





EXPERIENCE YOU CAN TRUST®

Investor Presentation

December 2022

mecinc.com

Disclaimer

Forward-Looking Statements

This presentation contains forward-looking statements that involve risks and uncertainties. All statements other than statements of historical fact may be forward-looking statements. Forward-looking statements are often, but not always, identified by the use of words such as “seek,” “anticipate,” “plan,” “continue,” “estimate,” “expect,” “may,” “will,” “project,” “predict,” “potential,” “targeting,” “intend,” “could,” “might,” “should,” “believe” and similar expressions or their negative. Forward-looking statements should not be read as a guarantee of future performance or results and will not necessarily be accurate indications of the times at, or by, which such performance or results will be achieved. Forward-looking statements are based on management’s belief, based on currently available information, as to the outcome and timing of future events. These statements involve estimates, assumptions, known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those expressed in such forward-looking statements. Forward-looking statements should not be unduly relied upon.

Important factors that could cause actual results or events to differ materially from those expressed in forward-looking statements include, but are not limited to, those described in “Risk Factors” in Part I, Item 1A of our Annual Report on Form 10-K for the year ended December 31, 2021, filed with the Securities and Exchange Commission on March 2, 2022, as such may be amended or supplemented in Part II, Item 1A of our subsequently filed Quarterly Reports on Form 10-Q (including our Quarterly Report filed with the Securities and Exchange Commission on May 4, 2022), and the following: the negative impacts COVID-19 pandemic has had and will continue to have on our business, financial condition, cash flows, results of operations and supply chain, including the supply chain issues encountered by our original equipment manufacturer customers, the current inflationary pressures on wages, benefits, components, and manufacturing supplies and future uncertain impacts; risks relating to developments in the industries in which our customers operate; risks related to scheduling production accurately and maximizing efficiency; failure to compete successfully in our markets; our ability to realize net sales represented by our awarded business; our ability to maintain our manufacturing, engineering and technological expertise; the loss of any of our large customers or the loss of their respective market shares; risks related to entering new markets; our ability to recruit and retain our key executive officers, managers and trade-skilled personnel; volatility in the prices or availability of raw materials critical to our business; manufacturing risks, including delays and technical problems, issues with third-party suppliers, environmental risks and applicable statutory and regulatory requirements; our ability to successfully identify or integrate acquisitions; our ability to develop new and innovative processes and gain customer acceptance of such processes; risks related to our information technology systems and infrastructure; political and economic developments, including foreign trade relations and associated tariffs; results of legal disputes, including product liability, intellectual property infringement and other claims; risks associated with our capital-intensive industry; risks related to our treatment as an S Corporation prior to the consummation of our initial public offering of common stock (IPO); and risks related to our employee stock ownership plan’s treatment as a tax-qualified retirement plan. These factors are not necessarily all of the important factors that could cause actual results or events differ materially from those expressed in forward-looking statements. Other unknown or unpredictable factors could also cause actual results or events to differ materially from those expressed in the forward-looking statements. All forward-looking statements attributable to us are qualified in their entirety by this cautionary statement. Forward-looking statements speak only as of the date hereof. We undertake no obligation to update or revise any forward-looking statements after the date on which any such statement is made, whether as a result of new information, future events or otherwise, except as required by federal securities laws.

Non-GAAP Financial Measures

Included in this presentation are certain non-GAAP financial measures designed to complement the financial information presented in accordance with generally accepted accounting principles in the United States of America because management believes such measures are useful to investors. Investors should not consider non-GAAP financial measures in isolation or as substitutes for financial information presented in compliance with GAAP. These non-GAAP financial measures are not based on any standardized methodologies prescribed by GAAP and are not necessarily comparable to similarly titled measures presented by other companies. Non-GAAP measures that may be contained in this presentation include EBITDA, EBITDA Margin, Adjusted EBITDA, Adjusted EBITDA Margin, free cash flow and free cash flow conversion. EBITDA represents net income (loss) before interest expense, provision (benefit) for income taxes, depreciation, and amortization. EBITDA Margin represents EBITDA as a percentage of net sales for each period. Adjusted EBITDA represents EBITDA before transaction fees incurred in connection with the acquisition of Defiance Metal Products Co. and our IPO, the loss on debt extinguishment relating to our December 2018 credit agreement, non-cash purchase accounting charges including costs recognized on the step-up of acquired inventory and contingent consideration fair value adjustments, one-time increases in deferred compensation and long-term incentive plan expenses related to our IPO, stock based compensation expense, restructuring expenses related to the closure of the Greenwood facility, Hazel Park transition costs due to the fitness customer, impairment charges on long-lived assets and inventory specifically purchased to meet obligations under the agreement with our fitness customer, and CEO transition costs. Adjusted EBITDA Margin represents Adjusted EBITDA as a percentage of net sales for each period. Free cash flow is defined as Adjusted EBITDA minus capital expenditures minus/plus the change in net working capital. Free cash flow conversion is defined as free cash flow divided by Adjusted EBITDA.

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 any other performance measure derived in accordance with GAAP. We present Adjusted EBITDA and Adjusted EBITDA Margin as management uses these measures 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 measures have limitations as analytical tools and should not be considered in isolation or as substitutes for analysis of our results as reported under GAAP.

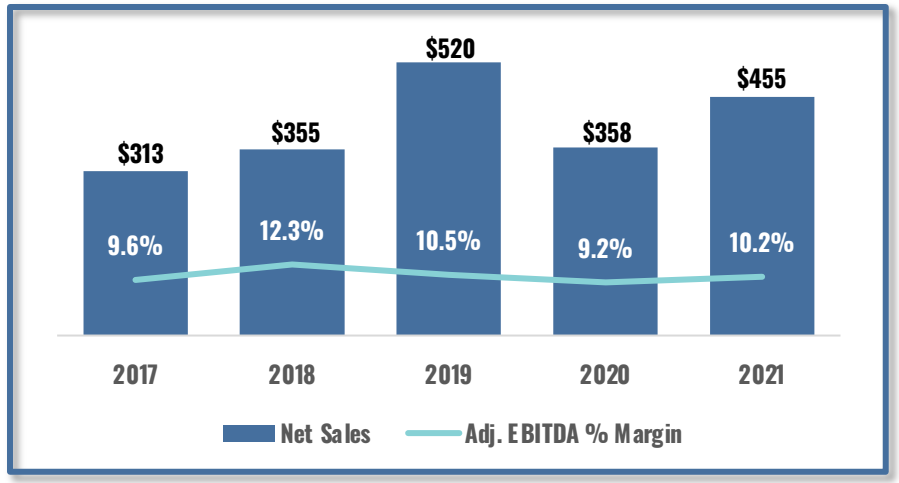
Mayville Engineering Company, Inc at a Glance (NYSE: MEC)

History	Founded 1945; IPO in 2019
Headquarters	Mayville, Wisconsin
Total Employees	~ 2,300
Facilities	20 U.S Locations

Key Highlights / Facts

- Largest metal fabricator in the U.S[1]
- Value-added manufacturing partner providing a broad range of end-to-end solutions and capabilities
- Long-standing, blue-chip OEM relationships
- Robust employee stock ownership building a strong and connected culture

Financial Highlights



$520M – $540M
2022E Net Sales

$58M – $65M
2022E Adj. EBITDA

1 Per The Fabricator Magazine estimates.

Positioned to Capitalize on Current Industry Dynamics

Favorable macro trends align with MEC's distinctive position in the market

Reshoring due to supply chain constraints

Outsourcing due to labor shortages and significant CapEx required to manufacture in-house

Agile manufacturing capabilities allowing flexibility and stability through turbulent times

Strong financial position with ample liquidity

100+ Day CEO Observations and Reflections

OBSERVATIONS

- ❑ Hardworking employees take pride in supporting customers
- ❑ Great culture of safety, quality and delivery
- ❑ Long-standing customer relationships
- ❑ Secular trends in reshoring and outsourcing confirmed by customers
- ❑ Automation investments helping with cost and volume productivity

OPPORTUNITIES

- ❑ Better utilization of plant capacity
- ❑ Significant growth potential over next 5 years
- ❑ Positive pricing potential: value-pricing vs. cost-plus
- ❑ Improve productivity and supply chain
- ❑ Accelerate lean manufacturing practices
- ❑ Energy transition provides further diversification

Favorable secular market trends and lean manufacturing expansion will lead to significant profitable growth

Long-Term Strategic Priorities

Driving Profitable Growth

- Growing share of wallet with current customers
- Diversifying into profitable new markets & applications – EV's, renewables, etc.
- Expanding into Design, Prototyping, and After-Market Services

Expanding EBITDA Margins beyond 15%

- Commercial Excellence: Strategic and Value pricing
- Operating Excellence with MBX: Productivity improvements, capacity utilization, inventory mgmt.
- Purchasing & Supply Chain improvements

Optimizing Capital Allocation

- Moderating CapEx spend to approx. $20M - $25M starting in 2023
- Focusing M&A towards adjacent markets
  - Light weight: aluminum, plastics, composites
  - Design and prototyping services

Compelling Path to Growth and Value Creation

- Recognized market leader, value-added manufacturing partner with **unmatched footprint and scale**
- Differentiated operating model with **advanced capabilities** to serve diverse end markets
- Well positioned to capitalize on **recovering industry dynamics** with long-standing, diversified, blue-chip customer base
- Continuous improvement focus driving **commercial and operational excellence and cost reductions** through newly launched **MBX** program
- Strong **financial position and cash flow generation** to pursue **opportunities for growth** through organic investments and M&A

Clear pathway to drive value through continued profitable growth and margin expansion









Investor Presentation

December 2022

mecinc.com