MAYVILLE ENGINEERING COMPANY

Investor Presentation
March 2024



SAFE HARBOR STATEMENT

March 2024 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.

KEY MESSAGES



- Leading U.S. based provider of design, engineering, and fabrications solutions for established base of OEM customers across diverse end-markets
- Demonstrating strategic execution; high-value commercial expansion, increased operational efficiency, and balanced capital allocation
- Poised for positive inflection in performance beginning in 2024, as self-help actions support above-market growth in 2025 and 2026
- Entering free-cash generative phase, positioning for rapid de-leveraging, increased balance sheet optionality and opportunistic inorganic growth
- In late 2023, introduced three-year performance targets that quantify the value creation roadmap through 2026

ABOUT MEC

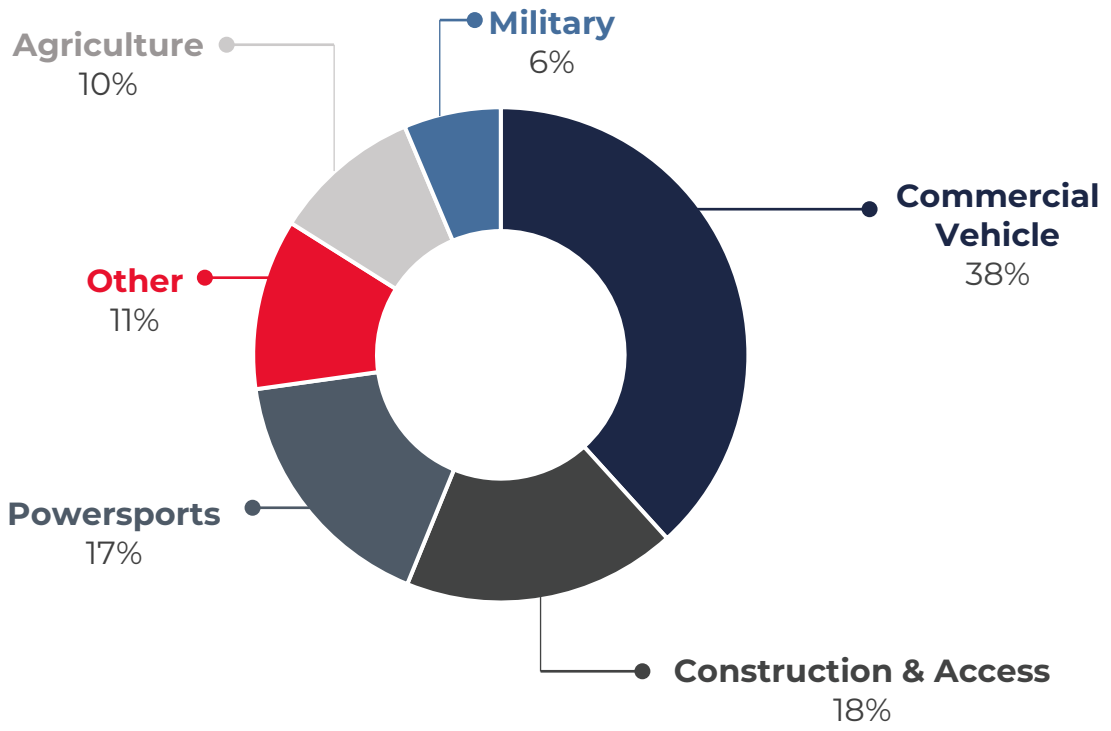
Vertically-integrated, value-added provider of design and fabrications solutions

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

- 23 Facilities Located in Continental US
- ~2,500 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%
- Long-term goal of net leverage below 2.5x
- Diverse end-market exposure

End Market Revenue Mix

Full Year 2023



~+7%	~+12%	~+68%	2.1x
2023-2024E* Revenue Growth	2023-2024E* Adj. EBITDA Growth	2023-2024E* Free cash flow Growth	12/31/23 Net Leverage

* **Note:** Revenue, Adj. EBITDA and Free Cash Flow growth figures are calculated at the mid-point of the guidance ranges provided as of March 5, 2024.

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

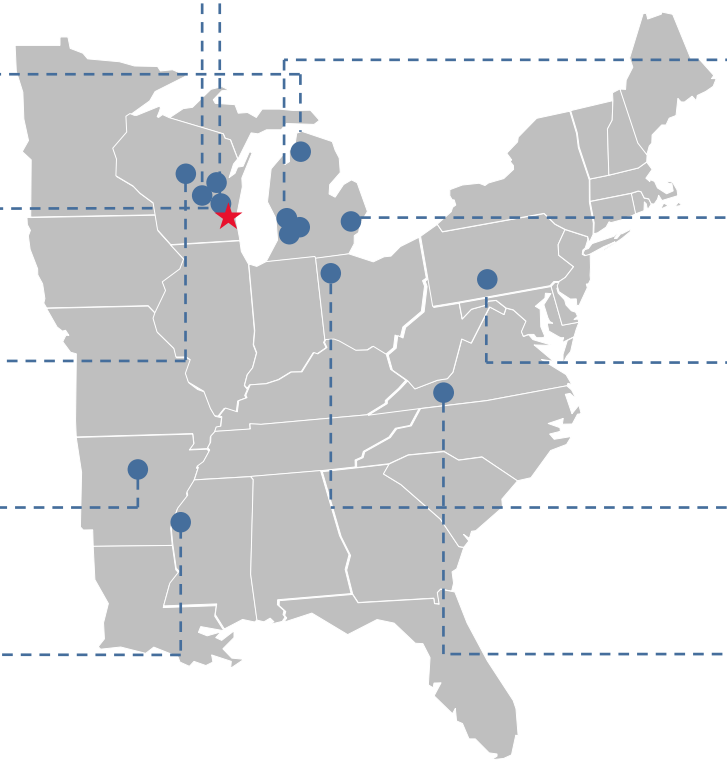
Vanderbilt, MI [2]
Description of use: Manufacturing
Ownership: Owned

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

★ **Milwaukee, WI (Corporate Headquarters)**

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



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

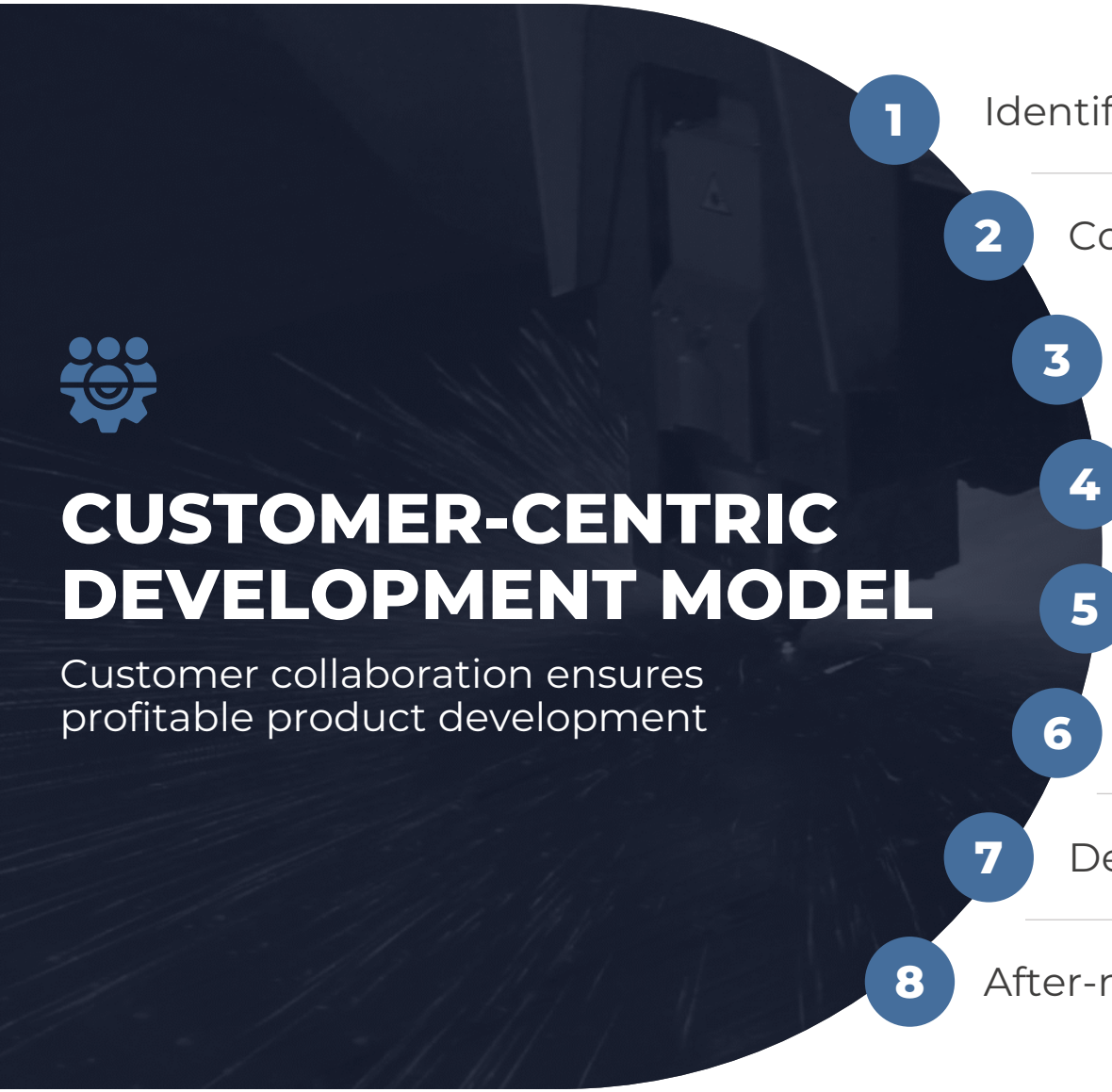
1+yr At MEC

15+ yrs Industry Experience

TIER-1 SUPPLIER TO GLOBAL OEMs

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

| | | |



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 Choose 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

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



Improving New Capacity Utilization to Drive Growth

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

- Over $100M annualized revenue run rate by end of 2024
- Revenue ranges: 2024E $50-$60M; 2025E $100M+
- Categorization of revenues – new business landed $45M; transfers $30M; yet to get $25M
- Markets served – CV, Powersports, Ag, Construction, and EV infrastructure
- Adj. EBITDA progression – 85bps drag in 4Q23; future state ~15% margin fully utilized





Hazel Park Revenue Ramp

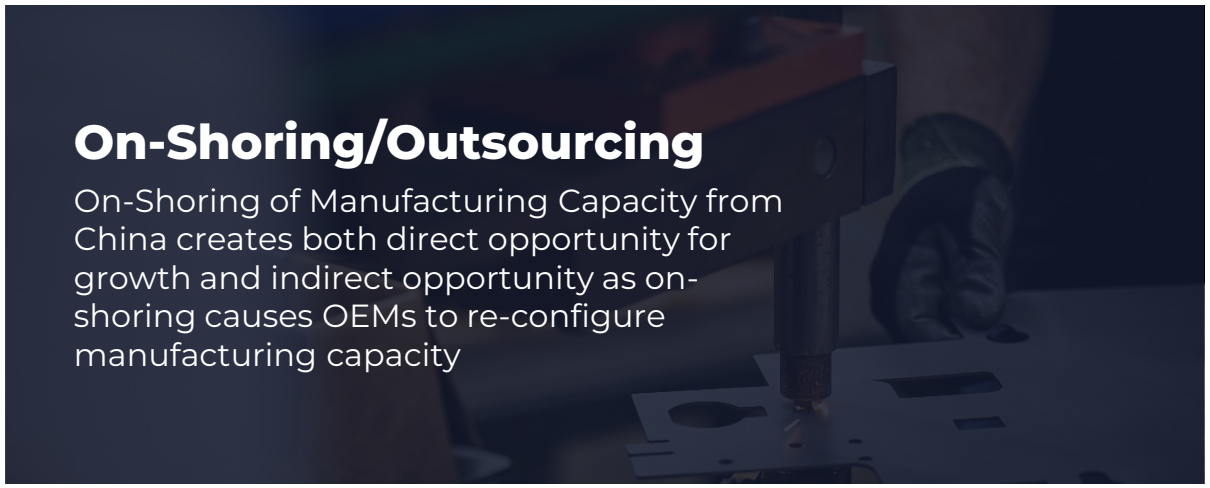
($s in MMs)



Leveraging new capacity to execute commercial expansion and improve utilization

ATTRACTIVE MULTI-YEAR MEGA TRENDS

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

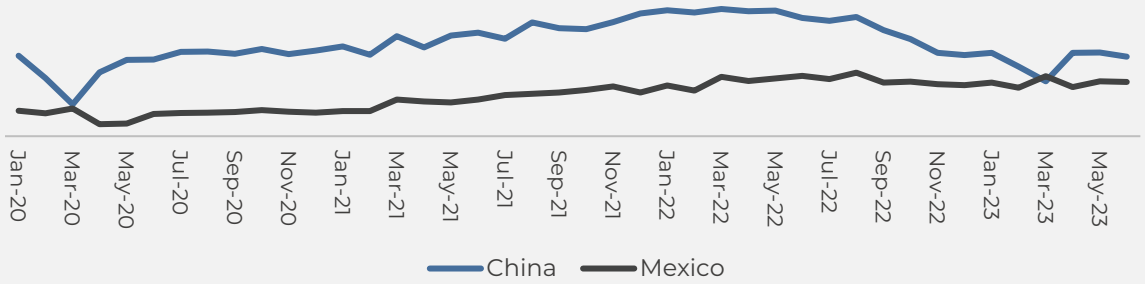


On-Shoring/Outsourcing

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

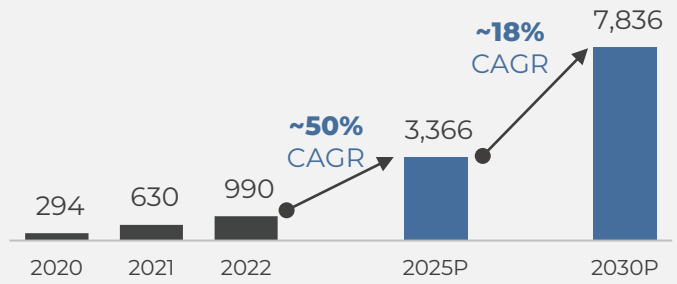




Vehicle Electrification

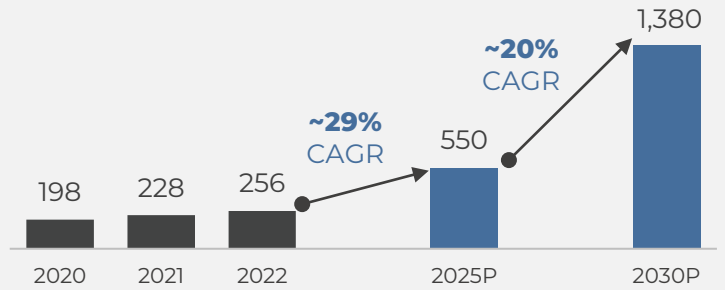
U.S Electric Vehicle Sales (Cars & Trucks)

000s of Vehicles



U.S Electric Vehicle Charging Stations

000s of Charging Stations



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

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:
- Aluminum
- Plastics
- Composites

- Design & Prototype Services
- 3-D Printing

CASE STUDY: MSA STRATEGIC RATIONALE

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 in

2 manufacturing facilities
Both in Fond du Lac, WI

~325k sq ft
Manufacturing Space

~250
Non-union Employees

- Acquired July 1st 2023
- Capitalize on existing customer demand for light-weight materials fabrication
- Paid total net consideration of $90M or ~6x trailing Adj. EBITDA
- Projected IRR >15% with projected 2026 post-synergy revenues of $100-$110M

MSA's platform creates immediate opportunity to pursue cross-selling revenue synergies and cost synergy realization through MBX application

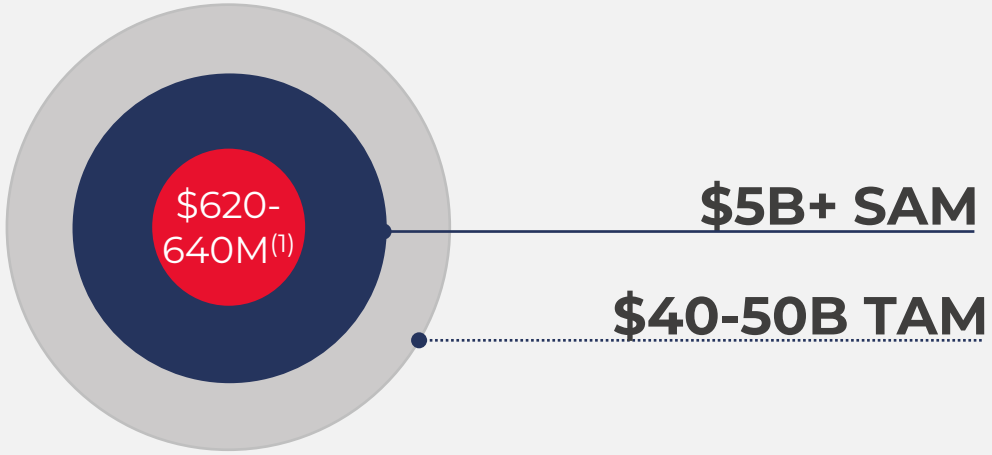
COMMERCIAL EXCELLENCE

Leveraging scale and our unique product offerings to capture market share amid multi-year secular demand trends

Revenue Expansion Strategies

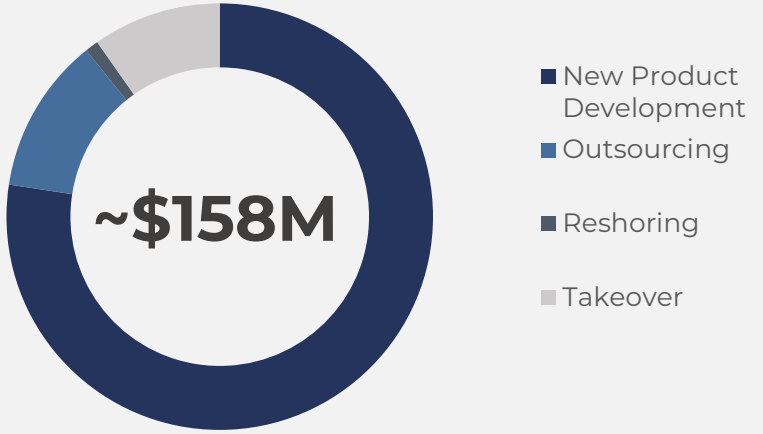
- New Product Development
- Customer Outsourcing and Reshoring
- Customer Supplier Consolidation
- Cross-Selling

Total End Market Potential



2023 & 2022 New Business Wins

($s in Millions)



1) Represents MEC's market-share based on 2024 net sales guidance as of March 5, 2024.

CASE STUDY: COMMERCIAL PRICING & REVENUE CAPTURE

Maximizing revenue capture through pricing and commercial excellence

Commercial Excellence Targets

150 to 200 bps

Adj. EBITDA Expansion ’24E 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

MARGIN EXPANSION THROUGH OPERATIONAL EXCELLENCE

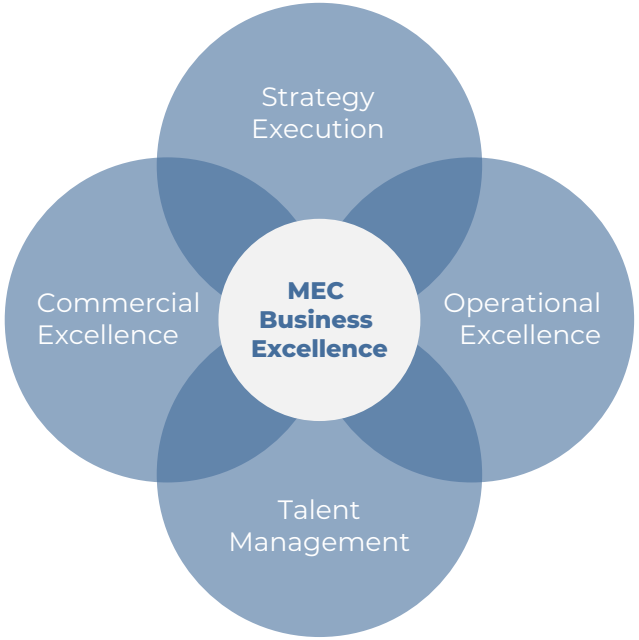
Established in September of 2022, MBX is MEC's Lean initiative to drive excellence across the entire organization

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

4Q23 FINANCIAL PERFORMANCE

Successful strategic execution delivers continued organic revenue growth and record quarterly free cash flow

Successful commercial growth execution and continued MBX implementation resulted in topline growth and record free cash flow

- The ramp-up of new projects, the MSA acquisition and successful execution on MBX initiatives offset slowing macro demand and the impact of Labor Union strikes
- Adjusted EBITDA margin of 11.9% includes 70bp impact from Labor Union Strikes and an 85bp impact from the ongoing ramp-up of Hazel Park

4Q23 Performance Highlights

- Net sales +15.6% y/y including organic growth of 6.1% y/y, due to the acquisition of MSA and supported by stable demand and new project volumes
- Adjusted EBITDA increased 53% y/y to $17.7 million primarily due to improved organic volumes and the impact of the MSA acquisition
- UAW Strikes impacted multiple customers, resulting in an estimated impact of $5 million to net sales and $1.6 million to Adjusted EBITDA
- The ramp-up of production at the Hazel Park facility unfavorably impacted Adjusted EBITDA by $1.3 million during 4Q23, as compared to an impact of $1.8 million in 4Q22
- Adjusted EBITDA margin was 11.9% for 4Q23, an increase of 290 basis points y/y as a result of increased organic volumes, the MSA acquisition, MBX execution and improved cost-absorption at Hazel Park
- Delivered record quarterly Free Cash Flow of $19.9 million and repaid $21.8 million of debt during the quarter resulting in net leverage at 12/31/23 of 2.1x.

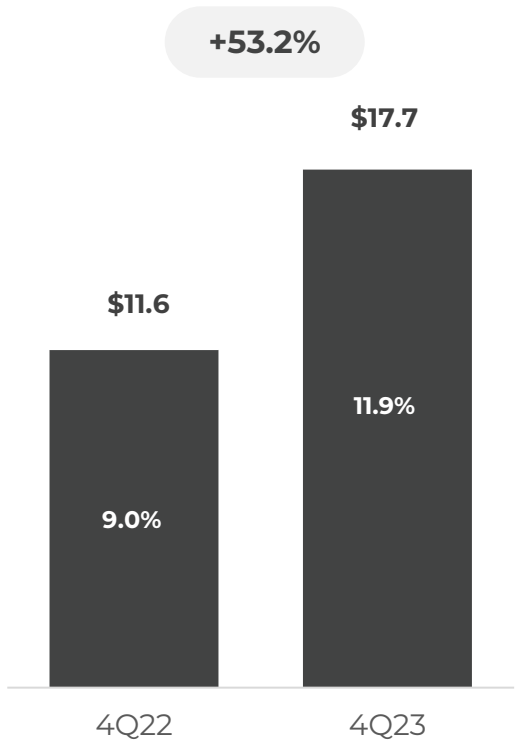
See the appendix for a reconciliation of Adjusted EBITDA and Free Cash Flow to their most directly comparable GAAP financial measure.

FOURTH QUARTER FINANCIAL PERFORMANCE

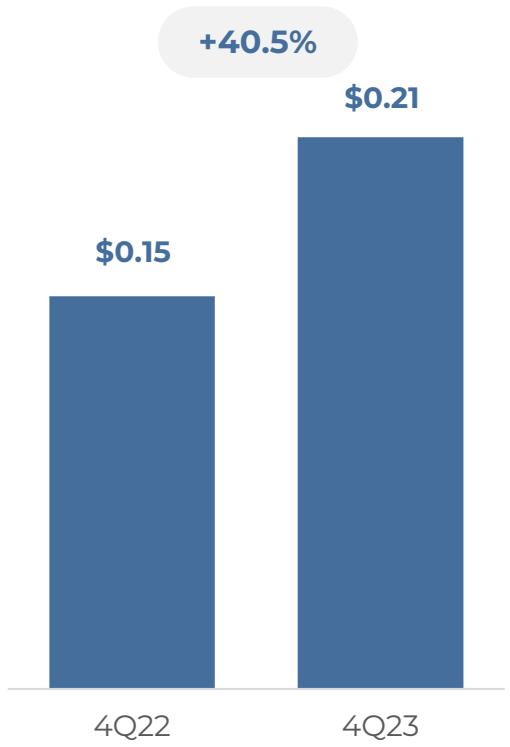
Net Sales
($MM)



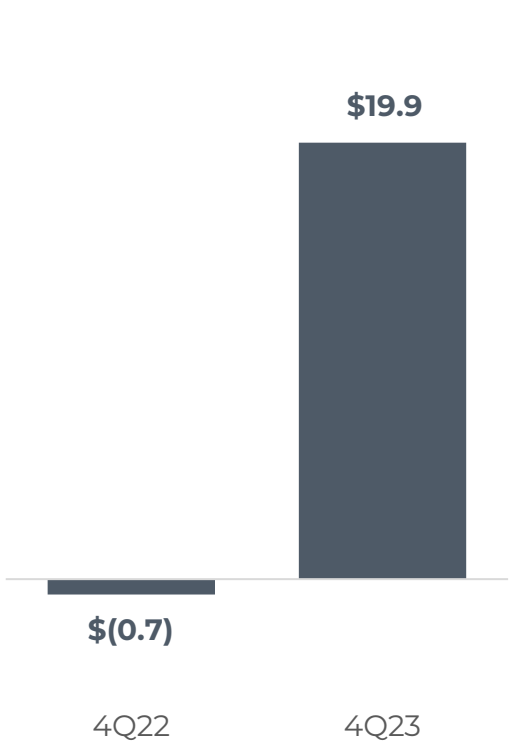
Adj. EBITDA & Margin
($MM & % of Net Sales)



Adjusted Diluted EPS
($/share)



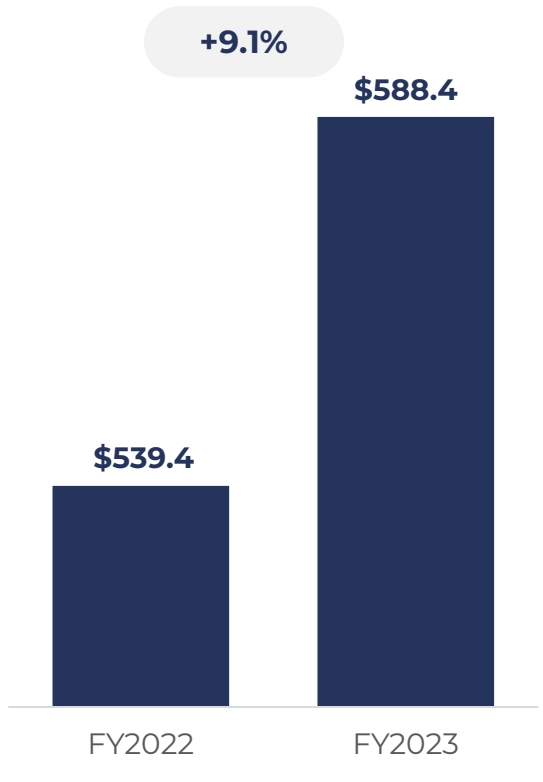
Free Cash Flow
($MM)



See the appendix for reconciliations of Adjusted EBITDA, Adjusted Diluted EPS and Free Cash Flow to their most directly comparable GAAP financial measures.

FULL YEAR FINANCIAL PERFORMANCE

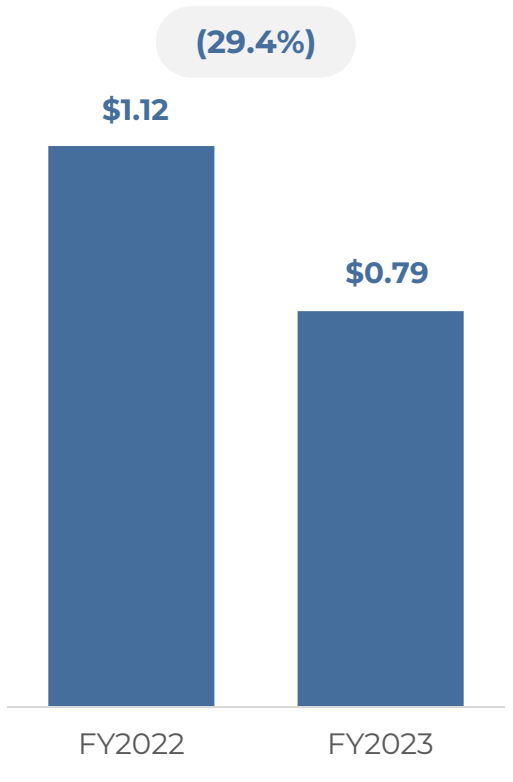
Net Sales
($MM)



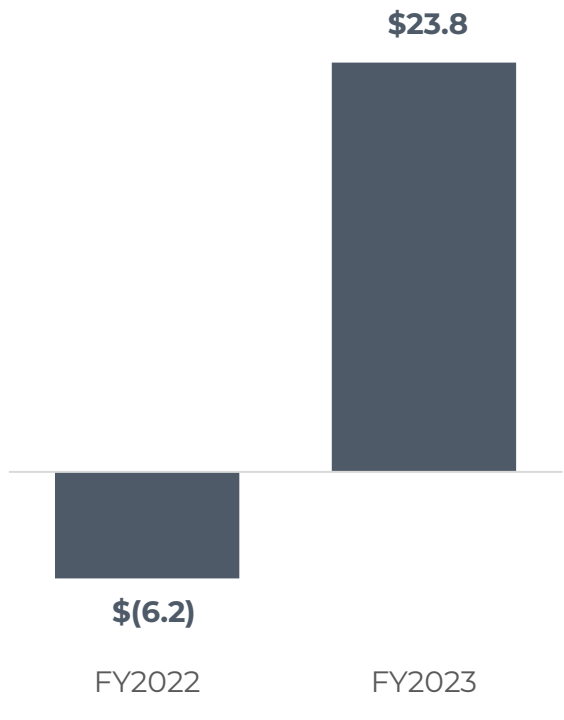
Adj. EBITDA & Margin
($MM & % of Net Sales)



Adjusted Diluted EPS
($/share)



Free Cash Flow
($MM)



See the appendix for reconciliations of Adjusted EBITDA, Adjusted Diluted EPS and Free Cash Flow to their most directly comparable GAAP financial measures.

4Q NET SALES & ADJUSTED EBITDA PERFORMANCE HIGHLIGHTS

Organic growth tailwinds remain prevalent, while self-help initiatives build momentum

Organic growth remains stable

Revenues grew 6.1% organically y/y as Powersports, Construction & Access & Military net sales increased Y-o-Y by 27.7%, 1.7% and 12.9%, respectively. Growth was driven by market share gains and new program launches (including the ramp-up at Hazel Park). Excluding the impact of the UAW strike, Commercial Vehicle would have also grown ~ 8%

MBX Continues to Build Momentum

While 4Q23 continued to be burden by on-going cost under-absorption from the ramp-up of Hazel Park, MBX self-help initiatives continue to ramp-up and drove ratable margin improvement and $1.3 million in Adj. EBITDA improvement during the quarter

SG&A Costs impacted by non-recurring costs

SG&A costs were flat y/y when excluding $1.2 million in non-recurring costs associated with legal and acquisition fees. SG&A is targeted to be in the range of 5.0% to 5.5% of net sales in the near term and 4.5% - 5.0% by 2026.

Raw Material Pass-Through:

Net sales growth reflects $0.4 million Y-o-Y decrease in material price pass-throughs.

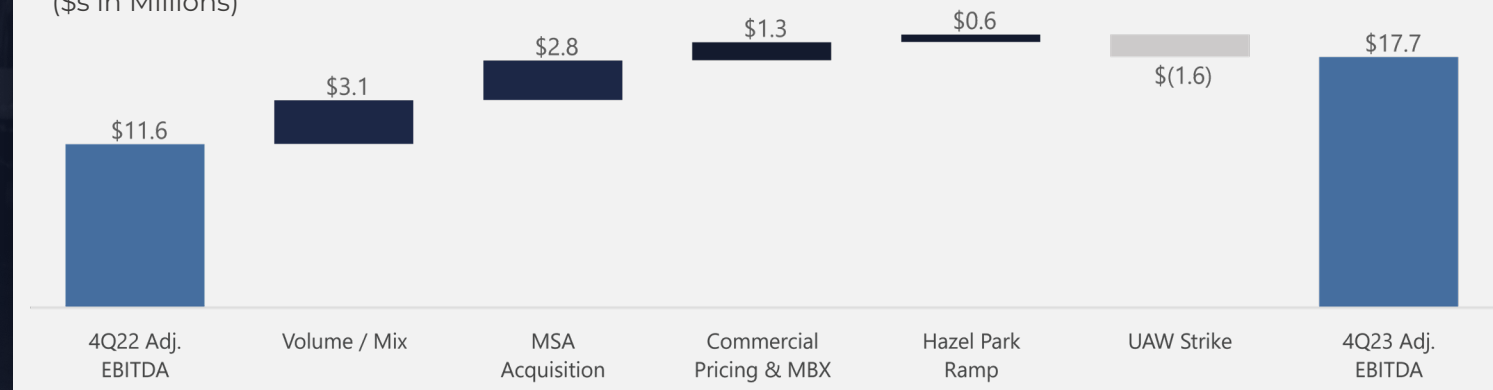
4Q Net Sales Reconciliation

($s in Millions)



4Q Adjusted EBITDA Reconciliation

($s in Millions)



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

2023 NET SALES & ADJUSTED EBITDA PERFORMANCE HIGHLIGHTS

Annual net sales and Adjusted EBITDA growth driven by commercial growth and operational excellence

Organic growth accelerated through the year
Revenues grew 4.3% organically y/y driven by strong demand in Commercial Vehicle (+5.8%), and new project launches in Powersports (+11.7%) and Military (+50.3%). These growth drivers were the result of effective commercial sales efforts gaining market share and the ramp-up of production at the Hazel Park facility.

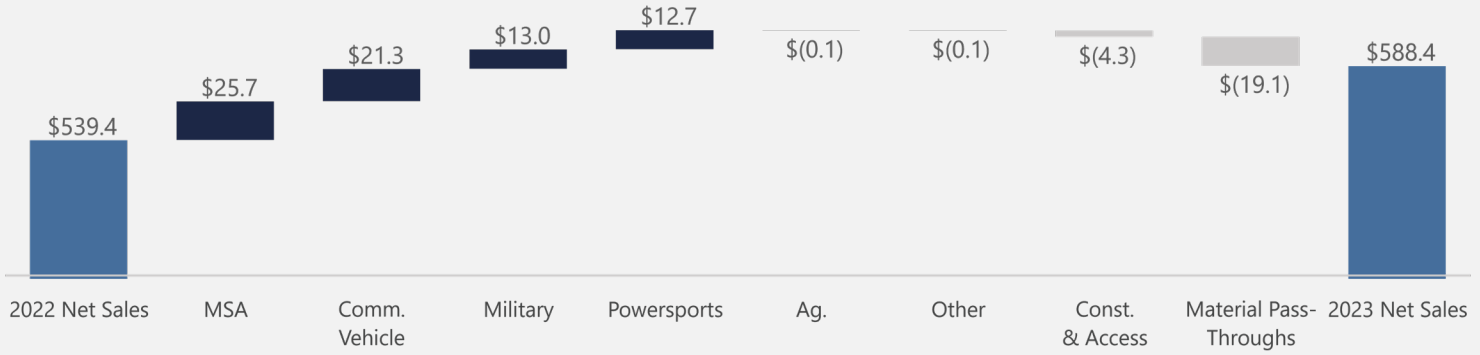
Hazel Park ramp-up is on track
The launch of the Hazel Park facility continued to result in fixed cost under-absorption, reducing Adj. EBITDA and Adj. EBITDA margins for the year by $2.9 million and 50 basis point, respectively. The facility is on-pace to achieve full run-rate capacity by the end of 2024, in accordance with expectations.

Operational & commercial excellence takes hold
After launching MBX in late 2022, there has been diligent focus on lean implementation and strategic execution. Topline growth and margin improvements were particularly evident in 2H as commercial pricing and MBX initiatives took hold, driving $1.8 million in Adjusted EBITDA improvement.

Raw Material Pass-Through:
Net sales growth reflects $19.1 million Y-o-Y decrease in material price pass-throughs.

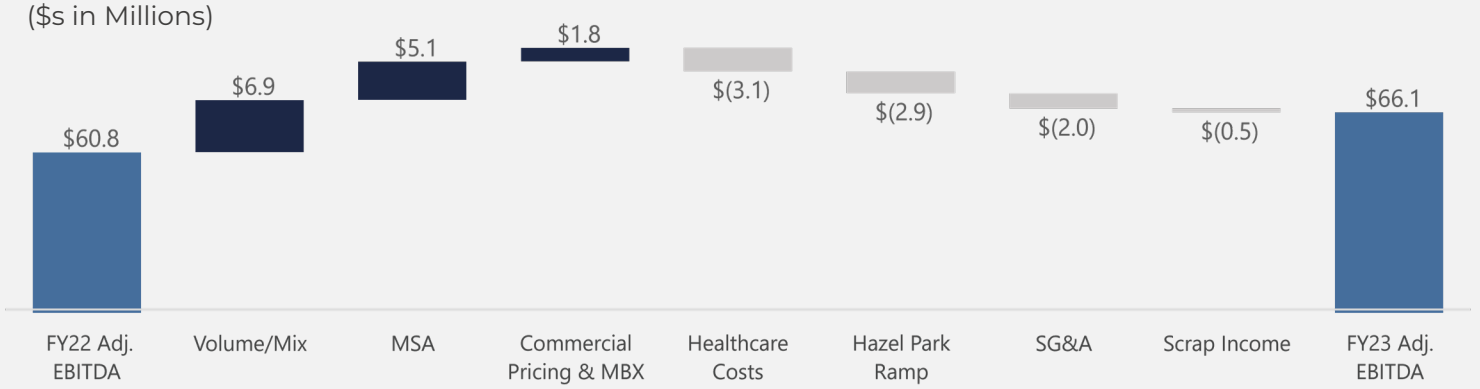
2023 Net Sales Reconciliation

($s in Millions)



2023 Adjusted EBITDA Reconciliation

($s in Millions)



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

2024 END-MARKET OUTLOOK

End-market demand is softening but market-share gains will offset in 2024

	Commercial Vehicle	Construction & Access	Powersports	Agriculture	Military	Other
MEC						
Macro						
Assumptions:	• Demand slowing in 4Q23 and into 2024 as the industry navigates an emissions regulation change along with general slowing in economic activity offset by Company new project launches • 2024 ACT projections reflect 16.2% y-o-y decline	**Assumptions:** • Soft residential new construction demand • Demand remains steady across non-residential, infrastructure and energy markets	**Assumptions:** • Growth deceleration as dealer inventories have normalized • Recent share gains outpacing softness occurring due to discretionary nature of consumer spending	**Assumptions:** • Softening end user demand to overall ag industry and excess levels of dealer inventory within large ag offset by Company market share gains	**Assumptions:** • Solid backlog for U.S. government contracts and strong volumes based on new program introductions • Volume down due to final fulfillment of expiring projects	**Assumptions:** • Incremental MSA acquisition revenues • New business development focus in energy transition related technologies • End of life production parts replaced with service part orders

TRACK-RECORD OF CYCLICAL DURABILITY

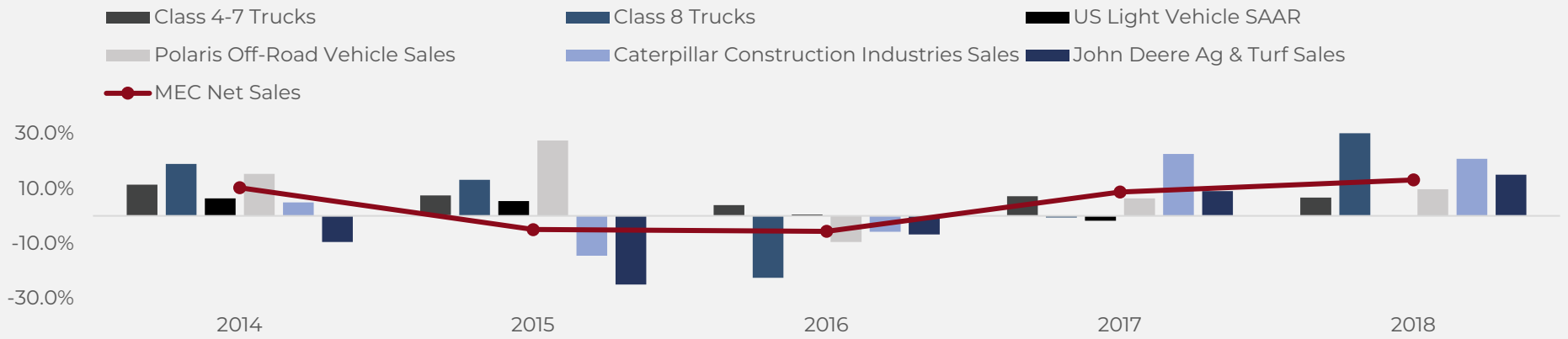
Diverse business mix and flexible business model limit MEC's cyclical volatility

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

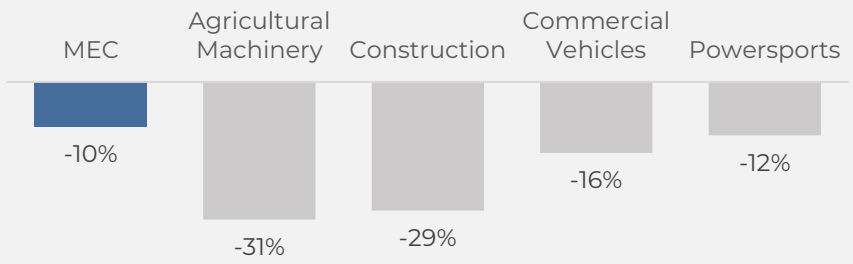
Alignment
MEC's value-add process closely aligns with customer supply chains, giving us visibility to pending shifts in customer demand

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

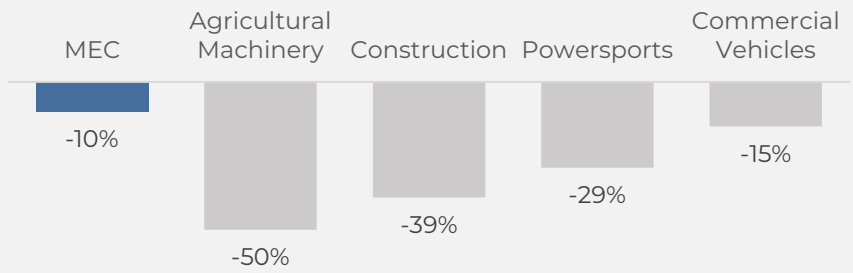


Max Peak-to-Trough Decline Since 2013
(Maximum Annual Y-o-Y % Change)

Sales



EBITDA



CAPITAL ALLOCATION PRIORITIES

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

Balanced approach to capital allocation

Consistent Debt Paydown

- Net leverage of 2.1x as of December 31, 2023
- Targeting leverage of 1.5x – 2.0x by year-end 2024

Return-of-capital program

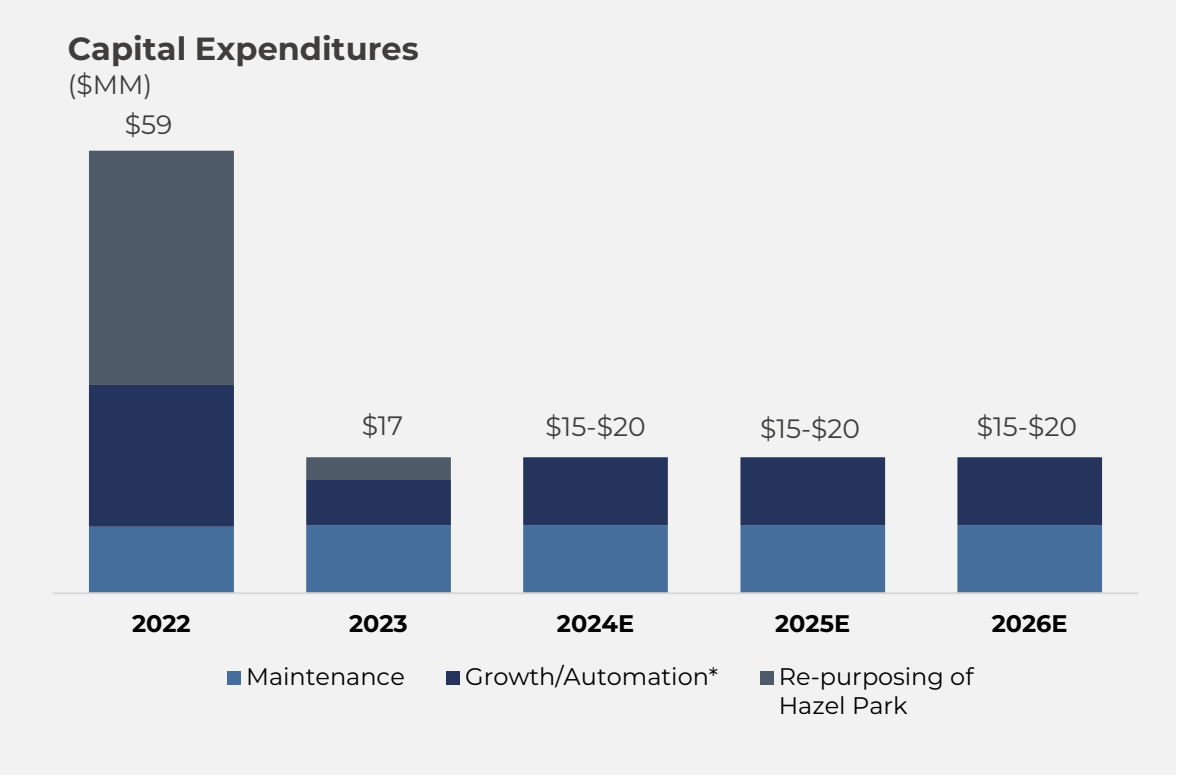
- Renewed our share repurchase authorization program allowing up to $25M of shares through 2026
- Repurchased $2.0M of Company stock during 2023
- Evaluating additional, potential opportunities to return capital to shareholders

Bolt-on acquisitions in complementary vertical markets

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

Sustaining growth investments

Prioritizing $7-$10M of investment in numerous high-return, capital-light growth/automation advancements with payback periods of less than 18 months



Hazel Park Capital Expenditures

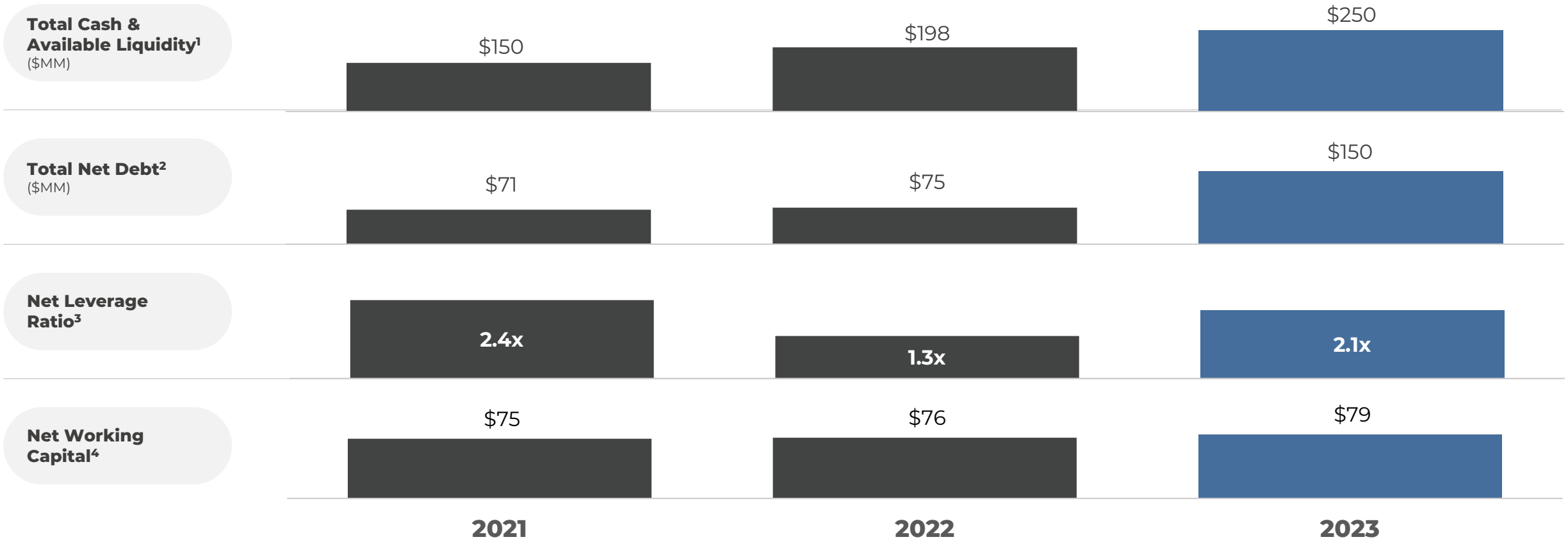
($MM)

FY21	FY22	FY23
$20	$31	$3

* Includes Capital Expenditures associated with MSA

DISCIPLINED CAPITAL MANAGEMENT

Flexible balance sheet with ample liquidity to support long term growth



1) Assumes continued compliance with covenants associated with the current Credit Agreement. This amount would be reduced by the Company's outstanding borrowings under the Credit Agreement and is exclusive of the $100M accordion feature.
2) Comprised of the Company's revolver, finance lease liabilities, and equipment financing agreements minus cash and cash equivalents
3) Net Leverage Ratio equals Net Debt divided by Adjusted EBITDA. See the appendix for a reconciliation of Adjusted EBITDA to the most directly comparable GAAP financial measure.
4) The Company calculates Net Working Capital as accounts receivable plus inventory minus accounts payable

2024 FINANCIAL GUIDANCE

As of March 5, 2024

Business Outlook

- End-market demand is expected to soften through the year in many key end-markets
- Continued discipline in executing organic commercial growth initiatives and project launches
- Continue to maintain balance sheet optionality to support growth
- Leveraging newly acquired aluminum extrusion capabilities to drive multi-year growth through revenue synergies
- Driving price discipline and operational enhancements to support improved margin realization

Financial Assumptions

- Organic net sales growth of 1.5% to 2.5% due to new project launches, including the ramp-up of Hazel Park, offset by slowing macro-demand and project end-of-life
- MSA pro-rata contribution of $20 to $30 million in net sales and $4 to $6 million in Adj. EBITDA
- Capital expenditures of $15 to $20 million
- Strategic value-based pricing initiatives totaling $1 to $2 million, net of inflationary pressures in Adj. EBITDA
- MBX/labor productivity initiatives totaling $2 to $4 million in Adj. EBITDA

($MM)	2023A	2024E	YoY Change (%)
Revenue	$588.4	$620 – $640	5% – 9%
Adjusted EBITDA	$66.1	$72 – $76	9% – 15%
Free cash flow	$23.8	$35 – $45	47% – 89%

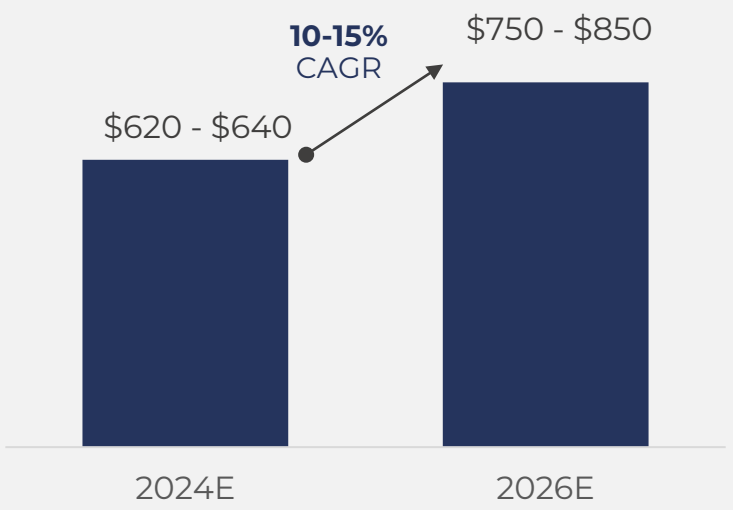
See the appendix for a reconciliation of Adjusted EBITDA and Free Cash Flow to the most directly comparable GAAP financial measure.

Value Creation Roadmap (1)

MBX Framework expected to drive substantial financial value and shareholder returns

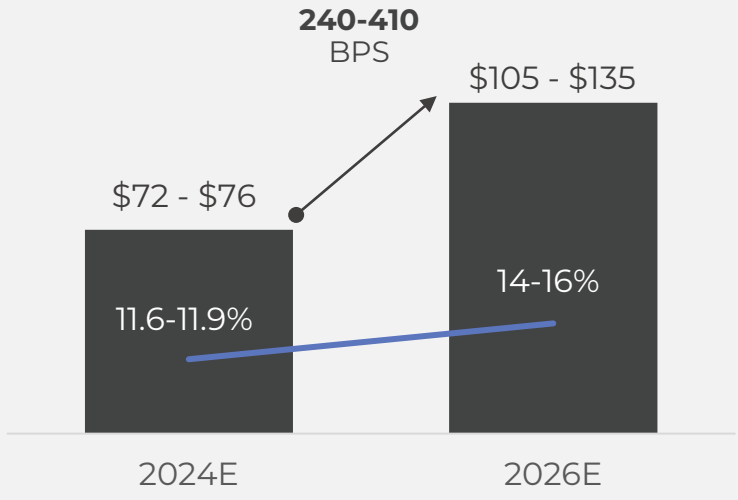
Sales Performance

$s in Millions



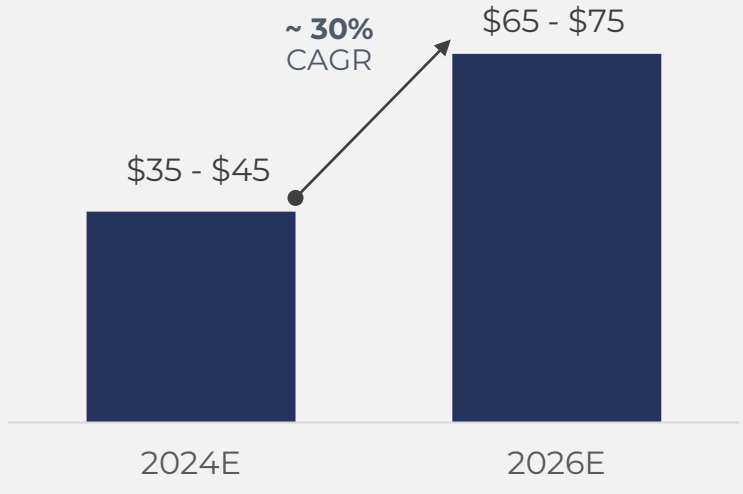
Adjusted EBITDA Performance

$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

Organic Growth Acceleration [1]

2-Year Organic Revenue CAGR of 10% - 15%, before incremental M&A

Two Year Sales Reconciliation [1]

$s in Millions



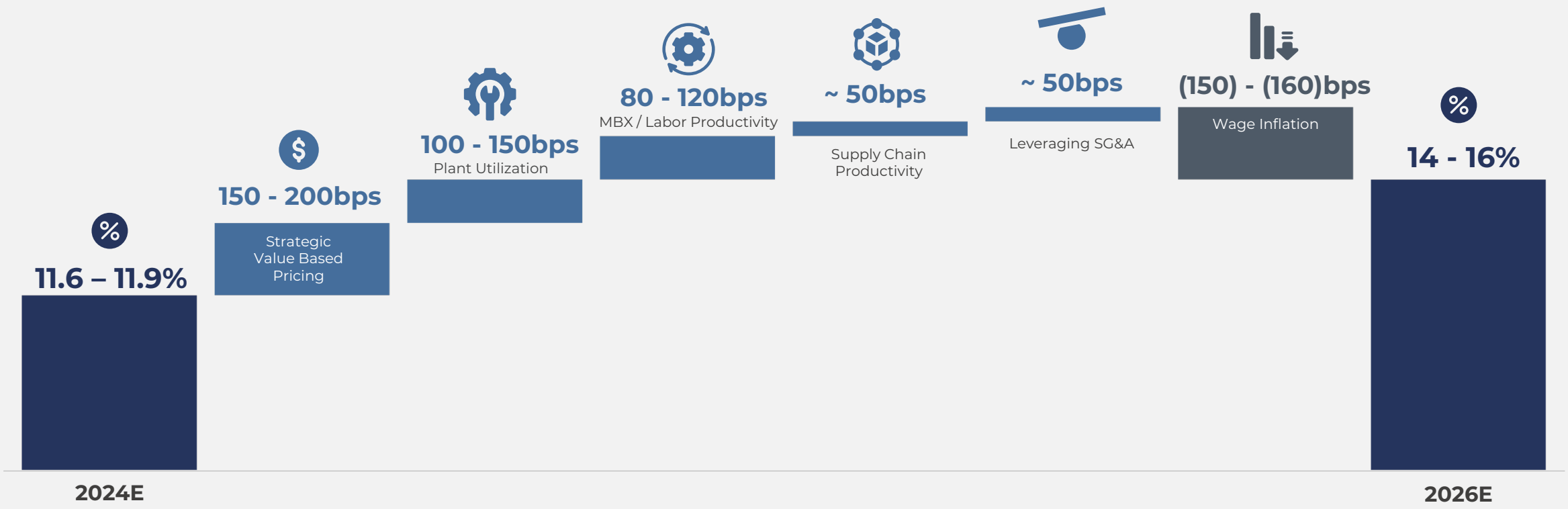
(1) Inclusive of Mid-States Aluminum

Accelerated Margin Expansion

Targeting 2-Year Adjusted EBITDA margin expansion of 250bps – 400bps

2-Year Adjusted EBITDA Margin Reconciliation

Adjusted EBITDA as a % of Sales



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

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 10% - 15% per year over the next 2-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

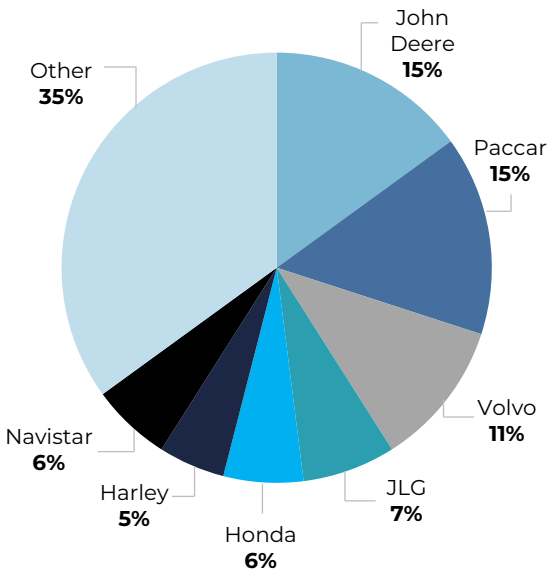
- Our robust domestic manufacturing footprint positions MEC to capitalize on multi-year reshoring and outsourcing trends by OEMs
- Our skilled workforce provides a one stop on-demand solution for OEMs
- Well positioned to capitalize on incremental energy transition and renewables fabrication solutions

APPENDIX

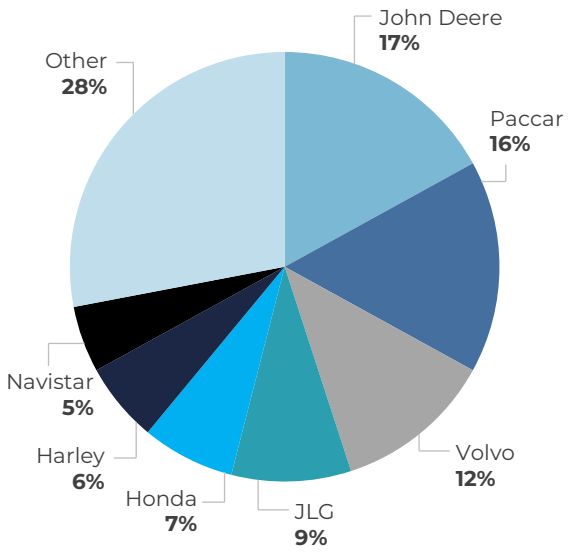


SALES BY CUSTOMER

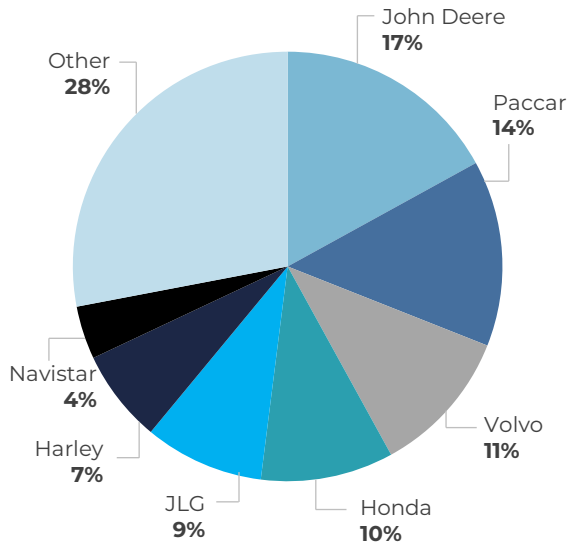
2023



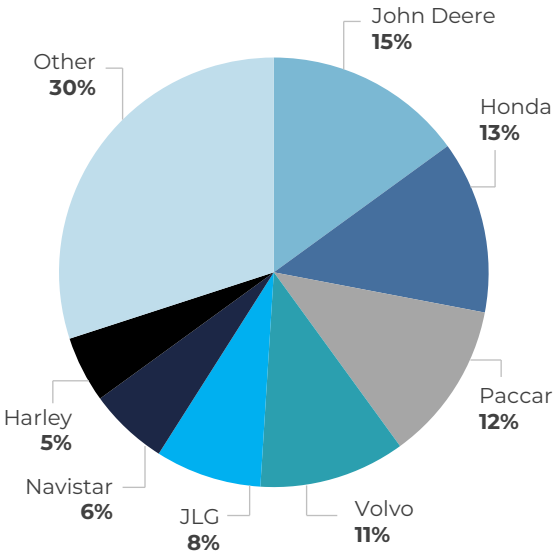
2022



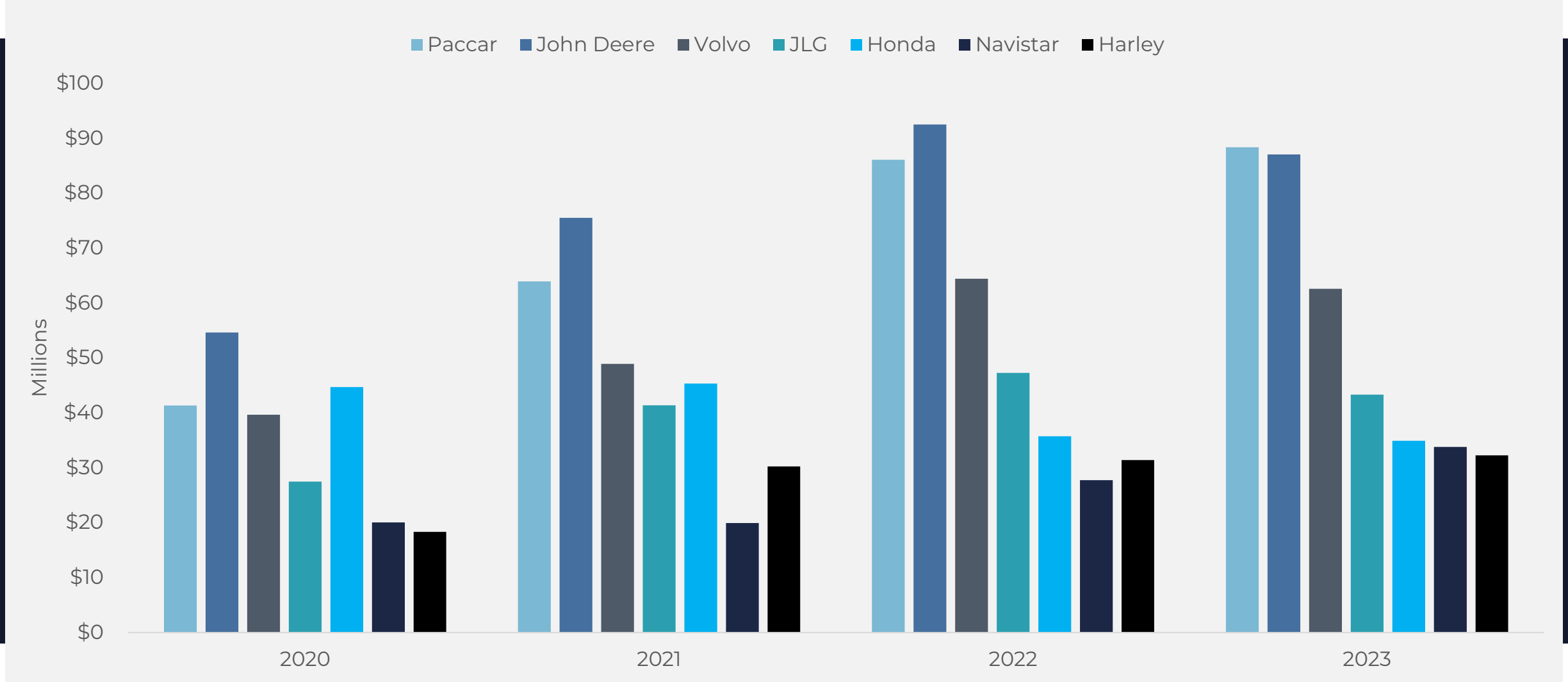
2021



2020



Sales to Individual Customer



Non-GAAP Reconciliation of Adjusted EBITDA

	Full Year		Q4	
($MM)	2023	2022	2023	2022
Net income and comprehensive income	$ 7.8	$ 18.7	$ 2.2	$ 2.4
Interest expense	11.1	3.4	3.6	1.2
Provision for income taxes	1.0	3.7	(0.4)	(0.8)
Depreciation and amortization	35.1	29.3	9.6	7.8
EBITDA	**$ 55.1**	**$ 55.1**	**$ 14.9**	**$ 10.6**
CEO transition costs	—	1.5	—	—
Loss on extinguishment of debt	0.2	—	—	—
MSA acquisition related costs	1.4	—	0.0	—
Stock-based compensation expense	4.5	3.8	0.7	0.9
Field replacement claim	0.5	—	—	—
Hazel Park transition and legal costs due to former fitness customer	2.7	4.8	1.2	0.1
Costs recognized on step-up of MSA acquired inventory	0.9	—	—	—
Impairment of long-lived assets and gain on contracts	—	(4.3)	—	—
COO restructuring costs	0.9	—	0.9	—
Adjusted EBITDA	**$ 66.1**	**$ 60.8**	**$ 17.7**	**$ 11.6**
Net sales	$ 588.4	$ 539.4	$ 148.6	$ 128.5
EBITDA margin	9.4%	10.2%	10.1%	8.2%
Adjusted EBITDA margin	11.2%	11.3%	11.9%	9.0%

Non-GAAP Reconciliation of Adjusted Net Income & Diluted EPS

	Full Year		Q4	
($MM, except share amounts and per share values)	**2023**	**2022**	**2023**	**2022**
Net income and comprehensive income	$ 7.8	$ 18.7	$ 2.2	$ 2.4
CEO transition costs	—	1.5	—	—
Loss on extinguishment of debt	0.2	—	—	—
MSA acquisition related costs	1.4	—	0.0	—
Stock-based compensation expense	4.5	3.8	0.7	0.9
Field replacement claim	0.5	—	—	—
Hazel Park transition and legal costs due to former fitness customer	2.7	4.8	1.2	0.1
Costs recognized on step-up of MSA acquired inventory	0.9	—	—	—
Impairment of long-lived assets and gain on contracts	—	(4.3)	—	—
COO restructuring costs	0.9	—	0.9	—
Tax affect of above the adjustments	(2.5)	(1.3)	(0.6)	(0.2)
Adjusted net income and comprehensive income	**$ 16.3**	**$ 23.1**	**$ 4.4**	**$ 3.1**
Adjusted Diluted EPS	**$ 0.79**	**$ 1.12**	**$ 0.21**	**$ 0.15**
Weighted average diluted shares outstanding	**20,698,970**	**20,682,628**	**20,673,443**	**20,552,054**

Non-GAAP Reconciliation of Free Cash Flow

	Full Year		Q4	
($MM)	**2023**	**2022**	**2023**	**2022**
Net cash provided by operating activities	$ 40.4	$ 52.4	$ 26.7	$ 19.1
Purchase of property, plant and equipment	(16.6)	(58.6)	(6.8)	(19.8)
Free cash flow	**$ 23.8**	**$ (6.2)**	**$ 19.9**	**$ (0.7)**