Bringing Devices to Life

Corporate Overview
Nasdaq: DAIO

December 2025

Safe Harbor

Statements in this presentation concerning economic outlook, expected revenue, expected margins, expected savings, expected results, orders, deliveries, backlog and financial positions, semiconductor chip shortages, supply chain expectations, as well as any other statement that may be construed as a prediction of future performance or events are forward-looking statements which involve known and unknown risks, uncertainties and other factors which may cause actual results to differ materially from those expressed or implied by such statements. Forward-looking statement disclaimers also apply to the impact of global and geopolitical events. These factors include uncertainties as to the ability to record revenues based upon the timing of product deliveries, shipping availability, installations and acceptance, accrual of expenses, business interruptions, changes in economic conditions, part shortages and other risks including those described in the Company's filings on Forms 10-K and 10-Q with the Securities and Exchange Commission (SEC), press releases and other communications.

Furthermore, the matters that we discuss today will include forward-looking statements that involve risks factors that could cause Data I/O Corporation's results to differ materially from management's current expectations. We encourage you to review the Safe Harbor statement contained in the earnings releases as well as our most recent SEC filings for a complete description.

Additionally, those forward-looking statements are made as of today, and we take no obligation to update them.

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Data Provisioning Begins with Data I/O

Leading Global Provider

- Founded in 1972
- 100+ Employees
- ISO 9001:2015 Certifications
- Proprietary Data Provisioning Platform
- Seasoned Algo Team with 25+ years experience
- 57 US and International Patents
- Billions of devices programmed
- Global Service & Support
- Platform supports wider range of solutions

Largest installed base of data provisioning systems in the industry

Leadership Team

25 Team Members with 10+ Yrs

20 Team Members with 20+ Yrs

10 Team Members with 30+ Yrs

Chief Executive Officer
William "Bill" Wentworth

- Founded and sold Source Electronics to HIG Capital and then Avnet
- Led global Avnet units
- Appointed to DAIO Board in 2023; CEO in October 2024

Chief Financial Officer
Charles DiBona

- Joined DAIO in August 2025
- Senior positions at Microsoft
- Tenure on Wall Street as technology research analyst
- Harvard MBA and Economics degrees

Vice President of Operations
Dwayne Jones

- Over 30 years with Data I/O
- Engineering, Design
- Manufacturing and Operations, Six Sigma Blackbelt
- Service, Support Management

Vice President of Sales
Monty Reagan

- First hire by new CEO Bill Wentworth
- 30 years of sales, marketing and business development roles with Avnet, BPM Microsystems, DataTrans Solutions - Cleo, and Source Electronics

Director of Corporate Marketing
Jennifer Higgins

- Over 20 years with DAIO
- Thought leader for global data provisioning market

Senior Director of Hardware Engineering
John Duffy

- 20+ years Hardware Engineering
- Project Management
- Global Mfg. Experience

Director of Software Engineering
Craig Standley

- 10 years with Data I/O
- Algo Development
- Software Development and Mgt

Bringing Electronic Products to Life for Over 50 Years

Developed by OEM | Electronics Manufacturing at OEMs, Contract Manufacturers / EMS or Programming Centers | End Users

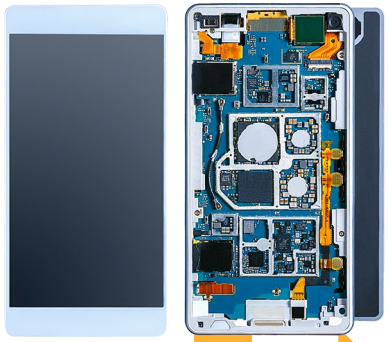
1 Design

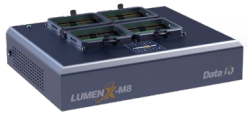
2 OEM File, Data to be provisioned

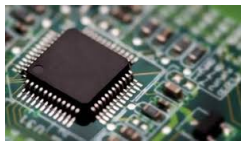
3 Data I/O Data Provisioning Platform

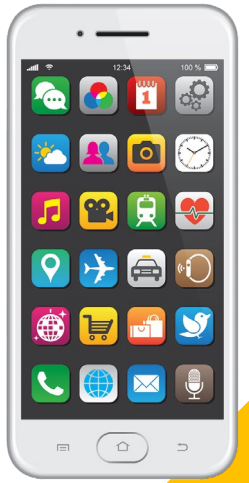
4 Integrate file into semiconductor with Data I/O

5 End Products









Evolving as the Leader in Data Programming

2019-2024 POOR PERFORMANCE

- Annual revenues between $20M-28M
- >60% of sales from Automotive Electronics
- Focused on cyclical capital equipment sales; limited products
- No new meaningful investments in core programming technology
- Gross margin between 53%-58%
- Cash of $15M declined to $9.7M

2025 TRANSITION YEAR

- New leadership team
- Reinvested in the core programming platform
- Expanded product portfolio
- Enhanced algorithm library
- Expense reductions and opex rightsizing
- Investments in IT
- Commenced M&A strategy

2026 RETURN TO GROWTH

- Leading with Unified Programming Platform
- Targeting 3 key programming markets for 10X TAM expansion
- Improving quality of revenues - recurring/re-occurring sales
- Gross margin growth strategies
- Increase operating cash flow
- Redeploying cash in M&A

Making Products Rep/Dist/Customer will consume

VS.

October 2024 Portfolio

FlashPAK III

LumenX

PSV5000

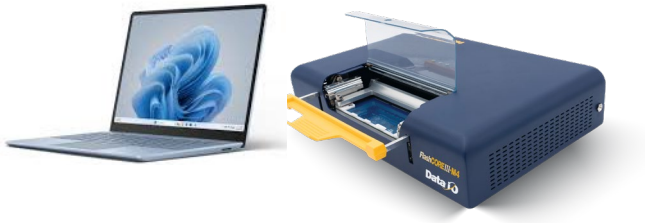
PSV7000

Design/Desktop Programmers

- Stand alone
- No software
- Inability to transfer from Design/Desktop to automated (PSV) systems

October 2025 Portfolio

LUMENX-M8



FlashCORE III-M4

LUMENX X2-M4

Unified Data Provisioning Family of Products

"The new benchtop and manual programmers will help get some business"

Daniel Stricek, PBT Roznov, Czech/Slovakia
(Over 30 years)

"Good to see us getting back to our core"

Mike Eastman, Base Eight (34 years)
USA

"I Applaud your strategy"

Grzegorz Andryszcak with PBTechnik, Poland (10yrs)

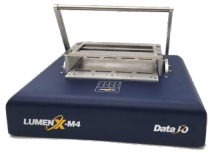
"Former Data I/O Management laughed at this, telling us this was an old way of thinking"

Mario Di Baldassarre with All Data (Italy)

(25+ years)

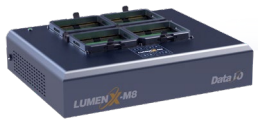
Product Road Map: Data Provisioning Solutions to Address 10x TAM Markets

Leveraging Data I/O's core technology for data provisioning at any stage of production



Core data provisioning technology

Design, First Articles, NPI, Small Volume



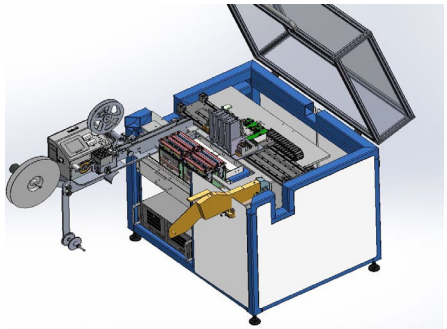
Built around core technology

Production Volumes

Small volume

Small Parts

Offline production tools

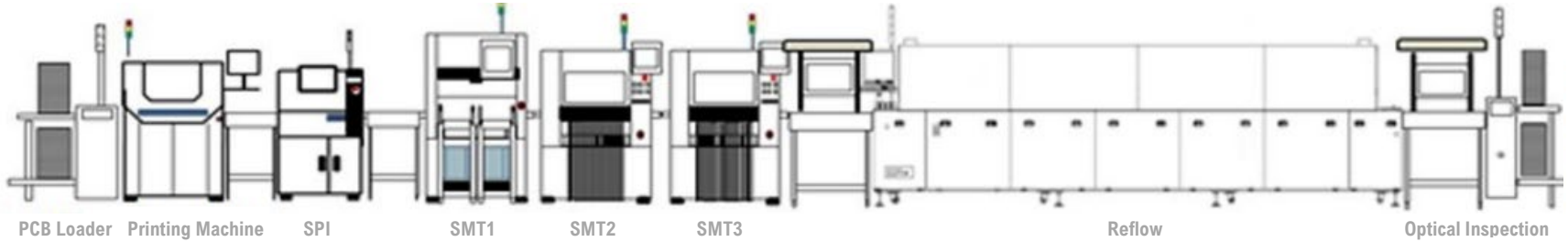


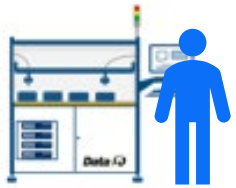
ICT Test

Fixture Test

Powered By Data I/O

Expanding Market Access Through Products, Services and Partnerships

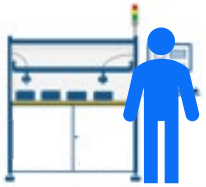




In House Data Provisioning

- Core Business
  - Design to Production
- Global Brand Recognition

10%+ of Data Provisioning Market



Data Provisioning Services

Powered By Data I/O

- Leveraging the core business
- Technical Expertise
- Existing Customer base leverage
- Customer opportunities captured

10-15%+ of Data Provisioning Market

Data Board Test

Powered By Data I/O

- Touches more data provisioning demand
- Extend software library to more for data provisioning
- Expands Core Technology Usage
- Completes data provisioning Eco System
- Market / Customer diversification

20-30%+ (and growing) of Data Provisioning Market

Serving Customers Globally in Growing Markets

Data Provisioning Market Growth Catalysts

COMPANY INITIATIVES

- Expand programming solutions, entire refresh of products and solutions
- Diversification of markets/products/customers
- Accretive M&A while expanding the TAM for significant growth
- Expanding TAM from the core business
- M&A strategy complements organic growth

INDUSTRY DEVELOPMENTS

- Complexities and densities are compounding UFS, NVMe
- High Density Flash such as UFS flash growing market 14% CGAR Now-2030
- Densities moving to 1TB – Data I/O next gen platform will address end of 2026
- AI will drive Automation, Robotics, Thinking machines that need high density flash and Microcontrollers

Committed to Growing Shareholder Value

- Balance sheet and cash position will allow us to invest in our future
- Expanding product to address more areas of data provisioning
- Cost efficiencies and expense management improving performance
- Targeting areas and using technology for margin improvements
- Driving growth by using the core platform into other segments of the data provisioning market
- Efficient capital allocation
- Evaluating organic and inorganic strategic growth opportunities in directly adjacent markets

Thank You!

NASDAQ: DAIO

For more information, please go to
https://www.dataio.com/Company/Investor-Relations/Data-I-O-Profile

Financial Snapshot

NASDAQ:	DAIO
Headquarters:	Redmond, WA
Recent Stock Price:	$2.80
Market Cap:	$26.3M
Diluted Shares:	9.4M
3-Month Daily Avg. Volume:	28,900 shares
Sales (TTM):	$22.7M
Net Income (TTM):	($3.7M)
Diluted EPS (TTM):	($0.40)
Adj. EBITDA (TTM):	($2.8M)
Cash & Sec. (9/30/25):	$9.7M ($1.03/share)
Debt (9/30/25):	$0.0
Enterprise Value (9/30/25):	$16.6M
NOLs (12/31/24):	$13.8M

- Stock price, market cap and volume as of 12/2/25 trading; Source: Yahoo
- Financials for the TTM period ended 9/30/25 or as noted
- Adj. EBITDA is a non-GAAP financial measure. A reconciliation is provided in this presentation

Income Statement

(in thousands, except per share amounts - unaudited)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	**2024**	**2025**	**2024**
Net sales	$5,393	$5,423	$17,516	$16,584
Cost of goods sold	2,659	2,499	8,634	7,684
Gross margin	2,734	2,924	8,882	8,900
Operating expenses:				
Research and development	1,709	1,544	4,886	4,539
Selling, general and administrative	2,418	1,705	6,609	6,112
Impairment	-	-	-	-
Total operating expenses	4,127	3,249	11,495	10,651
Operating income (loss)	(1,393)	(325)	(2,613)	(1,751)
Non-operating income (loss):				
Interest income	34	71	107	224
Foreign currency transaction gain (loss)	(3)	(53)	22	9
Total non-operating income (loss)	31	18	129	233
Income (loss) before income taxes	(1,362)	(307)	(2,484)	(1,518)
Income tax (expense) benefit	-	-	(2)	(393)
Net income (loss)	($1,362)	($307)	($2,486)	($1,911)
Basic earnings (loss) per share	($0.15)	($0.03)	($0.18)	($0.21)
Diluted earnings (loss) per share	($0.15)	($0.03)	($0.18)	($0.21)
Weighted-average basic shares	9,294	9,235	9,294	9,121
Weighted-average diluted shares	9,366	9,235	9,366	9,121

Adjusted EBITDA Reconciliation

NON-GAAP FINANCIAL MEASURE RECONCILIATION

(in thousands)	Three Months Ended September 30, 2025	Three Months Ended September 30, 2024	Nine Months Ended September 30, 2025	Nine Months Ended September 30, 2024
Net Income (loss)	($1,362)	($307)	($2,486)	($1,911)
Interest (income)	($34)	($71)	($107)	($224)
Taxes	0	0	1	394
Depreciation & amortization	133	111	370	450
including impairment charge	-	-	-	-
EBITDA earnings (loss)	($1,263)	($267)	($2,222)	($1,291)
Equity compensation	115	304	539	967
Adjusted EBITDA, excluding equity compensation	($1,148)	$37	($1,683)	($324)

Adjusted EBITDA, excluding equity compensation and one-time expenses/investments				
Adjusted EBITDA, excluding equity compensation	($1,148)	$37	($1,683)	($324)
One-time investments - Technology platform	66	-	319	-
One-time expenditures - M&A	52	-	52	-
One-time expenditures - Cybersecurity incident	230	-	230	-
One-time expenditures - CFO/Other HR	168	-	323	-
One-time expenditures - IT infrastructure	69	-	151	-
Adjusted EBITDA, excluding equity compensation and one-time expenses/investments	($563)	$37	($608)	($324)