



William Blair Growth Conference

Investor Presentation

June 3, 2026

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Standex International (SXI) - At a Glance

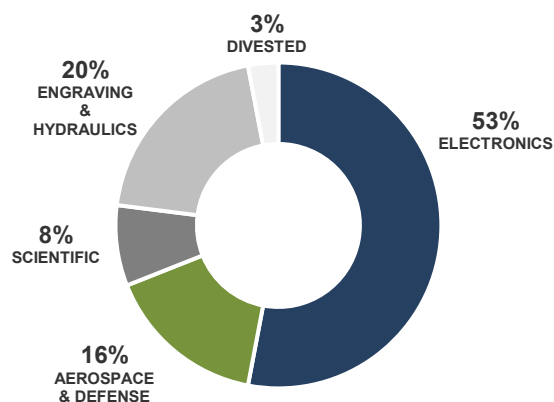


HISTORY		HEADQUARTERS	EMPLOYEES	LOCATIONS	
Founded 1955; IPO in 1964		Salem, NH	~3,995	16 Countries	
TTM REVENUE	TTM ADJ. OPERATING INCOME ¹	TTM ADJ. OPERATING INCOME MARGIN ¹	MARKET CAP ²	DIVIDEND YIELD	NET DEBT TO EBITDA ³
\$885M	\$174M	19.6%	\$3.4B	0.5%	1.9x

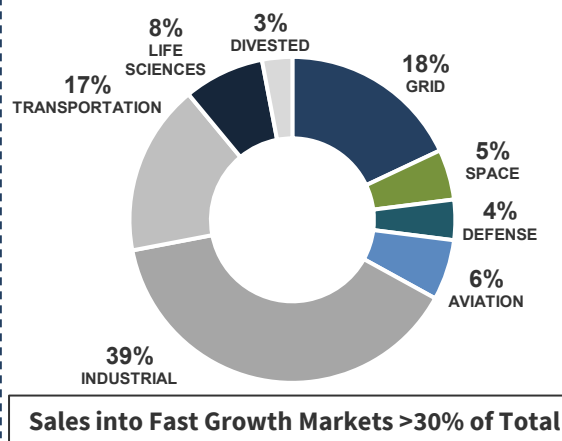
Q3 FY26 REVENUE & PROFIT PROFILE

70% of Sales & 80% of Segment Profits Derived from Electronics and Aerospace & Defense

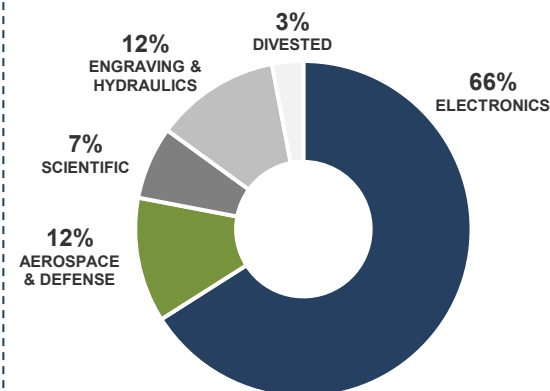
REVENUE BY SEGMENT



REVENUE BY END MARKET



SEGMENT OPERATING PROFITS



¹Adjusted operating income/margin excludes items such as amortization of acquired intangible assets, litigation, purchase accounting and restructuring expenses.

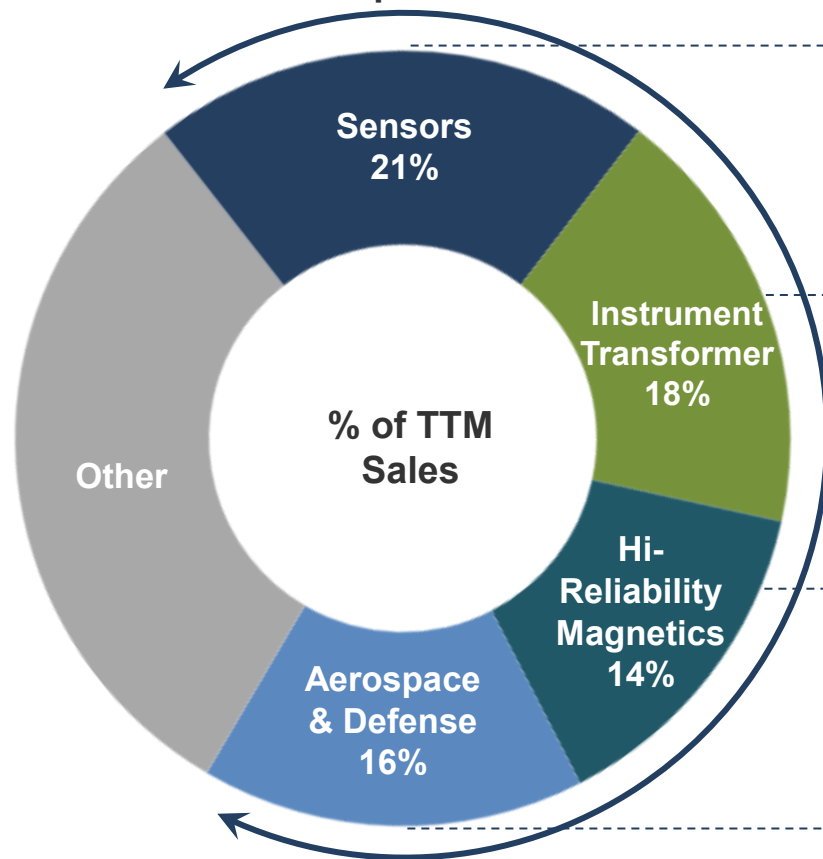
²Based upon price on 5/29/26 and 12.0 million shares outstanding.

³TTM adjusted EBITDA of \$194M

We are an Engineered Components Business



~70% of Sales
from Engineered
Components



**Serviceable
Available Market
(SAM)**

~\$3B

~\$3B

~\$2B

~\$1.5B

**Total Available
Market (TAM)**

~\$10B

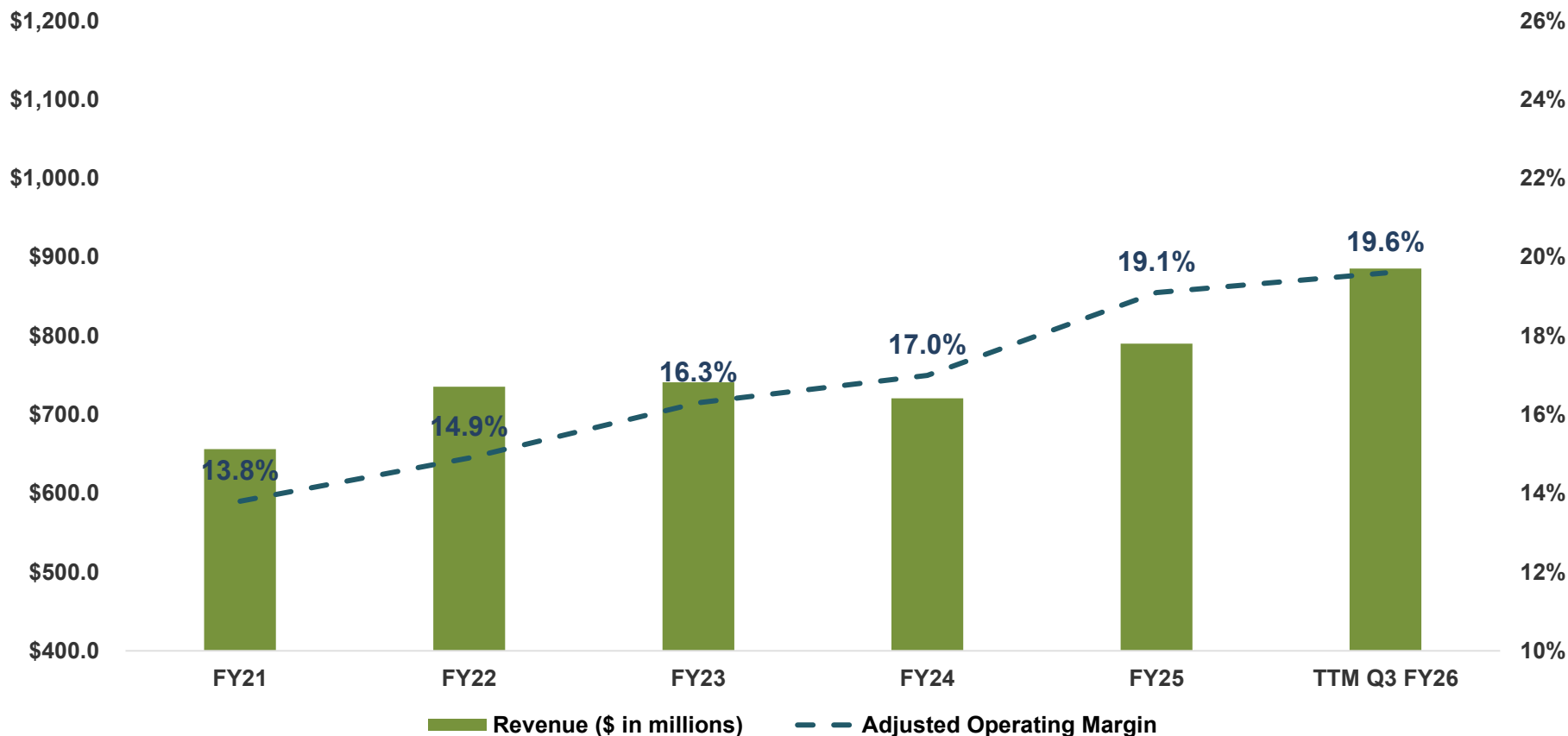
~\$11B

~\$10B

~\$20B

Current SAM at ~\$10B; Opportunity to Expand into ~\$50B Global Market

Consistent Margin Expansion in Challenging Macro Environment



3/31/21 (Q3/21): divested Enginetics; 3/1/22 (Q3/22): acquired Sensor Solutions; 2/28/23 (Q3/23): divested Procon Pumps; 7/31/23 (Q1/24): acquired Minntronix; 2/20/24 (Q2/24): acquired Sanyu; 10/29/24 (Q2/25): acquired Amran/Narayan Group; 11/14/24 (Q2/25): acquired Custom Biogenic Systems; 2/5/25 (Q3/25): acquired McStarlite; 3/6/26 (Q3/26): divested Federal Industries

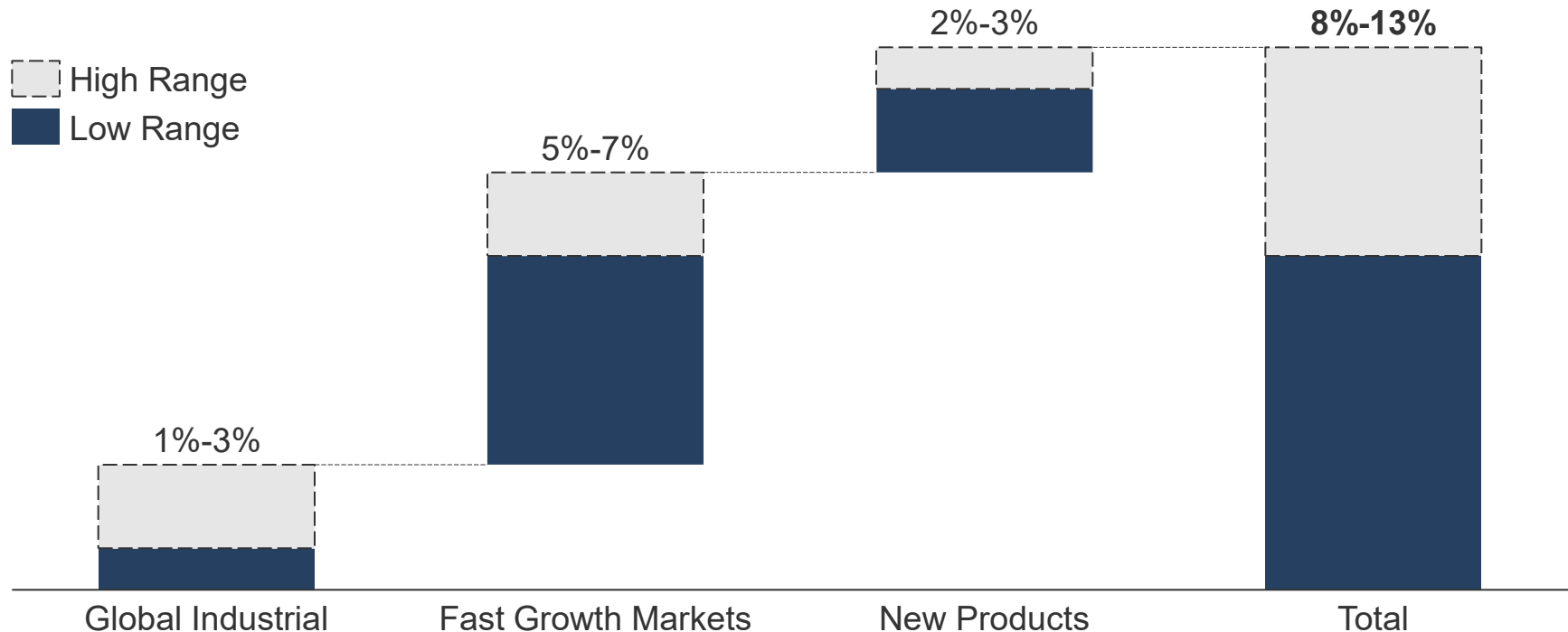
*Adjusted Operating Margin for the above historical periods excludes amortization of acquired intangible assets

Consistent, Predictable Margin Performance Allows Us to Leverage Organic Growth

Positioned to Deliver Sustainable Organic Growth



Sources of Growth - Fast Growth Markets and New Products

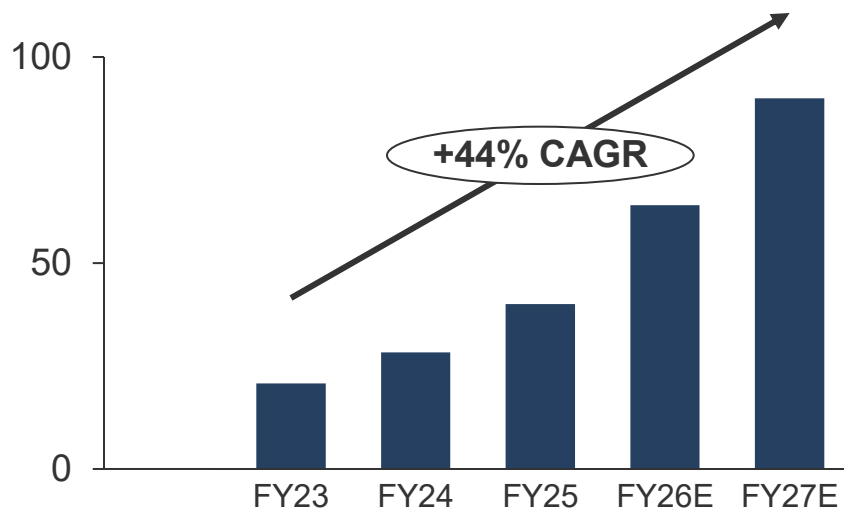


- Global Industrial includes 1% growth from pricing initiatives
- 30% sales in FY26 expected to come from Fast Growth Markets with double digit market growth
- Remaining 70% sales in Global Industrial markets with low to mid single digit growth
- Expected to launch 15+ new products in FY26 to expand addressable market
- M&A provides a further upside to this growth potential

Growth Engines of Standex – New Products & Fast Growth Markets



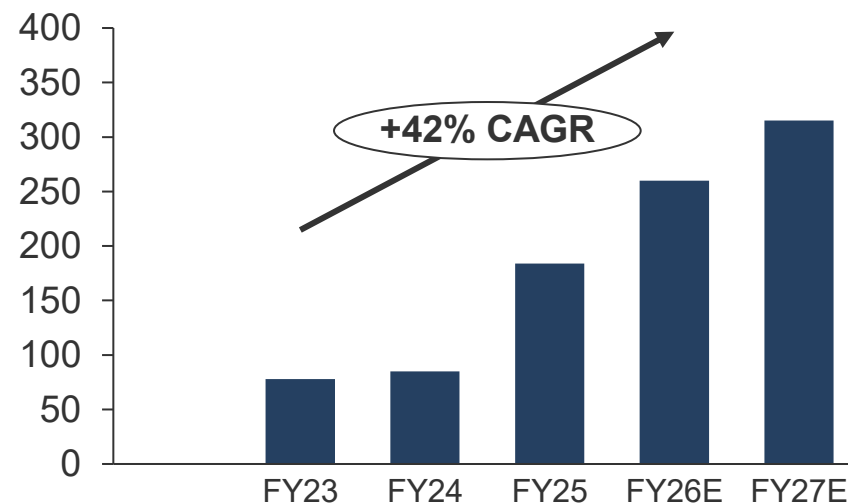
**New Product Sales will continue to drive
~3% organic growth**



	2023	2024	2025	2026	2027
% of Total Sales	4.2%	5.3%	6.9%	>8.5%	~10%
NP Releases	3	5	16	17	18



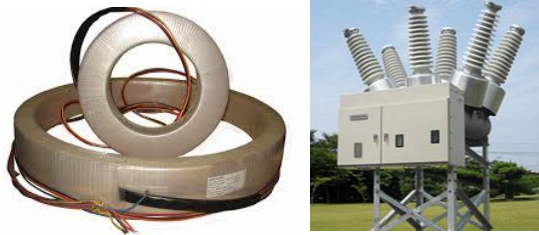
**Fast Growth Market Sales to grow to >35%
of total sales**



	2023	2024	2025	2026	2027
% of Total Sales	10%	12%	23%	>30%	>35%

Fast Growth Markets and New Products to Deliver Sustainable High-Single Digit Organic Growth

New Current Transformer



- Business – Electronics GRID
- Bushing type current transformer targeted for digital breakers and sub-stations
- **Unique product with significant cost advantage for OEMs, one unit can replace multiple components on breakers**
- Easy installation, already approved by key OEMs
- Development Period – 24 months, launched in Q3FY26

Rocket Engine Components



- Business – Aerospace & Defense
- Company has penetrated space **rocket engine nozzle** segment utilizing **toolkit of leading forming processes**
- Development Period – 6 months, launched in Q2FY26

New Voltage Transformer



- Business – Electronics GRID
- Voltage transformers for Railway application
- **Customized parts, entry into Railway market in India**
- Combines our unique expertise of high voltage application engineering
- Development Period – 24 months, launched in Q4 FY26

Customer Driven NPD Results in Sole Sourcing for Long Term Programs



Increasing Exposure to Markets with Strong Tailwinds



Power Grid

- Total addressable market - >\$11B (Global)
- Expected market growth rate – low double digit
- **~18% of Q3 26 Sales**
- *Standex provides instrument transformers and current sensors*
- *Growth from new geographies and new applications (see next page)*



Space

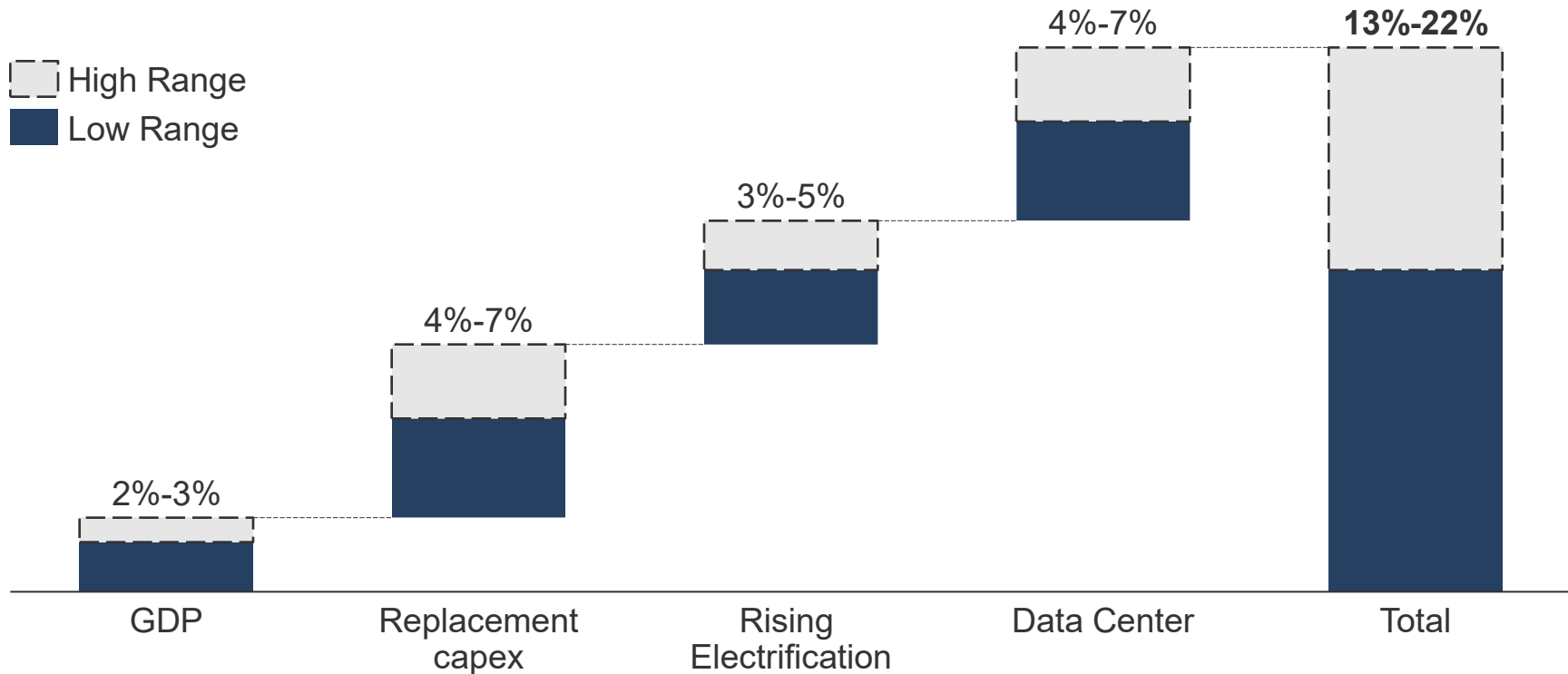
- Total addressable market - >\$700M (Global)
- Expected market growth rate – 9%
- **~5% of Q3 26 Sales**
- *Standex provides heat shields, fuel domes and engine nozzles*
- *Potential to enter SATCOM components through Electronics Edge business*



Defense

- Total addressable market - >\$500M (NA)
- Expected market growth rate – >10%
- **~4% of Q3 26 Sales**
- *Standex provides nose cones and complex form metal parts, and transformers*
- *Growth from winning high volume next-gen missile programs*

Instrument Transformers Growth Drivers (%)



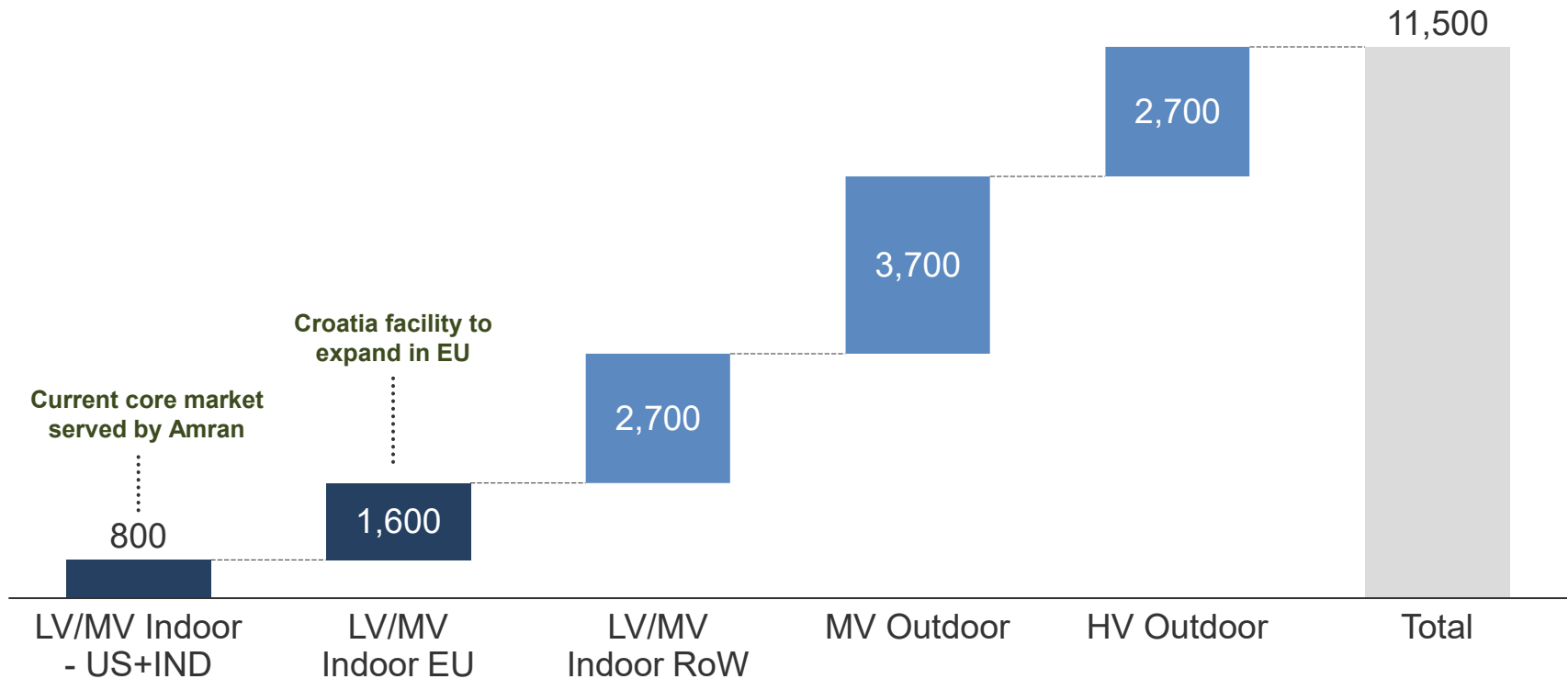
- Increased stress of grid shortening equipment lifespan, driving higher replacement Capex
- Uptick in distribution load due to electrification of transport and heating products
- Data center capacity expected to grow in mid-twenty percentages
- Generation capacity to almost double in next 10 years



Significant Expansion Opportunities for Instrument Transformers



Instrument Transformers by Region & Type [USD Mn]

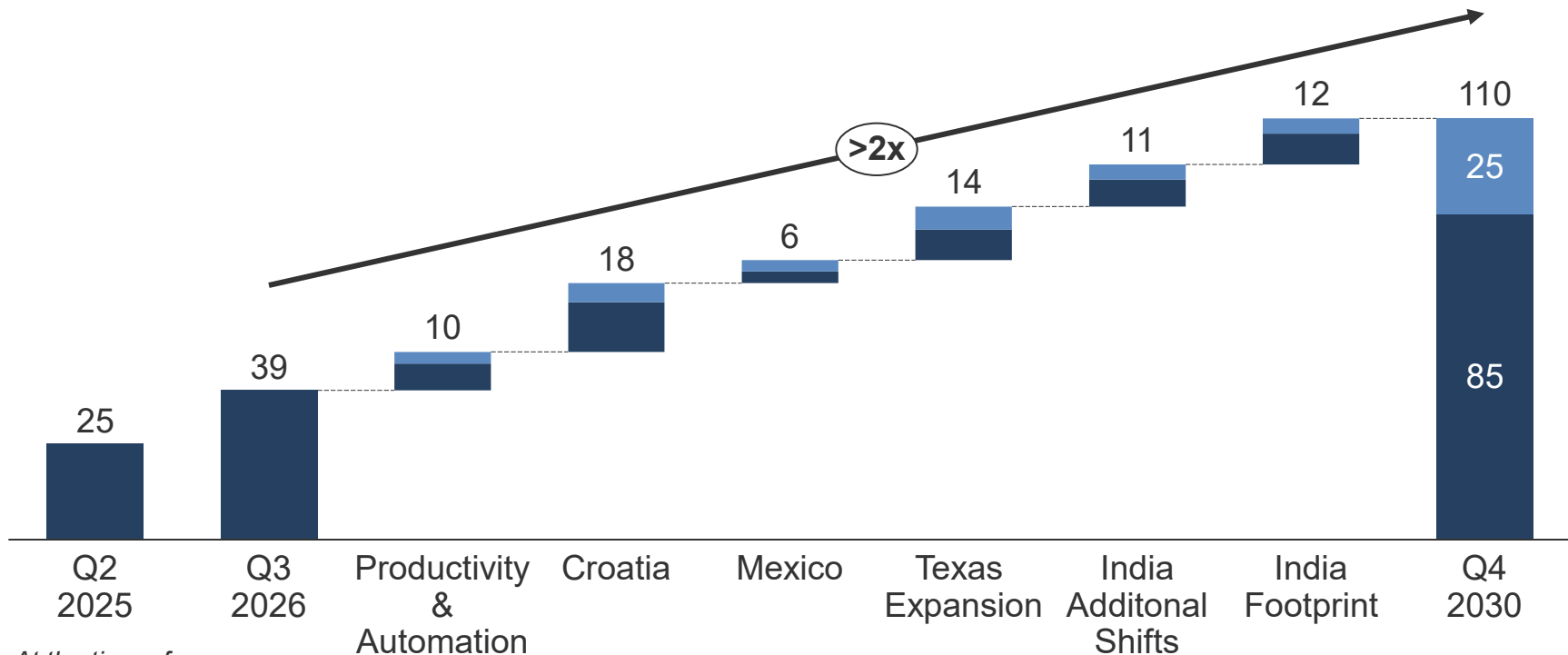




Plan to Increase the Standex Grid Capacity by >2x by 2030



Planned QUARTERLY capacity increase by source (\$M)



At the time of acquisition

- FY26 focus - lean transformations in India, added new shifts in Texas and started Croatia facility
- FY27 focus - continue lean, add automation and new shifts in India, ramp capacity in Croatia, start Mexico
- FY28 focus - Texas mega facility starts production, continue to ramp Croatia

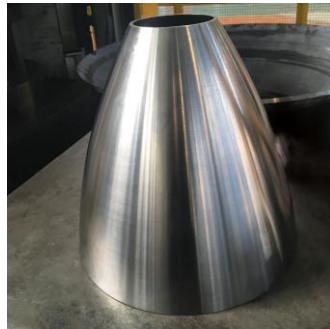
Estimated Capex for entire expansion ~\$35M



Significant Upside in Defense and Space Market

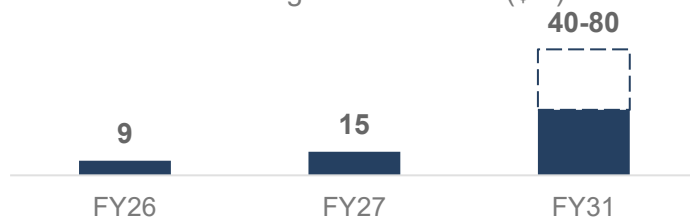


Defense: Locking in next orders of missile nose cones



- Recent Program Wins:
 - **RTX SM-3**
 - **LM PrSM**
- Multi-year LTA for follow-on demand
- **Total programs: \$250M+ 5-yr potential**

New Missile Programs' Potential (\$M)



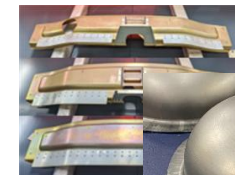
Space Economy driving all-time high customer opportunity funnel

Factors accelerating urgency to reach orbit and scale presence:

- Satellite Constellations: Telecommunications, AI – Orbital Data Centers, National Security – Golden Dome
- Space Exploration & Lunar Landing
- **Number of end customers gone up from 3 in 12 in last 5 years**

A&D manufacturing now supporting these emerging space segments:

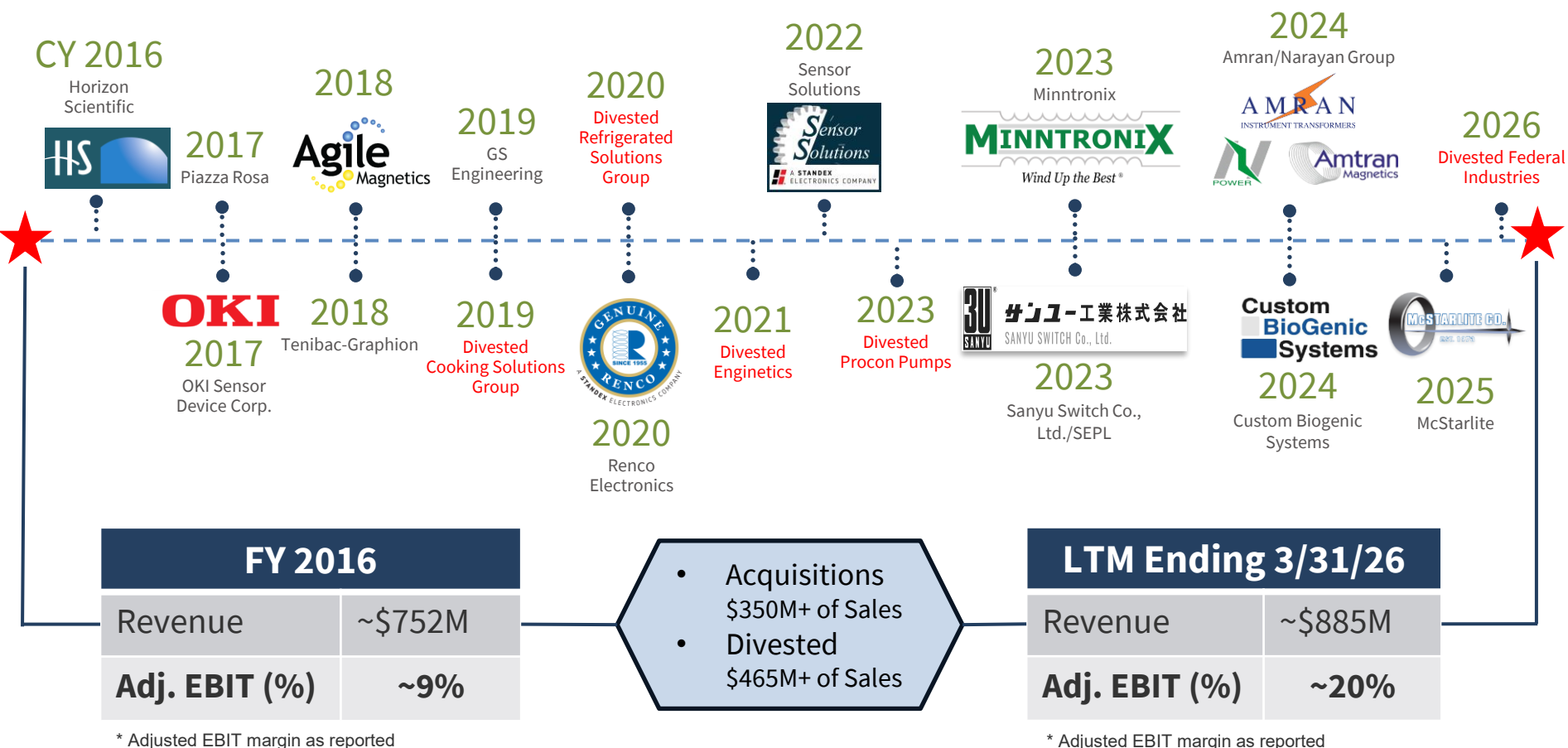
- Lunar lander & transporter structural and fuel tank solutions
- Space tug propellant tank elements
- Reusable rocket engine structural components
- Parts below: Engine Liner, Nozzle, Baffle Plates and Fuel Dome



Solid M&A Track Record of Accretive Acquisitions



	Q4 16	Q4 19	Q4 23	Q2 25	Q3 26
Net Leverage	(0.3x)	2.5x	(0.2x)	2.9x	1.9x



Portfolio Repositioning & Organic Operational Improvements Increased Margins by ~1100 bps

Examples of past transactions and their performance



Horizon Scientific

OKI®

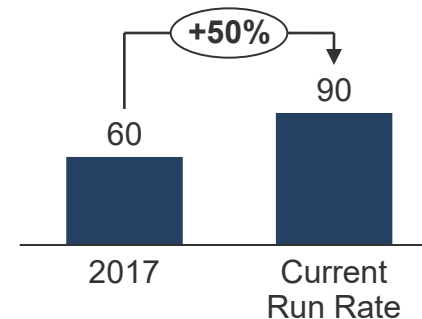
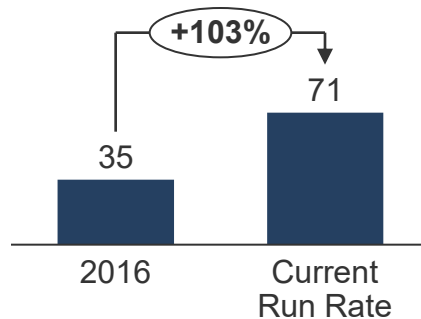
Oki Sensor Device

Transaction
Details

- Acquisition Year – 2016
- Purchase Price - \$32M
- Multiple - **~6.5x**

- Acquisition Year – 2017
- Purchase Price - \$142M
- Multiple - **~7.6x**

Sales Perf.
(\$M)



Total Cash
Generation

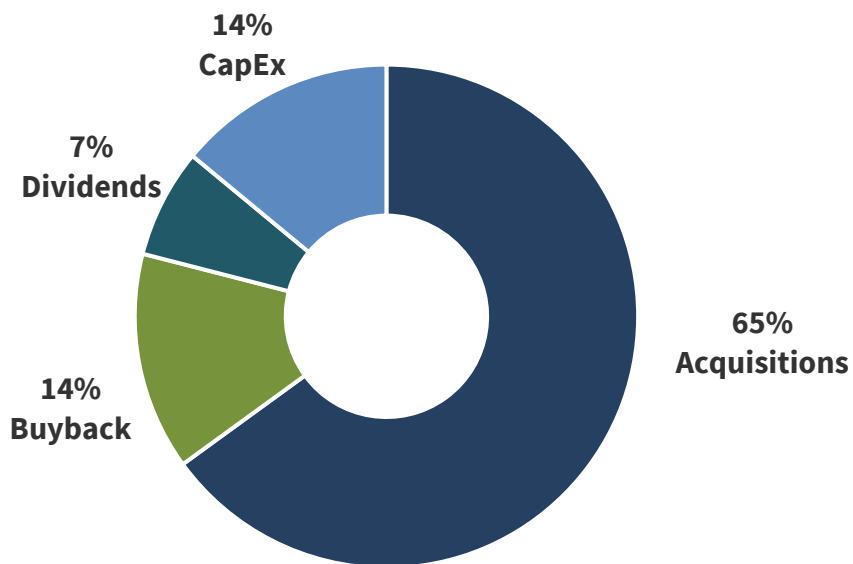
~\$175M

~\$250M

Standex Capital Allocation Framework



FY21 – FY25 Capital Allocation



Maintenance Capital

~ 1% of sales



Growth / Expansion
Capital

~ 4% of sales



Pay down debt if highly
levered



Acquisitions IRR $\geq$ 15%

Acquisitions delivering
ahead of projections



Return cash to
shareholders in the form
of increased dividend or
share buyback

~\$28M remaining on
share repurchase
authorization

Disciplined Financial Management and Capital Allocation

Well-positioned to deliver sustainable, profitable growth

- Continued portfolio simplification has created a stronger mix of high-quality businesses with attractive growth rates and higher margin profile
- Standex's operating model, "The Value Creation System," continues to gain traction and enhance our execution
- Intend to use cash flows to reduce debt, while we maintain optionality to support an active pipeline of organic and inorganic opportunities that support future growth

Increasing investment in growth initiatives with attractive returns

- Targeted investments to support fast growth end markets
- Customer intimacy advantage yields long-term relationships and increased wallet share
- R&D spending is growing to support new product development
- Leverage technical and application expertise to develop new businesses and innovative product offerings
- Attractive acquisition pipeline complemented by disciplined approach

APPENDIX



Instrument Transformers are Critical Link Between Power Lines & Measurement Devices



Function of instrument transformer

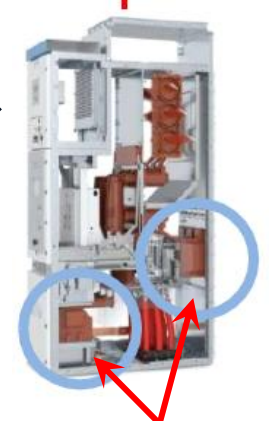
- NOT like a power transformer that is used for transmitting actual power
- Serves as link between power lines and measurement devices such as meters, relays and control systems
- Will SIGNIFICANTLY step down voltage or current to a safer level to feed into measurement devices
- Accuracy of output is critical for engineers to precisely monitor flow of electricity in the system

Example: Switchgear Application



Switchgear

Panel inside a switchgear



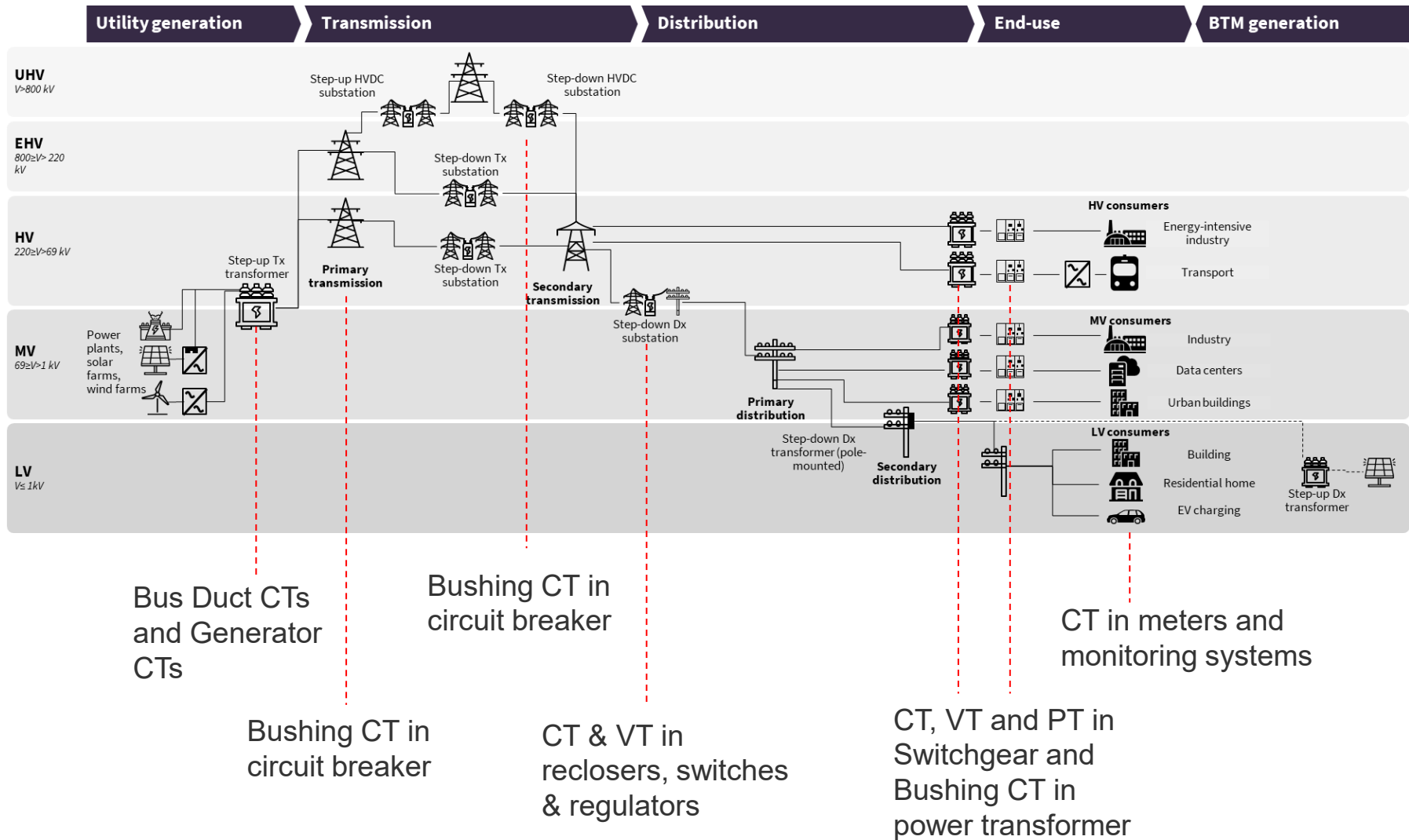
Instrument Transformers on the panel



Measurement devices

Output from Instrument Transformers feed measurement devices

Instrument Transformers are Used Across the Grid to Enable Monitoring Power Quality and Output



CT – Current Transformer | PT – Potential Transformer | VT – Voltage Transformer



Instrument Transformer Data Center Content ~\$50K-\$300K



1

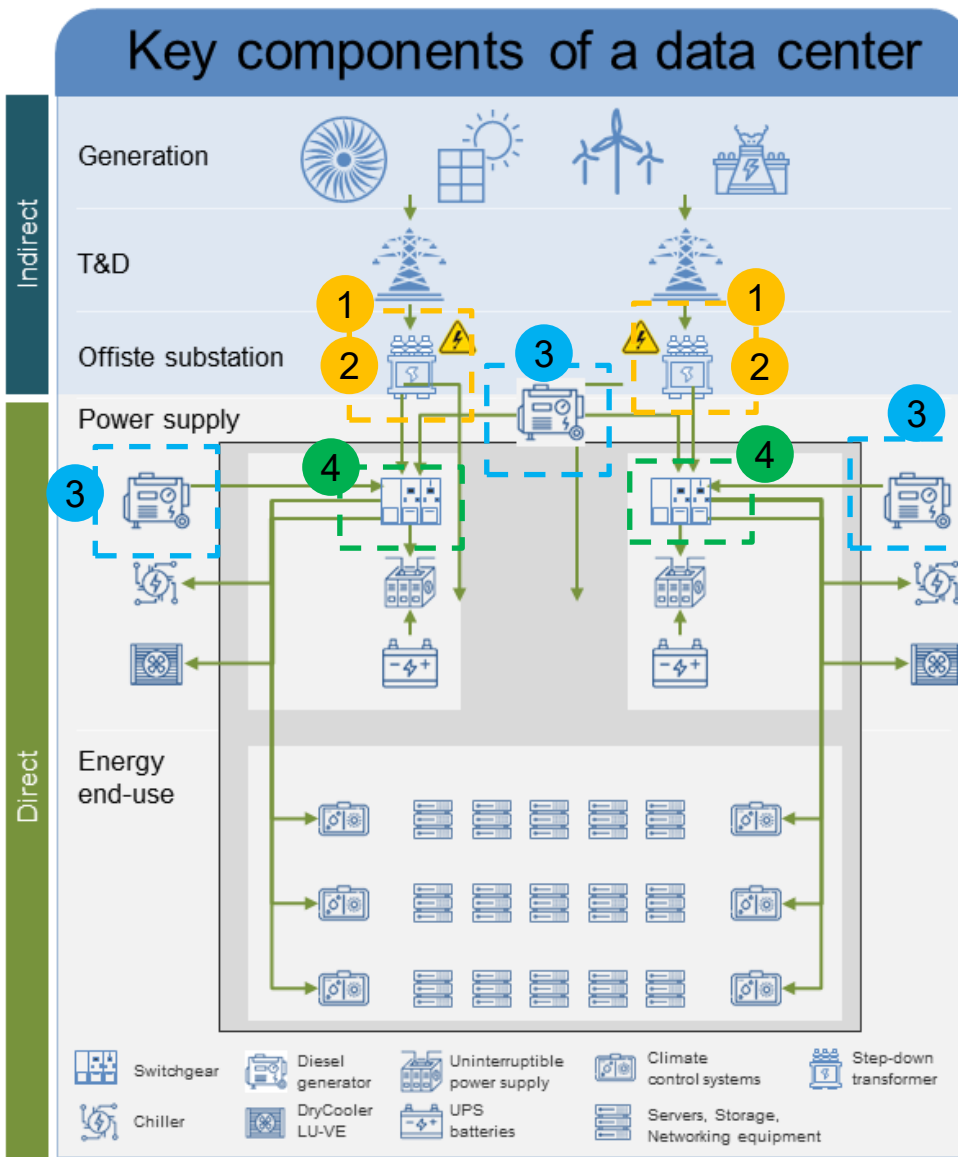


2-3 Instrument Transformers in the step-down power transformer in the substation

2



6 to 18 Instrument Transformers in circuit breakers



3



2-5 Instrument Transformers in the back up generators

4



5-20 Instrument Transformers in MV and LV switchgears for isolation and measurement



Defense Solutions Aligned Targeting Critical Applications

\$1B TAM with 10%+ 5-year CAGR tied to Advanced Forming

Missiles Nose Cones

- Sole-sourced provider of leading edges on tactical and interceptor programs undergoing **3x-4x production rate increases**
- Active on multiple **top hypersonic programs** in development



Golden Dome

- Supporting access to space via **multiple launch vehicle solutions**
- Program will need 1,000+ satellites for in-space detection
- Delivering components for **in-orbit operations** (mobility, other) – Future in-space interceptor opportunities



Drone and Missile Fuzing

- High power density transformer for in drones, missiles and guided munitions
- **Unmatched power density, environmental stability and shielding**



Fleet Modernization

- **Sole-sourced lipskin solutions provider** for B-52J Commercial Engine Replacement Program (CERP)
- 76 aircraft / 600+ engines to be upgraded by 2036
- Additional Mil/Aero components including **particle separators** and C-130 structural components



Q3 RESULTS – CONTINUED ORGANIC GROWTH & SIMPLIFICATION



Q3 SALES PROFILE

- Sales increased 8.1% YOY to \$224.6 million
- Sales increased 6.5% organically; Electronics increased 6.8% organically
- New product sales grew ~40% to ~\$18.7 million; Fast growth markets contributed >30% of total sales
- Book to Bill of 1.05; Electronics Book to Bill of 1.14

Q3 OPERATING PERFORMANCE

- Adjusted operating margin of 19.7%, up 30 bps YOY
- Continued portfolio simplification with Federal Industries' divestiture
- Paid down ~\$62 Million of debt and reduced leverage to 1.9x

OUTLOOK

- Going forward, results will be reported under the four operating segments of Electronics, Aerospace & Defense (formerly Engineering Technologies), Scientific, and Engraving & Hydraulics.
- Considering Federal Industries' divestiture, now expect revenue to grow by ~\$100 million in FY26
 - Expect new product sales to contribute about 300 bps of incremental sales growth, increasing \$24 million to ~\$64 million in sales, pro-forma for Federal divestiture; Expect to launch >15 new products
 - Expect sales from fast growth markets to grow ~45% YOY to ~\$270 Million
- In Q4 FY26, on a sequential basis, expect slightly higher revenue and slightly to moderately higher adjusted operating margin
- In Q4 FY26, on a year-on-year basis, expect slightly to moderately higher revenue with mid-to-high single digit organic growth and slightly lower adjusted operating margin

Q3 FY26 SUMMARY



Standex International Corporation (\$ in millions)	Third Quarter Ended March 31			Comments
	Q3 FY26	Q3 FY25	Y/Y Δ%	
Net sales	224.6	207.8	8.1%	Organic growth: 6.5% Acquisitions/Divestitures: 0.2% F/X: 1.4%
Adjusted operating income	44.2	40.3	9.5%	
Interest expense	7.3	8.4	(12.4%)	Reduced debt by \$62M in Q3 FY26
Non-op expense / (income)	0.8	0.3	168.1%	
Non-GAAP provision for income taxes	8.6	7.3	17.5%	
Minority interests	0.8	0.8	(11.2%)	
Adjusted net income from continuing operations	26.7	23.5	13.5%	
Adjusted EPS	2.21	1.95	13.5%	
Diluted average shares	12.1	12.1	0.0%	
Adjusted operating margin	19.7%	19.4%	30 bps	
Free Cash Flow Data:				
Cash provided by continuing operations	11.9	9.6	24.6%	
Capital expenditures	5.6	6.1	(7.9%)	
Free cash flow	6.3	3.5	81.5%	Impacted by one-time transaction expenses

Note: In millions, except percentages and EPS; some totals will not foot due to rounding.

Q3 FY26 SEGMENT SNAPSHOT



Segment Breakdown (In millions, except percentages)	Q3 FY26	Q3 FY25	Y/Y Δ%	Comments
Net Sales by Segment				
Electronics	119.7	111.3	7.6%	Organic growth of 6.8%; F/X: 0.8%
Aerospace & Defense	36.6	27.4	33.7%	Organic growth of 20.8%; Acquisitions: 12.2%; F/X: 0.7%
Scientific	18.0	18.3	(1.7%)	Organic decline of 1.7%
Engraving & Hydraulics	44.8	43.8	2.2%	Organic decline of 1.8%; F/X: 4.0%
Other	5.5	7.0	(21.0%)	Organic growth of 20.5%; Divestiture: (41.5%)
Total	224.6	207.8	8.1%	
Adjusted Income from Operations by Segment				
Electronics	35.1	33.2	5.9%	
Aerospace & Defense	6.6	5.1	29.4%	
Scientific	3.9	4.1	(4.8%)	
Engraving & Hydraulics	6.4	5.3	20.1%	
Other	0.8	1.4	(44.1%)	
Corporate	(8.6)	(8.7)	(1.4%)	
Total Adjusted Income from Operations	44.2	40.3	9.5%	
Adjusted Operating Income Margin by Segment				
Electronics	29.3%	29.8%	(50 bps)	
Aerospace & Defense	18.0%	18.6%	(60 bps)	
Scientific	21.9%	22.6%	(70 bps)	
Engraving & Hydraulics	14.3%	12.2%	210 bps	
Other	13.8%	19.4%	(560 bps)	
Total Adjusted Operating Income Margin	19.7%	19.4%	30 bps	

Note: Some totals will not foot due to rounding.

Q3 FY26 REVENUE DRIVERS



Q3 FY26 YOY Change %	Electronics	Aerospace & Defense	Scientific	Engraving & Hydraulics	Other	Total
Organic	6.8%	20.8%	(1.7%)	(1.8%)	20.5%	6.5%
Divestiture	0.0%	0.0%	0.0%	0.0%	(41.5%)	(1.4%)
Acquisitions	0.0%	12.2%	0.0%	0.0%	0.0%	1.6%
Currency	0.8%	0.7%	0.0%	4.0%	0.0%	1.4%
Total	7.6%	33.7%	(1.7%)	2.2%	(21.0%)	8.1%

Note: Some totals will not foot due to rounding

Q3 FY26 GAAP TO NON-GAAP INCOME BRIDGE



	Q3 FY26						Q3 FY25						% Change		
	Pre-tax Income		Noncontrolling Tax	Interest (3)	Net Income (1)	EPS (2)	Pre-tax Income		Noncontrolling Tax	Interest (3)	Net Income (1)	EPS	Pre-tax Income	Net Income	EPS
Reported - GAAP	\$ 82.6	\$	(14.0)	\$	(1.5)	\$ 67.1	\$ 17.6	\$	5.2	\$	(0.8)	\$ 21.9	\$ 369.8%	205.9%	207.2%
Add:															
Restructuring charges	3.0		(0.7)		-	2.3	2.0		(0.5)		1.5	0.13			
Purchase accounting	0.3		(0.1)		-	0.3	5.5		(1.3)		4.2	0.35			
Acquisition-related costs	2.5		(0.6)		-	1.9	2.2		(0.4)		1.7	0.14			
Amortization of acquired intangibles	4.4		(1.0)		-	3.3	4.5		(1.0)		3.5	0.29			
(Gain) loss on sale of business	(56.8)		7.8		-	(49.0)									
Change of redeemable noncontrolling interest to redemption value per the acquisition agreement	0.8		-		-	0.8									
Less:															
Discrete tax items	-		-		-	-	-		(9.3)		(9.3)	(0.77)			
	\$ 36.8	\$	(8.5)	\$	(1.5)	\$ 26.7	\$ 31.7	\$	(7.3)	\$	(0.8)	\$ 23.5	16.0%	17.1%	13.3%
Diluted Shares	12,062						12,059								

(1) Net income attributable to Standex International

(2) Diluted earnings per share from continuing operations attributable to Standex

(3) Net income attributable to redeemable noncontrolling interest

Note: In millions, except percentages and EPS; some totals will not foot due to rounding.

SEGMENT RECONCILIATION



Standex International Corporation (\$ in thousands)	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25	FY25		Q1 FY26	Q2 FY26
Net Sales by Segment								
Electronics	77,733	95,923	111,283	115,192	400,131		110,553	115,668
Aerospace & Defense	20,530	22,649	27,375	32,040	102,595		29,894	30,636
Scientific	17,693	18,477	18,292	17,918	72,380		19,450	19,502
Engraving & Hydraulics	44,985	43,521	43,815	46,982	179,302		48,012	47,121
Other	9,523	9,244	7,015	9,917	35,698		9,522	8,393
Total	170,464	189,814	207,780	222,049	790,107		217,431	221,320
Adjusted Income from Operations by Segment								
Electronics	18,410	26,480	33,160	32,872	110,922		31,857	33,285
Aerospace & Defense	4,011	3,692	5,086	5,890	18,698		5,020	5,780
Scientific	5,003	4,962	4,134	4,347	18,447		4,918	4,721
Engraving & Hydraulics	7,841	6,099	5,340	7,366	26,646		7,665	7,746
Other	1,901	1,953	1,361	2,101	7,315		2,074	1,209
Corporate	(8,133)	(7,730)	(8,738)	(6,825)	(31,427)		(9,940)	(10,583)
Total	29,030	35,455	40,345	45,751	150,581		41,594	42,160

Note: Some totals will not foot due to rounding.

Q3 FY26 CAPITALIZATION



Standex International Corporation (\$ in millions)		
	3/31/2026	12/31/2025
Debt including issuance costs	472.8	534.7
Cash	103.7	97.0
Net (Cash) Debt	369.1	437.7
Net Debt to Capital Ratio	32.3%	37.9%
Funded Debt to Capital	38.0%	42.7%
TTM Adjusted EBITDA	194.4	191.9
Funded Debt to Adjusted EBITDA per the Credit Facility	2.2x	2.6x
Net Debt to Adjusted EBITDA	1.9x	2.3x

CAPITAL SPENDING AND D&A

- \$5.6M of CAPEX in Q3 FY26 compared to \$6.1M in Q3 FY25
- CAPEX expected to be between \$27M to \$30M in FY26
- Expect depreciation between \$22.0M and \$23.5M in FY26
- Expect amortization between \$17.5M and \$18.5M in FY26

FAVORABLE LIQUIDITY PROFILE

- Net debt to Adj. EBITDA of 1.9x
- ~\$191M of available liquidity
- In Q4 FY26, expect interest expense between \$6.8M and \$7M