MAYVILLE ENGINEERING COMPANY

Investor Presentation

May 2025



SAFE HARBOR STATEMENT

May 2025 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 serving leading global OEM customers across diverse end-markets
- Delivering on multi-year value creation strategy through commercial growth, operational excellence and disciplined capital allocation
- Well positioned to benefit from OEM re-shoring trends; fully domestic footprint limits tariff exposure
- Improved free cash flow generation supports business reinvestment, opportunistic share repurchases, and complementary bolt-on acquisitions
- Actively evaluating opportunistic M&A aimed at diversifying away from cyclical end-markets

ABOUT MEC

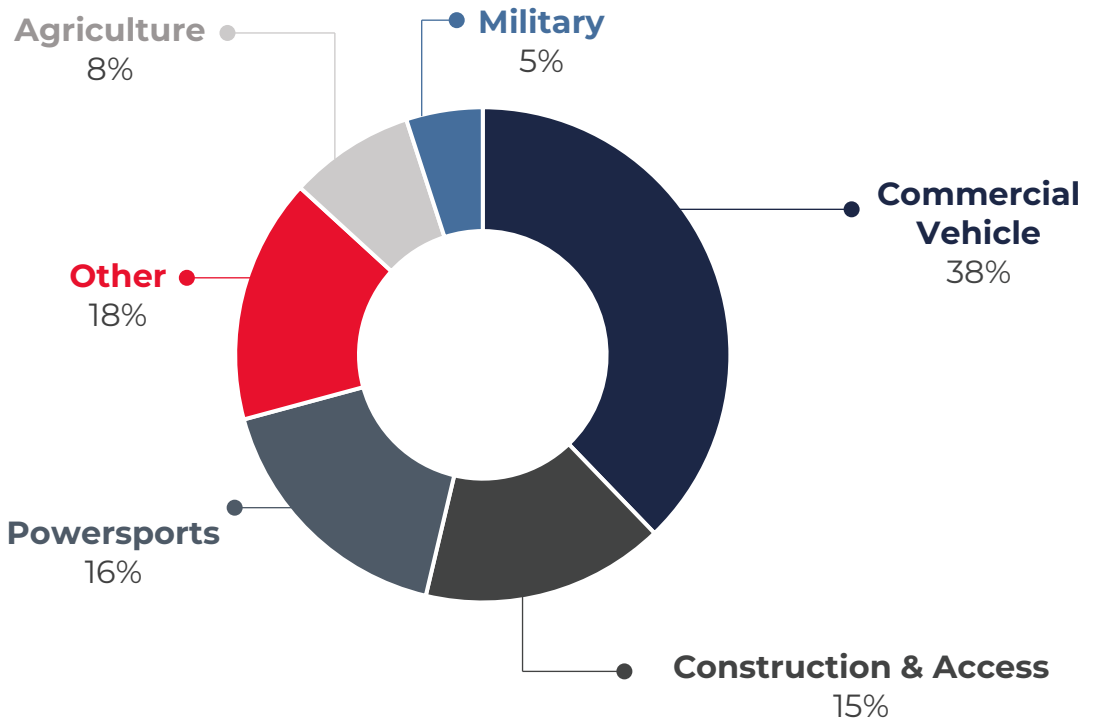
Vertically-integrated, value-added provider of design and fabrications solutions

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
- ~2,200 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 Ended March 31, 2025



+2.2%	+40%	+1.2%	1.4x
2022E-2025E* Revenue Growth CAGR	2023A-2025E Free Cash Flow growth CAGR	2022A-2025E Adj. EBITDA growth CAGR	3/31/25 Net Leverage

* **Note:** Revenue growth figure is calculated at the mid-point of the FY 2025 guidance ranges provided as of March 4, 2025. Totals may not sum due to rounding.

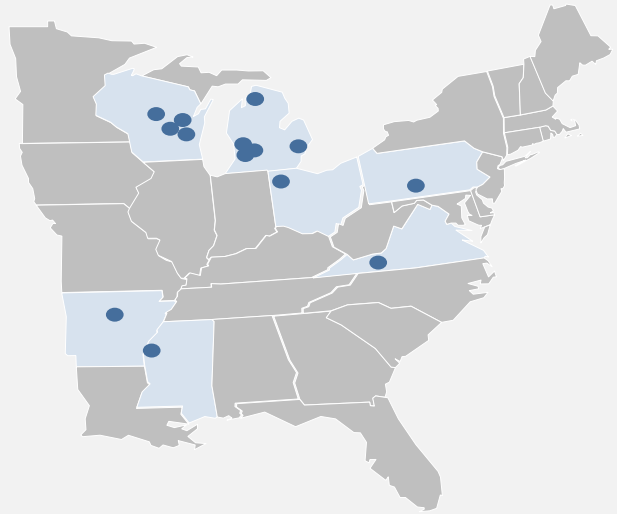
Pure Play Domestic Metal Fabricator

Largely insulated from tariff impact due to 100% domestic footprint



100% Domestic Manufacturing

- **22 Manufacturing Facilities**
  - Milwaukee, WI (Corporate Headquarters)
- **7 States (WI, OH, MI, PA, VA, AR, MS)**
- **~2,200 Employees**



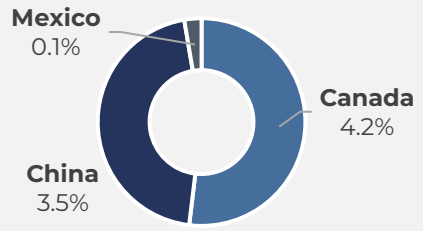


~92% Domestic Material Sourcing

- **Contract price mechanism passes on impact of tariffs to customers**
  - Minimal impact to margins and no impact to Adj. EBITDA
  - Reflected in current 2025 guidance
- **Resourcing certain Canadian materials back to the U.S.**

Foreign Direct Material Sourcing

% of Total Direct Material Sourced



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

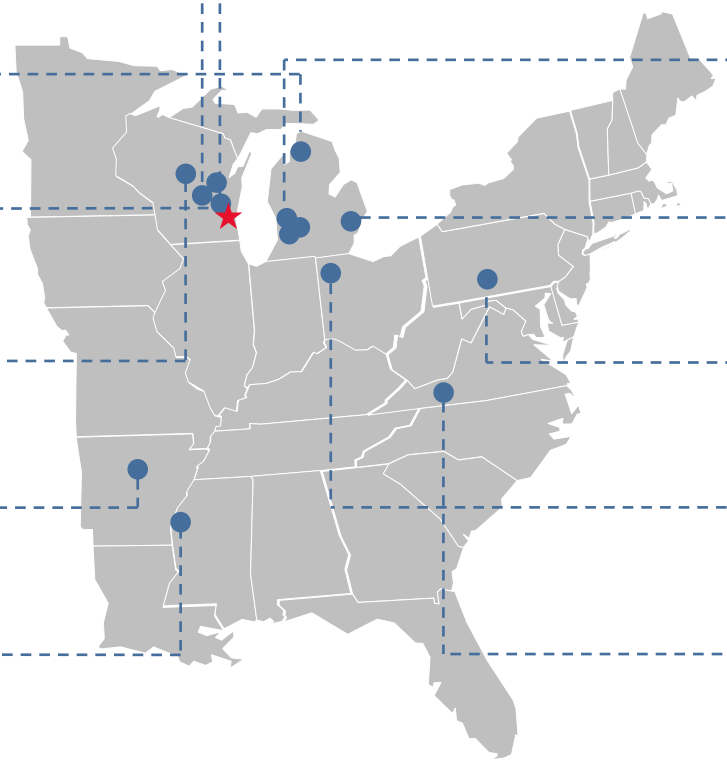
Vanderbilt, MI [2]
Description of use: Manufacturing
Ownership: Owned

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
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

2+ yrs At MEC

25+ yrs Industry Experience



Rachele M. Lehr
Chief Financial Officer

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

2+ yrs At MEC

15+ yrs Industry Experience



Ryan F. Raber
EVP, Strategy, Sales & Marketing

- Morton Metalcraft Co.

15+ yrs At MEC

15+ yrs Industry Experience



Sean P. Leuba
SVP, General Counsel & Secretary

- Caterpillar Inc.
- Arnold & Porter

2+ yr At MEC

25+ yrs Industry Experience



Craig D. Nichols
SVP, Operations and Supply Chain

- Dana Incorporated
- Jason Industries
- Lear Corporation
- Hi-lex Corporation

<1 yr At MEC

20+ yrs Industry Experience

TIER-1 SUPPLIER TO GLOBAL OEMs

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

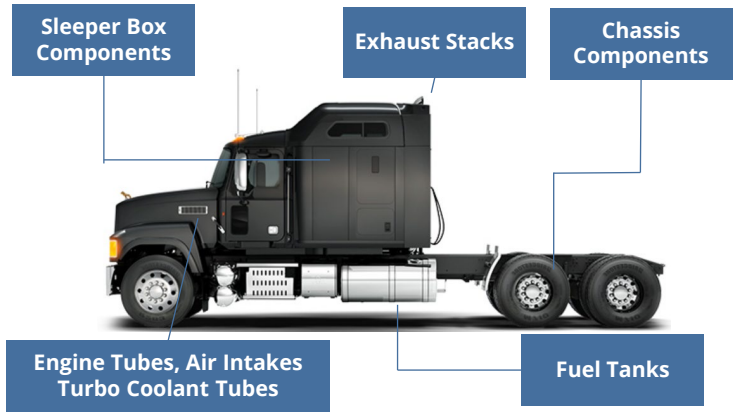
Commercial Vehicles	PACCAR 20+ yrs		CVG 30+ yrs	NAVISTAR 35+ yrs	VOLVO 40+ yrs	Cummins 45+ yrs
Powersports	Kawasaki 3+ yrs	POLARIS 10+ yrs	15+ yrs	HARLEY-DAVIDSON 25+ yrs	30+ yrs	MERCURY 45+ yrs
Construction & Access			CAT 25+ yrs	JLG 30+ yrs		JOHN DEERE 45+ yrs
Agriculture		CNH INDUSTRIAL 15+ yrs		WCI WORLD CLASS INDUSTRIES 25+ yrs		JOHN DEERE 45+ yrs
Military		OSHKOSH 15+ yrs			AM General 40+ yrs	

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

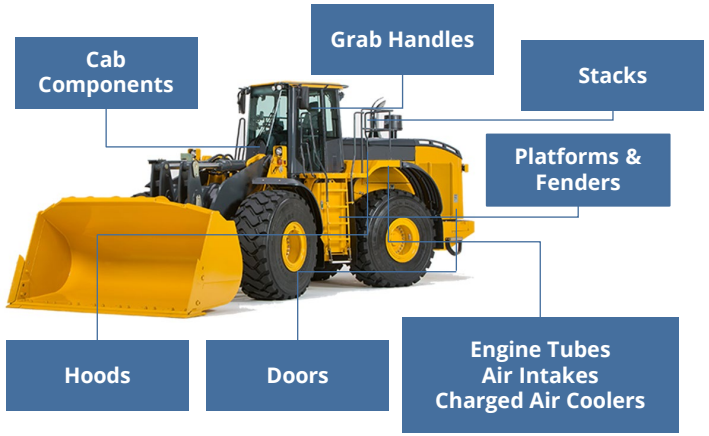
Sole Sourced Manufacturer of Complex, Customized Components

Sole-sourced on 95%+ of products, driving long-term customer relationships and stable pricing

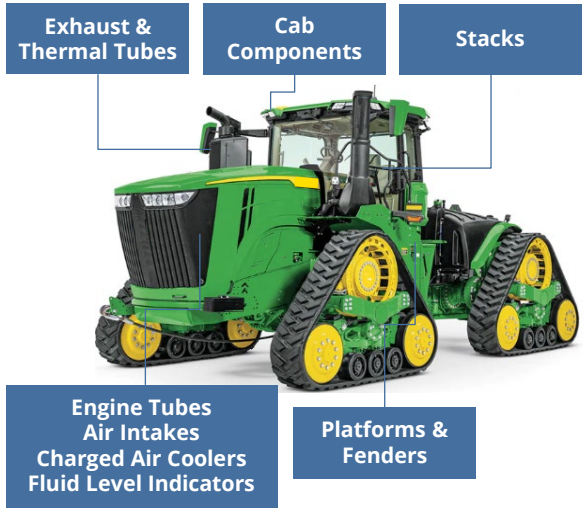
Heavy- and Medium-Duty CVs



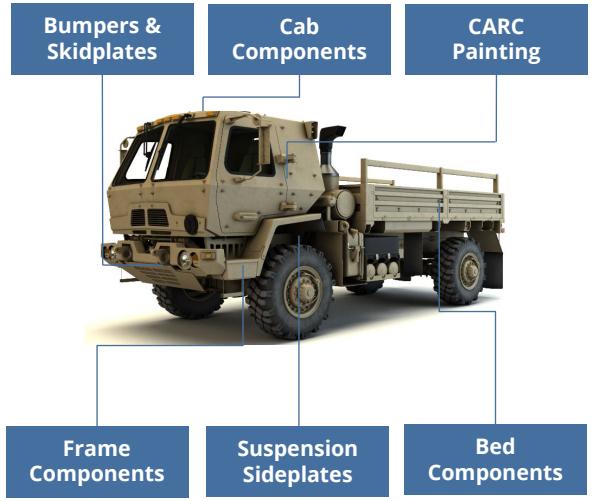
Construction & Access Equipment



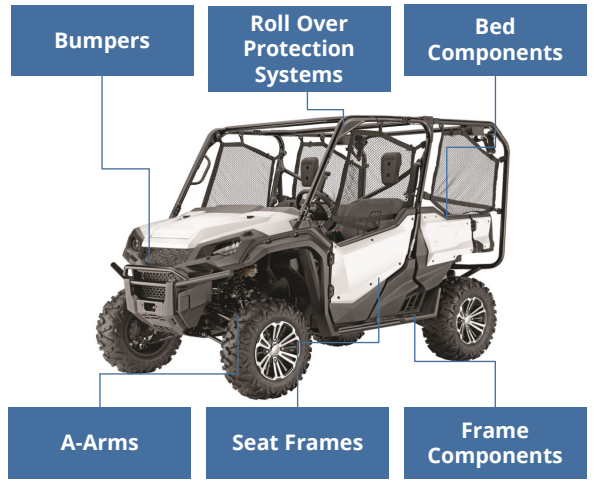
Agriculture

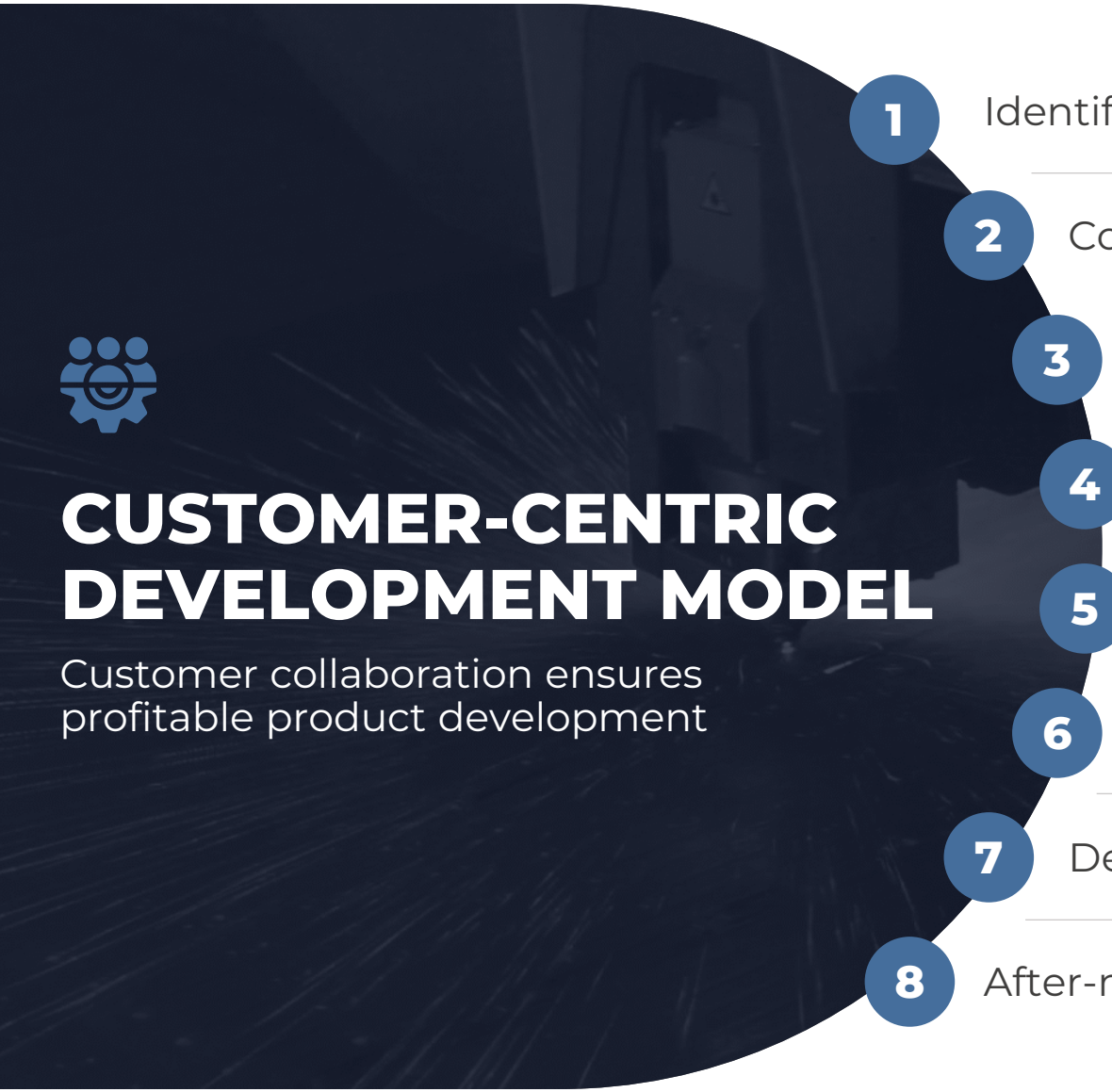


Military



Powersports





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

- As the largest vertically-integrated fabricator in the U.S, we have the scale to meet all our customers' manufacturing needs
- 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



M&A Acquisition Guidelines

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

Acquisition Criteria

Revenue:
$50 - $200M

EBITDA Margin:
Accretive to MEC

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

Industry Focus

- Electrification Infrastructure
- Data Centers
- Medical
- Aero / Defense
- Product expansion to existing customers

Capabilities

Light-Weighting:
- Aluminum
- Plastics
- Composites

- Light-gauge sheet metal fabrication
- Design & Prototype Services
- 3-D Printing

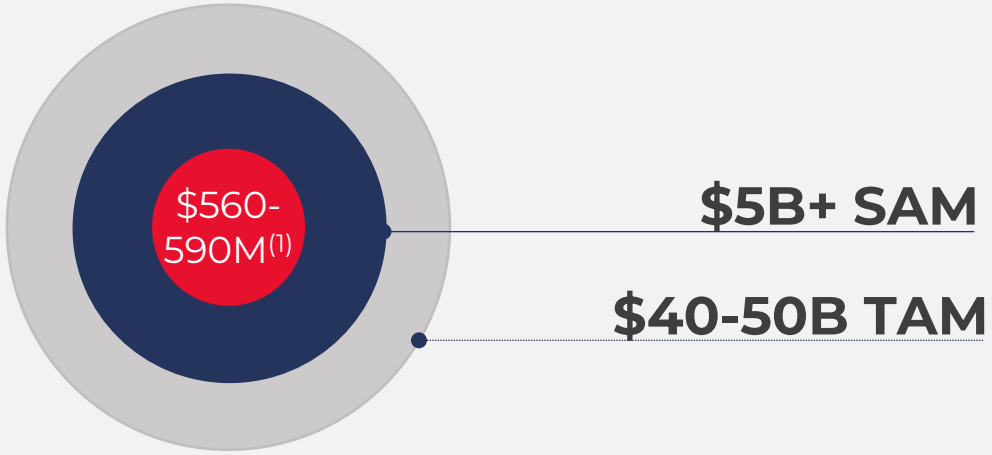
COMMERCIAL EXCELLENCE

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



2024 & 2023 New Business Wins

($s in Millions)



1) Represents MEC's market-share based on 2025 net sales guidance provided as of March 4, 2025.

COMMERCIAL PRICING & REVENUE CAPTURE

Maximizing revenue capture through pricing and commercial excellence

Commercial Excellence Targets

~$4M Adj. EBITDA expansion, net of inflationary pressures, recognized in ‘23A and ‘24A combined

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

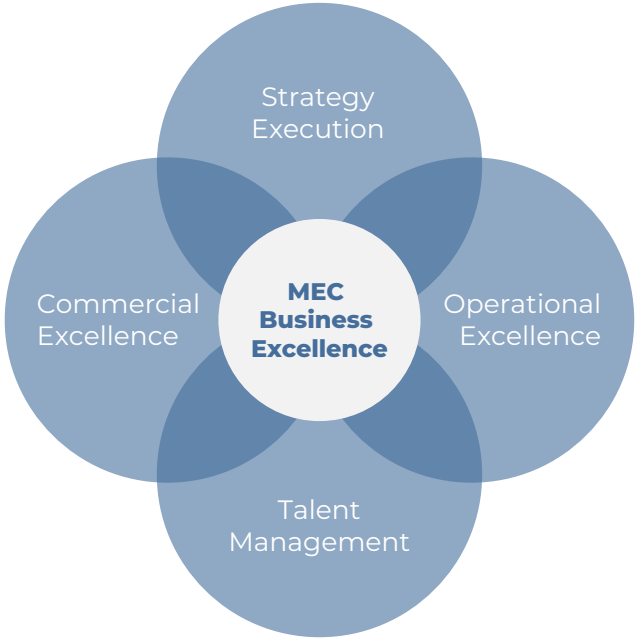
Established in September of 2022, MBX is MEC's Lean initiative to drive excellence across the entire organization

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

300+ MBX Kaizen events since program launch

1Q25 FINANCIAL PERFORMANCE

Strategic execution drove operating leverage improvements, despite soft customer demand

Consistent execution under MBX strategic framework resulted in sequential Adjusted EBITDA margin improvement and consistent free cash flow generation

- Maintained FY25 guidance, supported by year-to-date strong execution and stronger than expected demand within our Military and Other end markets
- Disciplined capital allocation has enabled a lean balance sheet, supportive of strategic growth investment and return of capital to shareholders

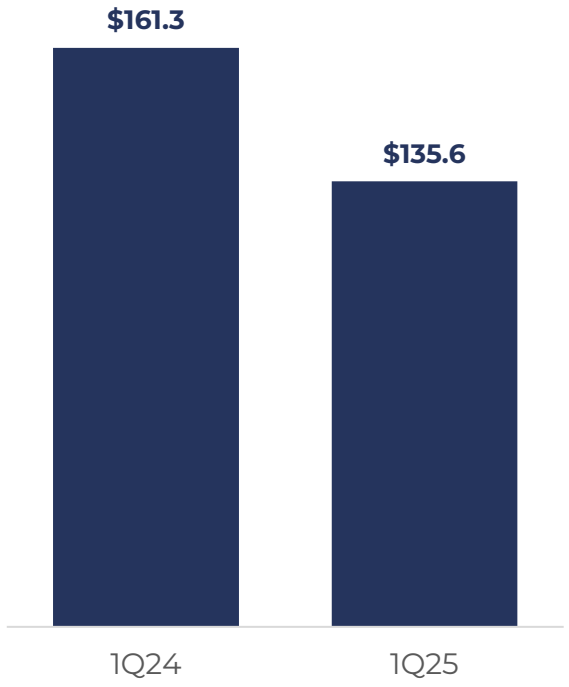
1Q25 Performance Highlights

- Net sales declined 15.9% y/y, due to customer channel inventory destocking resulting from softening end-market demand, partially offset by new projects
- Adjusted EBITDA decreased y/y to $12.2 million primarily attributable to lower sales partially offset by cost reduction activities
- Adjusted EBITDA margin was 9.0% in 1Q25, an increase of 140bps compared to 4Q24 due to cost rationalization initiatives
- Adjusted Diluted EPS of $0.04
- Free Cash Flow of $5.4 million, supported by ongoing working capital efficiency initiatives
- Ended the quarter with net leverage of 1.4x, down year-over-year from 2.0x at the end of 1Q24
- Opportunistically returned capital to shareholders through repurchase of $1.7 million of shares during the quarter

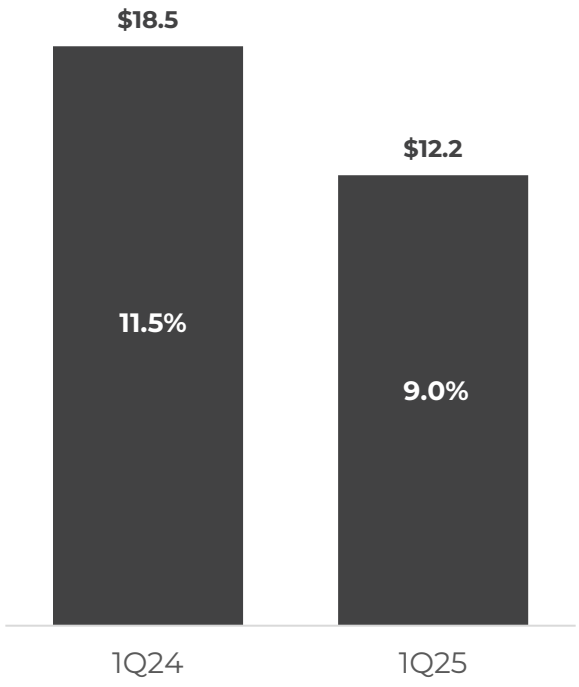
See the appendix for a reconciliation of Adjusted EBITDA and Free Cash Flow to their most directly comparable GAAP financial measure.

FIRST QUARTER FINANCIAL PERFORMANCE

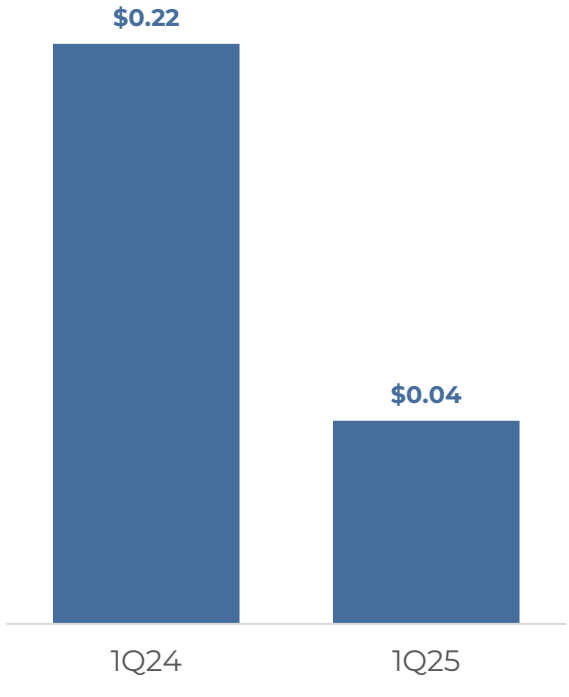
Net Sales
($MM)



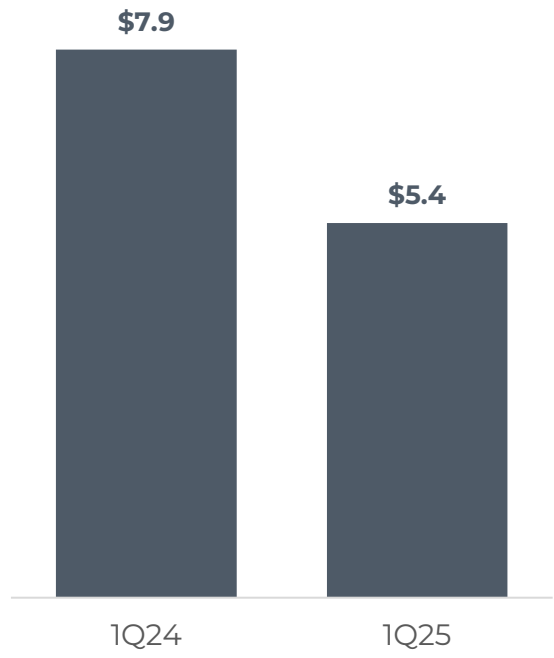
Adj. EBITDA & Margin
($MM & % of Net Sales)



Adjusted Diluted EPS
($/share)



Free Cash Flow
($MM)

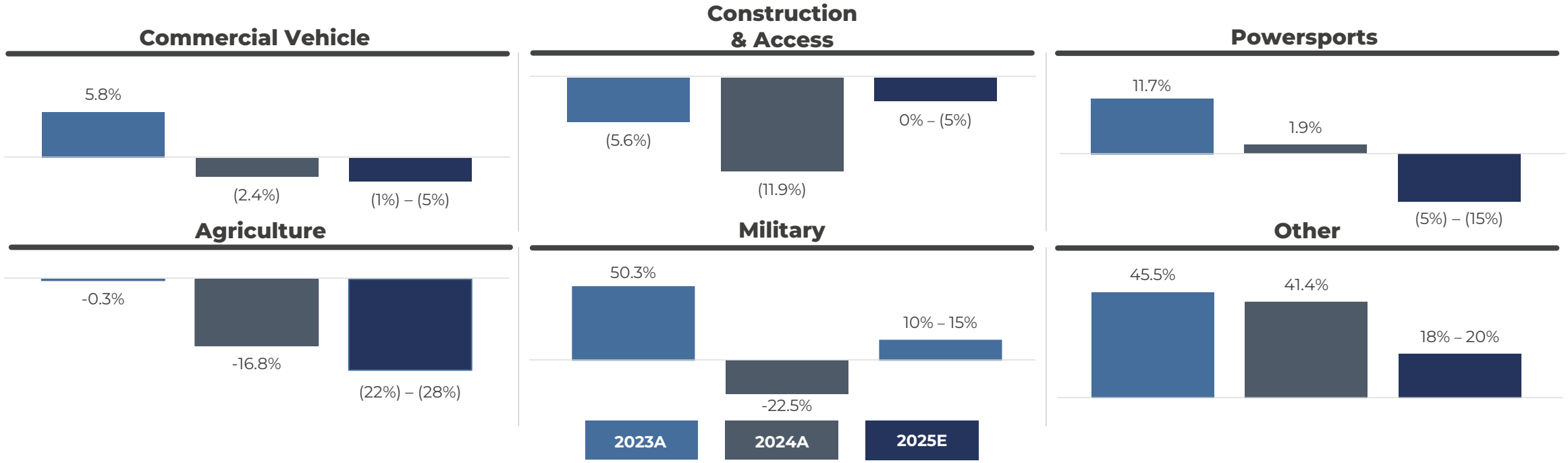


See the appendix for reconciliations of Adjusted EBITDA, Adjusted Diluted EPS and Free Cash Flow to their most directly comparable GAAP financial measures.

2025 END-MARKET OUTLOOK

Customer demand remains subdued in 1H25, with gradual improvement throughout 2H25 as channel inventory levels normalize

MEC Net Sales % Change *(Year-Over-Year)*



2025 Outlook Assumptions

Commercial Vehicle

- Does not reflect reversal of EPA 2027 mandate or a recession
- Continued tailwind from new program wins, partly offsets broader uncertainty and softening demand
- 2025 ACT projections reflect 22.9% y-o-y decline

Agriculture

- Continued demand softness within large and small ag industry
- Anticipated recovery not until 2026 due to lower crop prices, inventory de-stocking and elevated interest rates

Construction & Access

- Soft residential construction demand as interest rates remain elevated
- Non-residential and public infrastructure remains soft with anticipation of slight recovery in 2H25

Military

- Solid backlog for U.S. government contracts, strong volumes based on new program introductions and increased service and after-market demand

Powersports

- Continued inventory channel de-stocking amid soft consumer demand due to elevated interest rates
- Market recovery correlated with a decline in interest rates
- Company market share gains offsetting demand softness

Other

- New business development focused on energy transition and data center related technologies, including cooling, electrical infrastructure and stand-by power applications

1Q NET SALES & ADJUSTED EBITDA PERFORMANCE HIGHLIGHTS

Strategic execution and operational discipline supported positive free cash flow

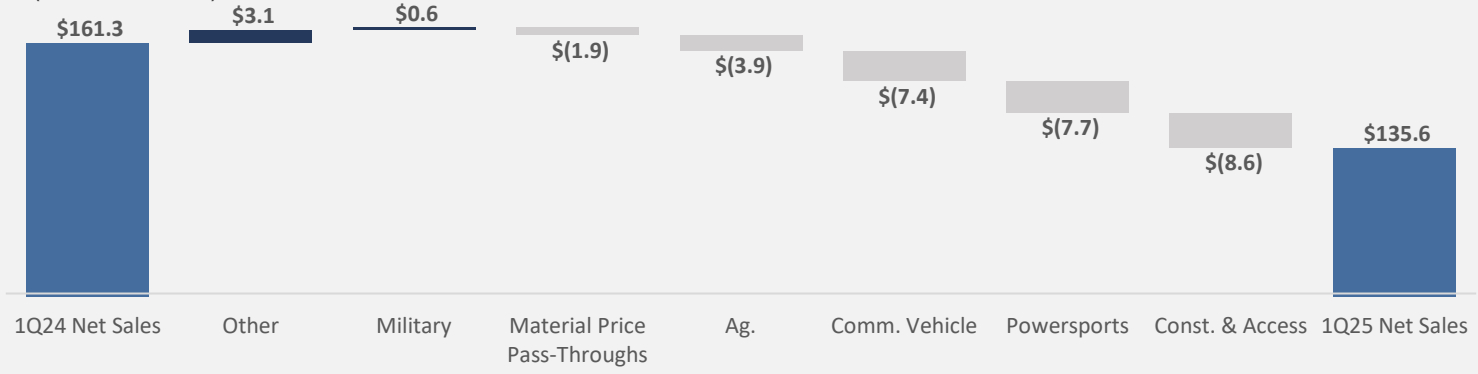
Evolving economy increases consumer demand risk
Net sales decreased 15.9% y/y in Q1, due to weak end market demand across the majority of our segments as customers continue destocking channel inventory. Commercial Vehicle, Construction & Access, Powersports and Ag. will be monitored as U.S. trade policy and the economic environment evolve. Sales to the Military end-market reflected higher service and aftermarket demand. Growth in sales in our Other end-markets reflect new project volumes.

Strategic execution drives FCF generation
Along with the continued execution of the MBX initiatives and cost rationalization, working capital efficiencies drove free cash flow generation despite a soft demand environment. Working capital initiatives are focused on inventory efficiencies and DSO improvements.

Transient SG&A increase
SG&A margin was 6.4% in 1Q25, down from 6.5% in 4Q24. Temporary expenses associated with SOX compliance fees and consulting fees for strategic initiatives drove the $1.3 million increase y/y in Q1. These expenses will phase out in the near term and as customer demand returns, SG&A is expected to normalize at 4.5% to 5.5% of sales.

1Q Net Sales Reconciliation

($s in Millions)



1Q Adjusted EBITDA Reconciliation

($s in Millions)



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

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 1.4x as of March 31, 2025
- At or below 1.0x net debt by the end of 2025, excluding any M&A

Return-of-capital program

- Repurchased $1.7M of shares in 1Q25 offsetting dilution from shares awarded through the Company's stock-based compensation program
- $17.4M remaining under current authorization

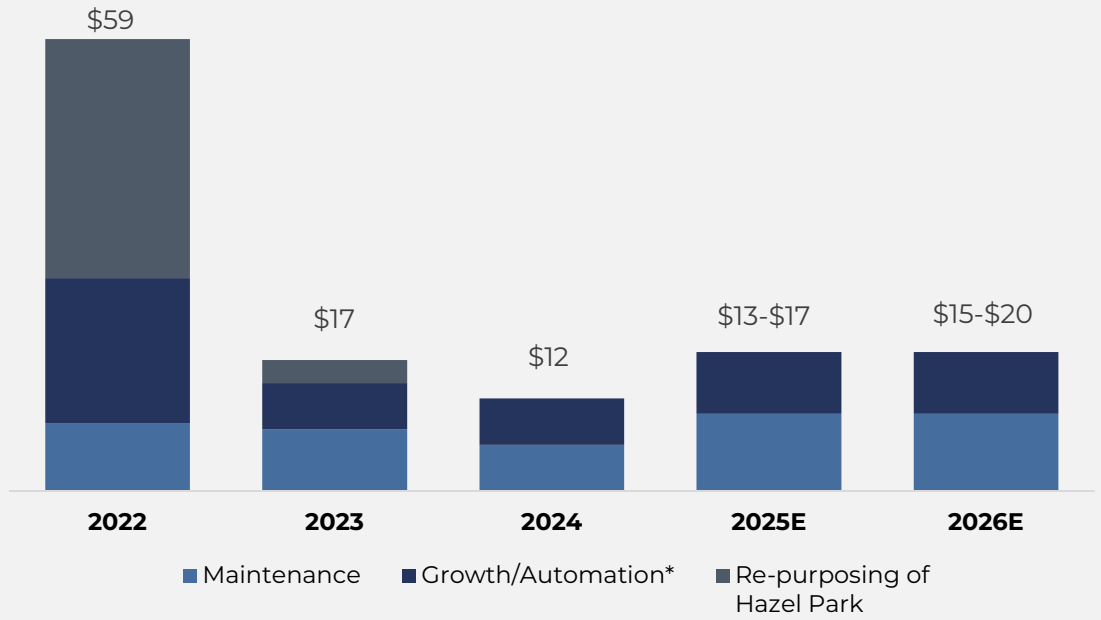
Bolt-on acquisitions in complementary vertical markets

- Targeting immediately accretive opportunities in complementary markets such as aluminum, other lightweight capabilities, and opportunistic additions to entrench our position in steel fabrication

Sustaining growth investments

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

Capital Expenditures
($MM)



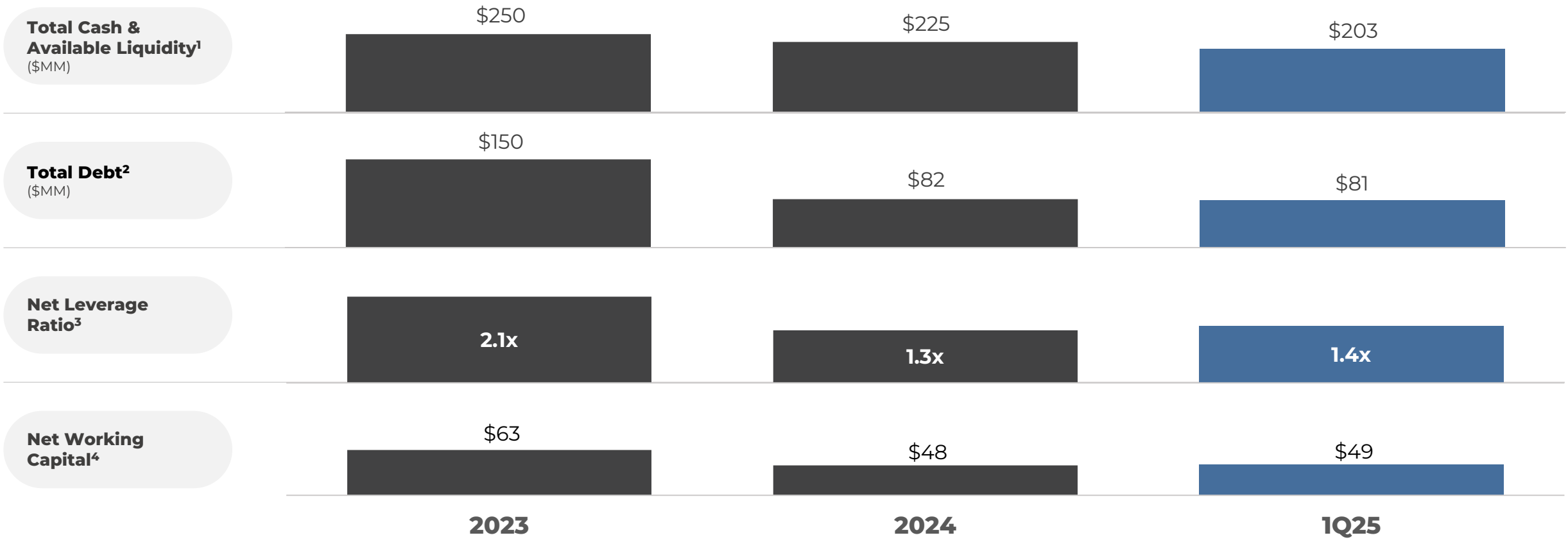
Targeted Growth/Automation Investment
($MM)

FY22	FY23	FY24
$19	$6	$6

* Includes Capital Expenditures associated with the acquisition of MSA completed in 2023

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, Fond du Lac term note and equipment financing agreements
3) Net Leverage Ratio equals 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 current assets minus current liabilities

2025 FINANCIAL GUIDANCE

As of May 7, 2025

Business Outlook

- Ongoing demand softness expected to persist in key end markets through 1H25, consistent with 2H24
- Strong year-to-date execution and stronger than expected demand within our Military and Other end markets
- Continued discipline in executing organic commercial growth initiatives and project launches
- Continue to maintain balance sheet optionality to support inorganic growth and opportunistic share repurchases

Financial Assumptions

- Year-over-year revenue change by end market:
  - Commercial Vehicle: (1%) – (5%)
  - Construction & Access: 0% – (5%)
  - Powersports: (5%) – (15%)
  - Agriculture: (22%) – (28%)
  - Military: 10% – 15%
  - Other: 18% – 20%
- Capital expenditures of $13 to $17 million
- Strategic value-based pricing and MBX operational excellence initiatives totaling $1 to $3 million, net of inflationary pressures in Adj. EBITDA
- Core free cash flow (excluding non-recurring benefits) will be slightly down vs. 2024

($MM)	2024A	2025E	YoY Change (%)
Revenue	$581.6	$560 - $590	(4%) – 1%
Adjusted EBITDA	$64.4	$60 – $66	(7%) – 2%
Free cash flow	$77.7	$43 – $50	(45%) – (36%)

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

INVESTMENT THESIS

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



Business Transformation to Drive Margin Expansion & Profitable Growth

Strategic Business Transformation

- Proven framework of operational excellence supports improved capacity utilization and enables commercial growth
- Value creation platform expected to drive multi-year Adjusted EBITDA margin improvement and organic revenue growth
- Evaluating opportunistic, bolt-on acquisitions in complementary adjacent markets, in support of energy transition demand
- Attractive free cash flow profile to support de-leveraging and provide capacity for self-funded growth

Favorable Macro-Secular Trends

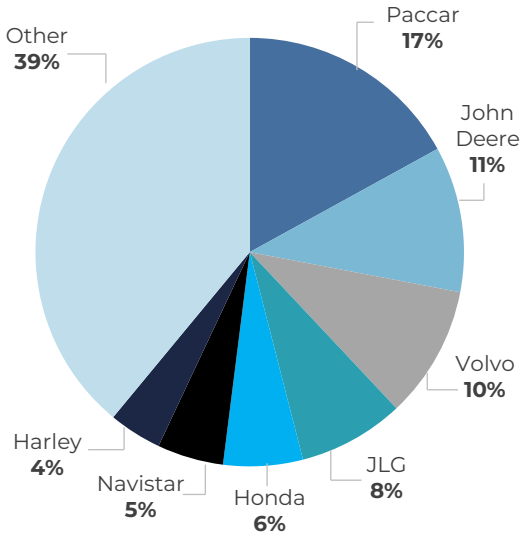
- Domestic manufacturing footprint and supply chain, positions MEC to capitalize on multi-year reshoring and outsourcing trends by OEMs
- Our skilled workforce provides a one stop on-demand solution for OEMs
- Positioned to capitalize on incremental energy transition and renewables fabrication solutions

APPENDIX

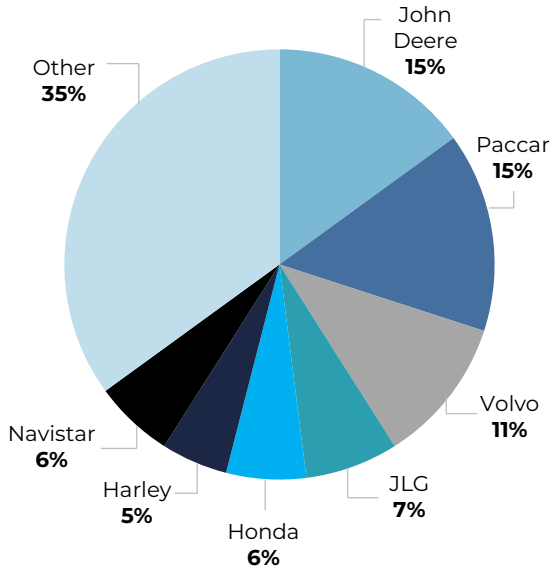


SALES BY CUSTOMER

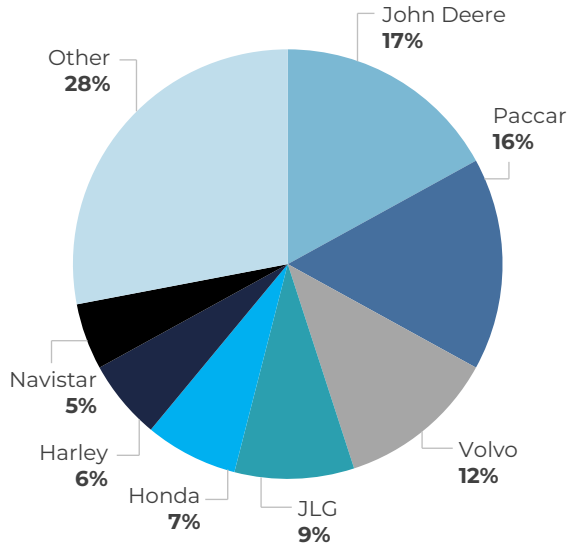
2024



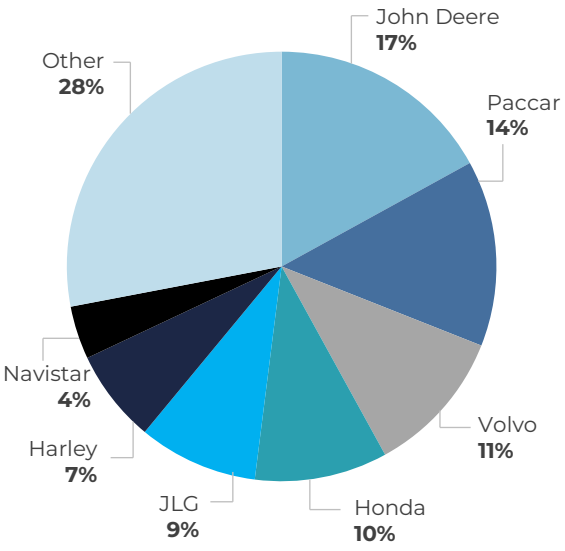
2023



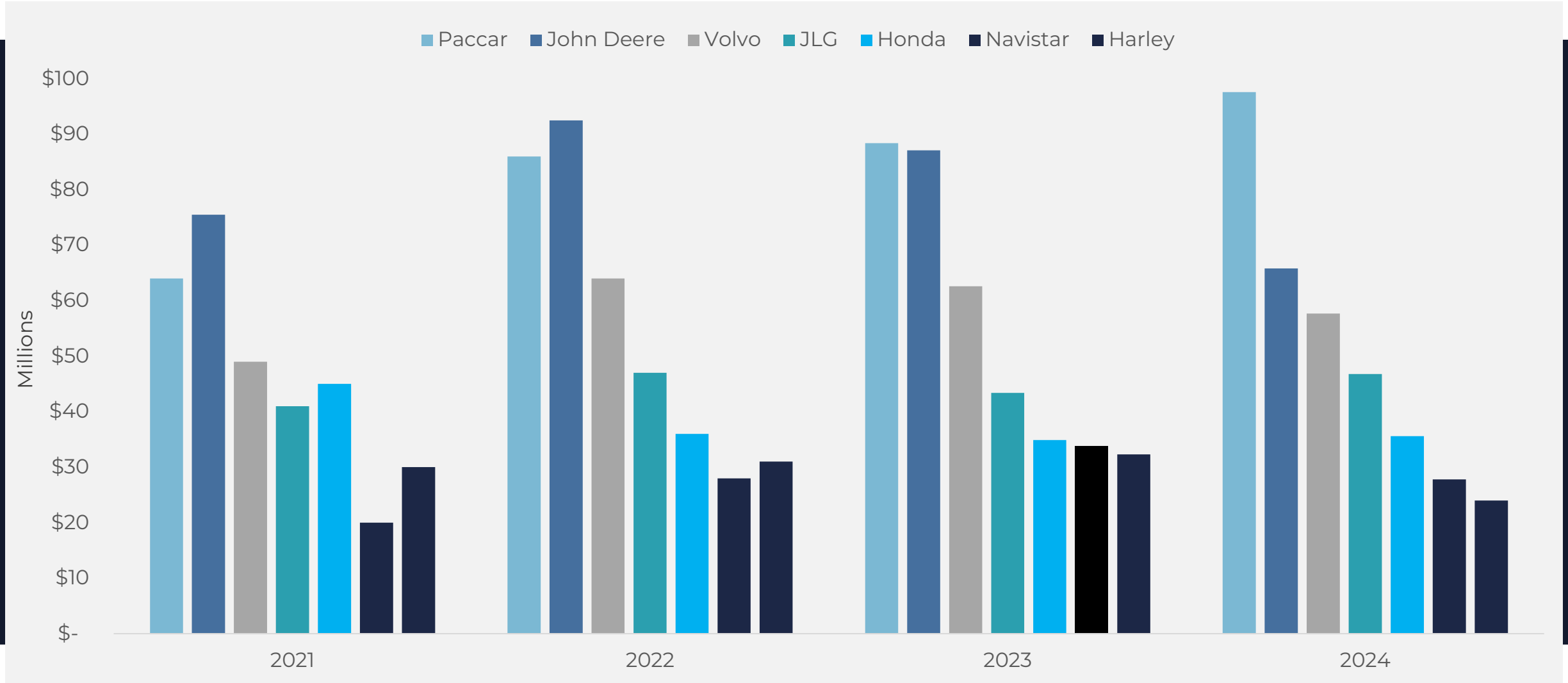
2022



2021



Sales to Individual Customer



HISTORICAL MATERIAL PRICE PASS-THROUGH

(Y-o-Y Change in $MMs)	Material Price Pass-Throughs				
	1Q	2Q	3Q	4Q	Full Year
2023	$ (9.9)	$ (8.3)	$ (0.5)	$ (0.4)	**$ (19.1)**
2024	$ —	$ (1.1)	$ (0.7)	$ (0.2)	**$ (2.0)**
2025	$ (1.9)				**$ (1.9)**

Non-GAAP Reconciliation of Adjusted EBITDA

	Q1	
($MM)	**2025**	**2024**
Net income and comprehensive income	$ 0.0	$ 3.2
Interest expense	1.6	3.4
Provision (benefit) for income taxes	(0.0)	1.0
Depreciation and amortization	9.5	9.3
EBITDA	**$ 11.1**	**$ 16.9**
Stock-based compensation expense	1.1	1.2
Legal costs due to former fitness customer	—	0.5
Adjusted EBITDA	**$ 12.2**	**$ 18.5**
Net sales	$ 135.6	$ 161.3
EBITDA margin	8.2%	10.5%
Adjusted EBITDA margin	9.0%	11.5%

Note: Totals may not sum due to rounding.

Non-GAAP Reconciliation of Adjusted Net Income & Diluted EPS

($MM, except share amounts and per share values)	Q1 2025	Q1 2024
Net income and comprehensive income	$ 0.0	$ 3.2
Stock-based compensation expense	1.1	1.2
Legal costs due to former fitness customer	—	0.5
Tax affect of the above adjustments	(0.1)	(0.3)
Adjusted net income and comprehensive income	**$ 1.0**	**$ 4.6**
Adjusted Diluted EPS	**$ 0.04**	**$ 0.22**
Weighted average diluted shares outstanding	**20,750,938**	**20,700,046**

Note: Totals may not sum due to rounding.

Non-GAAP Reconciliation of Free Cash Flow

	Q1	
($MM)	**2025**	**2024**
Net cash provided by operating activities	$ 8.3	$ 10.6
Purchase of property, plant and equipment	(3.0)	(2.8)
Free cash flow	**$ 5.4**	**$ 7.9**

Note: Totals may not sum due to rounding.