

Richardson Electronics

Midwest IDEAS Investor Conference Presentation

August 26, 2026

NASDAQ: RELL





Forward Looking Statement

This overview includes certain “forward-looking” statements as defined by the Securities and Exchange Commission.

Statements regarding the Company’s business which are not historical facts represent “forward-looking” statements that involve risks and uncertainties. For a discussion of such risks and uncertainties, which could cause actual results to differ from those contained in the forward-looking statements, see Item 1A, “Risk Factors” in the Company’s Annual Report on Form 10-K. The Company assumes no responsibility to update the “forward-looking” statements in this overview three- and twelve-month new information, future events, or otherwise.

Note on financial presentation:

The consolidated financial results included in this presentation are as reported for the three- and twelve-months ended May 30, 2026.





About Richardson Electronics



Key Facts & Figures



Strong balance sheet with robust cash and cash equivalents and no debt



Certified experts that are ISO 9001:2015 and ISO 13485:2016 certified



430+ employees with over half in sales, engineering and product management



More than 20,000 OEM and end-user customers throughout the world



Headquarters in LaFox, Illinois, co-located with US-based manufacturing facility



RELL is global with 60+ locations worldwide including three strategic warehouse locations and legal entities in 24 countries



OUR FOCUS: ENGINEERED SOLUTIONS

Richardson Electronics (NASDAQ: RELL) designs and manufactures more than 55% of the products it sells for power, microwave, and imaging solutions to industries worldwide.

Technical expertise and “engineered solutions” based on our core engineering and manufacturing capabilities

Value added solutions through design-in support, system integration, prototype design and manufacturing, testing, logistics, and aftermarket technical service and repair

Global infrastructure and support to serve customers wherever they are located



Our Business Units



Power & Microwave Technology (PMT)

- FY2026 Revenue: \$160.5M (+9.1% YoY)
- Power grid and microwave tubes (EDG)
- Power management for 5G (PMG; started in 2014)
- In-house manufacturing and partnering with leading technology suppliers
- Global engineering and design support
- Key supplier to the semiconductor industry



Green Energy Solutions (GES)

- FY2026 Revenue: \$30.8M (+7.3% YoY)
- Designs and manufactures key products for the fast-growing energy storage market and power management applications
- Leverages existing global infrastructure and expertise
- Products for numerous green energy applications such as wind, solar, hydrogen, EVs, and synthetic diamonds



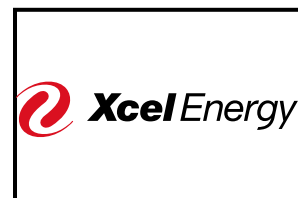
Canvys

- FY2026 Revenue: \$37.3M (+12.4% YoY)
- Custom display solutions for healthcare, industrial, retail and transportation applications
- All-in-one computer display solutions
- Engineering design and support

*Richardson Healthcare FY2025 Revenue: \$9.3M, starting in Q1 FY2026 Healthcare results are consolidated into the PMT segment



Key Customers





Strategic Progress Across the Business

Strengthening Growth Engine

Higher sales driven by strength across all three business units, growth to new and existing customers, and positive end markets dynamics

Higher Value Revenue Mix

Financial results benefiting from shift toward engineered solutions, repeatable programs and differentiated customer applications

Streamlined Operations

Simplified legacy operations and redirected resources toward higher-growth opportunities

Investments to Drive Efficiencies

Deploying AI and process-improvement tools across manufacturing, supply chain, sales and finance

Improving Cash Flow

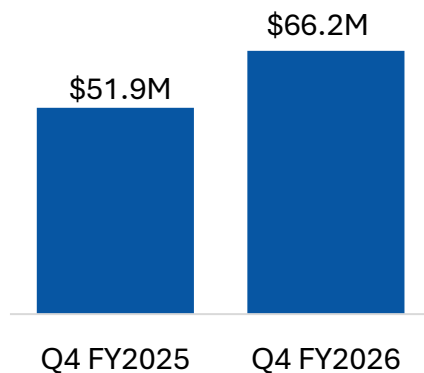
Completed a significant multi-year inventory investment and began converting inventory into cash, increasing financial flexibility to support growth





FY2026 Q4/Full Year Financial Highlights

Quarterly Net Sales

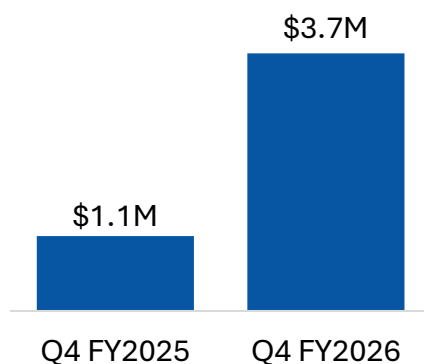


Full Year Net Sales

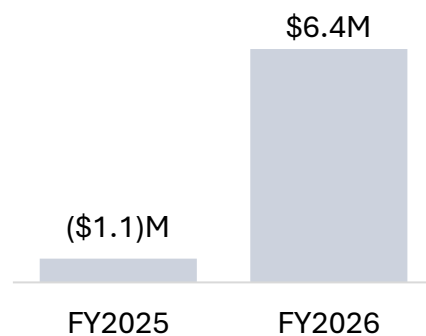


- Fourth quarter FY2026 net sales increased 27.6% year-over-year, marking the eighth consecutive quarterly year-over-year increase in sales, and the highest quarterly net sales since the third quarter of fiscal 2023.
- Consolidated net sales for full year FY2026 increased 9.4% to \$228.6 million, compared to net sales of \$208.9 million during FY2025, with all business units experiencing year-over-year sales growth.

Quarterly Net Income



Full Year Net Income (Loss)

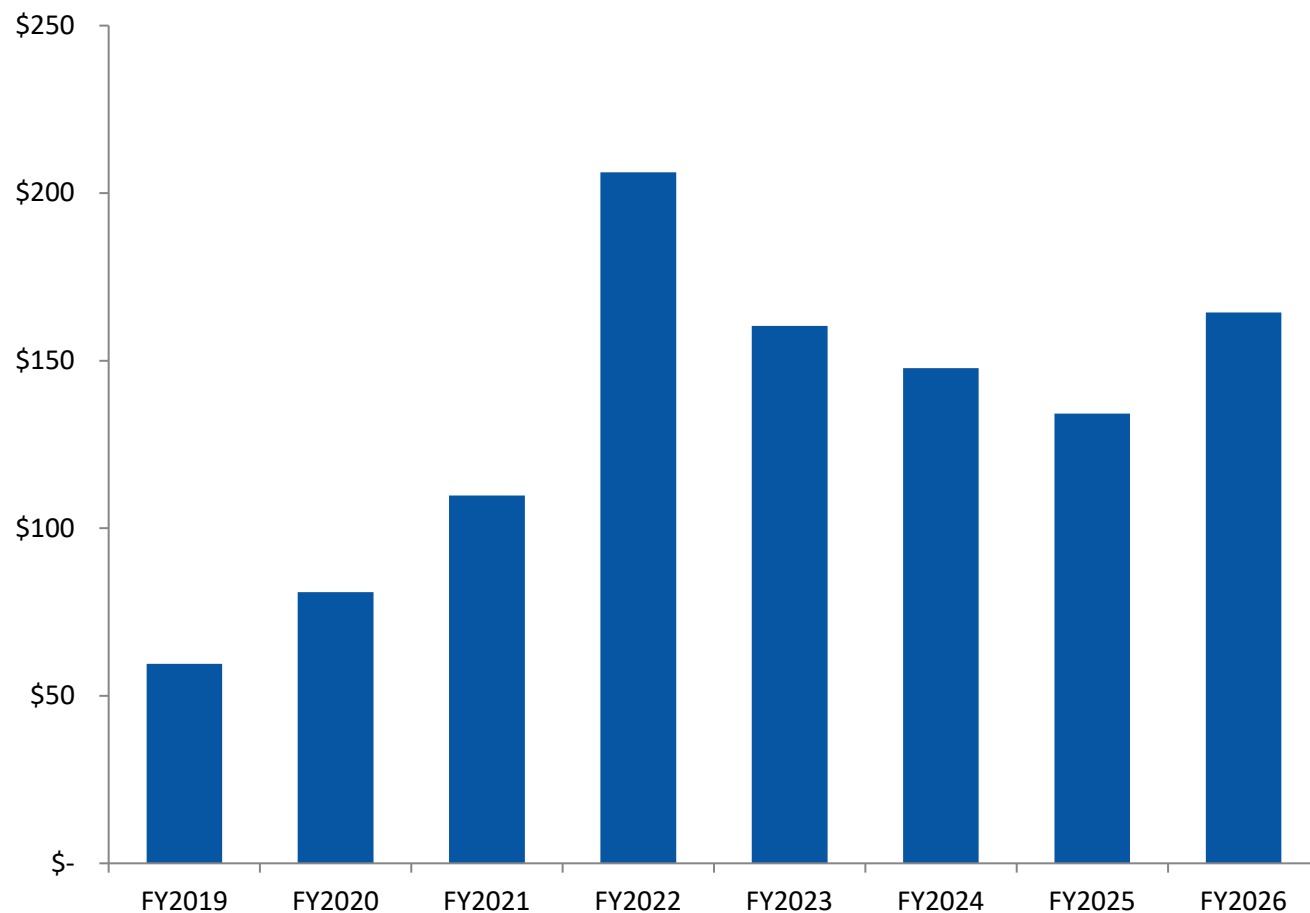


- Consolidated gross margin for the fourth quarter of FY2026 was 31.2%, compared to 31.6% during the fourth quarter of FY2025. For full year FY2026 consolidated gross margin was 31.2% compared to 31.0% in the prior fiscal year.
- Net income was \$3.7 million for the fourth quarter of FY2026, versus net income of \$1.1 million in the fourth quarter of FY2025. Net income for full year FY2026 was \$6.4 million compared to a net loss of \$1.1 million in the prior year.
- The Company focused on improving gross margins, reducing inventory levels, strengthening the balance sheet, and investing in long-term strategic growth opportunities.



Backlog

Total Company Backlog
(\$ in millions)



- Total backlog at the end of FY2026 was \$164.4 million, an increase of 8.7% from the third quarter, and up 22.5% year-over-year.
- Backlog ended FY2026 at its highest level in three years, reflecting continued customer activity across several key markets.
- GES segment backlog growth highlights continued strength in underlying demand for both new products and existing programs
- The Company's sales pipeline remains solid; however, the timing of new orders can vary quarter-to-quarter. Current backlog also includes faster turns than prior years, reflected in the simultaneous decline in inventory.



Balance Sheet and Cash Flow

- Strong balance sheet with no debt, and \$31.8 million in cash and cash equivalents
- No borrowings outstanding under \$20.0 million revolving line of credit
- Completed multi-year inventory investment made around a single critical supplier providing coverage through 2030
- Three consecutive fiscal years of generating positive operating cash flow
- Allocated \$3.4 million of capital in FY2026 to support the Company's regular cash dividend
- Capital expenditures were \$4.4 million in FY2026 primarily related to the Company's manufacturing business, facilities, and IT systems
- The Company continues to invest in working capital to support its growth initiatives

(\$s in 000s)	May 30, 2026	May 31, 2025
Cash and Cash Equivalents	\$31,779	\$35,901
Accounts Receivable	\$33,162	\$24,117
Inventories, net	\$103,020	\$102,799
Total Assets	\$202,017	\$195,835
Total Debt	\$0	\$0
Total Liabilities	\$38,316	\$39,176
Shareholders' Equity	\$163,701	\$156,659



Capital Allocation

Debt free balance sheet allows for strategic deployment of capital

Capital Allocation Strategies

Focused on Supporting Long-Term Growth Opportunities

Investing in Infrastructure and IT Systems

- Invested in facility renovations in FY2023 and FY2024 to support the growing demand for Green Energy Solutions (GES) products
- Continual enhancements of IT infrastructure to support global opportunities

Organic Growth Initiatives

- Since FY2021, Richardson Electronics has invested in research & development, onboarding talented engineers, and enhancing its sales teams

Sustained Dividend

- The Company has paid out a regular quarterly cash dividend to common shareholders since 1990

Cash Flow Management

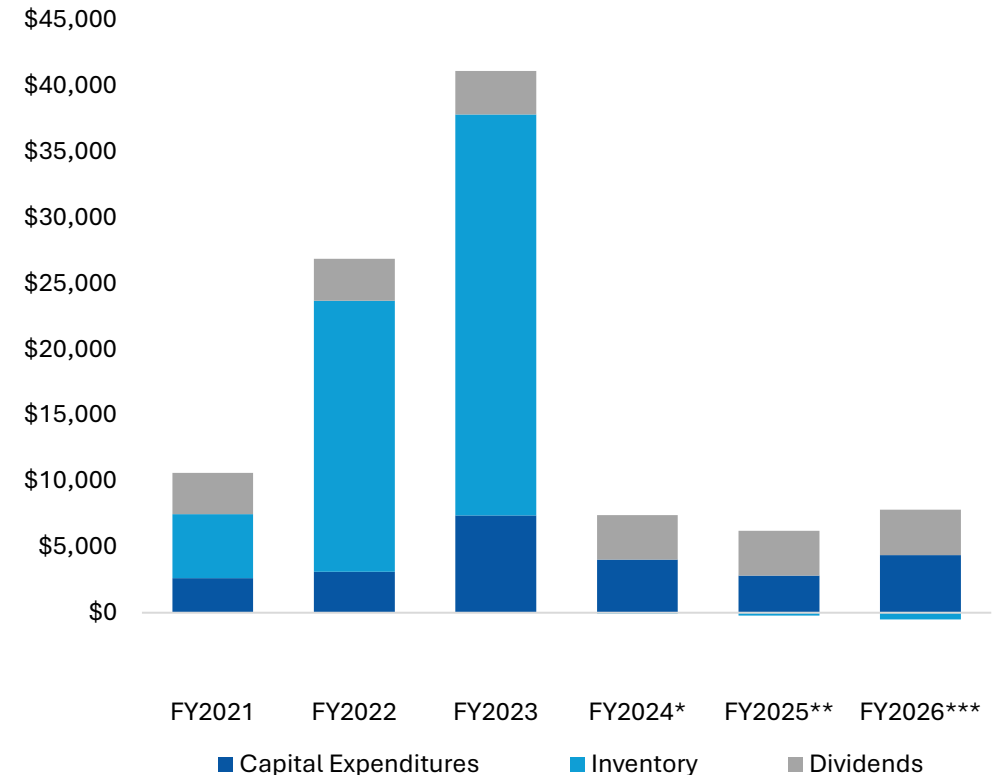
- Maintain a healthy level on cash on the balance sheet
- Approximately 66% of cash on Richardson's balance sheet is spread out across 23 of the Company's foreign subsidiaries
- Focused on converting inventory to cash in FY2027

Selective Multi-Year Acquisition Strategy

- Targeted M&A that aligns with strategic growth initiatives

Capital Allocation Priorities

\$ in thousands



*FY2024 includes a \$0.1 million reduction in inventory

**FY2025 includes a \$0.2 million reduction in inventory

***FY2026 includes a \$0.5 million reduction in inventory



Growth Strategies

Pursuing markets where our engineering and manufacturing capabilities convert demand into higher-value solutions



Market Tailwinds Supporting Growth Platforms

Near- and mid-term demand supports higher-value engineered solutions, distribution and services

Wind & Power Management



Market tailwind

Wind and industrial customers continue to need reliability, life-extension and power-management solutions

RELL solution

Patented ULTRA3000® / ULTRAPEM™ pitch modules, TurbineGuard™ and inverter modules, supported by engineering, global sales and LaFox manufacturing.

Energy Storage (BESS)



Market tailwind

Utility and C&I demand is driving battery storage deployment. The market is forecast to grow from \$32.6B in 2025 to \$161.1B by 2034.¹

RELL solution

RESS™ platform: lithium iron/ultracap/alternative power battery modules, DC block engineered solution, power conversion, switchgear, EMS/VPP integration, project execution and strategic technology partners.

Semi Wafer Fab



Market tailwind

AI infrastructure is driving a new wafer fab equipment (WFE) cycle. SEMI forecasts WFE of \$143.9B in 2026 and roughly \$200B by 2028.²

RELL solution

RF/microwave tubes, generators, power supplies, engineered assemblies for new equipment builds and consumables that support fab uptime, upgrades and complex process needs.

Made-in-America



Market tailwind

Tariffs and supply chain risk are pushing OEMs to re-shore production. Domestic build cuts 15% to 25% of tariff cost and shortens lead times.³

RELL solution

Concept to final release under one roof: design, development, sourcing, manufacturing and testing. Delivered from a 250,000 sq. ft. ISO 9001 / ISO 13485 certified, FDA-registered plant in LaFox, IL.

Broad market tailwinds align with RELL's multi-year growth priorities

Customers need reliability, power density, localization and engineered support. RELL brings design-in expertise, manufacturing, global reach and a debt-free balance sheet to convert market demand into higher-value solutions.

¹ Fortune Business Insights, Battery Energy Storage Market Size, Share & Industry Analysis, 2025-2034

² SEMI, Mid-Year Total Semiconductor Equipment Forecast – OEM Perspective

³ Richardson Electronics, Manufacturing Capabilities



FY2026-2028 Wind Turbine Opportunity

Customer Problem:

Wind turbine manufacturers and operators needed an environmentally friendly solution to extend the life of auxiliary power supplies for their Pitch Energy Modules.

Richardson Electronics' Solutions:

Developed the first ultracapacitor-based plug-and-play replacement for batteries within wind turbine pitch systems. Since launching, the Company has sold approximately \$45.3 million in wind modules.

Today RELL can expand its market share in the US and throughout the rest of the world with the Patented ULTRA3000® and the ULTRAPEM® both with GE Turbines as well as other OEM Turbines.

"Pitch faults due to weak batteries is one of our leading causes of downtime and lost production on our GE platforms... after a full year of trials at two sites, they have been an excellent upgrade, and we can't wait to get these installed on the rest of the fleet." — **Dan Layton**, Supervisor, TransAlta Corporation

OEM Turbine Platforms



Action Plan

- Continued development of associated products
- Invest in Field Engineers
- Improve cycle time to market for new products
- Develop strategically located R&D center to reduce time to market
- Expand resources globally

Global TAM

U.S.	\$237M
Latin America	\$35M
Canada	\$20M
Europe	\$150M
Australia	\$12M
Total	\$454M



Energy Storage Solutions (ESS) Growth Strategy

New energy storage technologies bring disruptive technologies into niche markets.

Market Opportunity

- \$32.6 billion global market for battery deployments in 2025 according to Fortune Business Insights
- Projected to grow to \$161.1 billion by 2034, reflecting a CAGR of 19%
- Identified niche market for storage requirements in Illinois
- Available government incentives can cover the expense of demonstrating new technologies over a multi-year period

Leveraging RELL's Platform and Capabilities

- Existing technology partners
- Established engineering expertise to develop innovative solutions, such as hybrid ultracapacitor-flow battery systems
- Pursuing shared revenue model through virtual power plants (VPP)

Go to Market and Development Strategies

CY2026

- Deploy Battery Energy Storage Systems (BESS) at RELL facility to serve as a demonstration project for future customers

FY2026 – Phase 1

- Focus on medium-size C&I projects

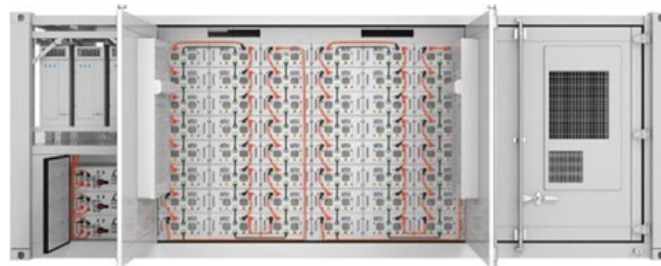
FY2028 – Phase 2

- Develop in-house manufacturing of large-scale long duration energy storage

FY2029+

- Continue to vet and develop additional systems to provide differentiating value propositions for various niche markets

Stores energy during off hour low consumption periods



Which can be sold or used during high peak periods to help balance the grid



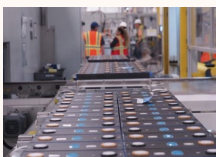
Richardson Energy Storage System — RESS™

Accelerating Scale Through Technology Partnerships, Product Development, and Product Support

Technology partners

Core Energy Storage Platform

Best-In-Class Components



Battery Cells

Industry-leading cell technology for performance and safety



Battery Packs

High density, High efficiency, Built for reliability



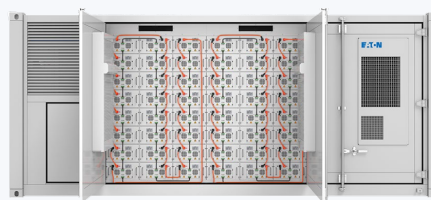
Container Systems

Integrated tested and ready for deployment

Richardson Energy Storage System – RESS™

End-to-End Integration, Product Development and Project Execution

DC Block Engineered Solution



Integrated Solution



PCS

Power Conversion Systems



Transformer

Step-up Transformer



Switchgear

MV Switchgear & Protection



EMS / VPP

Energy Management & VPP Integration

Project Management and Sales



Technology Partners

- System Design & Engineering Support
- Power Conversion & Balance of Plant
- Incentives & Rebates in IL, MA, and NJ



Project Development

Demo Project, Commercial BESS, Niche Markets

Interconnection and Rebate Application Support



Commercial Execution



Channel Partners



Customer Contracting



Technology Integrator

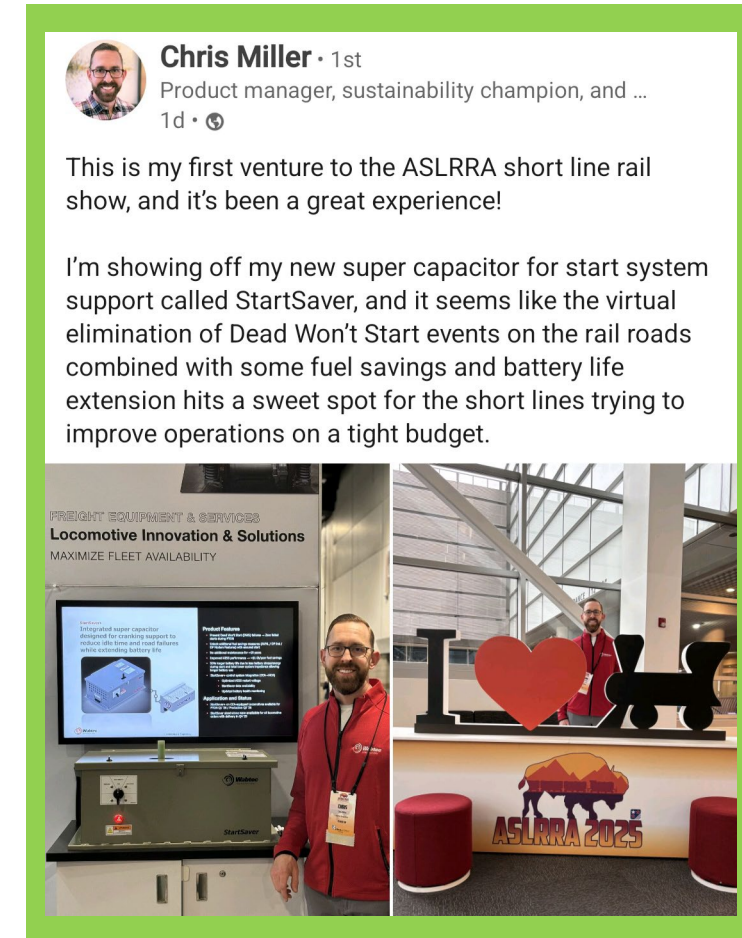
From cell to system to integration to sales

Richardson Electronics is delivering U.S.-built energy storage solutions for behind-the-meter C&I and utility-scale projects through strategic technology partnerships that meet growing market demand



FY2027 Expectations

- Semi-wafer Fab Market
 - Semiconductor wafer fab sales remain strong
 - Key customers forecasting growth for the remainder of CY2026 and into CY2027
- Steady/increasing demand of wind turbine modules and newly released related products
 - Regular shipments from existing inventory
 - New significant orders from existing and new customers
 - New significant orders from new customers for UltraPEM® and future expansion into the EU
- Growing BESS pipeline, with interest driven by differentiated positioning
 - Engineering and manufacturing expertise in niche power management markets
 - Unique technology partnerships and U.S.-based footprint
 - Nearly 80-year corporate history with strong balance sheet
- Longer term capitalize on U.S. reshoring policies and content requirements; opportunity to improve margin by leveraging LaFox manufacturing capabilities
- Continue to monitor global impacts from geopolitical events and tariffs, while remaining disciplined in sourcing, pricing, inventory management, customer commitments, and operating expense control



Wabtec StartSaver Ultracapacitor System
powered by Richardson Electronics



Richardson Electronics
Thank You!



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Electronics**