mec®

Investor Presentation

July 2021

Disclaimer

Forward-Looking Statements

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

Important factors that could cause actual results or events to differ materially from those expressed in forward-looking statements include, but are not limited to, those described in "Risk Factors" in Part I, Item 1A of our Annual Report on Form 10-K for the year ended December 31, 2020, filed with the Securities and Exchange Commission on March 5, 2021, as such may be amended or supplemented in Part II, Item 1A of our subsequently filed Quarterly Reports on Form 10-Q (including our Quarterly Report filed with the Securities and Exchange Commission on May 5, 2021), and the following: the uncertain negative impacts the coronavirus (COVID-19) has had and will continue to have on our business, financial condition, cash flows, results of operations and supply chain (including future uncertain impacts); failure to compete successfully in our markets; risks relating to developments in the industries in which our customers operate; our ability to maintain our manufacturing, engineering and technological expertise; the loss of any of our large customers or the loss of their respective market shares; risks related to scheduling production accurately and maximizing efficiency; our ability to realize net sales represented by our awarded business; our ability to successfully identify or integrate acquisitions; risks related to entering new markets; our ability to develop new and innovative processes and gain customer acceptance of such processes; our ability to recruit and retain our key executive officers, managers and trade-skilled personnel; risks related to our information technology systems and infrastructure; manufacturing risks, including delays and technical problems, issues with third-party suppliers, environmental risks and applicable statutory and regulatory requirements; political and economic developments, including foreign trade relations and associated tariffs; volatility in the prices or availability of raw materials critical to our business; results of legal disputes, including product liability, intellectual property infringement and other claims; risks associated with our capital-intensive industry; risks related to our treatment as an S Corporation prior to the consummation of our initial public offering of common stock; and risks related to our employee stock ownership plan's treatment as a tax-qualified retirement plan. These factors are not necessarily all of the important factors that could cause actual results or events differ materially from those expressed in forward-looking statements. Other unknown or unpredictable factors could also cause actual results or events to differ materially from those expressed in the forward-looking statements. All forward-looking statements attributable to us are qualified in their entirety by this cautionary statement. Forward-looking statements speak only as of the date hereof. We undertake no obligation to update or revise any forward-looking statements after the date on which any such statement is made, whether as a result of new information, future events or otherwise, except as required by federal securities laws.

Non-GAAP Financial Measures

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

These metrics are supplemental measures of our operating performance that are neither required by, nor presented in accordance with, GAAP. These measures should not be considered as an alternative to net income or any other performance measure derived in accordance with GAAP. We present Adjusted EBITDA and Adjusted EBITDA Margin as management uses these measures as key performance indicators, and we believe they are measures frequently used by securities analysts, investors and other parties to evaluate companies in our industry. These measures have limitations as analytical tools and should not be considered in isolation or as substitutes for analysis of our results as reported under GAAP.

MEC Team

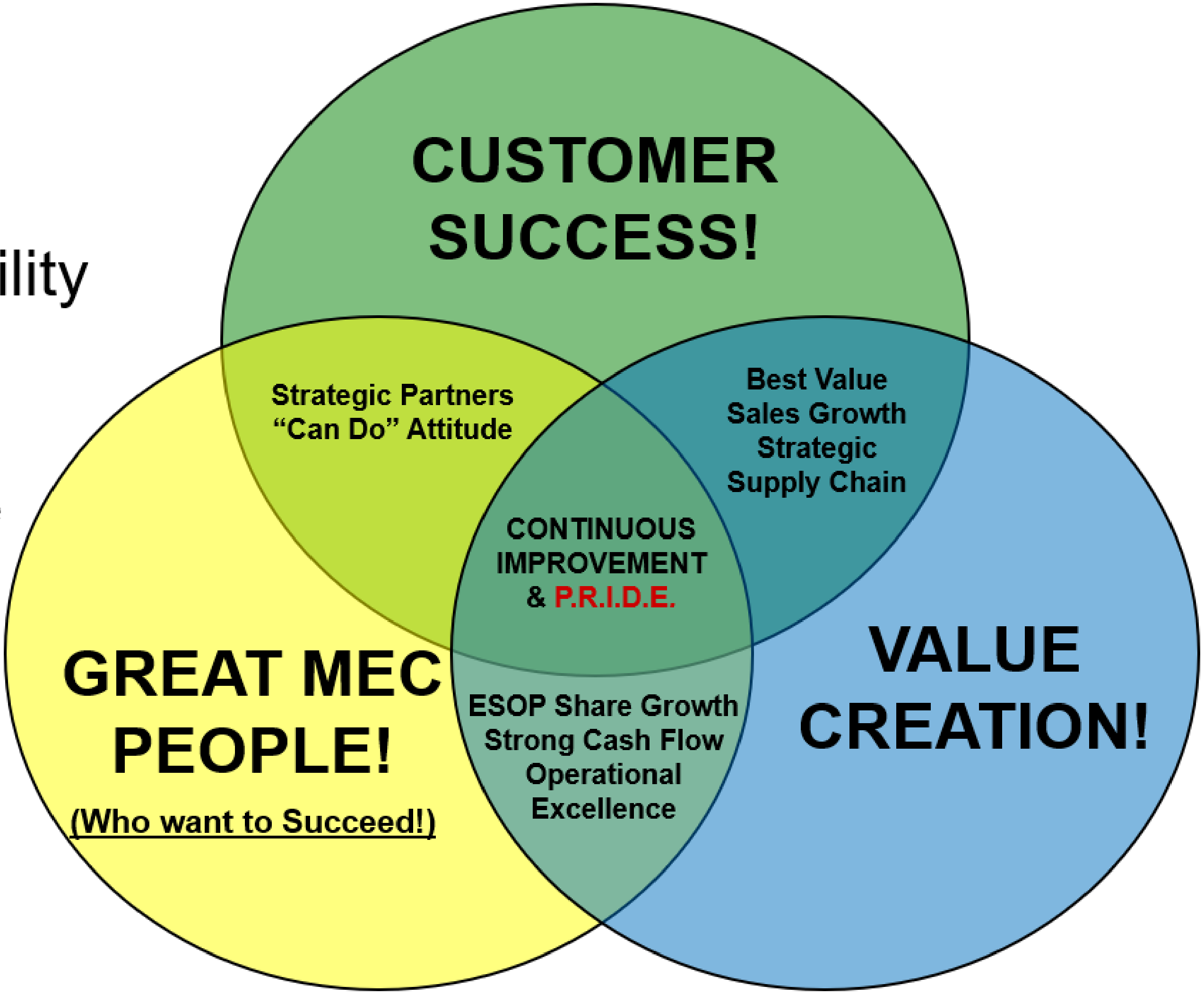
Robert D. Kamphuis
Chairman, President and Chief Executive Officer

Todd M. Butz
Chief Financial Officer

Ryan F. Raber
Executive Vice President – Strategy, Sales & Marketing

MEC Mission Statement

P ersonal
R esponsibility
I n
D aily
E xcellence



A FOUNDATION OF TEAMWORK &TRUST

MEC is the Largest U.S. Metal Fabricator
11 Consecutive Years[1]

ABLE TO PROVIDE THE BROADEST RANGE OF PRODUCTION CAPABILITIES...

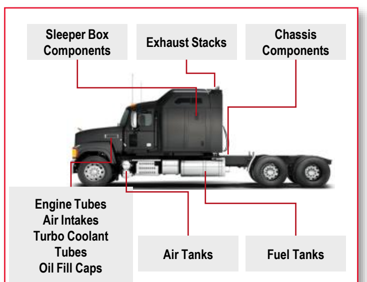
Prototype & Fabrication

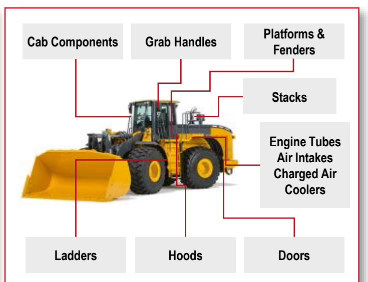
Performance Structures

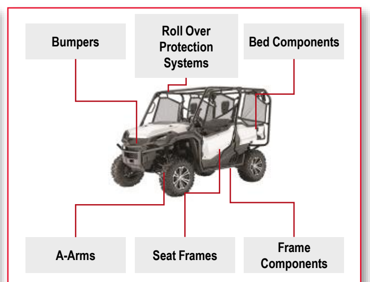
Tubes

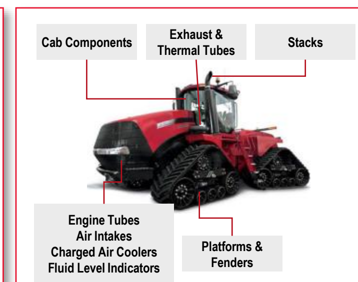
Tanks

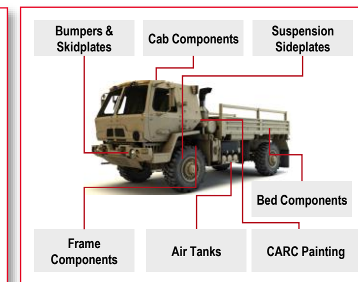
...SERVING A DIVERSE RANGE OF END MARKETS...











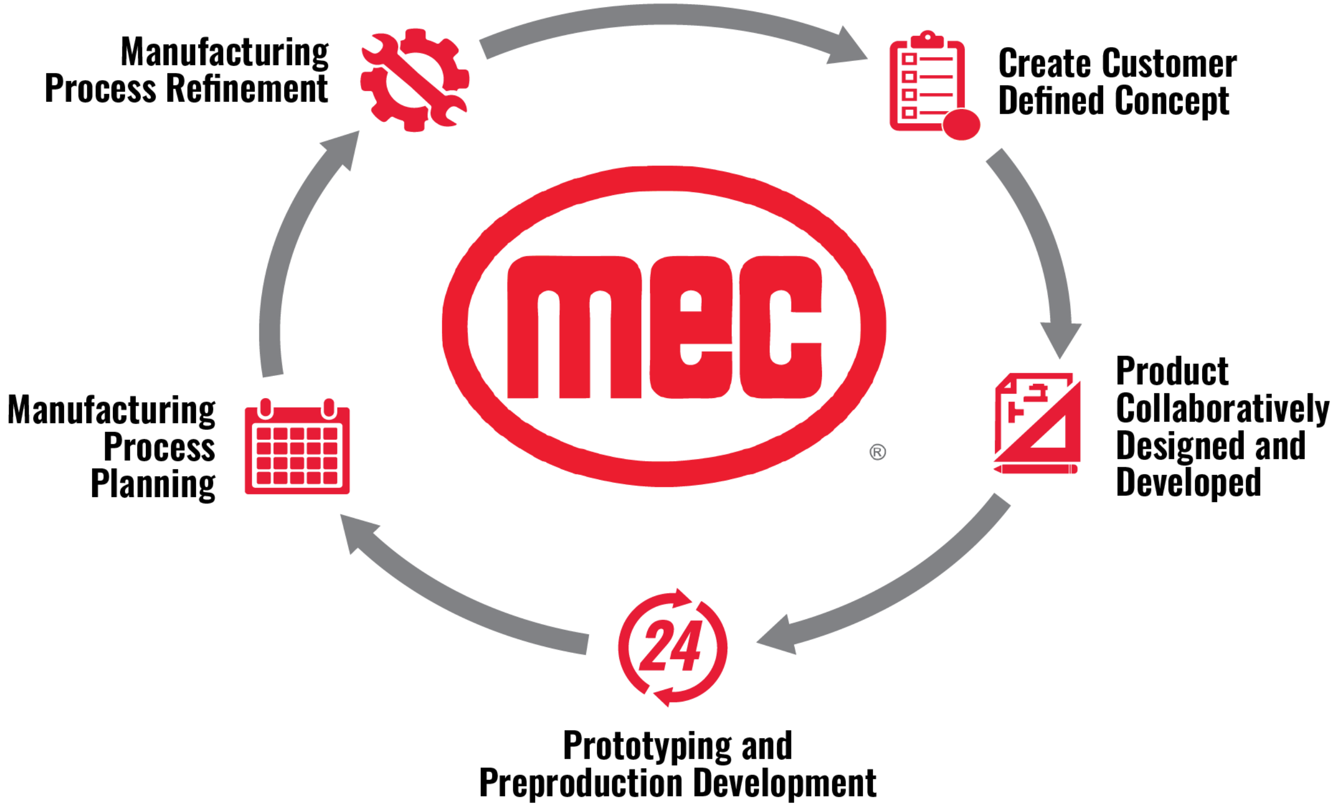
...RESULTING IN DEEP AND EMBEDDED RELATIONSHIPS WITH CUSTOMERS

John Deere | CAT | CNH Industrial | Daimler | Volvo | Mercury | Honda | Isuzu | Oshkosh | JLG | Paccar

1 Per The Fabricator Magazine estimates.

Unique Full-Service Offering

Providing Value-Added Services for Customers Coupled with Continuous Improvement



- Large built-in opportunity to drive growth and increase capacity
- Longevity of deep customer understanding = better able to grow business
- Broad product offering creates a “one stop” shop = barriers to entry

Long-Term Growth Opportunities

Increasing Regionalization and Automation Trends

- Reduce labor needs while improving quality, consistency and throughput
- Increasing regional supply chain strategy

Further Development of Existing Customers

- Ongoing supply chain consolidate; reshoring and outsourcing

Core Application Expansion

- Collaborate with customers on new products and markets

Enter New Adjacent Markets

- Flexible asset base enables product offering expansion

M&A Upside

- **Integration expertise to expand offering and markets**

Investment Highlights: Why MEC?

Ultimate ReSource for Complex Manufacturing Needs

- Largest fabricator in the U.S. with **unmatched scale and footprint**[1]
- **Long standing relationships** with blue-chip OEMs in a diverse range of end markets
- Broad range of **end-to-end solutions** and capabilities
- **'One-stop shop'** for contract manufacturing needs

Differentiated Industrial Company

- **Agile and adaptable business model** drives stability through cycles
- **Industry-leading automation**, creates high barriers to entry
- Ability to pass through **commodity exposure** to customers
- **Employee ownership**, driving culture of pride and personal responsibility

Well Positioned for Long-Term, Profitable Growth

- **Strong financial position** and free cash flow generation with ample liquidity
- Technology and automation investments **improve cost, quality and capacity**
- **Preferred consolidator** in a highly fragmented industry
- Strong financial position provides flexibility to pursue **strategic long-term growth opportunities**

1 Per The Fabricator Magazine estimates.

New Strategic Customer Relationship

Customer

- Entering new end market: Fitness Equipment
- Augmenting U.S. based manufacturing capabilities
- Providing component parts for final assembly
- Similar margin profile to base business
- Potential expansion into other product lines

Investment

- $35MM–$45MM of capital for technology and automation
- Completed agreement for new ~450K sq. ft. leased facility in Hazel Park, MI
- Adding ~400 employees
- Received $2.5M of state incentives

COVID Pandemic Update

- MEC maintains “Essential Service” designation
  - Viewed as key supplier by customers
  - All 19 facilities across the U.S. remain operational
- Prioritizing health and safety of employees
- Responding to change ‘normal course of business’
- Focused on factors within our control
- Social distancing is naturally accomplished through:
  - Separation by respective work cells
  - Increased use of technology and automation

Current Status:

- All customers relationships and manufacturing programs intact
- Minimal supply chain disruptions

On-Going COVID Response

"Don't just get by… ..get better together"

Priorities

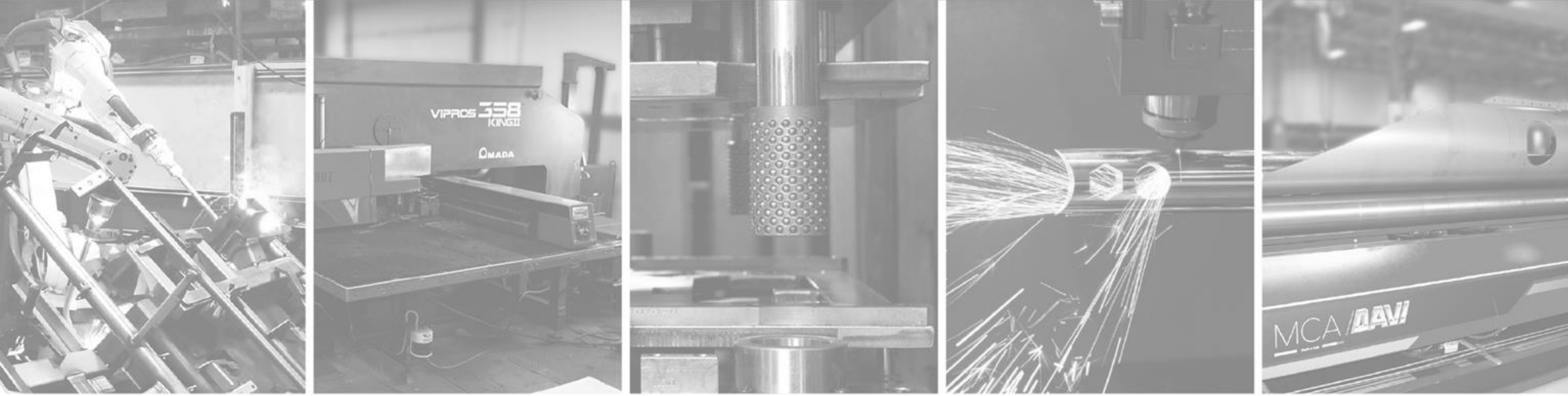
1. Maintaining employee health and safety
2. Continued exceptional customer service and collaboration
3. Further market penetration
   Both existing and new customers
   Leveraging onshoring trends
4. Agile and adaptable business model focused on continuous improvement

Operational Outcomes

Responsiveness to changing market conditions

More efficient structure to serve customers
Maintaining foundation for long-term growth

Greater emphasis on competitive differentiation



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Additional Information

Financial Position, Liquidity, and Free Cash Flow

1. Strong Financial Position
2. Ample Liquidity
3. Free Cash Flow Stability

Leverage Ratio of 1.0x[1]
as compared to a covenant max of 3.75[2]

$300MM of borrowing capacity[3]

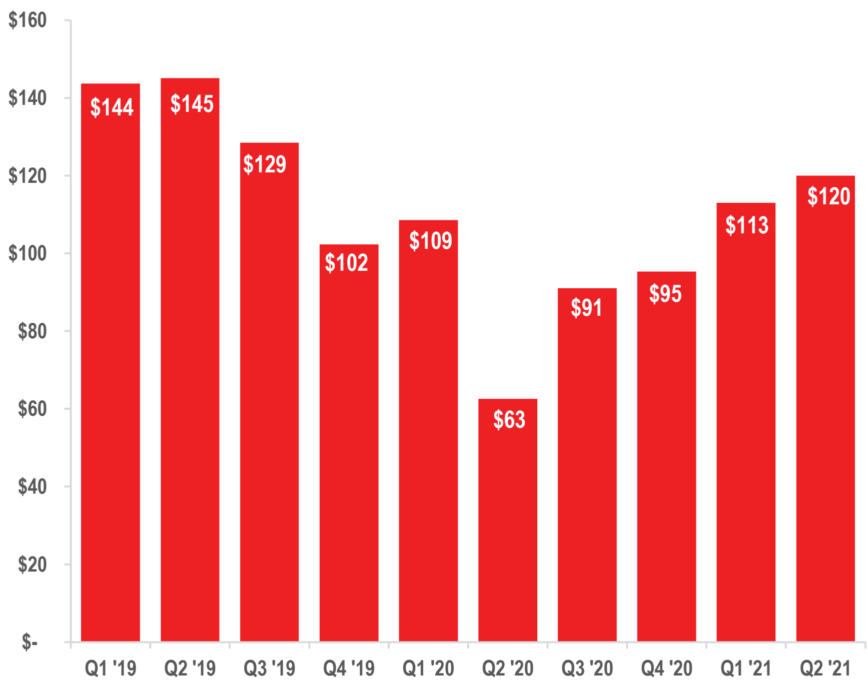
Aligned markets & capacity helps stabilize performance

Well Equipped to Manage Uncertainties + Better Positioned than Competition = MEC Advantage

1 As of June 30, 2021.
2 In accordance with the Second Amendment to the Credit Agreement.
3 $200MM revolver + $100MM accordion) Assumes continued compliance with covenants associated with the Credit Agreement.

Effectively and Efficiently Adapting to Market Conditions

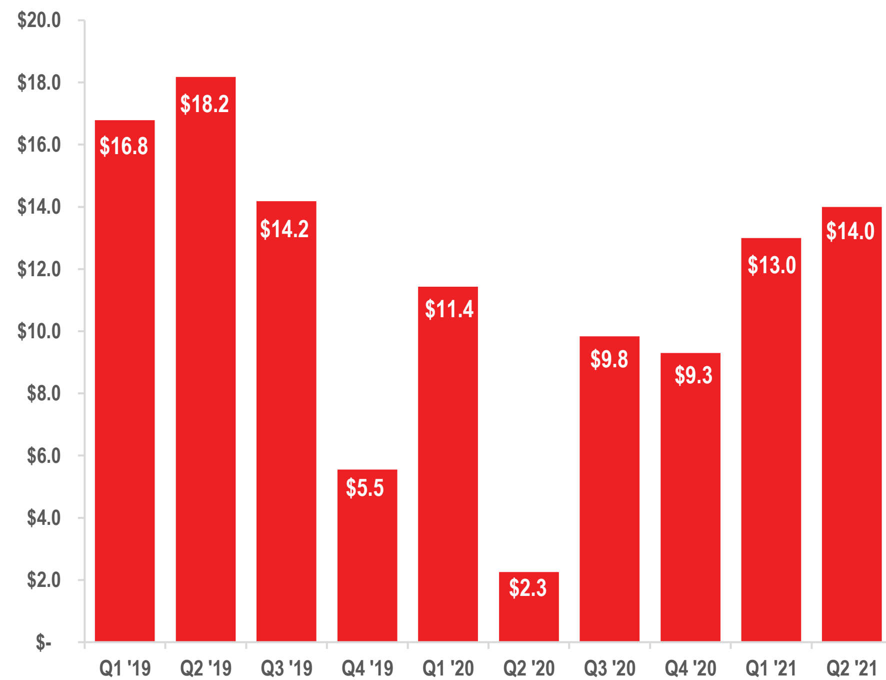
Net Sales by Quarter ($MM)



Market Demand Changes and Destocking Activities

COVID Pandemic

Adjusted EBITDA[1] by Quarter ($MM)



QoQ incremental margins would be 30.6% excluding the impact of contractual lag of raw material price increases.

QoQ 20.4% incremental margins vs. historical 22.5%

- Market demand changes and destocking activities adversely impact Q3 2019 through Q3 2020.
- COVID-19 pandemic adversely impacts Q2 and Q3 2020.

1 Non-GAAP Financial Measure as defined on slide 2. 2019 amounts have been re-casted to add back stock-based compensation expense.

Cost Improvement Initiatives

1. Investments in Technology and Automation

Fiber Lasers

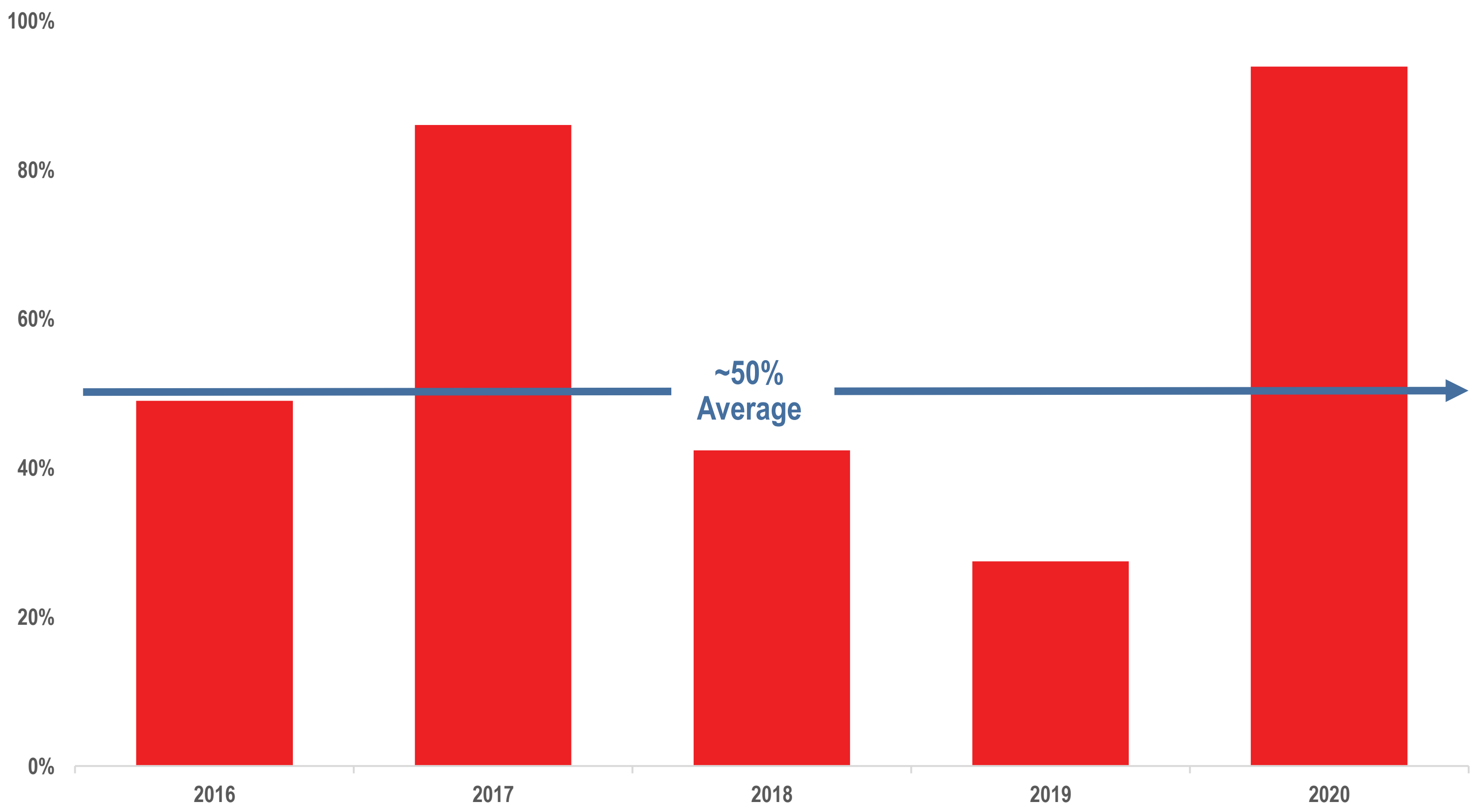
Robotic Brake Press

- **Increased Efficiency and Capacity:** Faster, reduced set-up time and employee involvement, leverage 6 sigma continuous improvement
- **Financially Viable:** >25% IRR

2. Cost Reduction Initiatives

Headcount Redeployment • Facility Optimization • Acquisition & Market Synergies

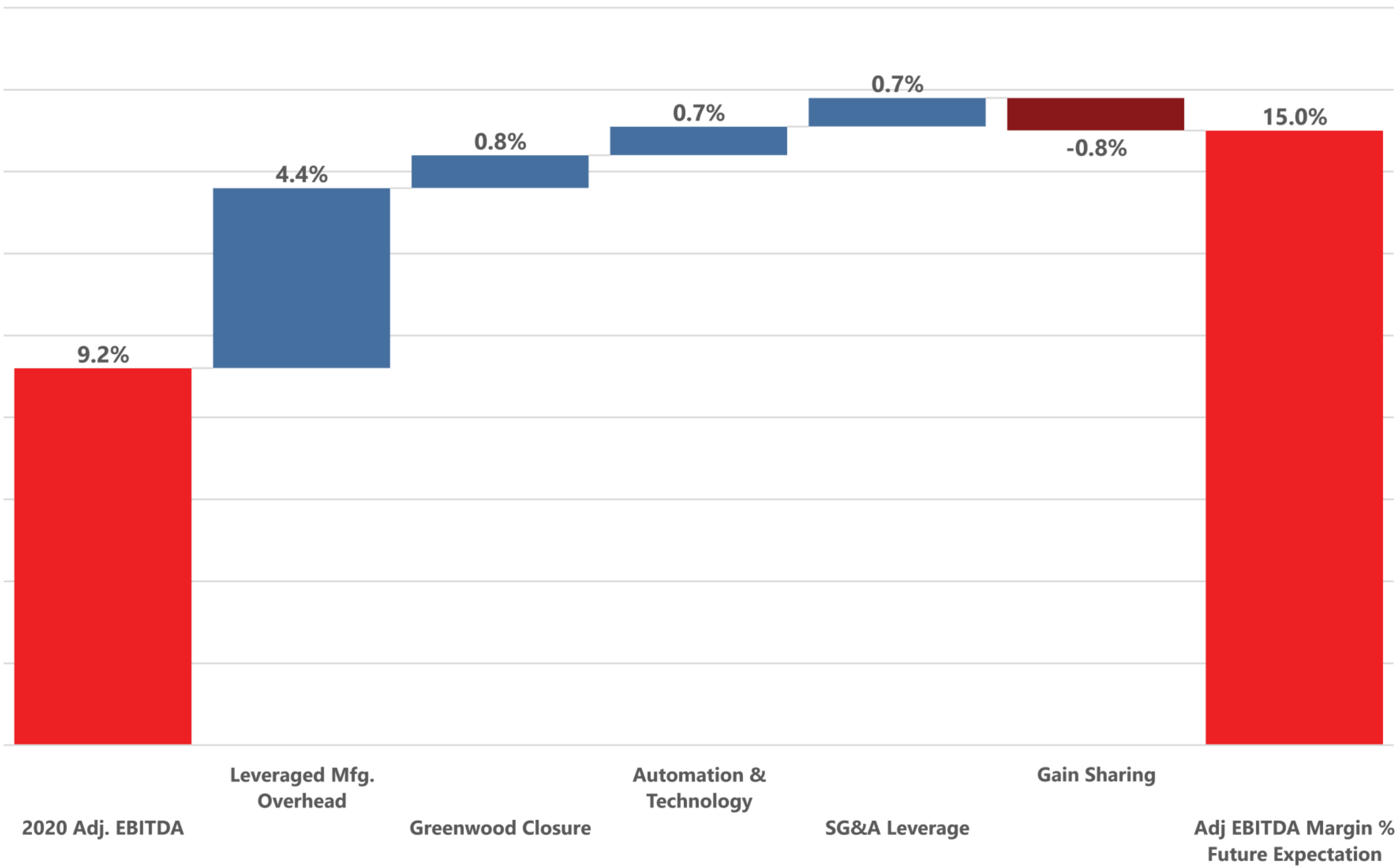
Free Cash Flow Conversion[1]



- 2017 greater than average due to decline in working capital
- 2019 lower than average primarily due to timing of investments in technology and automation (two times annual average).

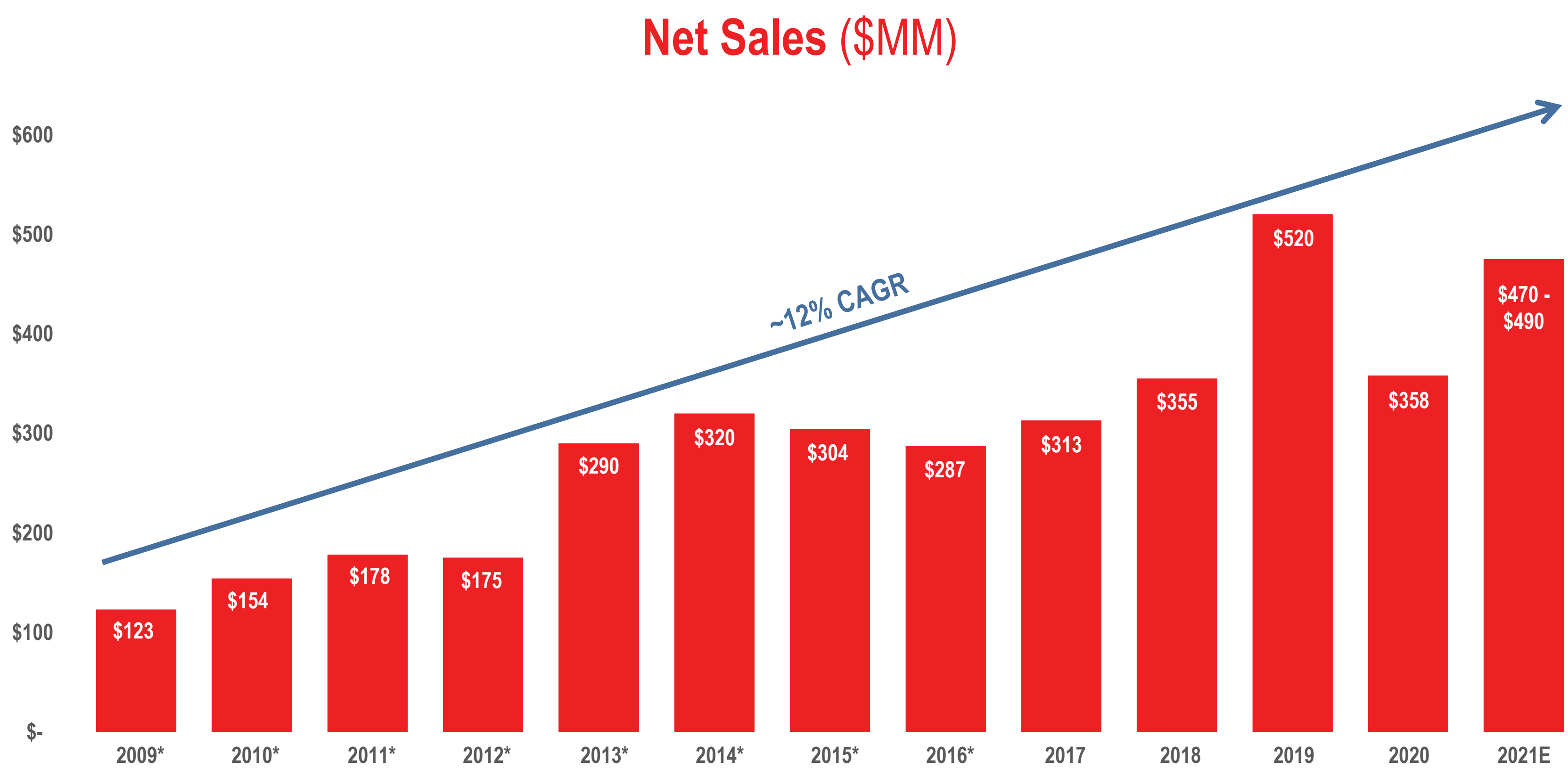
1 Free cash flow conversion equals Adjusted EBITDA minus capital expenditures minus/plus change in working capital, divided by Adjusted EBITDA.

Adjusted EBITDA Margin % Bridge to 15%[1]



1 Assumes normalized raw material price adjustments.

Track Record of Long-Term Profitable Growth

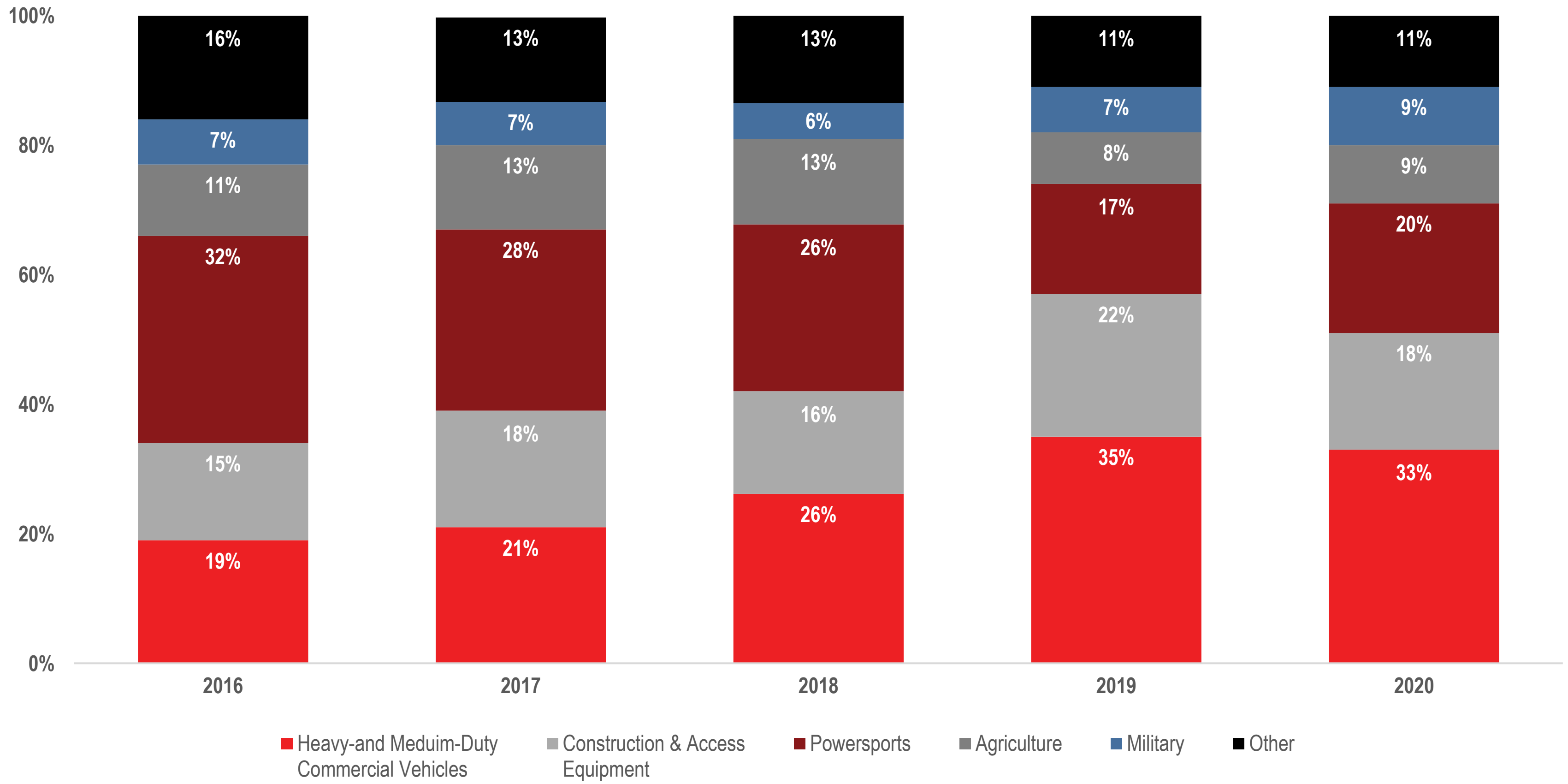


- Adjusted EBITDA[1] margin range of ~9% to ~14% for the periods presented
  - Free Cash Flow[1] ~50% of Adjusted EBITDA[1] for the periods presented

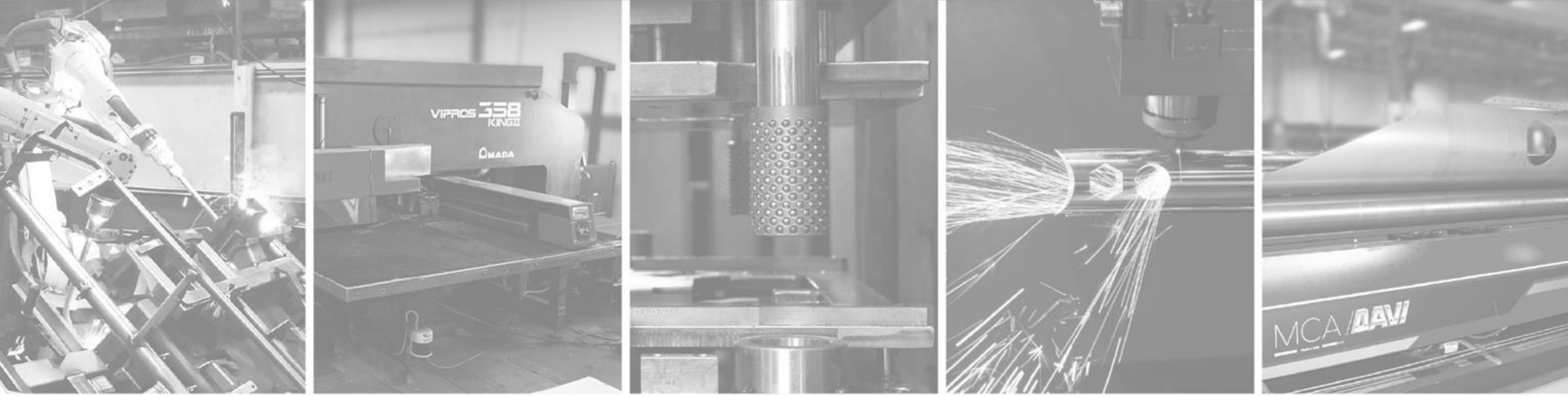
* Our independent registered public accounting firm has not reviewed, audited or performed any procedures on these financial results and, as a result, expresses no opinion thereon.
1 Non-GAAP Financial Measure as defined on slide 2.

Net Sales by End Markets

End Market Diversification (% of Net Sales)



Diverse end markets foster ability to adapt to demand change and continued free cash flow generation



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