MAYVILLE ENGINEERING COMPANY

Investor Presentation

June 2023



SAFE HARBOR STATEMENT

June 2023 Investor Presentation



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.

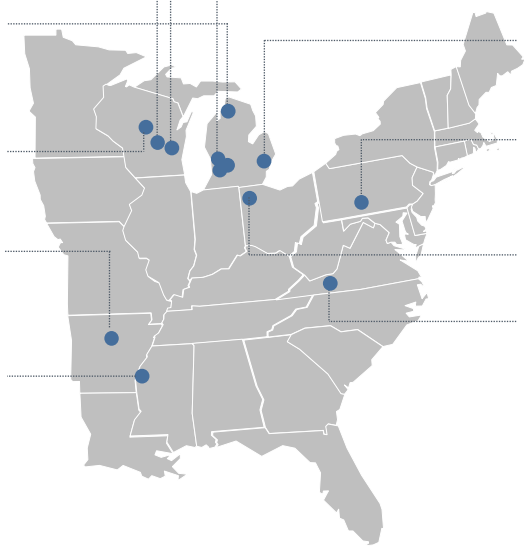
ABOUT MEC

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

- We have 20 operational facilities supported by 2,300 employees, all of whom are based in the continental US.
- We provide one-stop, end-to-end solutions across the entire product lifecycle, positioning us as a leading tier-1 supplier of highly engineered components to global OEMs.
- We foster long-term relationships with our OEM customers; the average customer relationship within our Top-10 customers by revenue is more than 18 years.
- Lengthy track-record of consolidation through M&A has made us the largest U.S steel fabricator.
- We believe in disciplined stewardship of investor capital; we seek to achieve a return on assets of more than 15%, while maintaining net leverage at or below 2.5x.
- We believe that our employees are critical to our long-term success; through our employee stock ownership plan we ensure that all stakeholder interests are aligned.

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

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

[X] - Number of facilities

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

+19%	+32%	+110bps	$0.91	1.3x
2021-2022 Revenue Growth	2021-2022 Adj. EBITDA Growth	2021-2022 Adj. EBITDA margin growth	2022 Diluted EPS	12/31/22 Net Leverage

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.

13 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

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 MOTOR CYCLES — 24+ yrs
- HONDA — 33+ yrs
- MERCURY — 45+ yrs

Construction & Access

- CAT — 25+ yrs
- JLG reachingout. — 31+ yrs
- JOHN DEERE — 45+ yrs

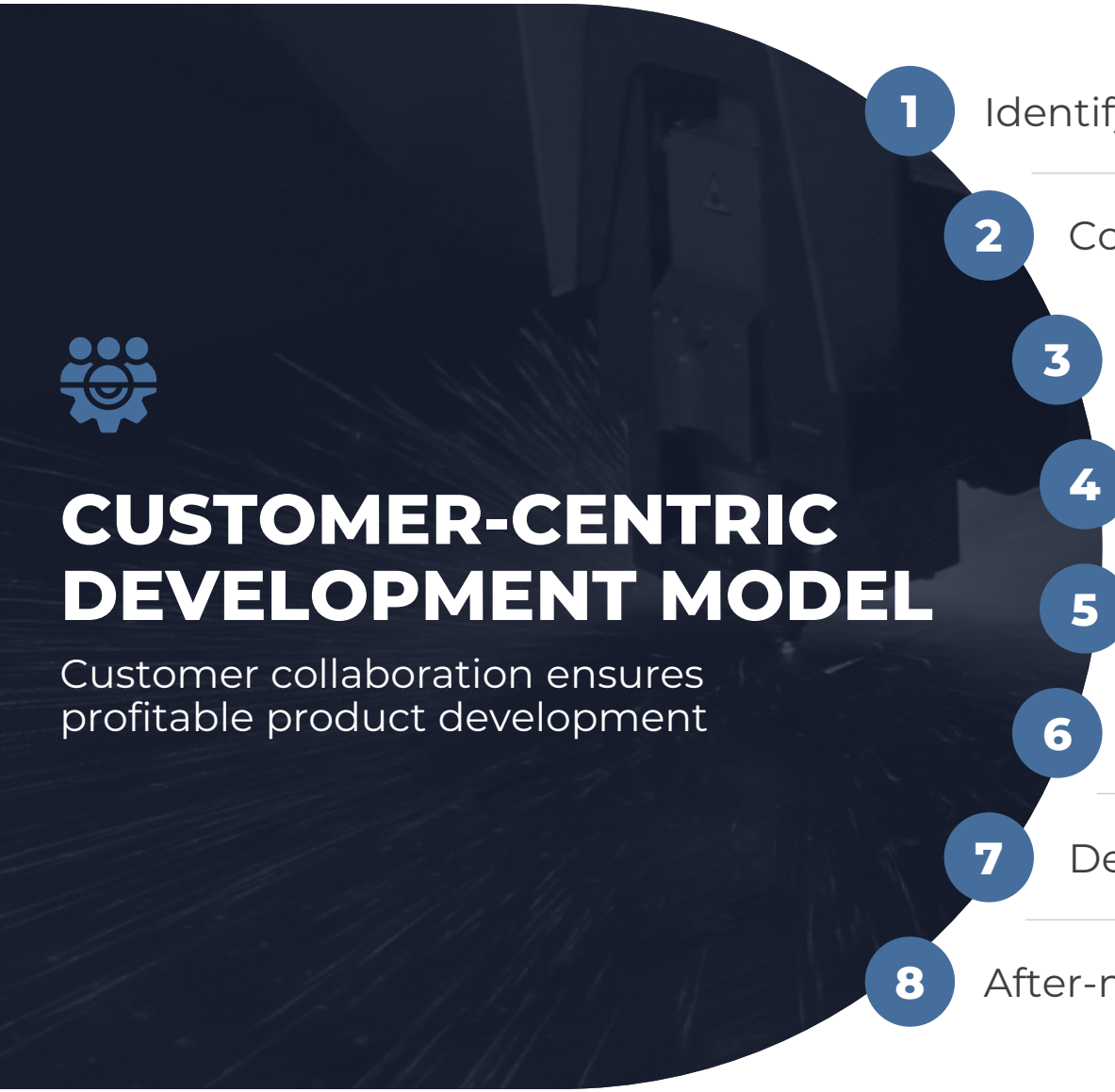
Agriculture

- 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



CUSTOMER-CENTRIC DEVELOPMENT MODEL

Customer collaboration ensures profitable product development

1. Identify customer-defined concept for production evaluation
2. Collaborate with customer to design and develop product
3. Prototyping, tooling and pre-production development
4. Manufacturing process planning
5. Manufacturing process refinement
6. Mass production
7. Delivery
8. After-market & end-of-life program management

OUR UNIQUE CUSTOMER VALUE PROPOSITION

MEC's value added service offerings has resulted in a long track record of strong customer acquisition and retention

Why Customers Chose MEC

- We provide end-to-end prototyping, design and manufacturing expertise
- We offer complex assembly & high-volume production capabilities
- We have an experienced, highly skilled workforce focused on producing the highest quality components using complex processes at the lowest cost
- 100% of our operational footprint is based in the continental US, mitigating supply chain disruption risk
- We are an experienced project management partner, drawing on deep product and engineering knowledge

Why Customers Stay With MEC

- We are an operator of scale – MEC is the largest fabricator in the US, meaning that we can address customer requirements
- We maintain operational alignment with our customers' strategy and production activities as they evolve, allowing us to remain agile in response to market fluctuations
- Our engineering expertise and technical know-how allows us to add value through every product redevelopment cycle (generally every three to five years for our customers)
- We are not limited to specific end-market applications – we adapt to the requirements of our customers

OUR VALUE CREATION FRAMEWORK

Transforming business performance through MBX and investing in growth



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

CAPITAL DEPLOYMENT CASE STUDY

263,000 square foot Hazel Park facility which came online in 2022

Invested over $50 million in additional state-of-the-art production capacity in Hazel Park, Michigan

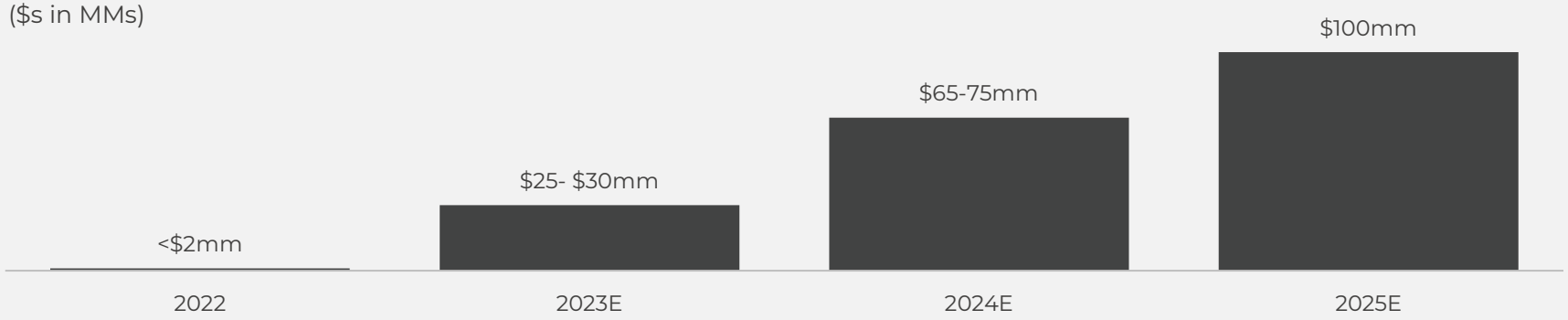
- Facility has access to highly-skilled local workforce.
- Fill capacity with 50% new customers and 50% with incremental demand from existing customers.
- Expect facility to exit 2024 with a $100mm annual revenue run-rate.
- Facility will be ~70 – 100bp dilutive to margins due to under-absorbed costs in 2023. Cost drag will diminish in 1H24 as the facility achieves breakeven.





Hazel Park Revenue Ramp

($s in MMs)



Leveraging new capacity to execute commercial expansion and improve utilization

TRACK-RECORD OF CYCLICAL DURABILITY

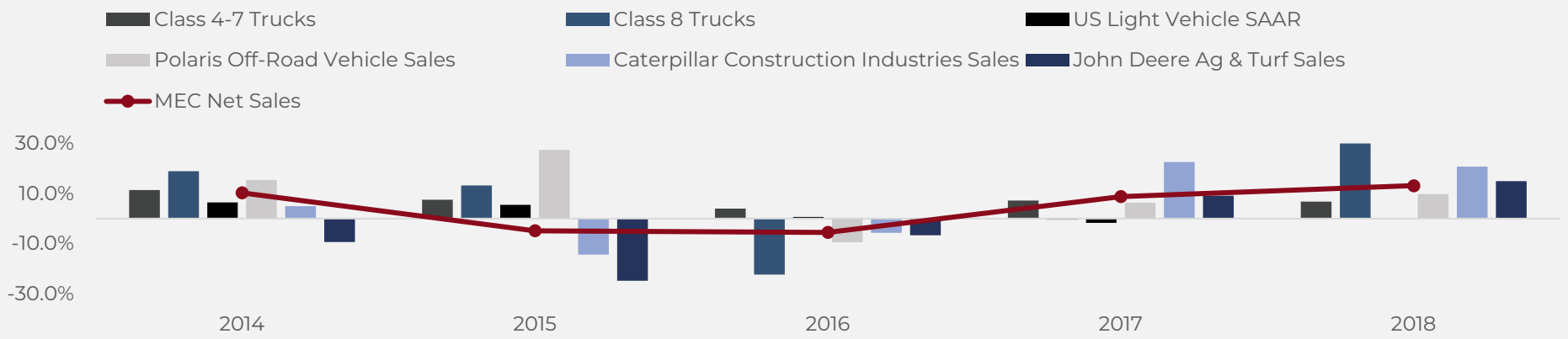
Diverse business mix and flexible business model limit MEC's cyclical volatility

Agility
Our technology enabled manufacturing processes give us ability to quickly pivot to meet changing customer needs

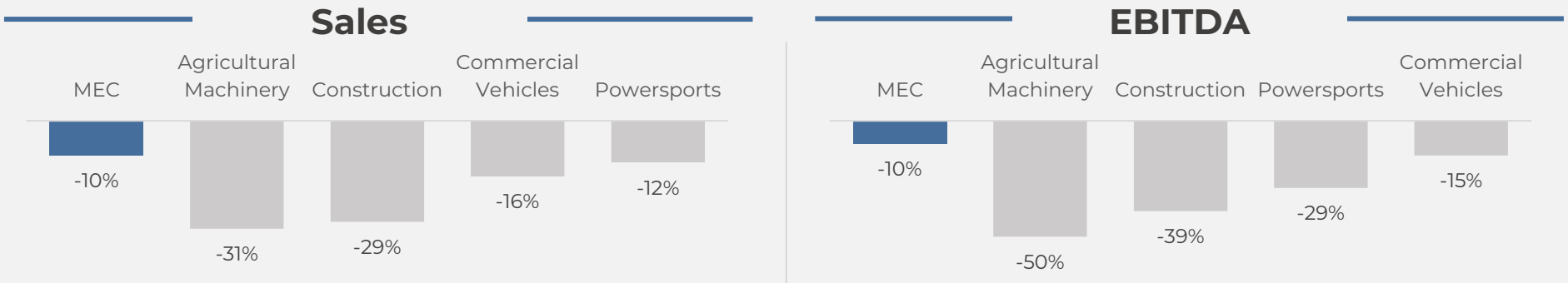
Adaptability
State-of-the art technology allows MEC to leverage equipment across multiple customer projects and on-board new customers quickly as suppliers consolidate

Alignment
MEC's value-add process closely aligns with customer supply chains, giving us visibility to pending shifts in customer demand

Performance Through End Market Volatility
(% Y-o-Y Change in Sales)



Max Peak-to-Trough Decline Since 2013
(Maximum Annual Y-o-Y % Change)



1Q23 FINANCIAL PERFORMANCE

New project volumes and strong demand across key end-markets support organic sales growth



Demonstrated further execution on commercial growth and operational excellence priorities, while capitalizing on pockets of demand growth across diverse end-market portfolio

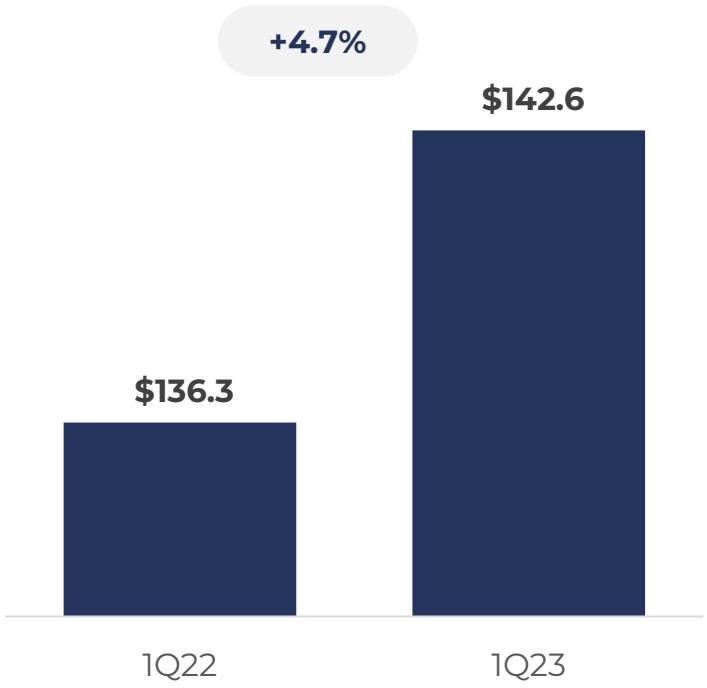
- MBX-related performance initiatives served to partially offset mixed end-market demand, while maintaining both price and margin discipline
- Excluding Hazel Park, delivered adjusted EBITDA margin of 10.9%, consistent with expectations

1Q23 Performance Highlights

- Net sales +4.7% y/y, supported by strong demand and new project volumes, partially offset by $9.9 million y/y headwind from material price pass-through
- Adjusted EBITDA declined 6% y/y $13.8 million primarily due to the $1.8 million impact from cost under-absorption associated with the ramp-up of production at the Hazel Park, Michigan facility. Excluding this impact, Adjusted EBITDA would have increased 5.6% y/y in 1Q23
- MBX implementation on-track with all key facilities launching uniform KPI roll-out in 1Q23; on pace to meet expected MBX contributions in 2023
- Reiterating full-year 2023 financial guidance that accounts for anticipated demand softening in the second half of 2023
- Anticipate significant y/y growth in free cash flow generation during the full-year
- Ample liquidity of $196 million and net leverage of 1.4x as of 3/31/23

FIRST QUARTER FINANCIAL PERFORMANCE

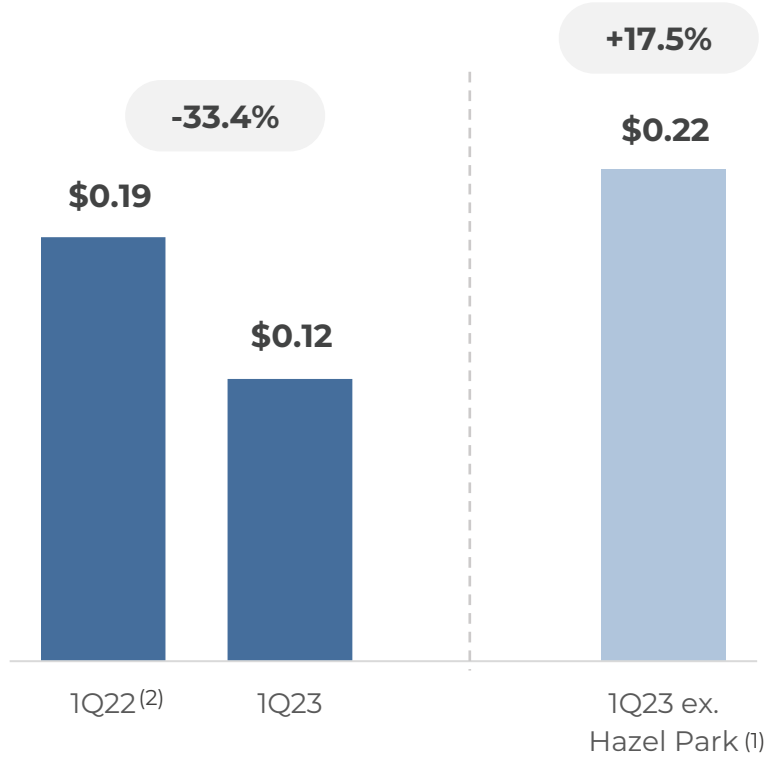
Net Sales
($MM)



Adj. EBITDA & Margin
($MM & % of Net Sales)



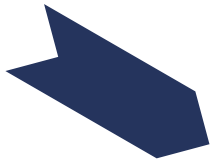
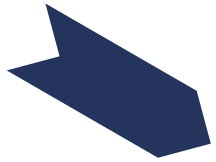
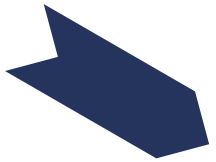
Diluted EPS
($/share)



1) Excludes the non-recurring impact of under-absorbed fixed costs associated with the ramp-up of production at the Hazel Park, Michigan facility.
2) 1Q22 GAAP Diluted EPS included a $0.06 non-recurring gain on sale of equipment associated with the former fitness customer.

END-MARKET OUTLOOK

2023 End Market Demand Remains Generally Stable Despite Recessionary Concerns

	Commercial Vehicle	Construction & Access	Powersports	Agriculture	Military	Other
% of Sales	2023E: 37%-40% 2022: 39% 2021: 34%	2023E: 18%-20% 2022: 21% 2021: 20%	2023E: 17%-20% 2022: 16% 2021: 20%	2023E: 8%-10% 2022: 11% 2021: 11%	2023E: 5%-7% 2022: 5% 2021: 5%	2023E: 7%-9% 2022: 8% 2021: 10%
Market Outlook						
MEC Outlook Assumptions	**Assumptions:** • 1H23 steady demand slowing in 2H23 as the industry navigates an emissions regulation change • Sizable OEM backlogs	**Assumptions:** • Soft residential new construction demand • Volume growth across non-residential, infrastructure and energy markets	**Assumptions:** • Recent share gains outpacing potential softness that may occur due to discretionary nature of consumer spending	**Assumptions:** • Elevated crop prices and inventory levels of new and used machinery remain low supporting demand	**Assumptions:** • Continue to see good volumes based on new vehicle introductions and related programs	**Assumptions:** • New business development focus in EV and Renewables • End of life production parts replaced with service part orders

NET SALES & ADJUSTED EBITDA PERFORMANCE HIGHLIGHTS

Demonstrated sustained profitability despite transitory margin headwinds

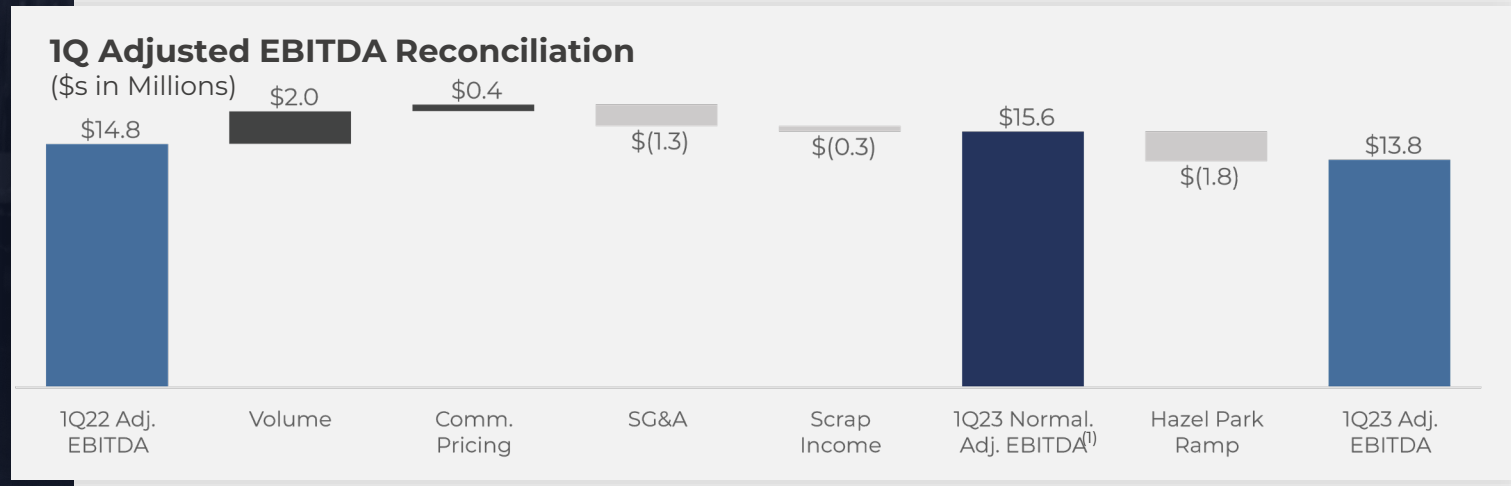
Strong Demand in Key End Markets
Commercial Vehicle, Powersports & Military net sales increased Y-o-Y by 16.3%, 6.7% and 66%, respectively. Growth was driven by strong end market demand in CV and new program launches in Powersports and Military end-markets.

Transitory Margin Pressures
Adjusted EBITDA and Adjusted EBITDA margin were negatively impact by $1.8 million (120bps) in fixed cost-under absorption from the production ramp-up at Hazel Park facility.

SG&A Costs at New Normal
SG&A costs grew $1.3 million due to higher salaries, wages and benefits and higher professional fees associated with achieving SOX 404(b) compliance for 2024 and recruiting fees. SG&A is targeted to be in the range of 4.5% to 5.5% of net sales going forward.

Raw Material Pass-Through:
Net sales growth reflects $9.9 million Y-o-Y decrease in material price pass-throughs.





1) 1Q23 Normalized Adjusted EBITDA Excludes the non-recurring impact of under-absorbed fixed costs associated with the ramp-up of production at the Hazel Park, Michigan facility.

MBX Execution

Key 1Q23 Progress Summary

High Performance Culture
Implementing key performance metric reviews and other daily lean management routines.

Operational Excellence
Improved productivity and utilization.

Commercial Excellence
Capturing growth opportunities by moving up the value chain through utilization of design, prototyping and after-market services.

Disciplined Capital Deployment
On boarded experienced M&A leadership in January 2023.

Human Resource Optimization
Maximizing labor productivity through tactical recruitment and retention of skilled trades. On boarded experienced HR leadership in March 2023.

Q1 2023 President's Kaizens

Welding Kaizen
- 48% increase in parts per machine hour (PPH)
- Decreased WIP inventory from 131 pieces to 38 pieces

Coil Fed Press SMED Kaizen
- 50% reduction in setup time going from 68 minutes to 34 minutes

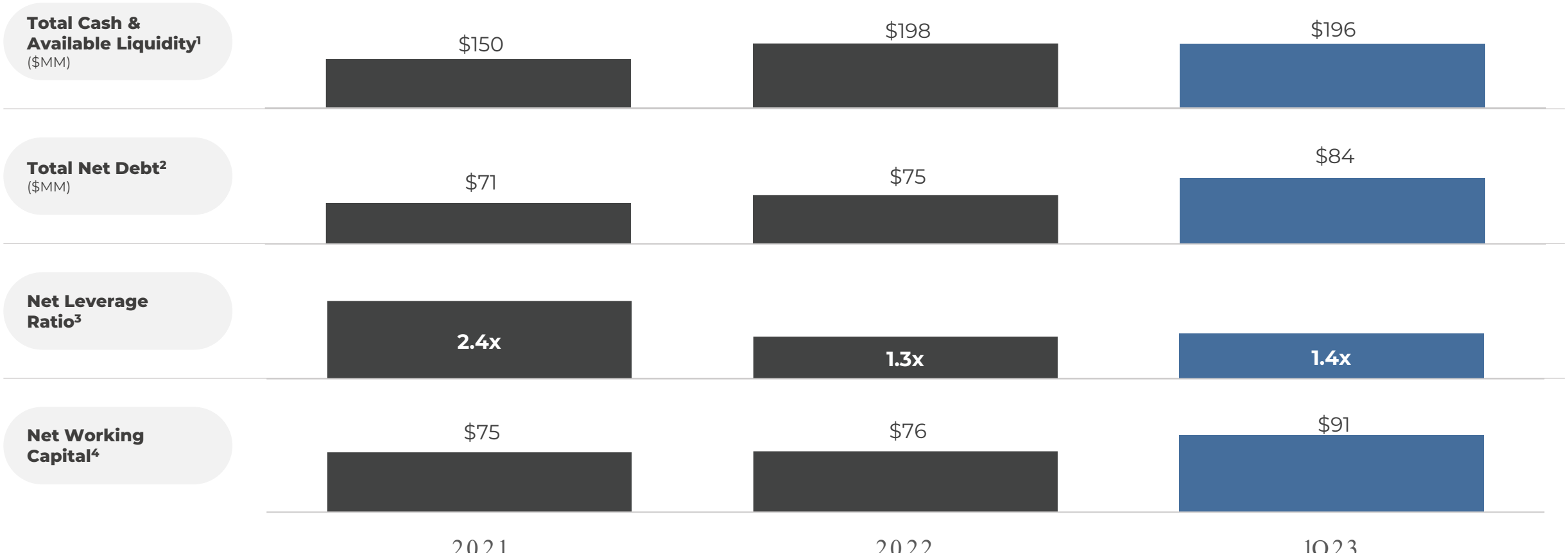
Lean Daily Management
- Implemented department KPI boards
- Mapped daily Gemba Walk process and trained staff
- Implemented Root Causes & Corrective Action Process (RCCA)

Purchasing | Strategic Sourcing
- Identified targets to exceed 2023 annual savings plan and free cash flow improvement
- 45 cost reduction items identified

Key Operational and Commercial Performance Indicators Tracking to 2023 Targets

DISCIPLINED CAPITAL MANAGEMENT

Low net leverage, ample liquidity to support growth



1) Assumes continued compliance with covenants associated with the current Credit Agreement. This amount is reduced by the Company's outstanding borrowings under the Credit Agreement as of March 31 and is exclusive of the $100M accordion feature.
2) Comprised of the Company's revolver, finance lease liabilities, and equipment financing agreements
3) Net Leverage Ratio equals Net Debt divided by Adjusted EBITDA
4) The Company calculates Net Working Capital as accounts receivable plus inventory minus accounts payable

CAPITAL ALLOCATION PRIORITIES

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

Balanced approach to capital allocation

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 $20-$25 million

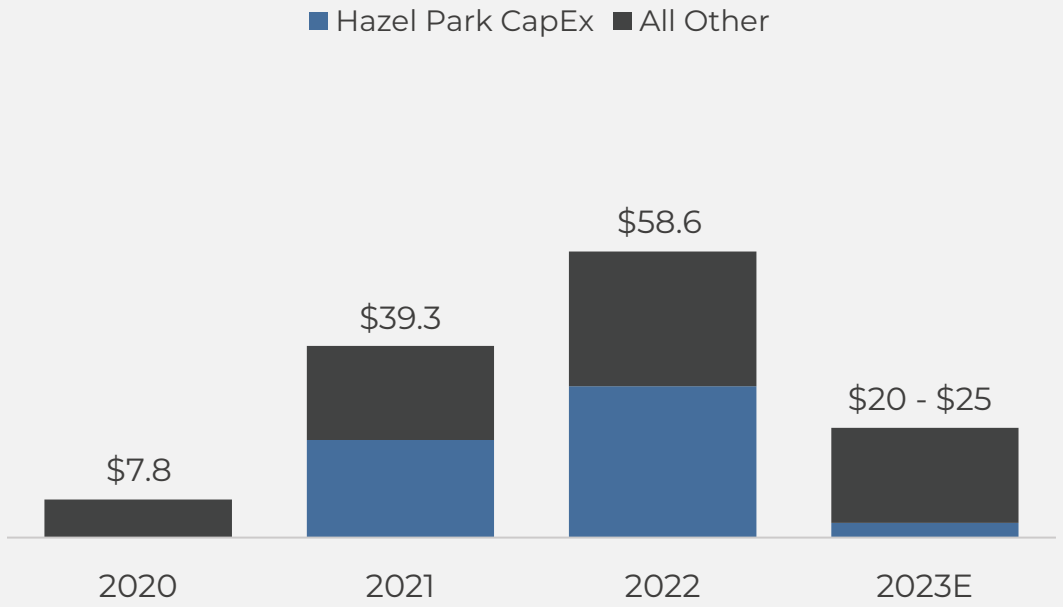
Return-of-capital program

- $18.6 million remains on current $25 million share repurchase authorization program
- Evaluating additional, potential opportunities to return capital to shareholders, consistent with our focus on total shareholder return

Maintain balance sheet optionality

- Current leverage is 1.4x
- Intend to maintain net leverage at or below 2.5x

Capital Expenditures
($MM)



Hazel Park Capital Expenditures

($MM)

FY21	FY22	FY23E
$20	$31	$2-4

2023 FINANCIAL GUIDANCE

As of May 3, 2023

Business Outlook

- General stability in end-market demand, but considers the potential for demand softening as the year progresses
- Supply chain constraints and disruptions continue to impact some customers, yet anticipate ratable improvement in market conditions over the medium term
- Improve upon existing relationships while building new and adjacent growth opportunities
- Driving price discipline and operational enhancements to support improved margin realization
- Continue to maintain balance sheet optionality to support growth

Included Financial Assumptions

- Raw-material price pass-throughs reduce revenue by 4% – 5% Y/Y in 2023 due to stabilized market prices
- Scrap income to decrease $4 – $6 million in 2023 as compared to 2022.
- Hazel Park to have a dilutive impact of $4 – $6 million, or 70 – 100 basis point EBITDA margin impact
- MBX initiatives contributing 40 – 70 basis points in 2023 to Adjusted EBITDA margin

($MM)	2022A	2023E	YoY Change (%)
Revenue	$539.4	$540 – $580	0% – 8%
Adjusted EBITDA	$60.8	$62 – $71	2% – 16%
Capital Expenditures	$58.6	$20 – $25	(57%) – (66%)

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

- Demand fundamentals remain strong across our end markets, supporting profitable growth
- MBX value creation framework – expected to drive approximately a 40 - 70 basis point improvement in Adjusted EBITDA margin in 2023
- Evaluating opportunistic, bolt-on acquisitions in complementary adjacent markets, in support of energy transition and renewables demand
- Net leverage below long-term target; strong liquidity profile and improved free cash flow will 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



APPENDIX

HIGH PERFORMANCE CULTURE CASE STUDY

Building a data-centric, high-performance culture



Performance-oriented culture, effectuated through promoting breakthrough thinking, KPI reviews and daily lean management

Leveraging numerous Kaizen events to drive focus and cultural change

The Opportunity

- Creating a data-centric culture of performance at MEC

The Action

- Implemented KPI Boards
- Mapped daily Gemba Walk process and trained staff
- Implemented Root Causes & Corrective Action Process (RCCA)

Outcome

- **Strategy Deployment:** Create a focused culture that leverages continuous improvement to drive effective strategic execution on commercial and operational excellence

Strategic execution of operational and commercial excellence, rooted in performance minded culture

COMMERCIAL/OPERATIONAL EXCELLENCE CASE STUDY

Improving capacity utilization across our system

Maximizing efficiency and utilization to improve cost absorption and volume throughput

- Focus on lean value stream mapping through kaizen culture
- Sourcing optimization
- Sales, Inventory & Operations Planning (SIOP)

The Opportunity

- Improve asset utilization, productivity, cost absorption and volume throughput

The Action

- Through Kaizen culture, identify key opportunities for improvement and develop detailed iterative action plans to achieve targeted KPI improvements

Outcome

Welding Kaizen:

- Identified ability to increase parts per machine hour (PPMH) by 48% and decrease WIP inventory from 131 pieces to 38 pieces
- Estimated impact of $105k in annual savings

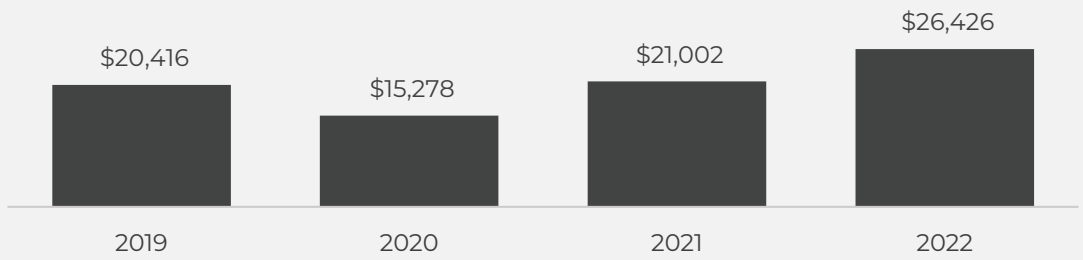
Coil Fed Press SMED Kaizen

- 50% reduction in setup time going from 68 minutes to 34 minutes
- Generates approximately $74k in annual savings

Purchasing/Strategic Sourcing

- Identified 45 cost reduction opportunities
- Identified targets to exceed 2023 annual savings plan and cash flow improvement

Recent Utilization
Adjusted EBITDA ($s) per Employee



Maximizing operating leverage and creating capacity for growth

COMMERCIAL EXPANSION CASE STUDY

Growing our share-of-wallet with long-term customers

Better utilization and improved efficiency, along with Hazel Park capacity create material opportunity for organic volume growth

- Opportunity to add new programs with existing customers
- Demand created through energy transition and electrification creates new fabrication needs

The Opportunity

- Leveraging deep, existing relationships to add new volumes through new projects

The Action

- Engage in conversation with existing customers to identify near-term production needs
- Re-position manufacturing capacity and leverage Hazel Park to position existing capacity for on-boarding of new programs with existing customers

Outcome

Recent Wins in Powersports Market

- Additional program wins with a major Powersports customer during the second half of 2022
- Project additions will serve as a key catalyst for mitigating downturn in discretionary spending impact on demand in this market

Growth in Commercial Vehicle Market Driven by Electrification

- Electrification demand among existing customers creates new program demand
- MEC is well suited to address this work given existing and longstanding relationships

Leveraging demand created by re-shoring and outsourcing mega trends to generate organic growth

CAPITAL DEPLOYMENT CASE STUDY

Expanding into new, high-growth adjacent markets



Tapping demand from new and existing customers for different material components

- Demand exists to expand component production to plastics, aluminums and composites
- Leverage strong balance and free cash conversion potential to inorganically expand fabrication capabilities

The Opportunity

- Expanding into new end-markets and growing within existing end-markets by offering fabrication capabilities in a broader array of materials

The Action

- Bolster corporate development function by adding experienced senior executive
- Pursue accretive M&A with at least 15% expected return on invested capital

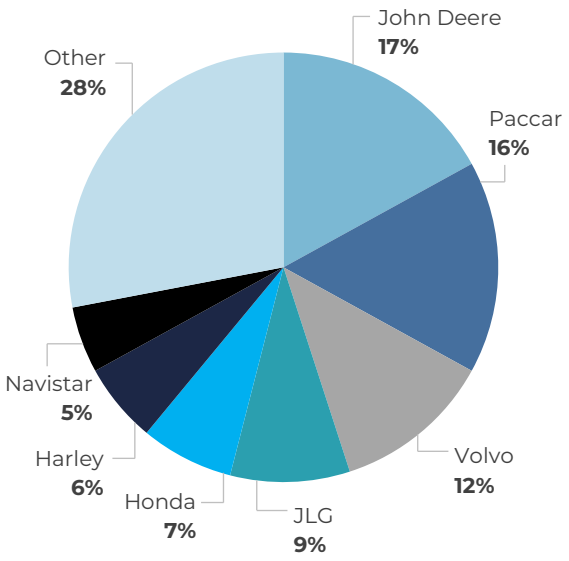
The Outcomes

- Diversify end-market footprint, with a particular focus toward energy transition and other high-growth markets
- Maximize return on capital through opportunistic acquisitions that allow us to expand customer base and deepened existing relationships
- Targeting M&A execution as early as 2023

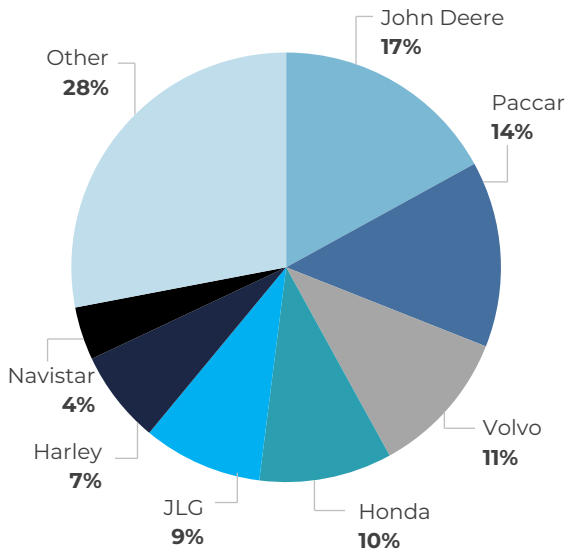
Maximizing capital returns through opportunistic M&A in high-growth markets

SALES BY CUSTOMER

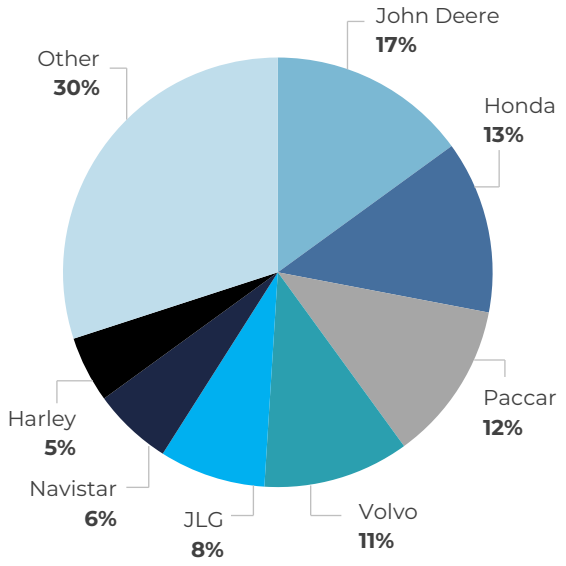
2022



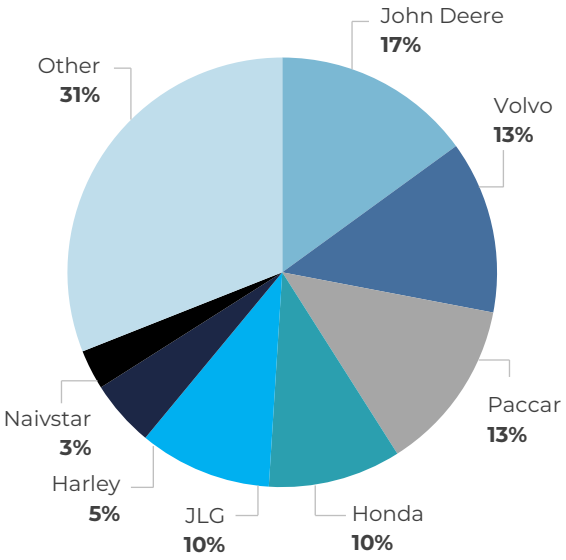
2021



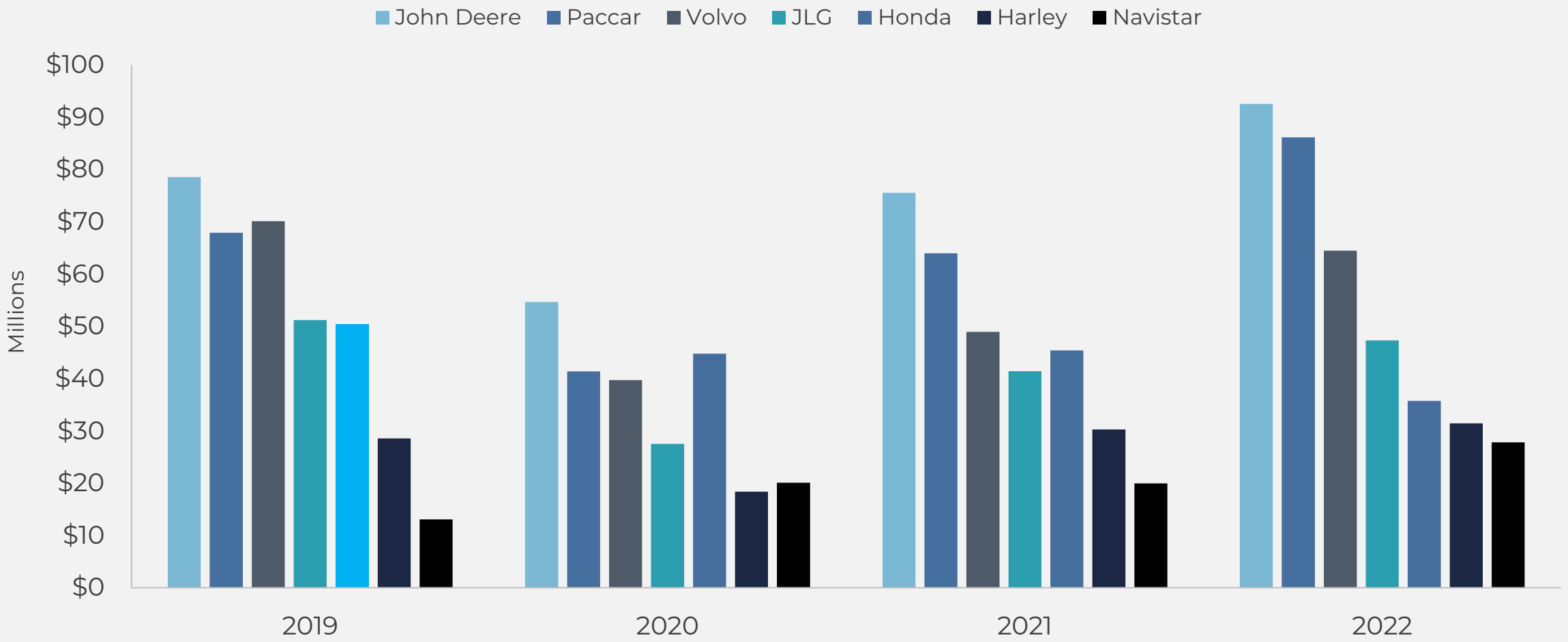
2020



2019



Sales to Individual Customer



HISTORICAL REVENUE BY END-MARKET



($s in Millions)	1Q	2Q	3Q	4Q	Full Year
Commercial Vehicle	$ 39.5	$ 42.8	$ 36.2	$ 38.1	$ 156.6
Construction & Access	20.0	24.1	25.3	22.9	92.3
Powersports	25.1	22.9	20.4	21.8	90.2
Agriculture	11.8	12.9	12.5	12.6	49.8
Military	6.2	6.3	5.9	5.7	24.1
Other	10.0	11.2	8.7	11.9	41.8
Total	**$ 112.6**	**$ 120.2**	**$ 109.0**	**$ 113.0**	**$ 454.8**

	1Q	2Q	3Q	4Q	Full Year
Commercial Vehicle	$ 50.9	$ 55.1	$ 53.7	$ 53.3	$ 213.0
Construction & Access	29.7	29.4	26.9	25.5	111.5
Powersports	22.6	22.4	23.3	19.2	87.5
Agriculture	15.2	15.4	14.4	12.4	57.4
Military	5.2	5.4	6.4	7.9	24.9
Other	12.6	10.7	11.5	10.3	45.1
Total	**$ 136.2**	**$ 138.4**	**$ 136.2**	**$ 128.6**	**$ 539.4**

HISTORICAL MATERIAL PRICE PASS-THROUGH

(Y-o-Y Change in $MMs)	Material Price Pass-Throughs				
	1Q	2Q	3Q	4Q	Full Year
2021	$ —	$ 2.8	$ 5.6	$ 15.0	**$ 23.4**
2022	$ 14.6	$ 10.4	$ 2.5	$ 0.5	**$ 28.0**
2023	$ (9.9)				

Reconciliation of Non-GAAP Measures

	Q1	
($MM)	2023	2022
Net income (loss) and comprehensive income (loss)	$ 2.6	$ 3.8
Interest expense	1.7	0.6
Provision (benefit) for income taxes	0.4	1.2
Depreciation and amortization	7.9	7.2
EBITDA	**$ 12.6**	**$ 12.8**
Hazel Park transition and legal costs due to former fitness customer	0.2	1.9
Stock based compensation expense	1.0	1.3
Impairment of inventory and loss on contracts	—	(1.2)
Adjusted EBITDA	**$ 13.8**	**$ 14.8**
Net sales	$ 142.6	$ 136.2
EBITDA margin	8.8%	9.4%
Adjusted EBITDA margin	9.7%	10.8%