ 0.27	+ 0.07	+ 0.04
2015	+ 0.20	+ 0.18	+ 0.01	+ 0.08
2016	+ 0.09	+ 0.07	- 0.04	- 0.07
2017	+ 0.13	+ 0.20	- 0.12	+ 0.02
2018	+ 0.19	+ 0.16	- 0.14	- 0.09
2019	+ 0.10	+ 0.19	- 0.07	- 0.24
2020	+ 0.16	+ 0.16	- 0.28	- 0.02
2021	+ 0.17	+ 0.08	0.00	+ 0.01
2022	+ 0.08	+ 0.05	- 0.10	- 0.02
2023	- 0.12	- 0.29	+ 0.08	+ 0.47
2024	+ 0.42			



10 YEAR HISTORY SUPPLEMENTAL INFORMATION

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Net sales	\$551,970	\$615,942	\$570,168	\$586,539	\$610,530	\$569,704	\$608,932	\$482,033	\$610,970	\$754,196
Gross profit	141,710	144,579	121,019	140,415	145,669	130,294	138,700	120,583	116,697	151,355
Operating expenses	105,153	113,294	118,524	124,994	133,209	135,022	138,867	103,475	112,651	129,967
Operating income (loss)	36,557	31,285	2,495	15,421	12,460	(4,728)	(167)	17,108	4,046	21,388
Net income (loss)	22,206	20,882	2,061	10,342	5,562	(958)	491	10,926	592	6,803
Gross profit percentage	25.7%	23.5%	21.2%	23.9%	23.9%	22.9%	22.8%	25.0%	19.1%	20.1%
Operating margin percentage	6.6%	5.1%	0.4%	2.6%	2.0%	(0.8%)	(0.0%)	3.5%	0.7%	2.8%
Weighted average diluted shares outstanding	43,762	44,443	44,456	44,303	44,873	44,926	45,316	45,202	45,326	45,521
Diluted earnings per share	0.51	0.47	0.05	0.23	0.12	(0.02)	0.01	0.24	0.01	0.15
Cash dividend per share	0.39	0.40	0.40	0.31	0.28	0.28	0.20	-	-	-
Working capital	\$140,532	\$149,075	\$123,714	\$127,130	\$132,825	\$119,601	\$106,037	\$118,383	\$103,876	\$132,495
Total assets	357,451	379,479	349,948	355,433	358,800	349,216	372,651	375,164	440,876	468,105
Total debt	-	-	-	-	-	-	15,000	-	-	17,750
Shareholders' equity	203,119	212,039	201,067	198,286	197,616	187,663	176,980	193,554	191,564	200,879
Product Order Backlog	172,000	191,000	181,000	203,000	171,000	202,000	212,000	251,000	472,000	401,000
Product design and development expense	\$23,375	\$24,652	\$26,911	\$29,081	\$35,530	\$35,557	\$37,772	\$26,846	\$29,013	\$29,989
Capital expenditures	13,519	21,837	17,056	8,502	18,127	17,268	18,091	7,891	20,377	25,385
Depreciation and amortization expense	14,501	15,136	16,943	19,392	17,784	18,635	17,718	17,077	15,394	16,993
Cash flow from operations	36,199	53,513	13,283	39,407	30,361	29,546	10,808	66,212	(27,035)	15,024
Cash flow from financing	(15,321)	(16,415)	(17,754)	(16,323)	(13,262)	(11,932)	(1,978)	(15,585)	(3,576)	17,568
Regular dividend per share	0.39	0.40	0.40	0.27	0.28	0.28	0.20	-	-	-
Special dividend per share	-	-	-	0.04	-	-	-	-	-	-
Employees as of year-end:										
Full-time	2,280	2,420	2,470	2,405	2,405	2,412	2,395	1,981	2,246	2,441
Part-time and students	390	330	315	304	308	310	276	136	231	293
Stock price during fiscal year:										
High	\$ 15.80	\$ 14.47	\$ 12.24	\$ 11.00	\$ 10.76	\$ 10.05	\$ 7.91	\$ 7.22	\$ 7.20	\$ 5.80
Low	9.63	10.03	6.90	6.00	8.55	7.21	4.16	3.79	3.35	1.75
Stock price at fiscal year-end	13.06	10.75	8.70	9.46	9.01	7.30	4.45	6.17	3.35	4.81
EBITDA	51,000	46,400	19,400	34,800	30,200	13,900	17,551	31,400	16,500	30,250





OUTDOOR SPECTACULARS



DYNAMIC MESSAGE SIGNS



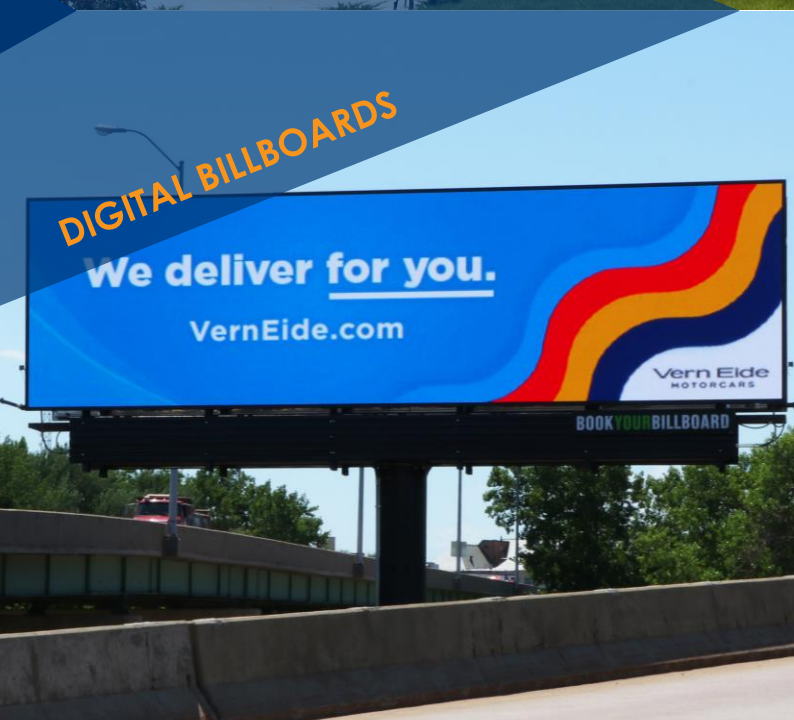
MESSAGE CENTERS



INDOOR HIGH RESOLUTION



CONTROL SYSTEMS



DIGITAL BILLBOARDS

DAKTRONICS TECHNOLOGY