

MAYVILLE ENGINEERING COMPANY

2023 Investor Day

Safe Harbor/Non-GAAP Measures

Safe Harbor Statement under the U.S. Private Securities Litigation Reform Act of 1995: This presentation contains statements that are forward-looking in nature which express the beliefs and expectations of management including statements regarding the Company's expected results of operations or liquidity; statements concerning projections, predictions, expectations, estimates or forecasts as to our business, financial and operational results and future economic performance; and statements of management's goals and objectives and other similar expressions concerning matters that are not historical facts. In some cases, you can identify forward-looking statements by terminology such as "anticipate," "estimate," "plan," "project," "continuing," "ongoing," "expect," "we believe," "we intend," "may," "will," "should," "could," and similar expressions. Such statements are based on current plans, estimates and expectations and involve a number of known and unknown risks, uncertainties and other factors that could cause the Company's future results, performance or achievements to differ significantly from the results, performance or achievements expressed or implied by such forward-looking statements. These factors and additional information are discussed in the Company's filings with the Securities and Exchange Commission and statements in this presentation should be evaluated in light of these important factors. Although we believe that these statements are based upon reasonable assumptions, we cannot guarantee future results. Forward-looking statements speak only as of the date on which they are made, and the Company undertakes no obligation to update publicly or revise any forward-looking statement, whether as a result of new information, future developments or otherwise.

The financial target information provided in this presentation includes the forward-looking financial measures calculated in a manner other than in accordance with U.S. generally accepted accounting principles (GAAP). The non-GAAP measures used in this presentation are adjusted net income (loss) before interest, taxes, depreciation and amortization (Adjusted EBITDA), Adjusted EBITDA as a percentage of net sales (Adjusted EBITDA margin) and free cash flow, which management uses as key performance indicators, and we believe they are measures frequently used by securities analysts, investors and other parties to evaluate companies in our industry. These metrics are supplemental measures of our operating performance that are neither required by, nor presented in accordance with, GAAP. These measures should not be considered as an alternative to net income or cash provided by operating activities, or any other performance measure derived in accordance with GAAP as an indicator of our operating performance.

Welcome & Agenda

Opening Remarks	Jag Reddy (President & CEO)
Three Year Strategy Overview	Jag Reddy (President & CEO)
Commercial Excellence & Expansion	Ryan Raber (EVP: Strategy, Sales & Marketing)
Operational Excellence	Rand Stille (Chief Operating Officer)
Financial Growth & Shareholder Value Creation	Todd Butz (Chief Financial Officer)
Q&A Session	
Closing Remarks	Jag Reddy (President & CEO)
Plant Tour	



Presenting Team

Seasoned management team with deep industry experience



Jag A. Reddy
President & CEO

- W.R Grace
- Pentair
- ITT/Xylem
- United Technologies
- Danaher Corporation
- Denso Corporation

1+ yr At MEC

25+ yrs Industry Experience



Todd M. Butz
Chief Financial Officer

- Mercury Marine (a Brunswick Company)
- Schenck Business Solutions

15 yrs At MEC

25+ yrs Industry Experience



Rand P. Stille
Chief Operating Officer

- Universal Logistics Holdings
- Shape Corp.
- Johnson Controls

4 yrs At MEC

25+ yrs Industry Experience



Ryan F. Raber
EVP, Strategy, Sales & Marketing

- Morton Metalcraft Co.

14 yrs At MEC

15+ yrs Industry Experience

Key Messages for Today

MBX Framework	Guiding value creation across the enterprise
Commercial Excellence	Expansion within higher-value adjacent end-markets
Operational Excellence	Improve asset optimization, reduce costs and create capacity for growth
High Performance Culture	Standardized approach to strategic execution and commitment to excellence
Measurable Shareholder Value Creation	2026 Targeted Net Sales of $750-$850M 2026 Targeted Adj. EBITDA of $105-$135M 2026 Targeted Adj. EBITDA Margin of 14%-16% 2026 Targeted Free Cash Flow of $65 - $75M



About MEC

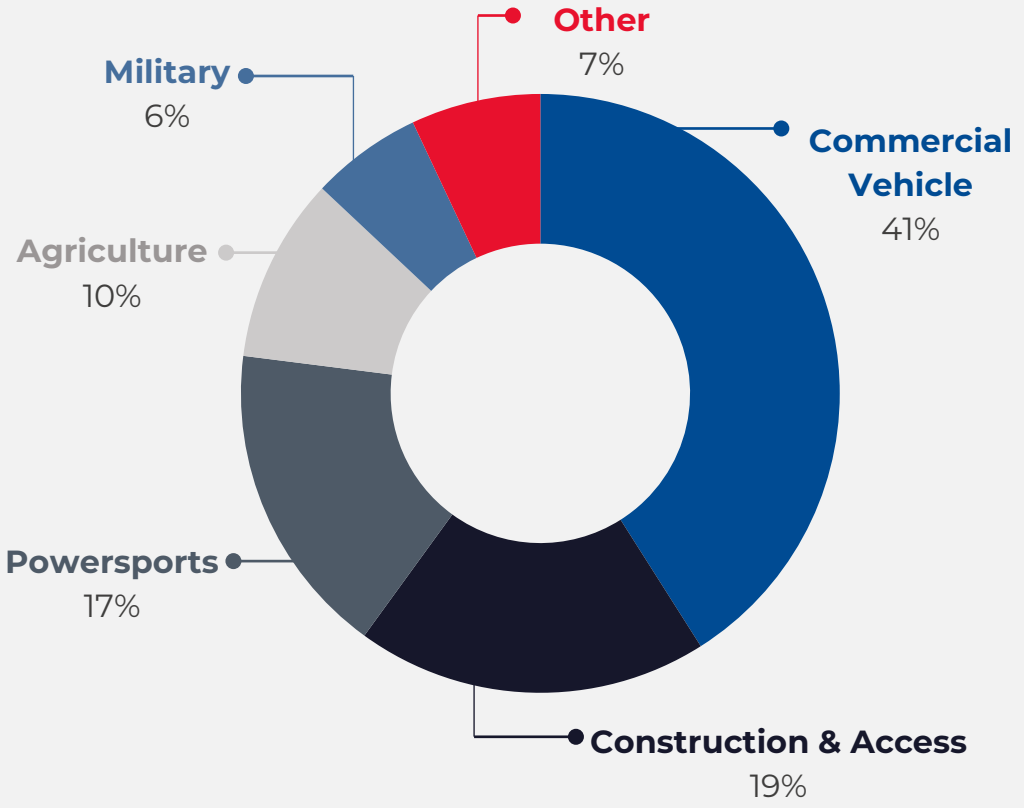
Vertically-integrated, value-added provider of design and fabrications solutions

We are the largest vertically-integrated, value-added provider of custom prototyping, design and fabrications services in the United States

- 22 Operational Facilities Located in Continental US
- ~ 2,550 Employees
- Provider of Comprehensive Solutions Across Product Lifecycle
- Tier 1 Supplier with Long-Term OEM Customer Relationships
- Lengthy Track-Record of Consolidation Through M&A
- Disciplined Capital Investments; Seek to Achieve ROA > 15%
- LT Goal of Net Leverage at or below 2.5x
- Diverse end-market exposure

End Market Revenue Mix

Trailing-Twelve Months Ended June 30, 2023



Strategic Domestic Manufacturing Footprint

Geographically positioned to meet customers' needs

Founded in Mayville, WI in 1945

Beaver Dam, WI [2]
Description of use: Manufacturing
Ownership: Owned

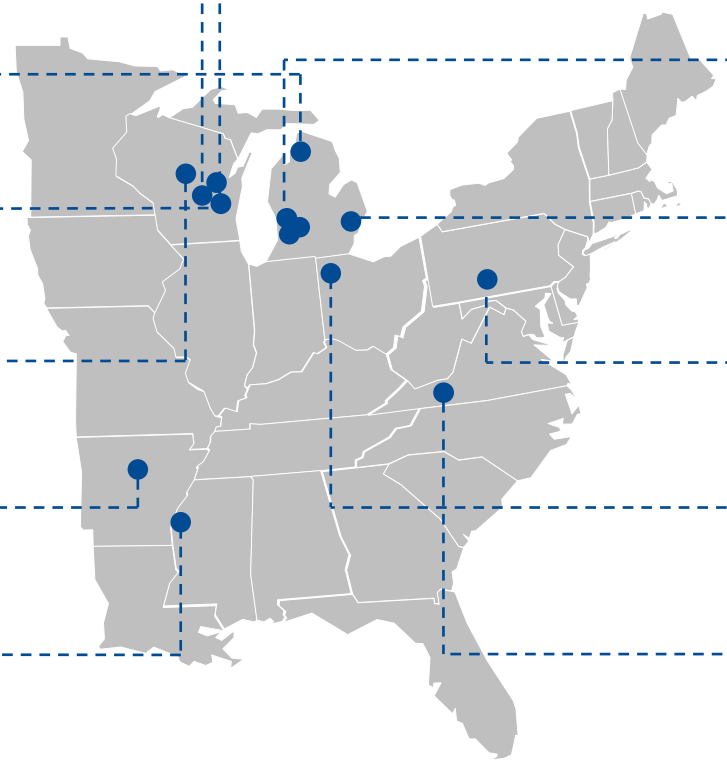
Vanderbilt, MI [2]
Description of use: Manufacturing
Ownership: Owned

Fond du Lac, WI [2]
Description of use: Manufacturing
Ownership: Owned

Neillsville, WI [3]
Description of use: Manufacturing
Ownership: Owned

Heber Springs, AR [1]
Description of use: Manufacturing
Ownership: Owned

Greenville, MS [1]
Description of use: Manufacturing
Ownership: Leased



Mayville, WI [2]
Description of use: Manufacturing / Corporate Headquarters
Ownership: Owned

Byron Center, MI [3]
Description of use: Manufacturing
Ownership: Leased

Hazel Park, MI [1]
Description of use: Manufacturing
Ownership: Leased

Bedford, PA [1]
Description of use: Manufacturing
Ownership: Leased

Defiance, OH [3]
Description of use: Manufacturing
Ownership: Owned

Atkins, VA [1]
Description of use: Manufacturing
Ownership: Owned

[X] - Number of facilities

Nearly 80 Years of Profitable Growth



1945 — MEC founded by Ted and Leo Bachhuber in Mayville, WI

1955 — MEC enters shotshell reloaders market; later known as the #1 shotshell reloader in the World selling 2+ million units

1985 — Becomes 100% Employee Owned

2004 — Acquires Custom Metal Products & Phoenix Coaters

2009 — 470k sq. ft of facility expansions adding additional capabilities provided to customers

2012 — Acquires Center Manufacturing, Inc adding 800+ employees and 8 manufacturing facilities in 4 states



2013 — Acquires APEX Clay Traps introducing the MEC Clay Target Machines product line

2018 — Acquires Defiance Metal Products (DMP) adding 4 new facilities and 3 new states

2019 — **NYSE: MEC**

MEC becomes publicly traded through its IPO

2023 — MEC named #1 on the FAB 40 list of the nation's largest fabricators for 13th consecutive year

Acquires Mid-States Aluminum (MSA) adding lightweight material capabilities with aluminum extrusions and fabrication

CEO Timeline

1945 – 1985 Ted Bachhuber

1985 – 2003 Carl Bachhuber

2003 – 2005 Tim Clark

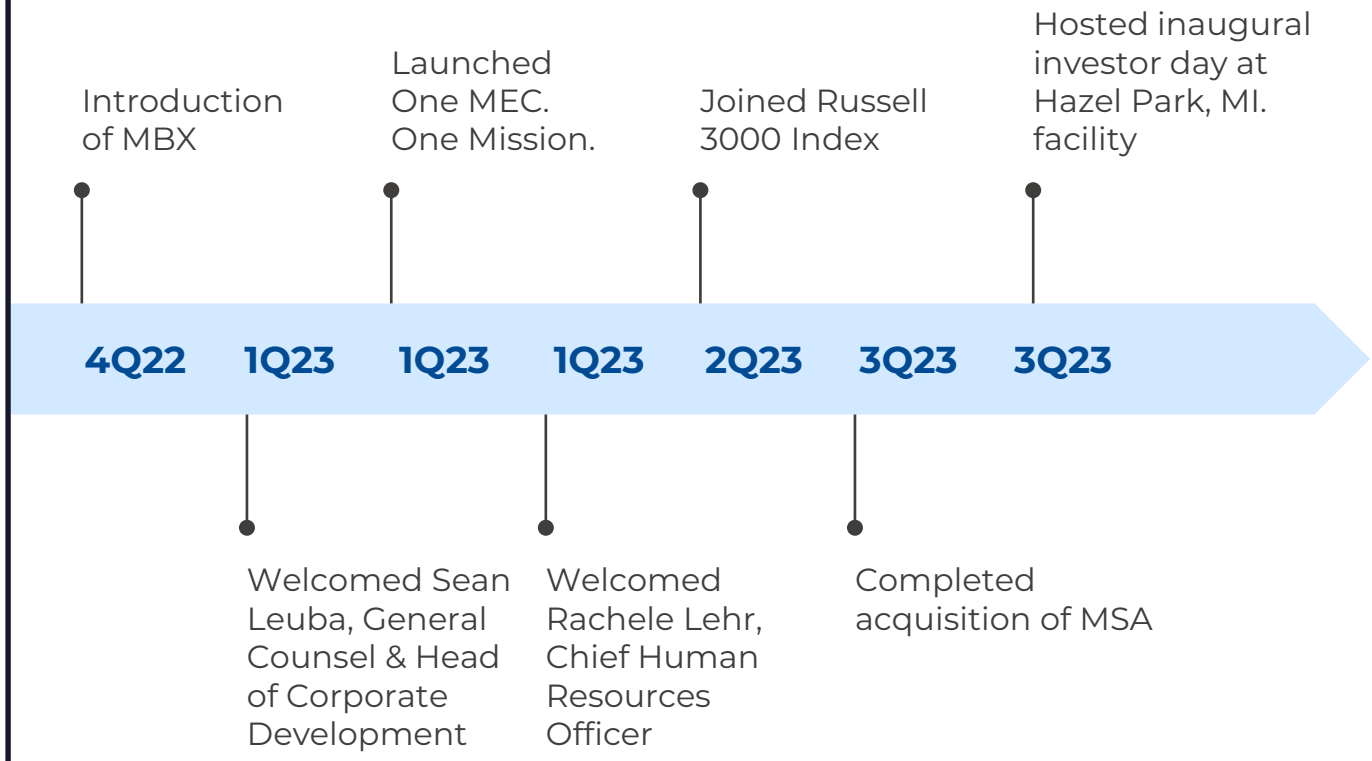
2005 – 2022 Bob Kamphuis

2022 – Present Jag Reddy

CEO Observations

MEC is Positioned to Execute on Compelling Growth Opportunities

1. Secular trends in outsourcing confirmed by reshoring and customers
2. Automation investments helping with cost and volume productivity
3. MBX driving productivity & plant utilization
4. Energy transition providing significant future growth opportunities
5. Highly skilled employee base takes pride in supporting customers



Our Value Creation Framework

Transforming business performance through MBX and investing in growth

High Performance Culture

Enable teams to drive profitable growth

Operational Excellence

Strategy deployment and implementing a lean culture

Commercial Excellence

Implement strategic and value-based pricing

Disciplined Capital Deployment

Generating free cash flow allowing to de-leverage, strategic M&A and shareholder returns

Human Resource Optimization

Attracting and retaining top talent



Strategic Objectives

Strategic rationale driven by need to capture

1 MBX Value Creation Framework

2 Organic Revenue Acceleration

3 Adj. EBITDA Margin Expansion

4 Cash Flow & Capital Deployment Strategy



Mission Statement and Values

Value oriented culture is the foundation of our relationships with all stakeholders



One MEC. One Mission.

We will empower our team to create premium products and solutions for our customers, enabling growth for employees, shareholders and the communities we serve

One MEC. One Mission.

Integrity	**Agile**
Respect	**Customer Focused**
Teamwork	**Collaborative**

Our values are the foundation of our company and shape how we do business and treat one another, Integrity, respect and teamwork combined with our commitment to agility, customer focus and collaboration drives our high-performance culture

High Performance Culture

Enabling our people to deliver their best work while living One MEC. One Mission.



One MEC. One Mission. culture

Talent attraction and employee value proposition

Pay for performance and total rewards

Talent management and succession planning

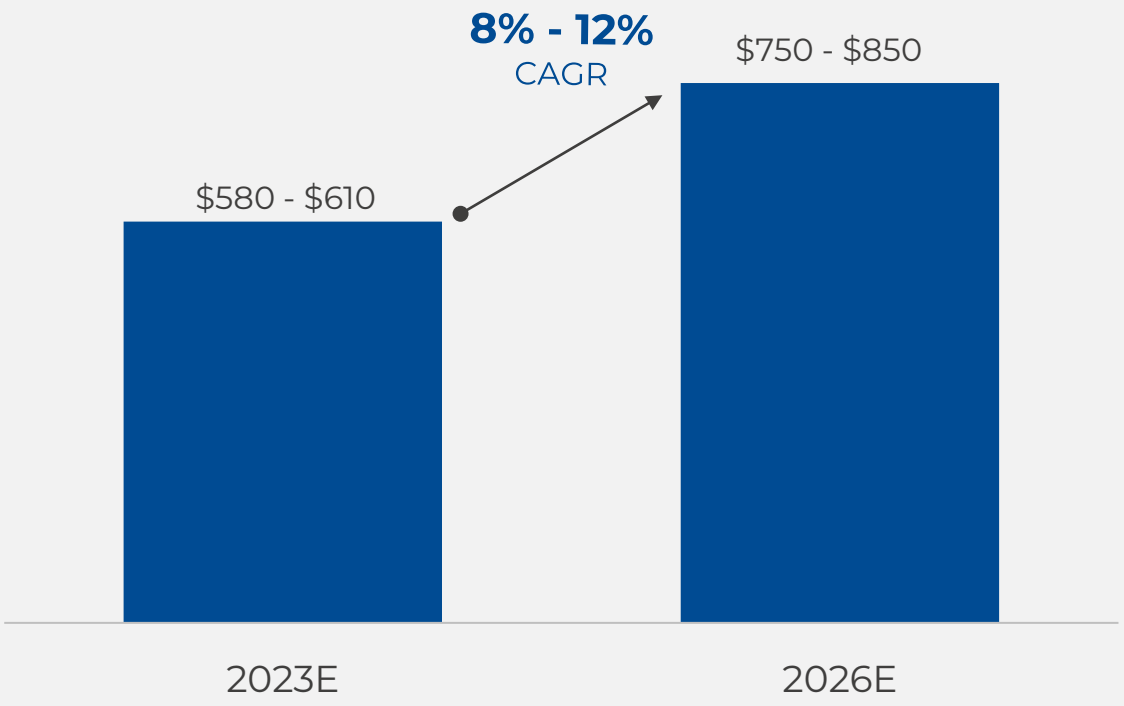
Professional and technical development solutions

Organic Growth Acceleration[1]

Strategically positioned to benefit from growing customer demand and favorable macro trends

Total Annual Sales

($s in Millions)

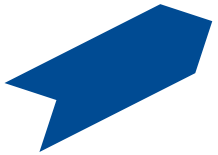
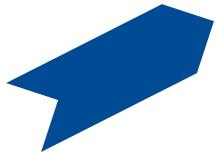
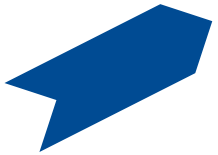
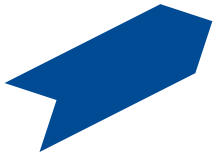
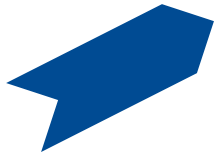
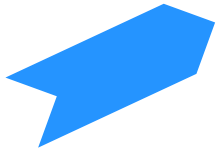


- **#1 Fabricator in US with ~12% share**
  Largest fabricator in a fragmented market
- Macro trends of outsourcing & reshoring in our favor
- Energy transition creates huge opportunity for growth
- Full suite of offerings and customer collaboration create significant share of wallet expansion opportunity
- Path to $750 - $850M organic revenues by 2026

1. Inclusive of Mid-States Aluminum

End-Market Outlook

3-year outlook reflects stable macro environment and strategic share-of-wallet revenue growth

	Commercial Vehicle	Construction and Access	Powersports	Agriculture	Military	Other [1]
MEC Sales Outlook	 4% - 8% CAGR	 0% - 3% CAGR	 8% - 12% CAGR	 8% - 12% CAGR	 0% - 2% CAGR	 15% - 20% CAGR
End Market Outlook	 0% - 5% CAGR	(1%) - 3% CAGR	(1%) - 2% CAGR	(1%) - 3% CAGR	 0% - 2% CAGR	(1%) - 3% CAGR

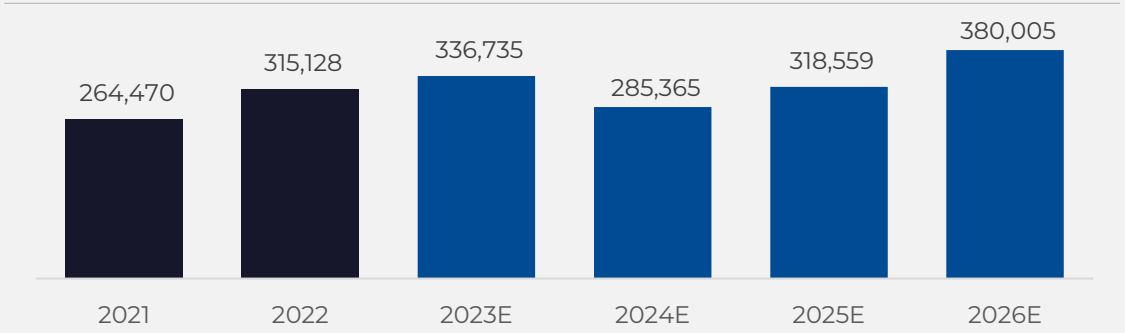
1. Inclusive of entrance into emerging technology sectors (charging stations, energy infrastructure, alternative energy)

Key Market Macro Outlook

Economic data supports stable demand in key end-markets

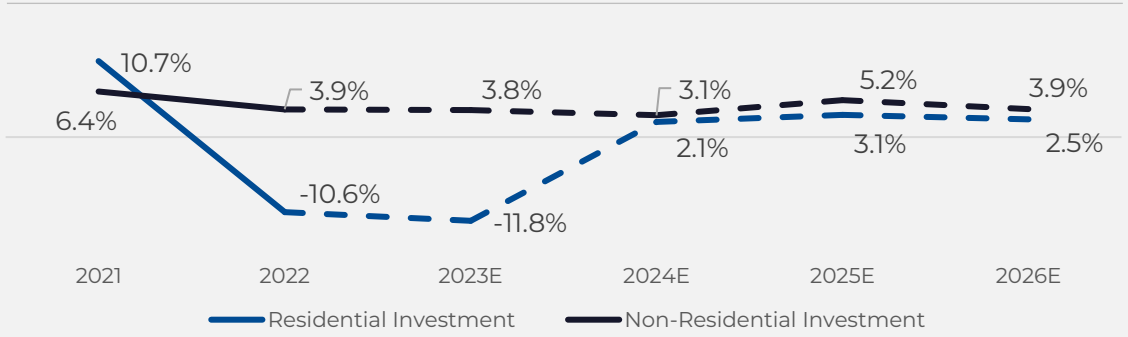
Commercial Vehicle

North American Class 8 Truck Production



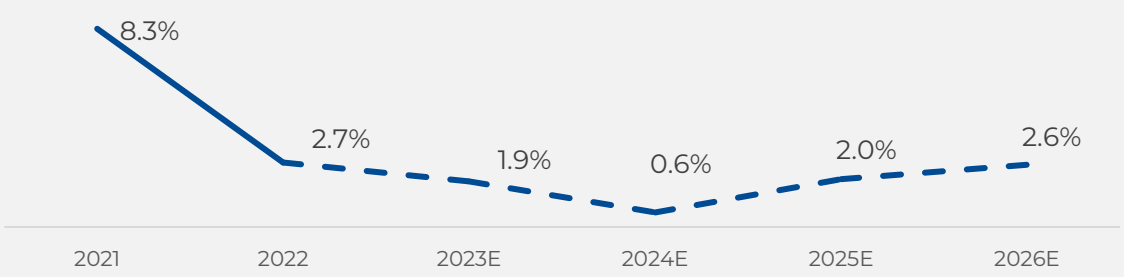
Construction & Access

Y/Y Percent Change



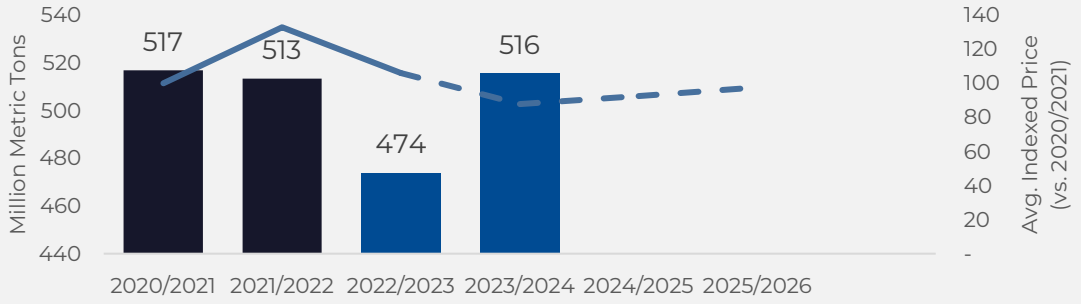
Powersports

Household Consumption (Y/Y % Chg.)



Agriculture

U.S Grain Supply and Avg. Index Grain Price Chg.



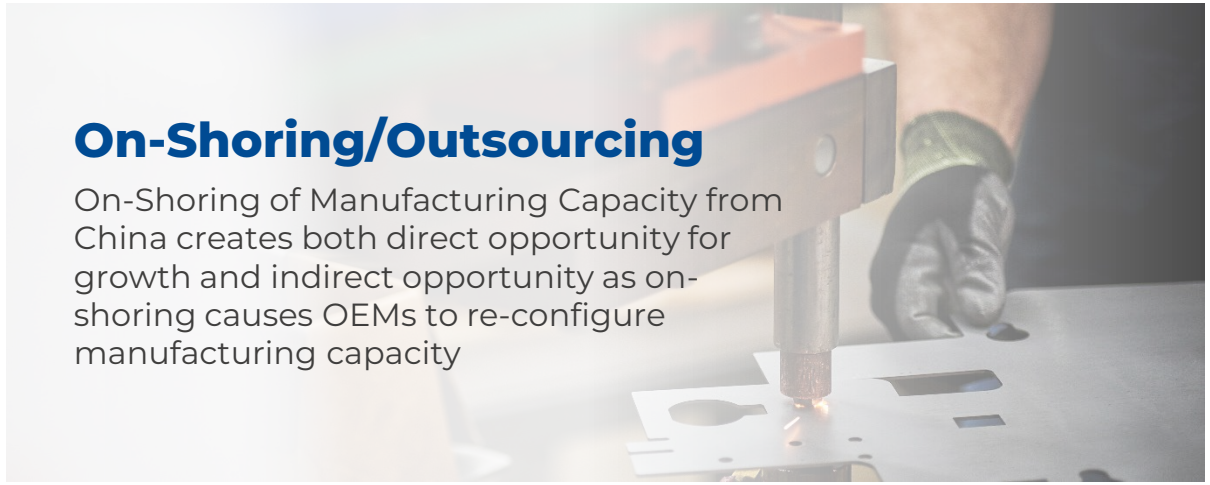
Source: ACT Research, Factset Research Systems and U.S Department of Agriculture

Attractive Multi-Year Mega Trends

Multi-Year mega trends in on-shoring, outsourcing and vehicle electrification provide substantial growth opportunities

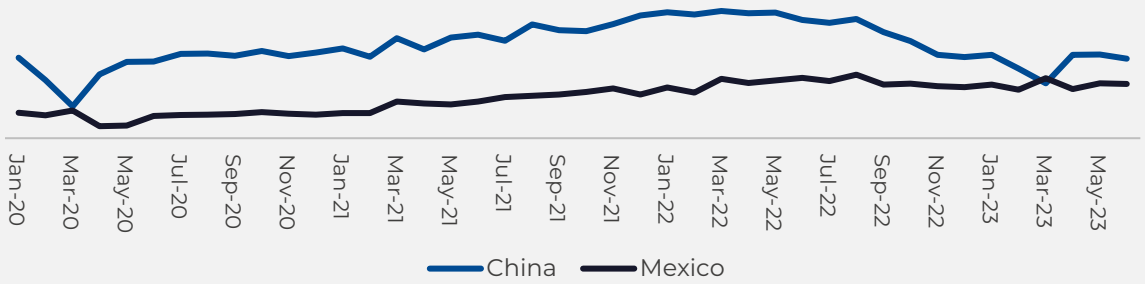
On-Shoring/Outsourcing

On-Shoring of Manufacturing Capacity from China creates both direct opportunity for growth and indirect opportunity as on-shoring causes OEMs to re-configure manufacturing capacity



U.S Imports of Steel & Aluminum Industrial Materials

$s in Millions

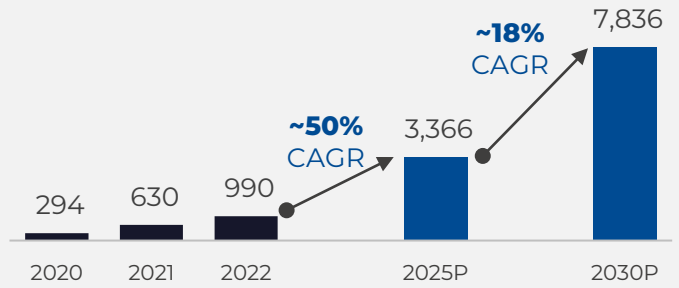


Vehicle Electrification



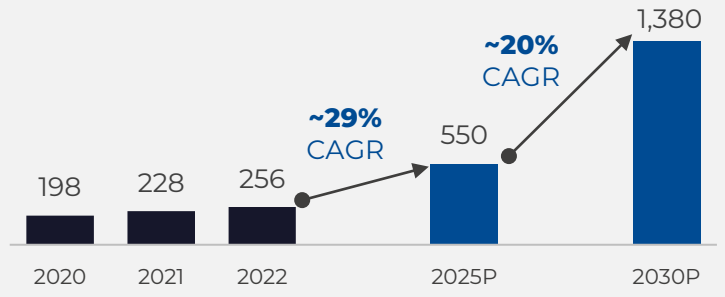
U.S Electric Vehicle Sales (Cars & Trucks)

000s of Vehicles



U.S Electric Vehicle Charging Stations

000s of Charging Stations



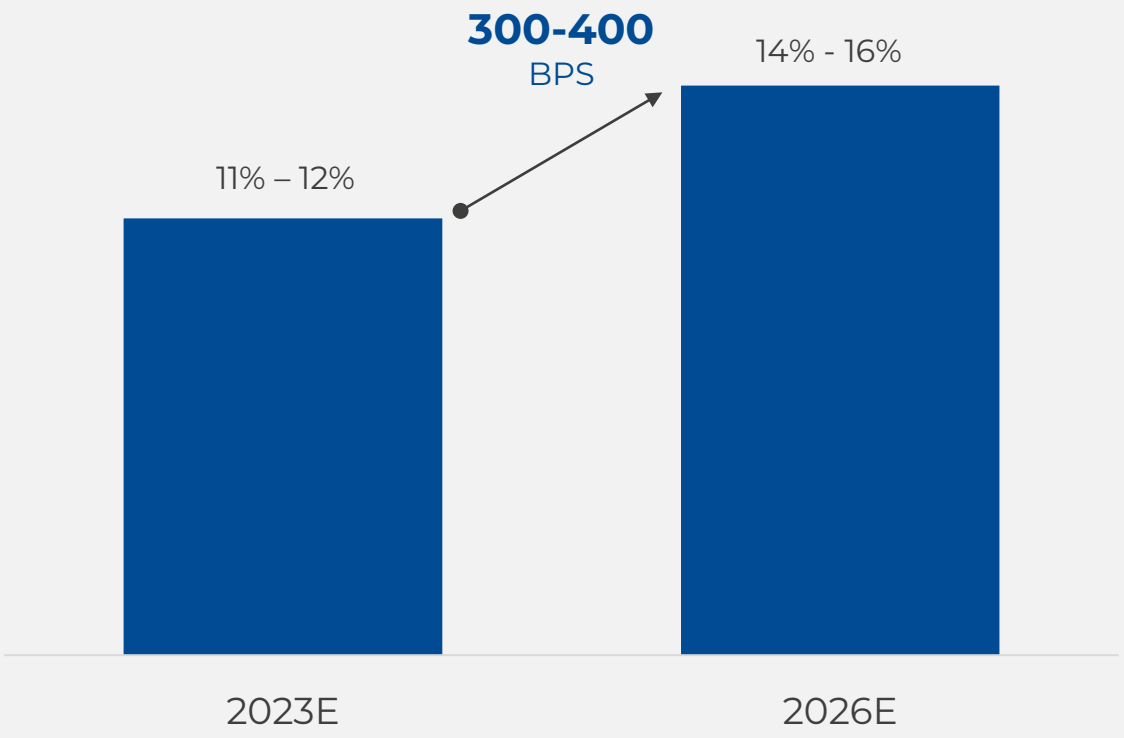
Source: U.S Census Bureau and International Energy Agency (IEA)

Adjusted EBITDA Margin Expansion [1]

Strategically focused on improving cost absorption and maximizing revenue

Adjusted EBITDA Margin

% of Revenue



- Operating excellence & automation driving productivity
- Strategic value-based pricing
- Hazel Park ramp-up
- Supply chain productivity
- SG&A leverage

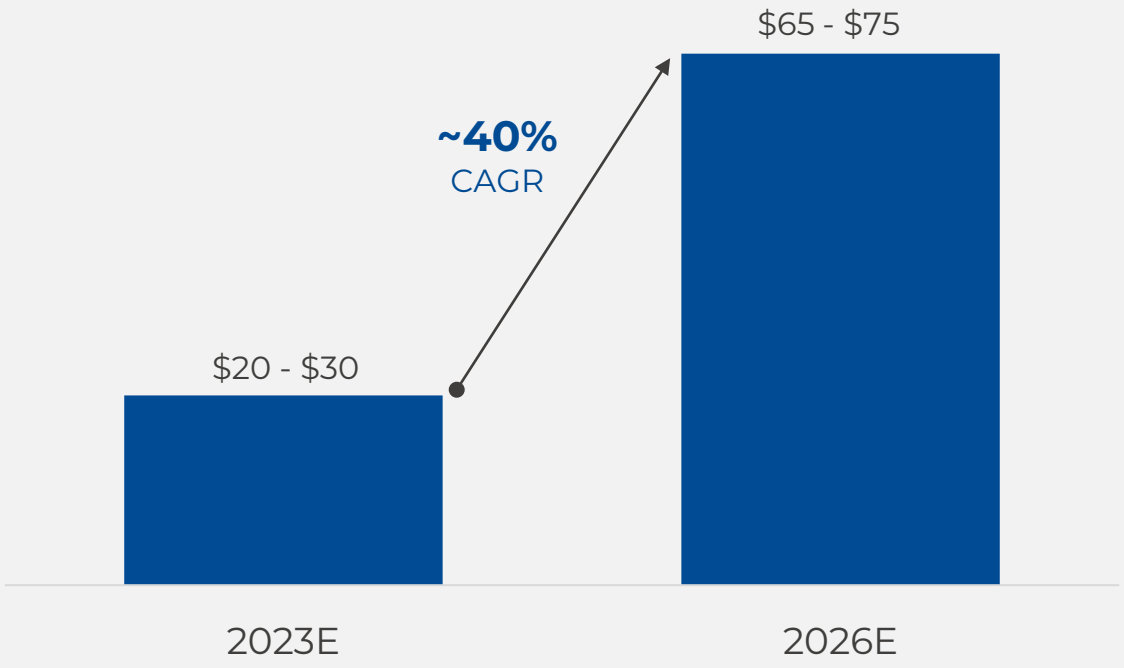
1. Inclusive of Mid-States Aluminum

Strong Cash Generation Supports Targeted Capital Deployment [1]

Prioritizing shareholder value through strategic capital deployment

Annual Free Cash Flow

$s in Millions



- Free cash flow generation of ~$200M over next 3 years
- Near-term leverage target of 1.5x and long-term < 2.5x
- CapEx of $15-$20M annually to drive profitable growth
- Facilitates capitalizing on strategic M&A opportunities
- Remaining share repurchase authorization of ~$17M

1. Inclusive of Mid-States Aluminum

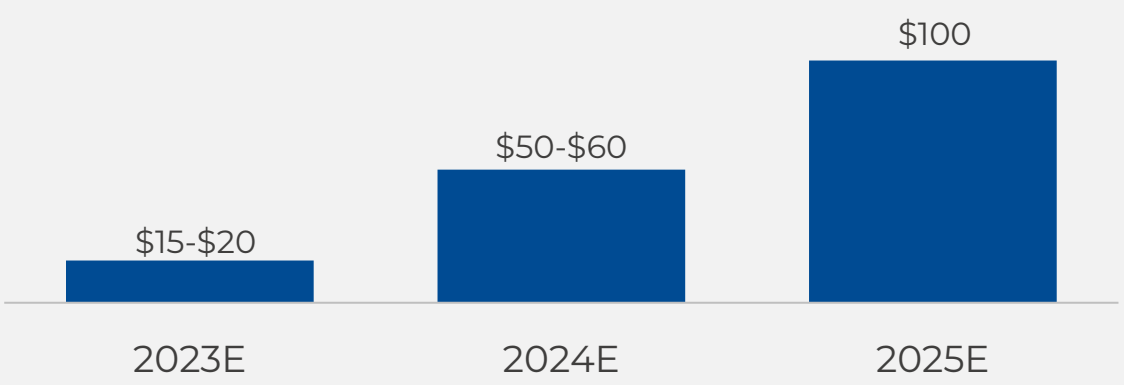
Hazel Park Ramp Update

263,000 square foot hazel park facility which came online in 2022



Hazel Park Revenue Ramp

($s in Millions)



- $100M annualized revenue run rate by end of 2024
- Revenue Ranges: 2023E $15-$20M; 2024E $50-$60M; 2025E $100M
- Categorization of revenues – new business landed $45M; transfers $30M; yet to get $25M
- Markets served – CV, Powersports, Ag and Construction, and EV infrastructure
- Adj. EBITDA progression - 100 bps drag today; future state ~ 15% margin fully utilized

M&A Acquisition Guidelines

Strategic opportunities expanding expertise within light-weight and next generation materials

Acquisition Criteria

Revenue:
$50 – $150M

EBITDA Margin:
Accretive to MEC

Geography:
North America with a primary focus on the U.S.

Industry Focus

- Alternative / Renewable Energy
- Electrification Infrastructure
- Industrial Infrastructure
- Additional products to existing customers

Capabilities

- **Light-Weighting:**
  - Aluminium
  - Plastics
  - Composites
- Design & Prototype Services
- 3-D Printing

Case Study: MSA Acquisition

Industry leading manufacturer of custom aluminum extrusions and fabrications with value added capabilities

About Mid-States Aluminum

Fond du Lac, Wisconsin

HQ

1964

Family Owned and Founded

2 manufacturing facilities

Both in Fond du Lac, WI

~325k sq ft

Manufacturing Space

~250

Non-union Employees

1

Acquired July 1st 2023

2

Capitalize on existing customer demand for light-weight materials fabrication

3

Paid total net consideration of $90M or ~6x trailing Adj. EBITDA

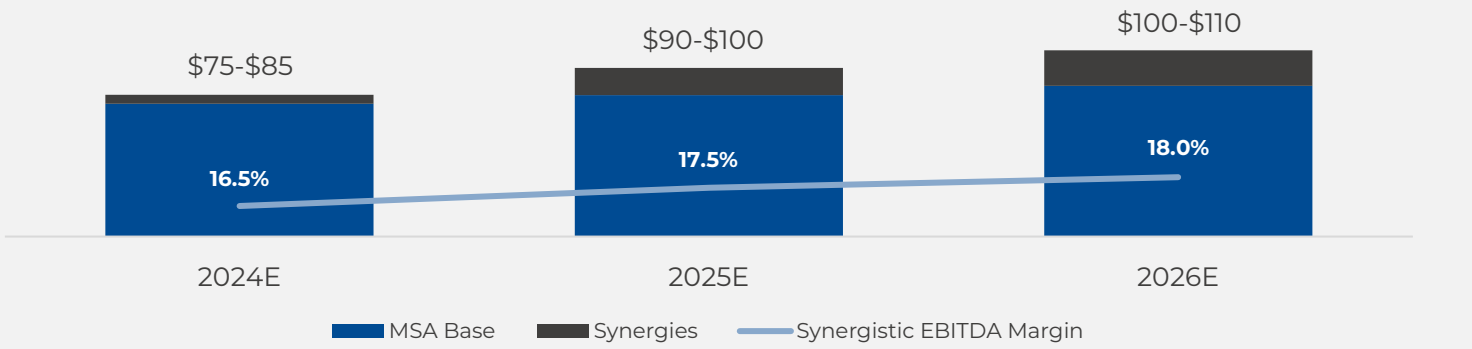
4

Projected IRR > 15%

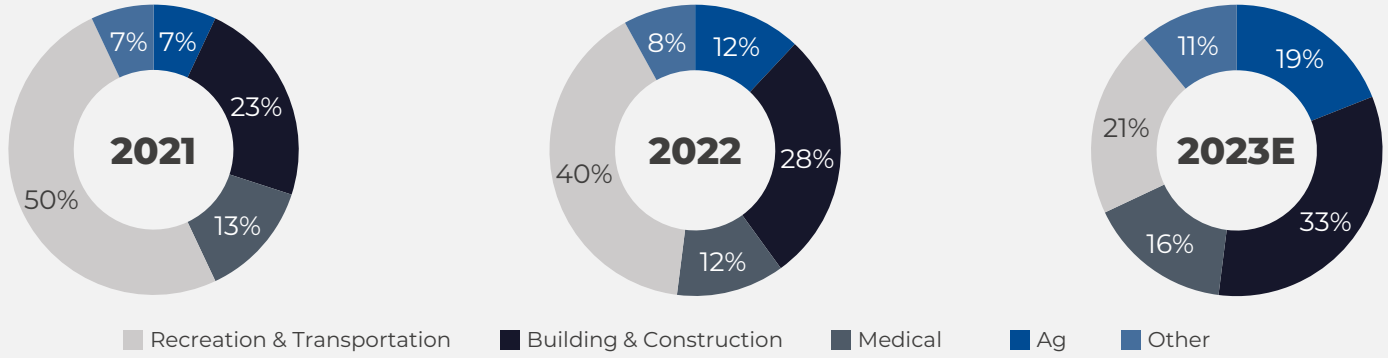
Case Study: MSA Strategic Rationale

Accelerates execution of MEC's MBX Value Creation Initiative

MEC-MSA Projected Revenue and Synergies
($ in Millions)



MSA Historical End-Market Mix
(% of Net Sales)



Key Investment Highlights:

- Creates immediate cross-selling opportunities within Commercial Vehicle, Ag, and Powersports end markets
- Underutilized capacity allowing for immediate uptake on potential cross-selling opportunities
- Cost Synergies: MBX & Operational Excellence 50bps; Utilization of current Capacity 25bps; SG&A Leverage 75bps
- Highly free cash flow generative – Over $18M of free cash flow from 2020-2022

MSA Strategic Alignment

MSA is expected to be immediately accretive, excluding transaction costs, to free cash flow, EPS and Adjusted EBITDA

High Performance Culture	Operational Excellence	Commercial Expansion	Disciplined Capital Deployment	Human Resource Optimization
Deploy strategy inside the organization	Lean value stream mapping	Add fabrication capabilities for light-weight aluminum, plastics and composites	Pursue higher-margin, immediately accretive growth investments	Develop a targeted recruiting program to build pipeline of skilled labor
Daily lean management implementation	Sales, inventory and operations planning	Diversify into higher-margin emerging growth energy transition markets	Opportunistically pursue share repurchases under existing authorization	Retain and develop key talent through total rewards
Root cause countermeasures	Improve utilization	Expand share of wallet with existing customers	Allocate FCF toward debt reduction	Supervisor coaching & development
Performance based KPIs to drive accountability	Programmatic reduction of non-essential costs	Leverage standalone design, prototyping and after-market solutions	Maintain adequate liquidity to support growth	Succession planning
	Maintain committed safety culture	Implement strategic and value-based pricing		

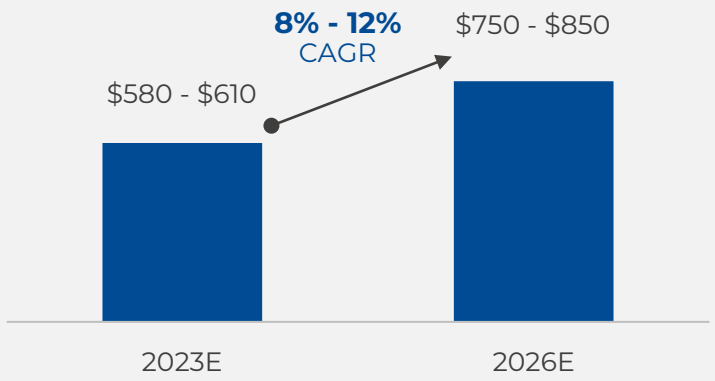
Transaction aligns with key strategic priorities and meets MEC's targeted 15% IRR threshold

Value Creation Roadmap[1]

Strategic actions to yield ratable growth and expand shareholder value

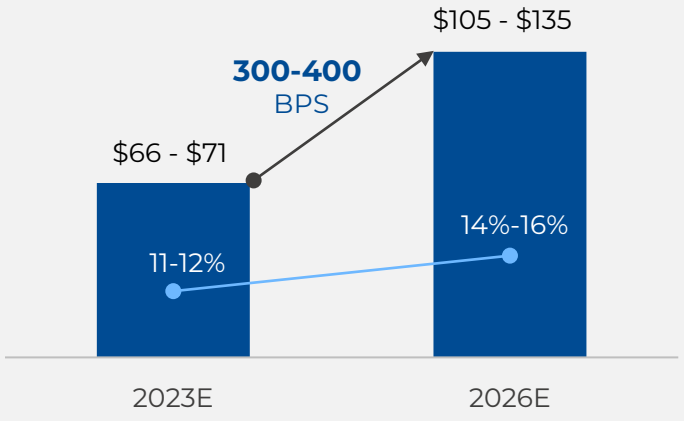
Sales Performance

$s in Millions



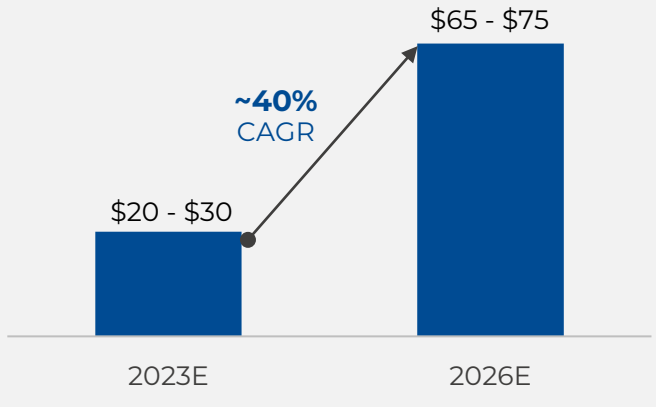
Adjusted EBITDA Performance

$s in Millions and as a % of Sales



Free Cash Flow Performance

$s in Millions



MBX value creation framework

Organic revenue acceleration

Adj. EBITDA margin expansion

Cash flow & capital deployment strategy

1. Inclusive of Mid-States Aluminum

See slide 72 for a reconciliation of Adjusted EBITDA to the most directly comparable GAAP financial measure.

Executing on Our Strategy

Vision & Strategy

Execution

MBX Value Creation

+

Organic Revenue Acceleration

+

Adj. EBITDA Margin Expansion

+

Capital Deployment

=

Shareholder Value Creation

High-Performance Culture & Talent

Critical That We Do Each Well



Commercial Excellence

Ryan Raber – Executive Vice President
of Strategy, Sales and Marketing

Commercial Excellence - Key Messages

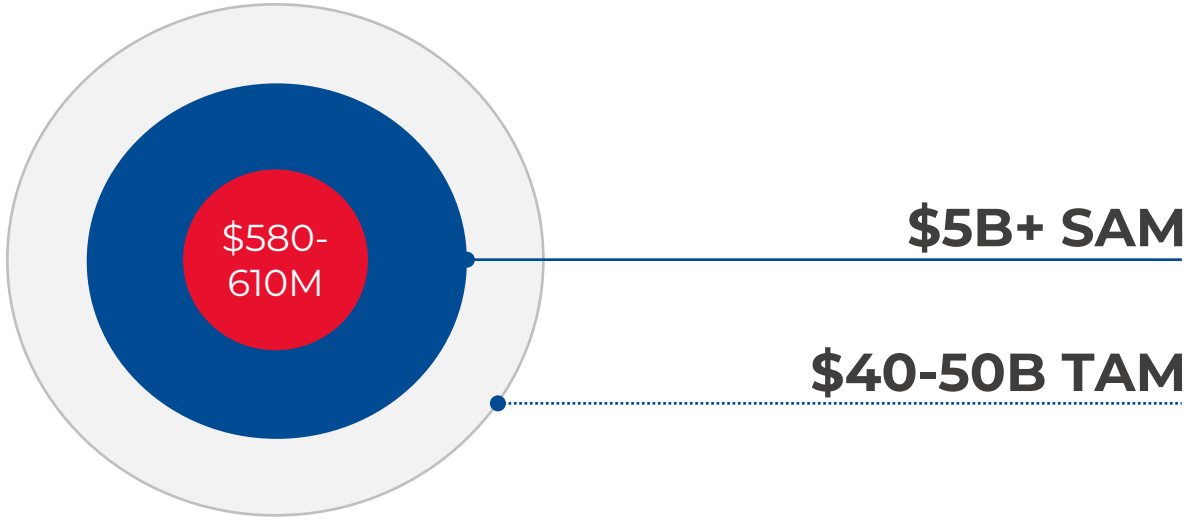
1. Organic Growth Acceleration
2. Margin Expansion
3. Full Product Lifecycle Support
4. Industry Diversification & Strategic Growth in Emerging Technologies



Market Opportunity

Large addressable market and multiple paths of growth potential

Total End Market Potential

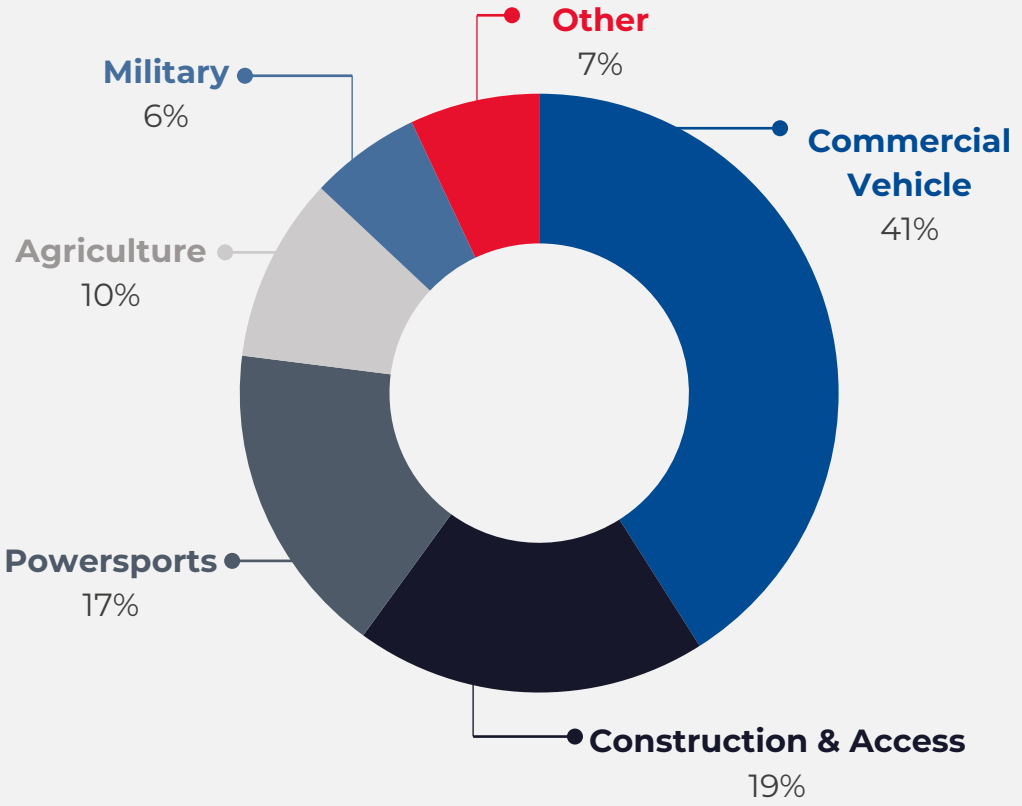


Room For Significant Growth

- Expansion of Addressable Market through Cross-Selling
- Increased share of markets served
- New customers in emerging technologies

End Market Revenue Mix

Trailing-Twelve Months Ended June 30, 2023



Tier-1 Supplier to Global OEMs

End-to-end solutions suite supports long-term, blue-chip relationships

Commercial Vehicles				PACCAR 19+ yrs	CVG 32+ yrs	NAVISTAR 34+ yrs	VOLVO 39+ yrs	Cummins 45+ yrs
Powersports	Kawasaki 2+ yrs	POLARIS 10+ yrs	SP 14+ yrs	HARLEY-DAVIDSON 24+ yrs	HONDA 33+ yrs	MERCURY 45+ yrs	
Construction & Access				CAT 25+ yrs	JLG 31+ yrs	JOHN DEERE 45+ yrs	
Agriculture		CNH INDUSTRIAL 14+ yrs		WCI WORLD CLASS INDUSTRIES 25+ yrs		JOHN DEERE 45+ yrs	
Military			OSHKOSH 15+ yrs		AM General 41+ yrs		

MEC is an integral member of the supply chain for major OEMs

Executing on Our Plan

Revenue Expansion Strategies

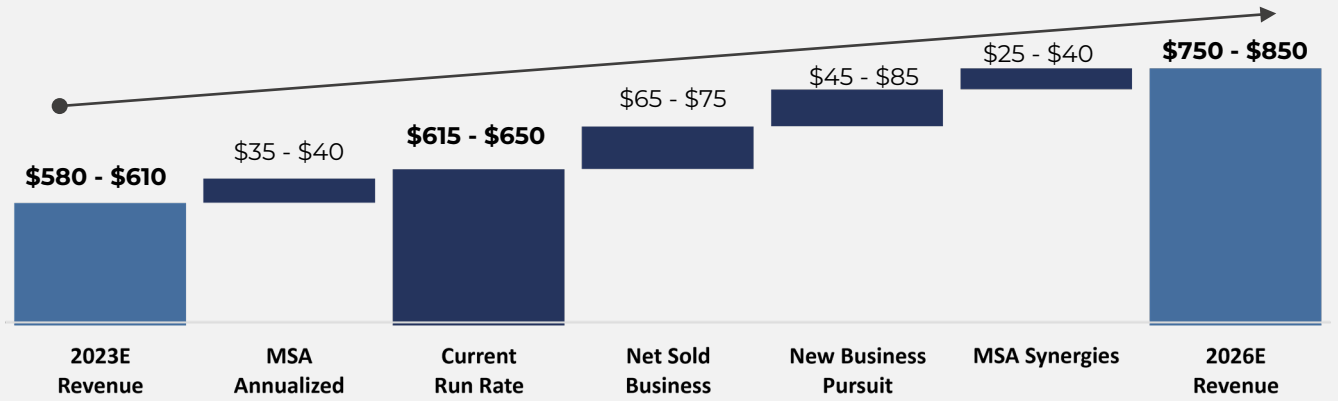
- New Product Development
- Customer Outsourcing and Reshoring
- Customer Supplier Consolidation
- Cross-Selling

2022 & 2023 YTD New Business Wins



Path to 8% - 12% CAGR Revenue Growth Rate

($s in Millions)



Executing on Our Plan

Leveraging scale as a competitive advantage to grow share-of-wallet with customers

Powersports – Organic Growth Case Study

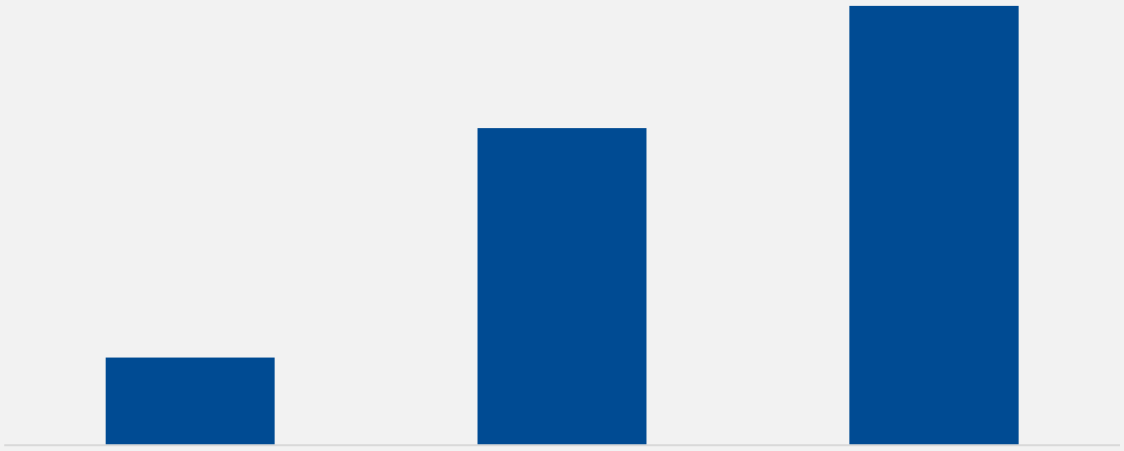
Industry
Powersports

Opportunity
New Product Development
- Three significant new model introductions

Competitive Advantage
- Breadth of Process Offerings
- Breadth of Locations

How We Won
- Design for Manufacturability Support
- Speed to Launch
- Engineering Resources & Technical Capability
- Network Capacity

5x Revenue Growth in 5 Years





Executing on Our Plan

Maximizing revenue capture through pricing and commercial excellence

Commercial Excellence Targets

200 to 250 bps

Adj. EBITDA Expansion ’23E vs. ’26E

Value Pricing and Elimination of Price Leakage through Process Improvement and Automation

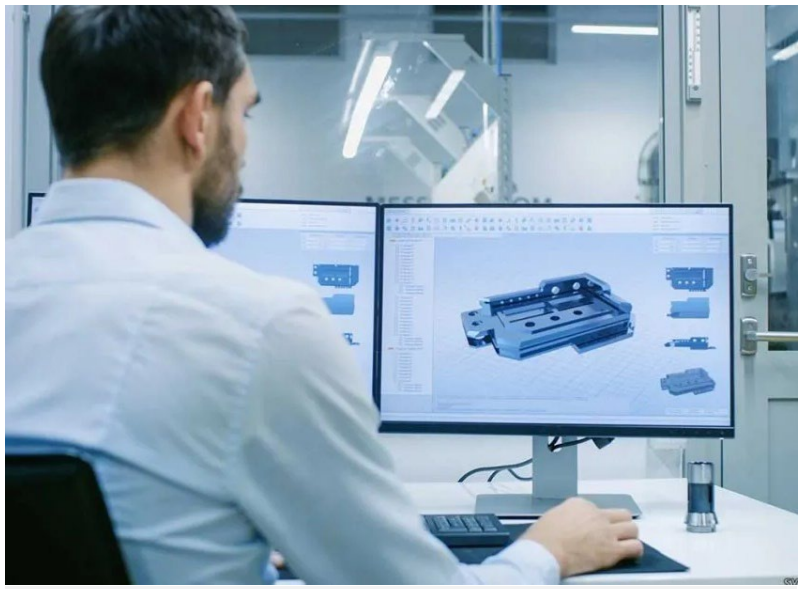
Pricing Philosophy

- Value Based Pricing Model
- Capture Cost to Serve
- Technology Investment in Process Improvements

Transactional Process Improvement Kaizens and MBX Implementation driving Commercial Excellence

Executing on Our Plan

Leveraging our unique product offering to deepen customer relationships and expand margins



Design

Integration into Customer Engineering for Design for Manufacturability



Prototype

Beta Samples & Prototype Support significantly increases probability of production awards



Aftermarket

Support of higher margin aftermarket

Executing on Our Plan

Leveraging design and prototype capabilities to grow volume and deepen customer relationships

Light Duty Commercial Truck – Design & Prototype

Industry

Light Duty Commercial Truck

Opportunity

Design & Prototype Development to Win Production Volumes

Competitive Advantages

- Deep Knowledge of product use & requirements
- Prototype specialization in Tube Business
- Process Automation

How We Won

- Development of solution for OEM; Translated to our capabilities
- Prototype support during multiple prototype & Beta builds



Executing on Our Plan

Broad and flexible product offerings creates high-margin opportunity in aftermarket parts

Aftermarket Fuel Tanks

Industry
Commercial Vehicle

Opportunity
Product Mix & Inventory Optimization

Competitive Advantages
- Breadth of Tank Offerings
- Sophistication for Dealer Direct Ship

How We Won
- Optimize product offerings based on plant capacity
- Supporting Dealer Direct Shipments to support working capital reduction at customer



Executing on Our Plan

Energy transition mega-trend provides high-growth opportunities in current and adjacent markets

Targeting $60-$80M in Revenues in 2026 from Emerging Technologies in markets served

Targeted Industry Mix

$35	$15	$10	$5	$5
EV Management / Infrastructure	Commercial Vehicle	Construction	Agriculture	Powersports

Customer indications of demand equivalent to half of targeted $60-$80M in 2026 revenues







Executing on Our Plan

Track record of leveraging competitive advantages to tap in to high-growth emerging technology demand

Electrification – Organic Growth Case Study

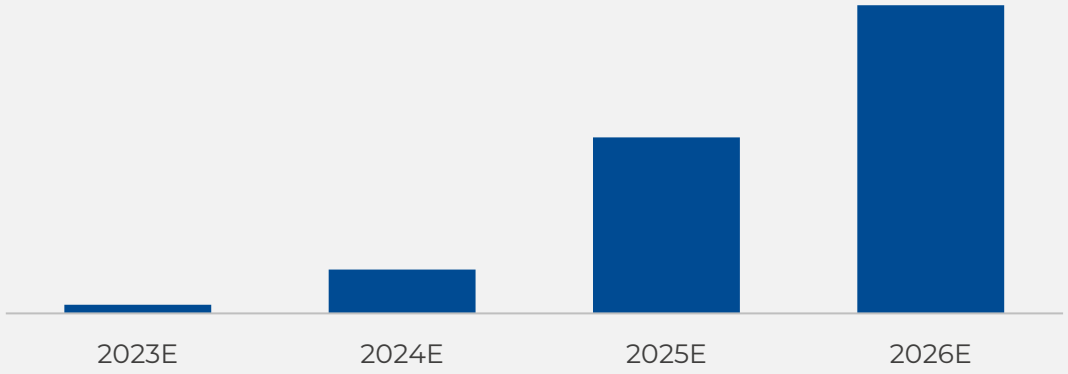
Industry
Multiple

Opportunity
Outsourcing and New Product Development
- Multiple Product Families, Focused on Battery Thermal Management

Competitive Advantages
- Breadth of Process Offerings
- Breadth of Locations
- Hazel Park Capacity

How We Won
- Design for Manufacturability Support
- Speed to Launch
- Engineering Resources & Technical Capability

Significant Growth Forecasted Over Three-year Horizon





Commercial Excellence Summary & Key Messages

Commercial Excellence Targets

1 **Organic Growth Acceleration**

2 **Margin Expansion**

3 **Full Product Lifecycle Support**

4 **Industry Diversification & Strategic Growth in Emerging Technologies**

Commercial Excellence Takeaways

- Current booked business provides multiple avenues to long-term growth. Significant new project development activities
- Systems in place to drive programmatic pricing on new and existing programs
- Recent wins allowing further value creation in participation in design, prototype and aftermarket programs
- Traction on Electric Vehicle Platforms; Continue to expand share in multiple end industries

Operational Excellence

Rand Stille – Chief Operating Officer



Operational Excellence Key Messages

1. Margin Expansion
2. Inventory Reduction – Improving Working Capital and Supporting FCF
3. Investing in Advanced Manufacturing & Automation
4. Better Capital Utilization – Employing Open Capacity

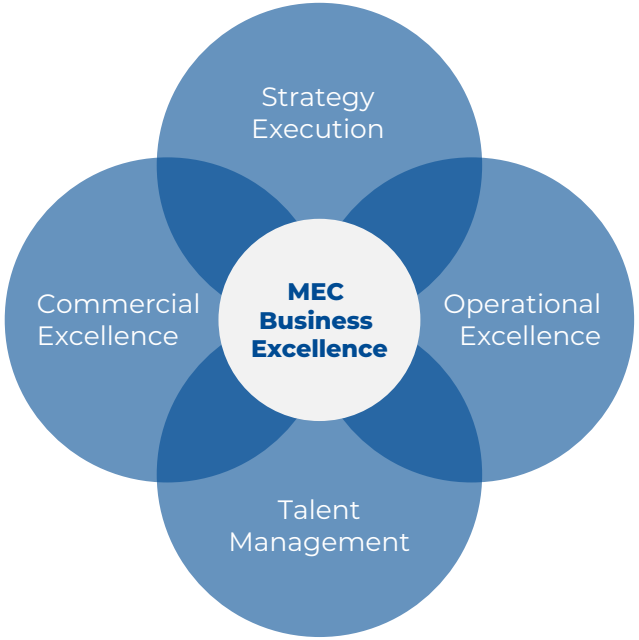


Margin Expansion through Operational Excellence – MBX

Established in September of 2022, MBX is MEC's Lean initiative to drive excellence across the entire organization

Strategy Execution
- Strategy Deployment Process
- Breakthrough Thinking
- Daily Lean Management (KPI Reviews, VSM, 5S)
- Root Cause Countermeasures

Commercial Excellence
- Value Pricing
- Quote to Order Process
- Product & Market Analytics
- Branding & Communications



Operational Excellence
- Lean Value Stream Mapping & Kaizen Culture
- Sales, Inventory & Operations Planning (SIOP)
- Sourcing Optimization

Talent Management
- Talent Attraction and Retention
- Supervisor and Key Resource Development
- Executive Coaching
- Succession Planning

Margin Expansion through Operational Excellence – MBX

MBX Framework creates systematic approach to drive improved cost absorption

MBX Tools Improve Every Aspect of our Operations

Driving Margin Enhancement through Operational Excellence

MBX Tools

- Kaizen
- Lean Daily Management (LDM)
- Value Steam Mapping
- Gemba Walks
- Single Minute Exchange of Dies (SMED)
- 6S Audit Process
- Transactional Process Improvement (TPI)
- Strategy Development Process (SDP)
- Sales, Inventory, and Operations Planning (SIOP)
- Monthly Business & War Room Reviews

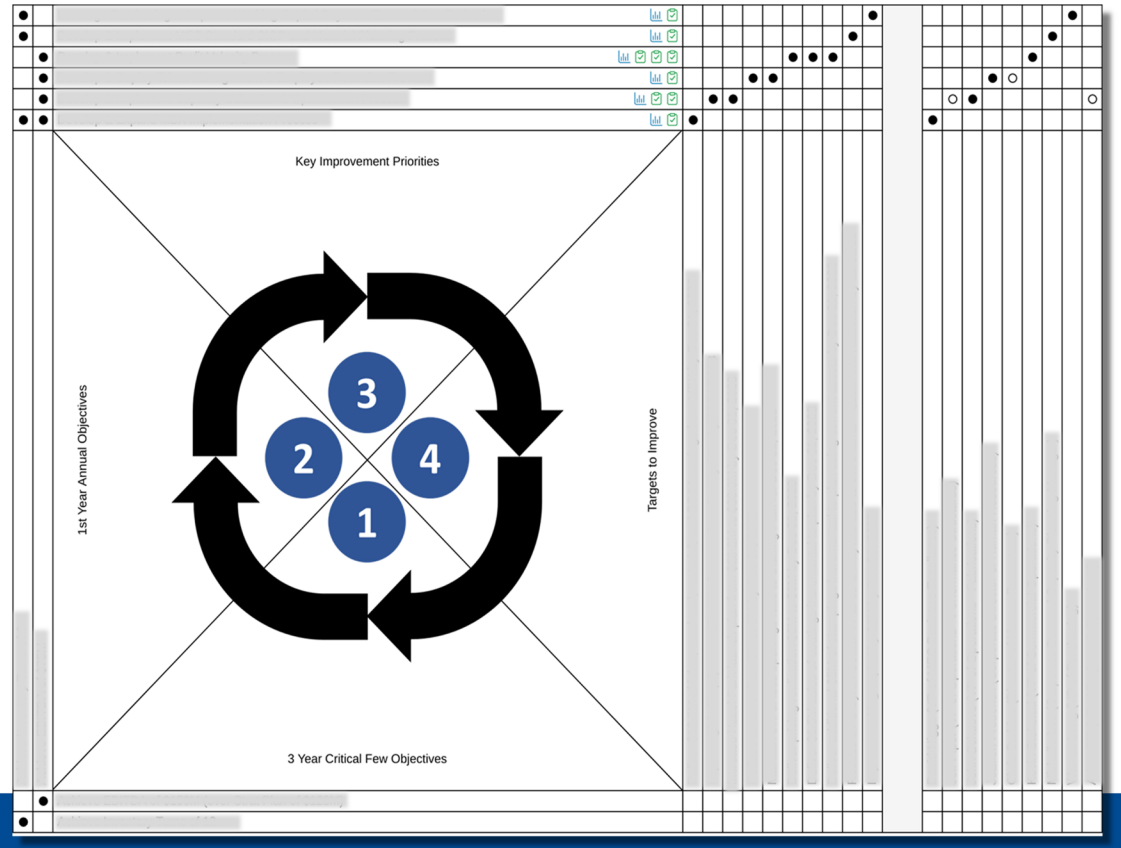
KPI's

- Safety
- Quality
- Delivery
- Inventory
- Productivity

Margin Expansion through Operational Excellence – MBX

Established organizational structure dedicated to implementing, driving and sustaining MBX

MEC 2023 Strategic Planning X-Matrix



SD Planning

- Focuses on the implementation of Breakthrough Objectives
- Links Breakthrough Objectives with specific Resources
- Aligns Resources within the company

SD Implementation

- Facilitates on-going review of progress (PDCA)
- Results in specific Action Plans and Measurements
- Is always a dynamic process

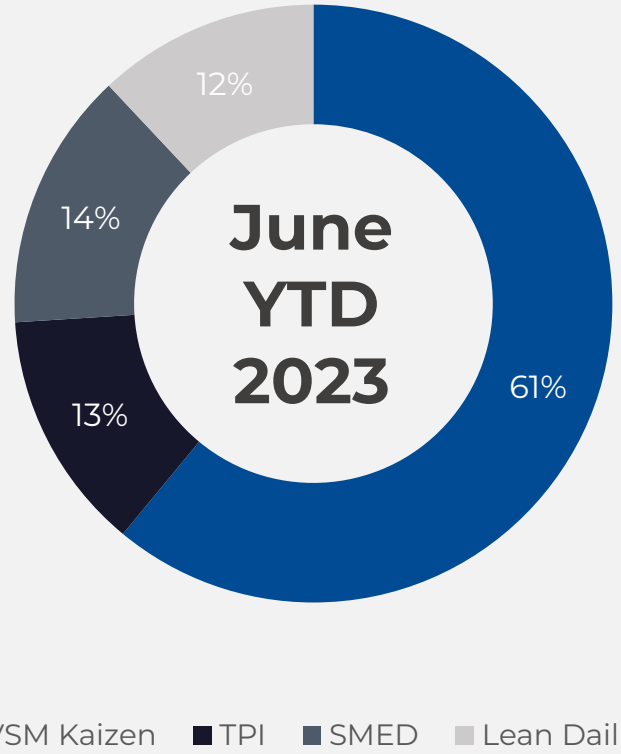
- **Created Vice President of MEC Business Excellence**
- **Dedicated MBX Engineers supporting every site**
- **Training on all MBX Lean Tools**
- **Weekly War Room Reviews**
  - Ensuring Planning and Sustainability at all Sites

Margin Expansion through Operational Excellence – MBX

Events in 1H23 generated $1.6M YTD in savings; on track for annual goal of 40-70 bps improvement

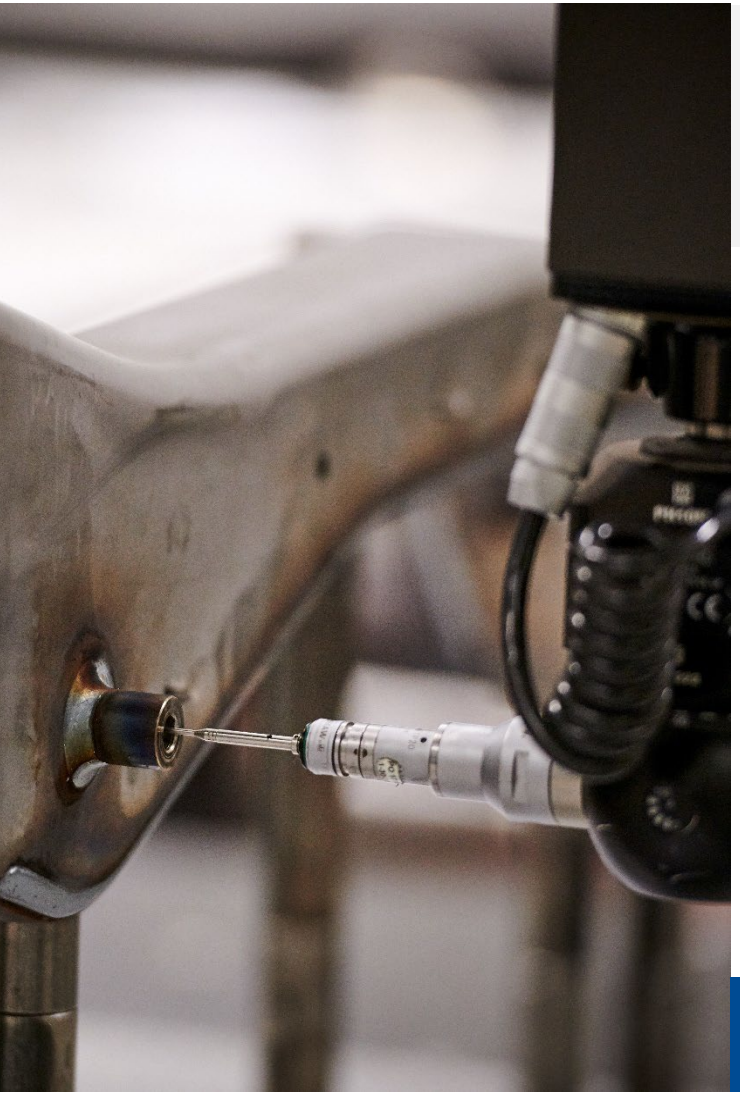
- 75 MBX Lean Events in 1H23
- ~350 unique participants in these events
- Events include Kaizens, Lean Daily Management, Tooling Changeover and Transactional Process Improvements

MEC Kaizens by Type



Case Study: Battery Box Assembly Value Stream Map (VSM)

Leveraged MBX toolkit to improve labor productivity



The Opportunity

- Original process required several sub-components
- This approach resulted in excess material handling between processes
- Opportunity to combine operations and increase use of robotic welder

The Action

- **Value Stream Map** utilized to identify cycle time opportunities and material flow issues
- Several key findings addressed by corrective actions
  - Load/unload assists
  - Improved hand rivet tool
  - Modified weld center tooling
  - Refined weld pattern
  - Combined operations with improved cycle time balance

Outcome

- Improved Final Weld Cell time by 1,577 hours annually
- Combined sub-weldments (3 operations) into one balanced operation

Reduced project labor costs by 24%

Case Study: Coil Press SMED Improvement

Utilized MBX toolkit to improve productivity and delivery



The Opportunity

- Changeovers on a coil press in Byron Center were not standardized and poorly executed
- Long die set-up times consumed too much machine time and labor

The Action

- **SMED** event held to identify wastes and develop an optimized standard workflow for die changeovers
- Several key findings addressed by corrective actions
  - Travel reduced
  - Set up carts created
  - Staging area defined
  - Standard Work developed

Outcome

- Coil press set-up time reduced from average of 68 minutes to 34 minutes

Improved die changeover time by 50%

Inventory Reduction Supporting Working Capital Efficiency

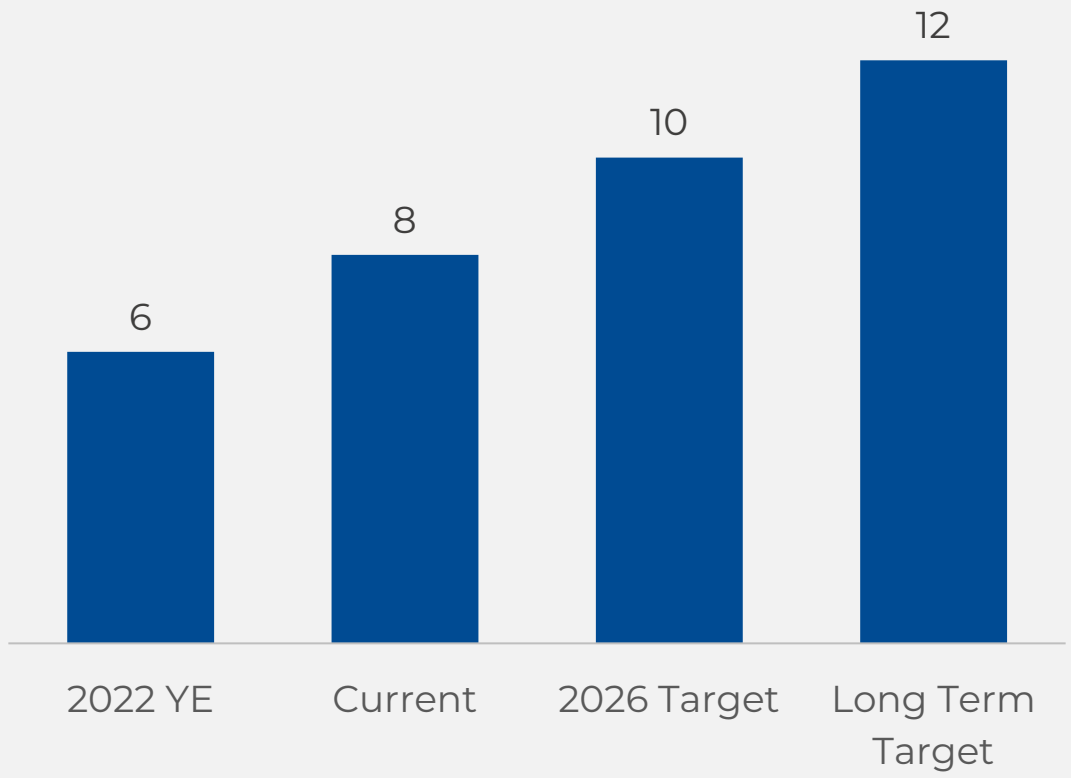
Inventory reductions targeted to reach 10 turns in 2026

Employing the SIOP Process across MEC

- Utilizing Best Practice from Fabrications
- Establishing PFEP/parameters
- Implemented in majority of sites by Q2
- Complete implementation in Q3

Initial improvement to 8 turns in 1H23

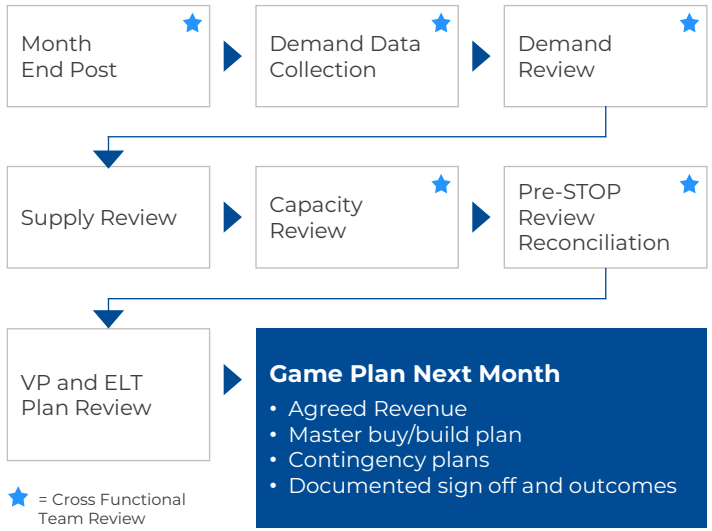
Inventory Turns



Inventory Reduction Supporting Working Capital Efficiency

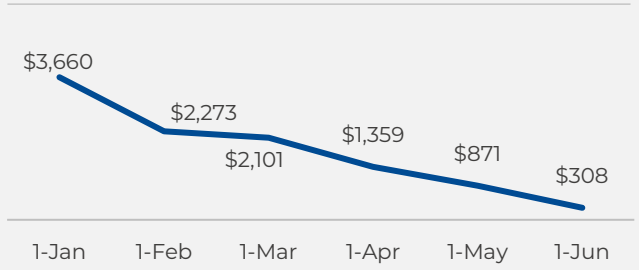
Case Study: Implementation of Sales, Inventory, and Operations Planning (SIOP)

Sales, Inventory and Operations Plan (SIOP) Process



Facility Inventory Excess Reduction

($s in thousands)



The Opportunity

- Inconsistent demand signals and late changes in EDI releases result in excess inventory of finished goods and WIP at our Performance Structures operations

The Action

- Implemented **SIOP** to improve accuracy of demand projections
- Using SIOP with a Plan for Every Part (PFEP) approach the team better aligned material order releases and production planning schedule to real customer demand

Outcome

- Completion of SIOP Development for the Byron Center Site in January 2023
- Immediate results from implementation of the SIOP Planning and PFEP Reviews

Over $3M in excess inventory removed from process

Investing in Advanced Manufacturing & Automation

Over the last 3 years, MEC has separated itself as the clear industry leader in technology

- New Robotic Weld Centers **25**
- New Fiber Lasers **11**
- Robotic Brake Press Cells **6**
- New Tube Lasers **2**

Invested ~ $30M in growth and automation over the last 3 years



35% Increase in Workforce Productivity Since 2019

As measured by annual revenue per associate

Advancements in Laser Technology

Fiber Laser Technology advanced to 12K with automated loading and runoff

Advancements in robotic automation on Brake Press and Welding Operations





Better Capital Utilization – Employing Open Capacity

On track to achieve target $100M revenue run rate at Hazel Park by the end of 2024

Hazel Park Launch

SKUs Launched in 2023 at Full Run-Rate Volume to generate $74M annually

- Launch: Part Set-up, Process Development, Inspection (ISIR) and Process Validation (PPAP)

Capital in place to support growth plan

Very capable local labor market

- Supportive of premium shifts



Better Capital Utilization – Employing Open Capacity

Growth potential can be achieved through improved capacity utilization and workforce management

Substantial Open Capacity to Support Growth Plan

Fiber Lasers	56%
Brake Press	65%
Stamping Press	57%

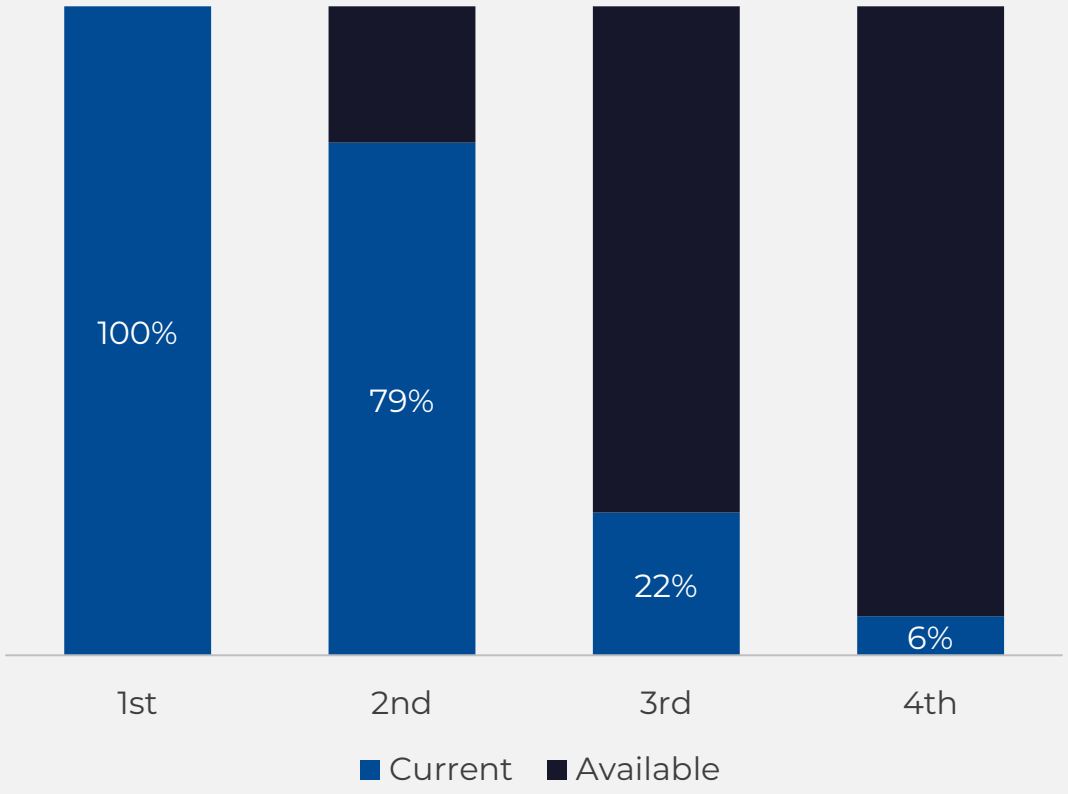
* Above %'s of 24/7 capacity

Driving 3 & 4 Shift Structure

- Provides additional capacity
- Timing supports growth plan

Shift Utilization

% of Total Capacity



Operational Excellence Summary and Key Messages

Commercial Excellence Targets

1	**Margin Expansion through Operational Excellence**	A great start to MBX; we are on target to annual and long-term goals
2	**Inventory Reduction – Improving Working Capital and Supporting FCF**	Improved inventory by 2 turns in 2023 and plans to double inventory turns
3	**Investing in Advanced Manufacturing & Automation**	Investment in automation and technology have reduced required labor and increased capacity
4	**Better Capital Utilization – Employing Open Capacity**	Improve capital utilization through premium shift structure and ramp up in Hazel Park

Operational Excellence Takeaways



Financial Growth & Shareholder Value Creation

Todd Butz – Chief Financial Officer

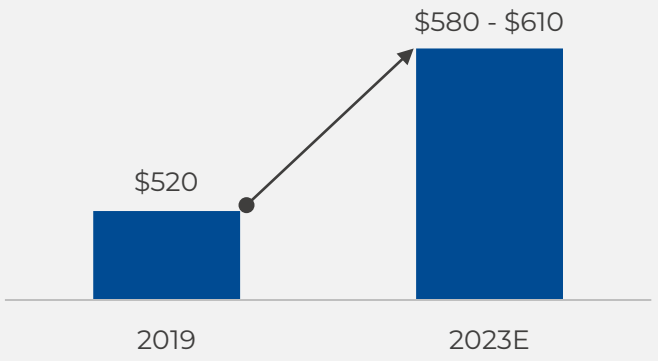
Financial Key Messages

1. Organic Growth Acceleration
2. Margin Expansion Through Commercial and Operational Excellence
3. Driving Improved Free Cash Flow Generation
4. Maintaining a Strong Balance Sheet While Strategically Allocating Capital and Creating Shareholder Value

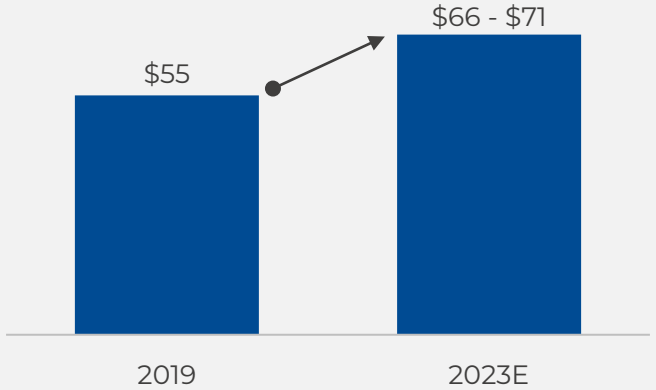


Financial Performance & Targets[1]

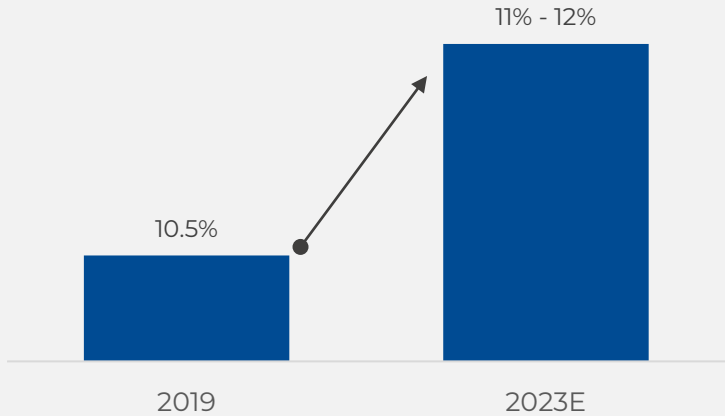
Sales Performance
$s in Millions



Adjusted EBITDA
$s in Millions



Adjusted EBITDA Margin
% of Sales



1

Despite pandemic headwinds and customer supply chain issues, MEC continues to gain market share

2

MEC continues to deliver record Adj. EBITDA, three of the past five years

3

Investment in technology & automation has reduced our dependence of labor – >3,000 employees pre-pandemic ~2,550 today

4

Improved EPS performance despite continued inflationary pressures

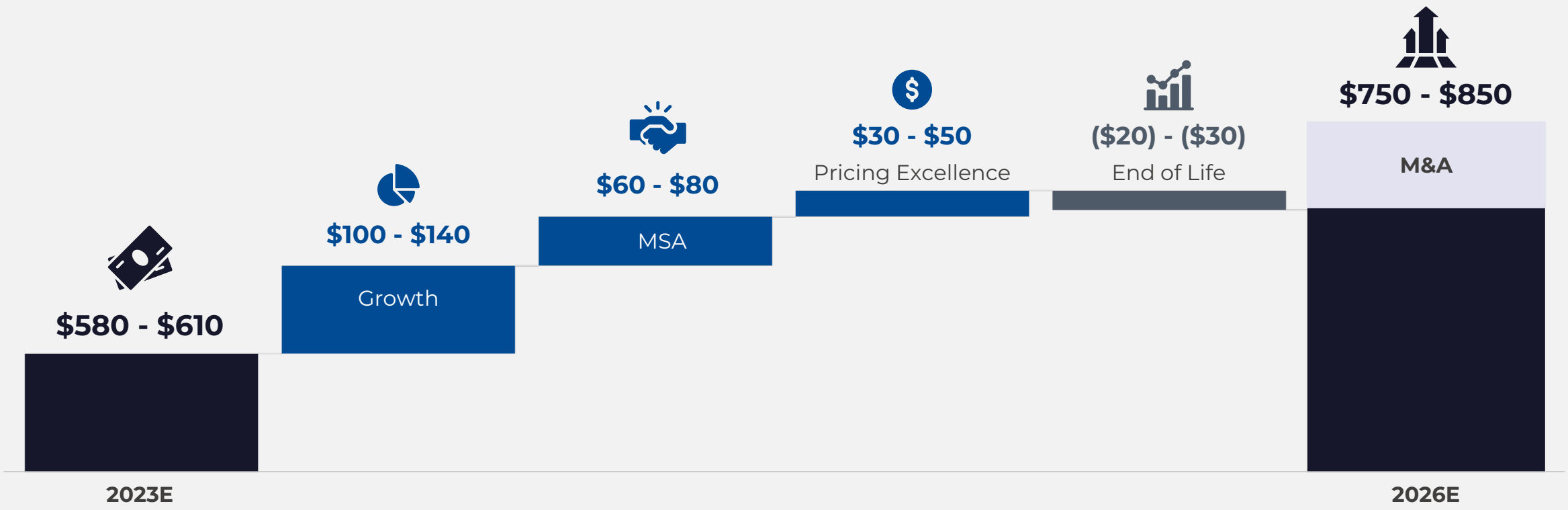
(1) 2023E is inclusive of Mid-States Aluminium (MSA)

Organic Growth Acceleration

3-Year Organic Revenue CAGR of 8% - 12%, before incremental M&A

Three Year Sales Reconciliation [1]

$s in Millions



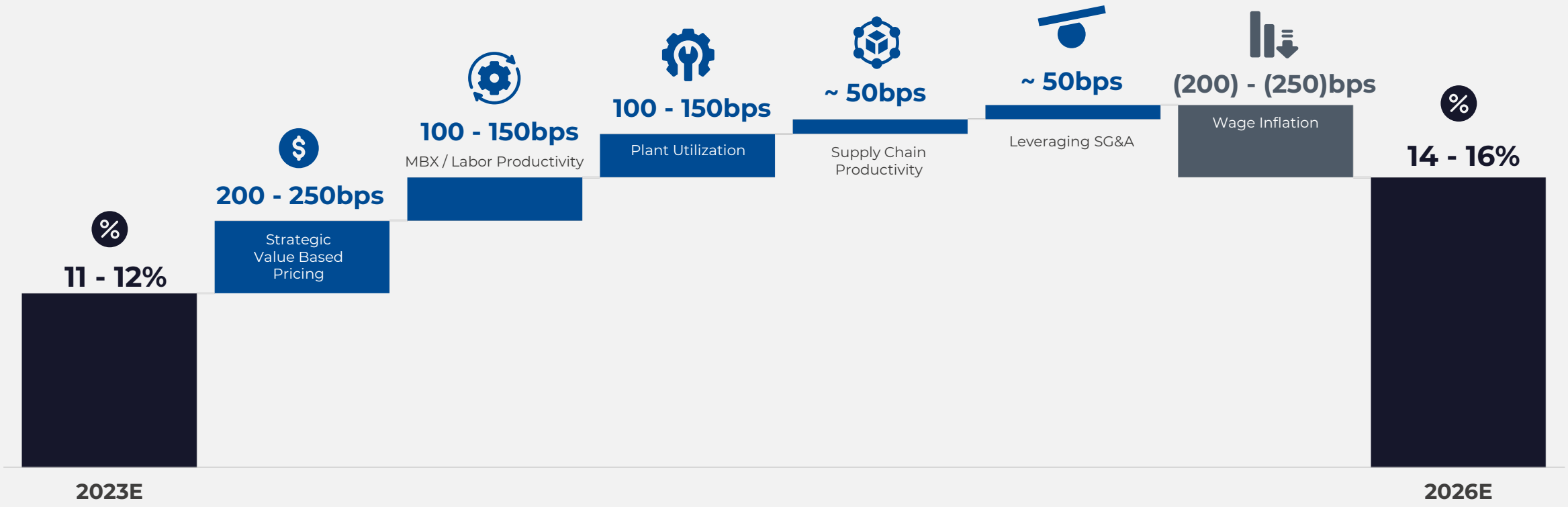
(1) Inclusive of Mid-States Aluminum

Accelerated Margin Expansion

Targeting 3-Year Adjusted EBITDA margin expansion of 300bps – 400bps

3-Year Adjusted EBITDA Margin Reconciliation

Adjusted EBITDA as a % of Sales



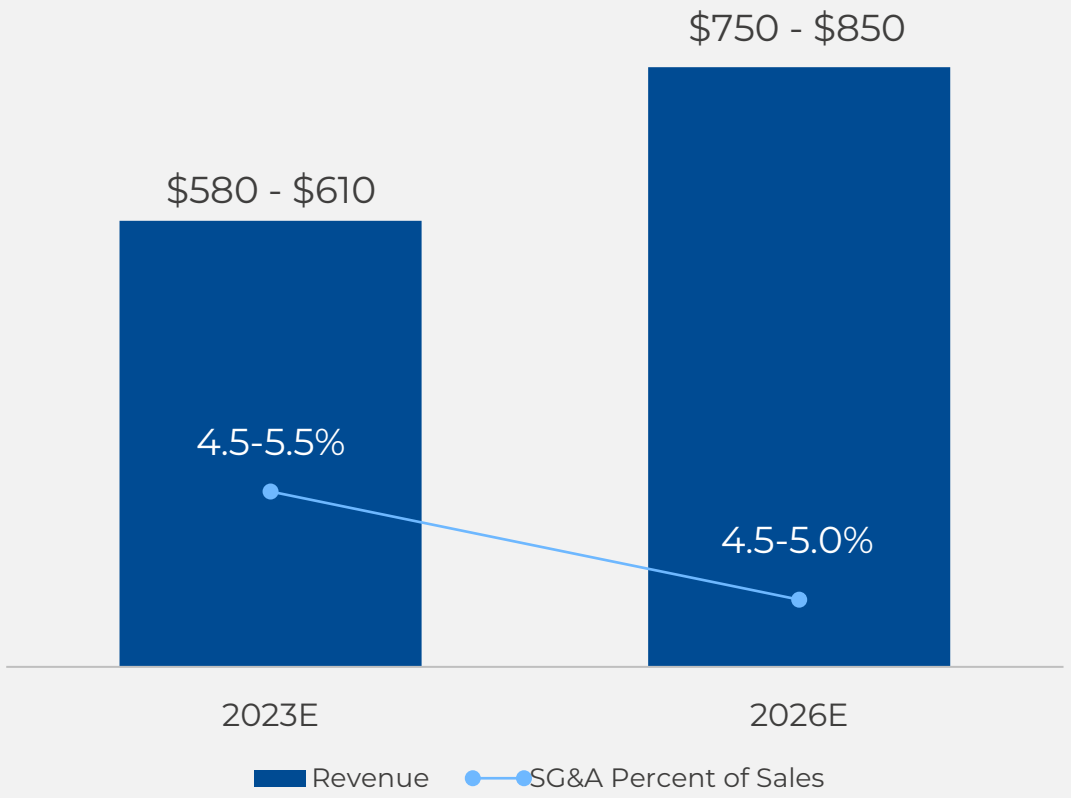
Note: Assumes stable material pricing (CRU of $700-$900/ton)

Leveraging SG&A

Attractive operating leverage contributes to margin expansion amid topline growth

3-Year Sales and SG&A Targets

$s in Millions
SG&A as a % of Sales



Key Highlights

2023E SG&A **$31 - $33M**
2026E SG&A **$35 - $40M**

~ 50 bps of SG&A drop through

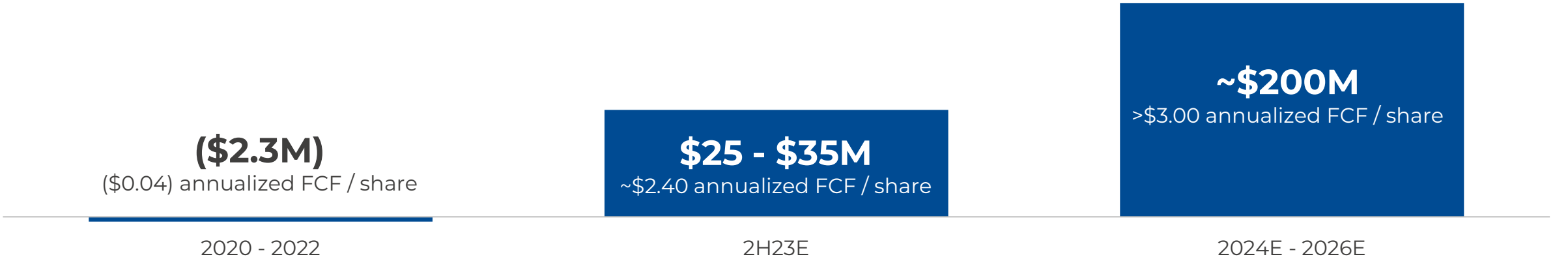
EGC Status change / SOX Compliance in 2024 will increase our public company costs from **~ $3.5M** annually to **~ $5.0 - $5.5M**

Note: Assumes 3.0% salaries and benefits inflation

Strong Free Cash Flow

Free cash flow generation to fuel growth investment and shareholder returns

Free Cash Flow[1] Generated



1

Heavy CapEx investment cycle ended in 2022; expecting more normalized $15-20M CapEx spend in future periods

2

Improved working capital, increased inventory turns, extended DPO and improved DSO

3

Consistent free cash flow generation will de-leverage our balance sheet quickly over the next 18 months

4

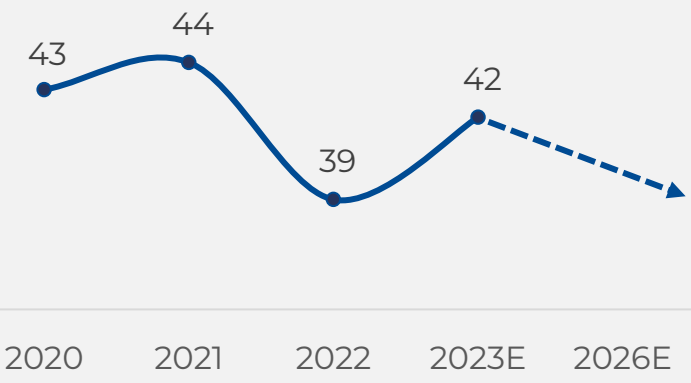
Strong free cash flow will allow deployment of our capital strategy of organic growth, M&A and stock re-purchases

(1) Free cash flow calculated as net cash provided by or used in operating activities less CapEx

Working Capital Management

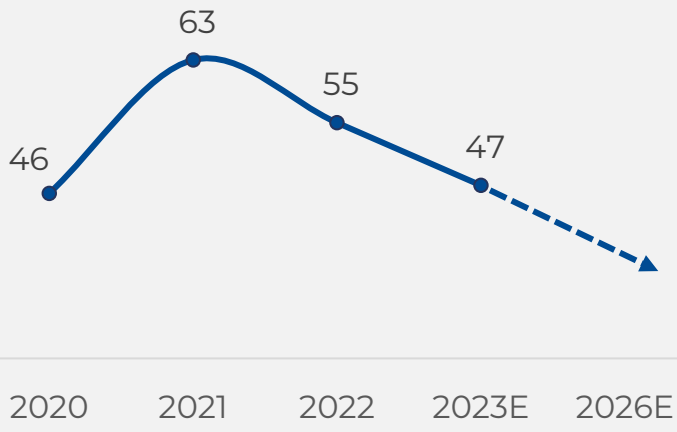
Improving free cash flow conversion by returning working capital utilization to pre-pandemic levels

Days Sales Outstanding



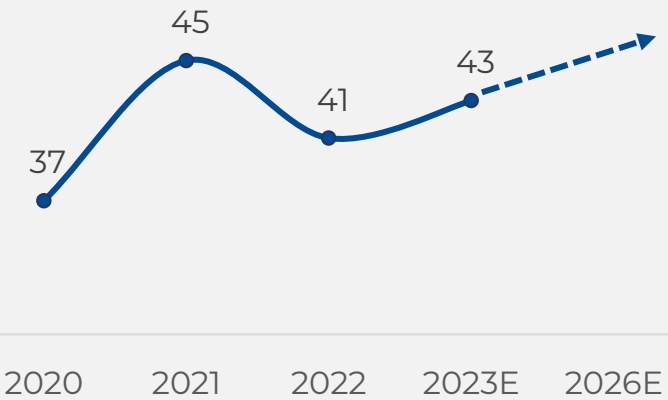
Since the pandemic we have seen a push by our customers to extend payment terms – we have repositioned and utilize customer supply chain programs when appropriate to get back to pre-pandemic collection cycles

Days Sales of Inventory



Expect to get back to pre-pandemic levels by year-end as supply chain issues such as long lead times, material availability and customer production schedules stabilize, and continue to improve thru improved planning, production, and scheduling

Days Payable Outstanding



Expanded use of credit card payment programs, ACH payments and purchasing Kaizens to extend and align payment terms across the company

Disciplined Capital Deployment

Capital allocation priorities focused on maximizing cash flow and return on invested capital

Balanced approach to capital allocation

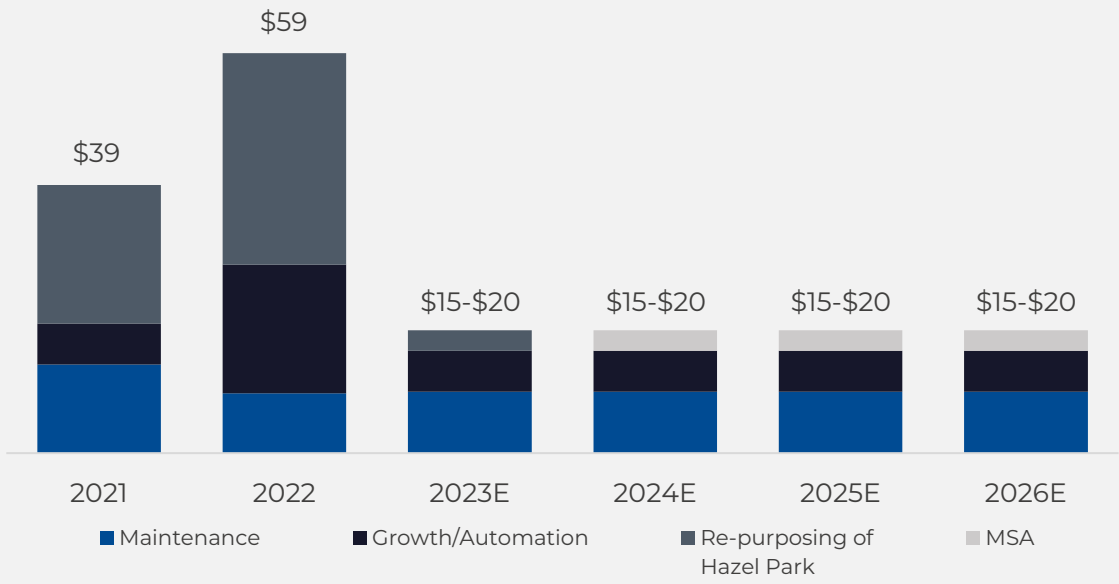
Consistent Debt Paydown
- Pro-Forma net leverage of 2.7x post MSA acquisition
- Targeting leverage of 1.5x – 2.0x over the next 18 months

Bolt-on acquisitions in complementary vertical markets
Targeting immediately accretive opportunities in complementary markets such as aluminum, plastics, composites fabrications capabilities, and opportunistic additions to entrench our position in steel fabrication

Sustaining growth investments
Intend to reduce CAPEX by more than 50% to $15-$20M

Return-of-capital program
- $17.6M remains on current $25M share repurchase authorization program
- Repurchased $3.6M of Company stock over last 12 months
- Evaluating additional, potential opportunities to return capital to shareholders

Capital Expenditures
$'s in Millions



Hazel Park Capital Expenditures
($'s in Millions)

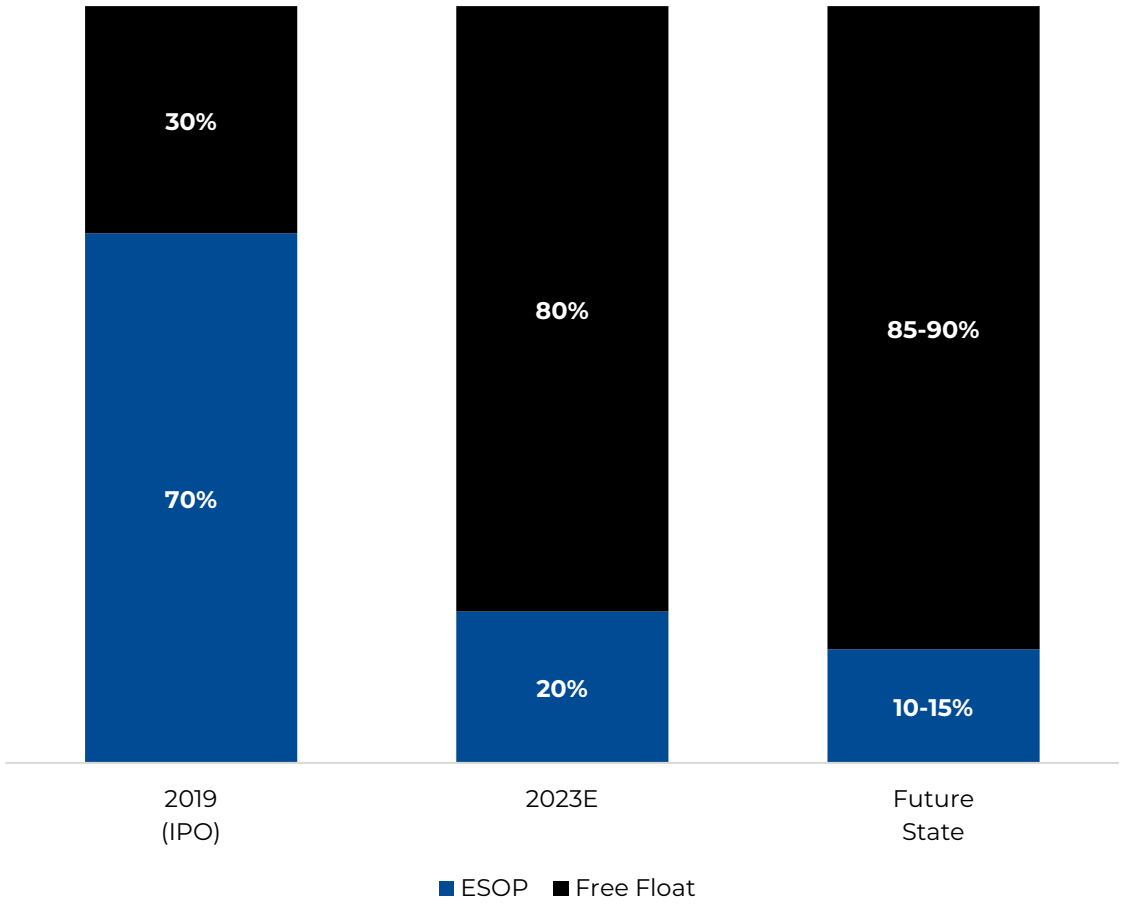
FY21	FY22	FY23E
$20	$31	$2-4

ESOP Plan & Float Improvement

Improving share availability while balancing employee strategic alignment

Equity Ownership Composition

% of Shares Outstanding



- Total shares outstanding ~20.4M shares
- ESOP was established in 1985 after the exit of the Company's founder
- Overtime, the Company prioritized the allocation of cash toward growth instead of ESOP settlement which led to the IPO in 2019
- 2023 Plan amendment changed the distribution period from 5 years to 3 years, which released a one-time catch up of shares of ~ 1 million

Shareholder Value Creation

2026 Financial Milestones [1]



Revenue	Adj. EBITDA	FCF
$750 - $850M	**$105 - $135M**	**$65 - $75M**
8% - 12% CAGR	14% - 16% Margin	>$3.00 of FCF per share

(1) Inclusive of Mid-States Aluminum

Financial Growth & Shareholder Value Creation Summary & Key Messages

Financial Growth Targets

1	**Organic Growth Acceleration**
2	**Margin Expansion Thru Commercial and Operational Excellence**
3	**Driving Improved Free Cash Flow Generation**
4	**Maintaining a Strong Balance Sheet While Strategically Allocating Capital and Creating Shareholder Value**

Financial Growth & Shareholder Value Takeaway's

- Outsourcing, onshoring and MSA cross-selling opportunities fueling organic growth
- Operational and commercial excellence resulting in 300 – 400 bps of adjusted EBITDA margin expansion by 2026
- Completion of significant capex investment cycle now utilize and generate significant free cash flow for years ahead
- Strong free cash flow, de-leveraging balance sheet and deploying remaining capital aligning with our strategy creating maximum shareholder value

Key Investment Thesis

Strategic evolution story supported by attractive re-shoring and outsourcing mega trends



Business Transformation to Drive Margin Expansion & Profitable Growth

Strategic Business Transformation

- Strong demand fundamentals across our end markets, supporting profitable growth
- Value creation platform expected to drive Adjusted EBITDA margins to 14% - 16% and organic revenue growth of 8% - 12% per year over the next 3-years
- Evaluating opportunistic, bolt-on acquisitions in complementary adjacent markets, in support of energy transition and renewables demand
- Attractive free cash flow profile to support de-leveraging and provide capacity for self-funded growth

Favorable Macro-Secular Trends

- Our robust domestic manufacturing footprint positions MEC to capitalize on multi-year reshoring and outsourcing trends by OEMs
- Our skilled workforce provides a one stop on-demand solution for OEMs
- Well positioned to capitalize on incremental energy transition and renewables fabrication solutions

Q&A



Management Team

Seasoned management team with deep industry experience



Jag A. Reddy
President & CEO

- W.R Grace
- Pentair
- ITT/Xylem
- United Technologies
- Danaher Corporation
- Denso Corporation

1+ yr At MEC

25+ yrs Industry Experience



Todd M. Butz
Chief Financial Officer

- Mercury Marine (a Brunswick Company)
- Schenck Business Solutions

15 yrs At MEC

25+ yrs Industry Experience



Rand P. Stille
Chief Operating Officer

- Universal Logistics Holdings
- Shape Corp.
- Johnson Controls

4 yrs At MEC

25+ yrs Industry Experience



Ryan F. Raber
EVP, Strategy, Sales & Marketing

- Morton Metalcraft Co.

14 yrs At MEC

15+ yrs Industry Experience



Sean P. Leuba
SVP, Corporate Development & General Counsel

- Caterpillar Inc.
- Arnold & Porter

<1 yr At MEC

25+ yrs Industry Experience



Rachele M. Lehr
Chief Human Resources Officer

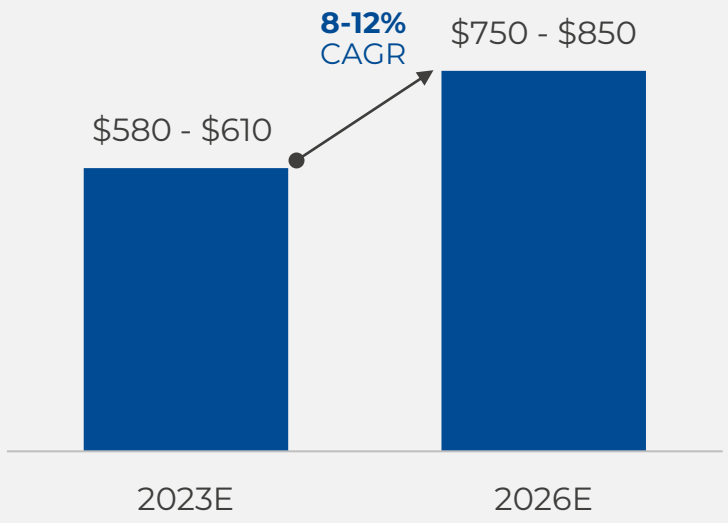
- Briggs & Stratton
- Bar-S Foods (A Sigma Company)
- Pricewaterhouse Coopers, LLP

<1 yr At MEC

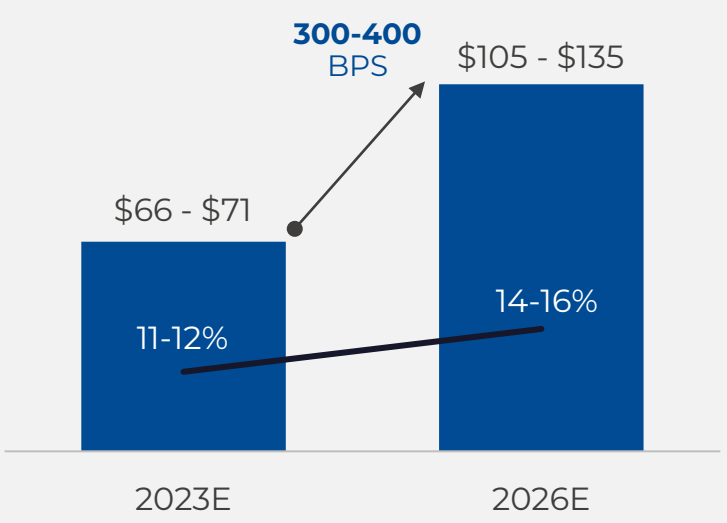
15+ yrs Industry Experience

Value Creation Roadmap[1]

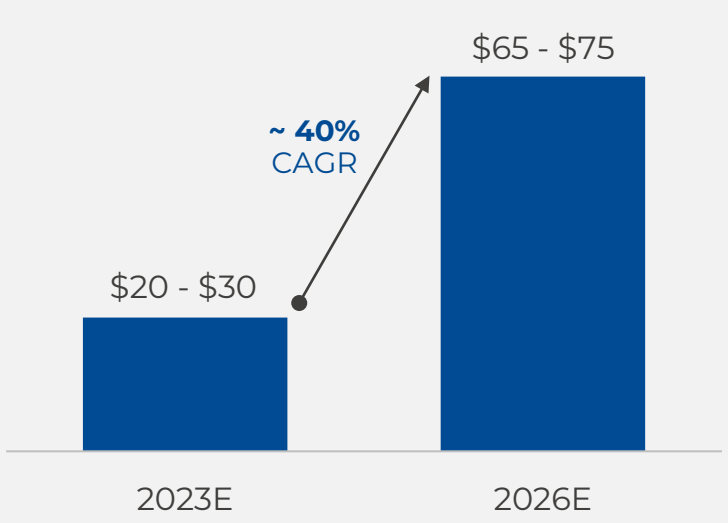
Sales Performance
$s in Millions



Adjusted EBITDA Performance
$s in Millions and as a % of Sales



Free Cash Flow Performance
$s in Millions



MBX value creation framework | **Organic revenue acceleration** | **Adj. EBITDA margin expansion** | **Cash flow & capital deployment strategy**

1. Inclusive of Mid-States Aluminum

Non-GAAP Reconciliation of Adjusted EBITDA

		Full Year
($MM)		2019
Net income (loss) and comprehensive income (loss)	$	(4.8)
Interest expense		6.7
Provision for income taxes		(4.1)
Depreciation and amortization		33.0
EBITDA	**$**	**30.9**
Loss on extinguishment of debt		0.2
Costs recognized on step-up of acquired inventory		0.4
Contingent consideration revaluation		(6.1)
Deferred compensation expense specific to IPO		10.2
Long term incentive plan expense specific to IPO		9.9
Other IPO and DMP acquisition related expense		5.7
IPO stock based compensation expense		1.9
Stock based compensation expense		1.6
Adjusted EBITDA	**$**	**54.7**
Net sales	$	519.7
EBITDA margin		5.9%
Adjusted EBITDA margin		10.5%