



**DOUGLAS  
DYNAMICS**

# INVESTOR PRESENTATION APRIL 2025

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*Mark Van Genderen – President & CEO*

*Jon Sisulak – VP, Corporate Controller & Treasurer*

*Nathan Elwell – VP, Investor Relations*



# FORWARD-LOOKING STATEMENTS



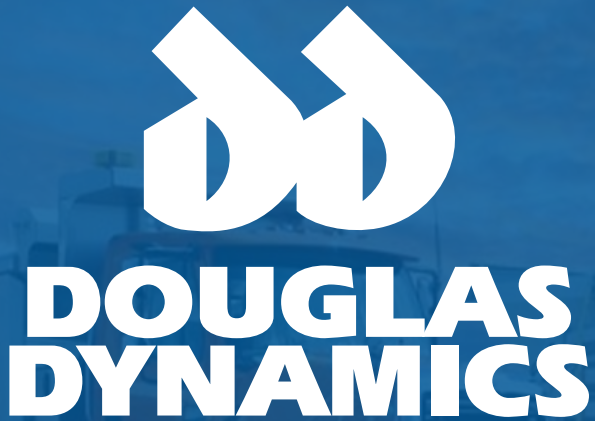
This presentation contains certain forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. These statements include information relating to future events, future financial performance, strategies, expectations, competitive environment, regulation, product demand, the payment of dividends, and availability of financial resources. These statements are often identified by use of words such as "anticipate," "believe," "intend," "estimate," "expect," "continue," "should," "could," "may," "plan," "project," "predict," "will" and similar expressions and include references to assumptions and relate to our future prospects, developments, and business strategies. Such statements involve known and unknown risks, uncertainties and other factors that could cause our actual results, performance, or achievements to be materially different from any future results, performance or achievements expressed or implied by these forward-looking statements.

Factors that could cause or contribute to such differences include, but are not limited to, weather conditions, particularly lack of or reduced levels of snowfall and the timing of such snowfall, our ability to manage general economic, business and geopolitical conditions, including the impacts of natural disasters, labor strikes, global political instability, adverse developments affecting the banking and financial services industries, pandemics and outbreaks of contagious diseases and other adverse public health developments, our inability to maintain good relationships with our distributors, our inability to maintain good relationships with the original equipment manufacturers with whom we currently do significant business, lack of available or favorable financing options for our end-users, distributors or customers, increases in the price of steel or other materials, including as a result of tariffs, necessary for the production of our products that cannot be passed on to our distributors, increases in the price of fuel or freight, a significant decline in economic conditions, the inability of our suppliers and original equipment manufacturer partners to meet our volume or quality requirements, inaccuracies in our estimates of future demand for our products, our inability to protect or continue to build our intellectual property portfolio, the effects of laws and regulations and their interpretations on our business and financial condition, including policy or regulatory changes related to climate change, our inability to develop new products or improve upon existing products in response to end-user needs, losses due to lawsuits arising out of personal injuries associated with our products, factors that could impact the future declaration and payment of dividends, or our ability to execute repurchases under our stock repurchase program, our inability to effectively manage the use of artificial intelligence, our inability to compete effectively against competition, our inability to successfully implement our new enterprise resource planning system at Dejana, as well as those discussed in the section entitled "Risk Factors" in our annual report on Form 10-K for the year ended December 31, 2024 and any subsequent Form 10-Q filings.

You should not place undue reliance on these forward-looking statements. In addition, the forward-looking statements in this release speak only as of the date hereof and we undertake no obligation, except as required by law, to update or release any revisions to any forward-looking statement, even if new information becomes available in the future.



# RECENT ANNOUNCEMENTS



✓ **Mark Van Genderen promoted to President & CEO**

✓ 2024 Adj. EPS of \$1.47 Up from \$1.01 in 2023.

✓ **Chris Bernauer appointed as President of Work Truck Attachments**

✓ Shannan Vlieger promoted to SVP, People and Culture

✓ **Completed sale leaseback of seven facilities**

✓ Used \$42M of proceeds to pay down long-term debt; Leverage ratio now 2.4X



# TWO MARKET LEADING SEGMENTS



## Work Truck Attachments (“WTA”)

- Three leading commercial snow and ice control brands
- Track record of innovation and defensible IP
- Superior service and quality driving leading market presence
- Exceptional margin profile
- Growth opportunities in non-truck products



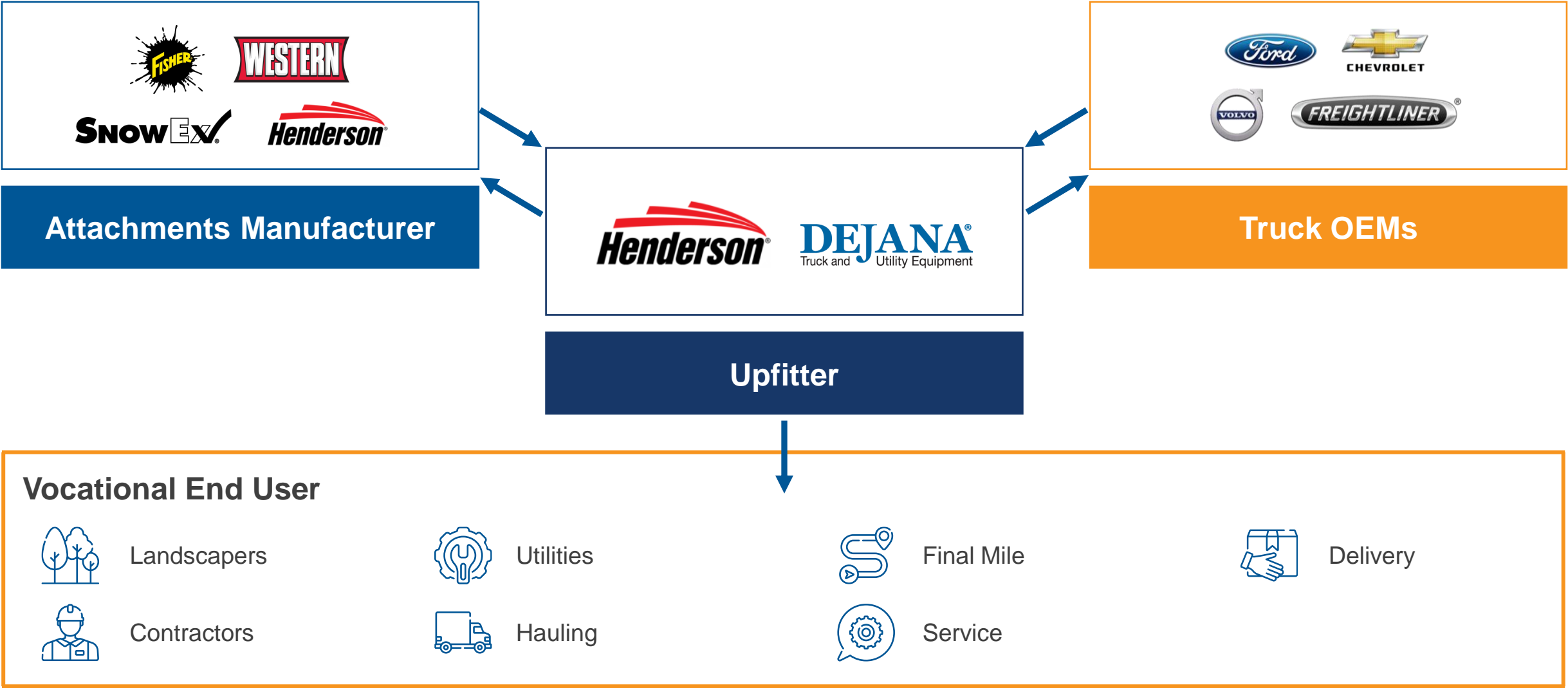
## Work Truck Solutions (“WTS”)

- Leading provider of customized solutions and upfit services (Class 4-8)
- Strong relationships with truck OEM’s including largest bailment pool for Ford
- Leading provider of Municipal snow & ice control solutions
- Broad and diverse customer base
- Unlocking improvement in a custom environment via DDMS





# WORK TRUCK INDUSTRY STRUCTURE





# CAPABILITIES ACROSS THE WORK TRUCK MARKET



Class 1 – 3



**Light Duty Trucks**  
Ford F-150  
Chevy 2500



Class 3 – 6



**Medium Duty**  
Ford F-450  
Chevy Topkick



Class 7 – 8



**Heavy Duty**  
Freightliner  
International



# WTS: RECENT RESULTS BODE WELL FUTURE



**DEJANA<sup>®</sup>**  
Truck and Utility Equipment

**Henderson<sup>®</sup>**



Maintaining near-record backlog



Municipal demand remains positive



Ongoing DDMS implementation



Self-help initiatives:  
Cost reductions, sourcing



Improved chassis flow



Exploring new business lines



# WTS: 4Q24 RESULTS\*



## Fourth quarter results

- The Solutions segment recorded another strong quarter to complete a record year driven by higher volumes and price realization, plus improved production efficiencies.
- Fourth quarter 2024 Net Sales increased 13.8%, and Adjusted EBITDA increased 11.9%, which produced fourth quarter Adjusted EBITDA margins of 10.9%.
- Demand remains solid overall.
- Municipal - Demand remains strong. Operating more efficiently.
- Commercial - Fleet business remains robust. Some areas showing signs of softness.



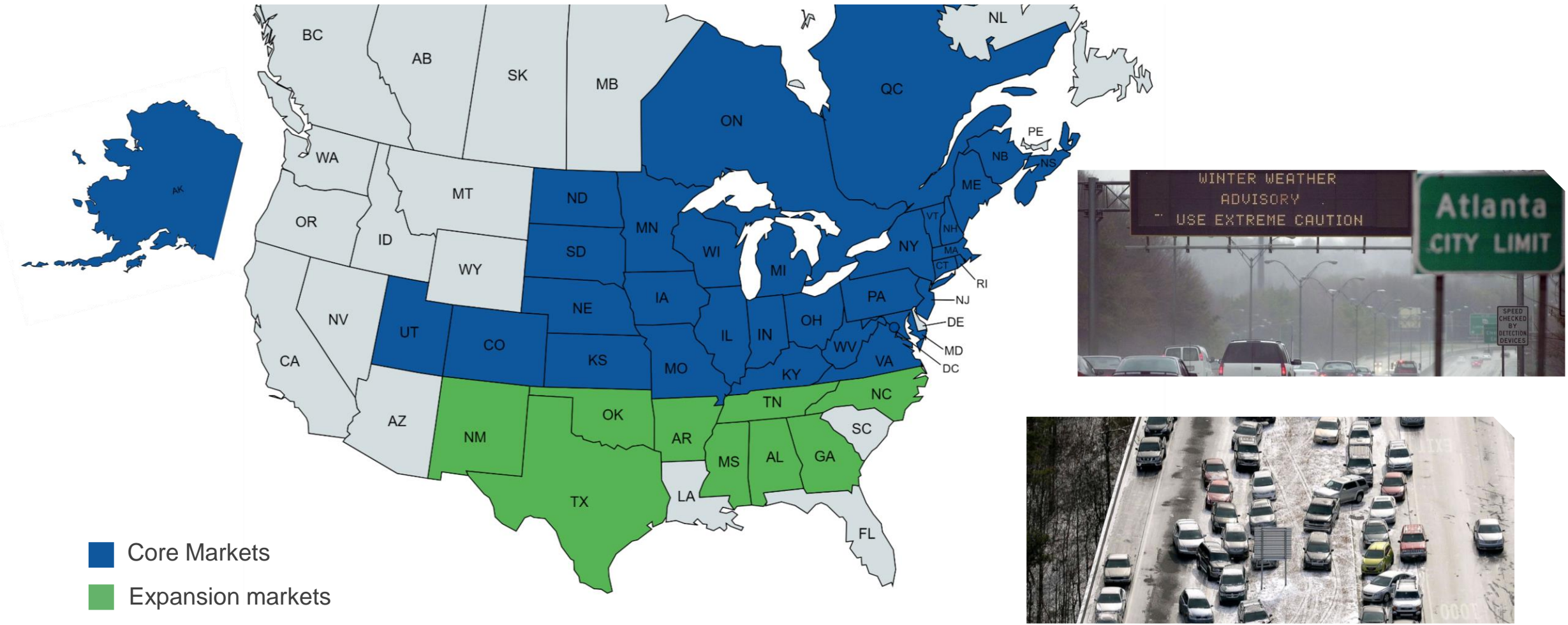
*“The Solutions team exceeded our expectations in 2024, generating record results for the year. We are pleased with the ongoing improvements, which returned us to near double-digit margins, and we enter 2025 with a strong backlog and continued positive demand across the segment.”*

**– Jim Janik, Chairman**

\*All comparisons are to 2023 financials. Financial tables on pages 22-24



# WTA: DISRUPTION CREATING DEMAND OUTSIDE SNOWBELT



WTA does operate in the western United States and western provinces of Canada, but lack of population density limits the importance of these markets.



# WTA: SHIFTING SOCIETAL EXPECTATIONS CREATING OPPORTUNITIES



## Increased focus on safety

- Pressure for higher levels of service due to safety concerns and increasingly litigious society

## Environment and regulations

- State legislation driving change
- Increasing use of liquids to pre-treat
- Preventative snow and ice management

## Customer demand for services

- 24 / 7 / 365 access ***now required***
- Changing expectations and increasing impatience
- People willing to pay for priority
- Driving demand for equipment





# WTA: EXPANDING SNOW & ICE CONTROL METHODS





# WTA: PRODUCT EXPANSION OPPORTUNITIES



Increasing Complexity



### Key Criteria

- ✓ Highly engineered
- ✓ Complex manufacturing
- ✓ Hydraulics
- ✓ Intricate electrical
- ✓ Intellectual property
- ✓ Regulatory barriers
- ✓ Mission critical performance
- ✓ Complex certification
- ✓ Professional user
- ✓ Decreased price sensitivity

### Low barrier to entry

- ✗ No upfitter needed
- ✗ Minimal complexity
- ✗ End user installation
- ✗ Lack intellectual property





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# FINANCIAL OVERVIEW

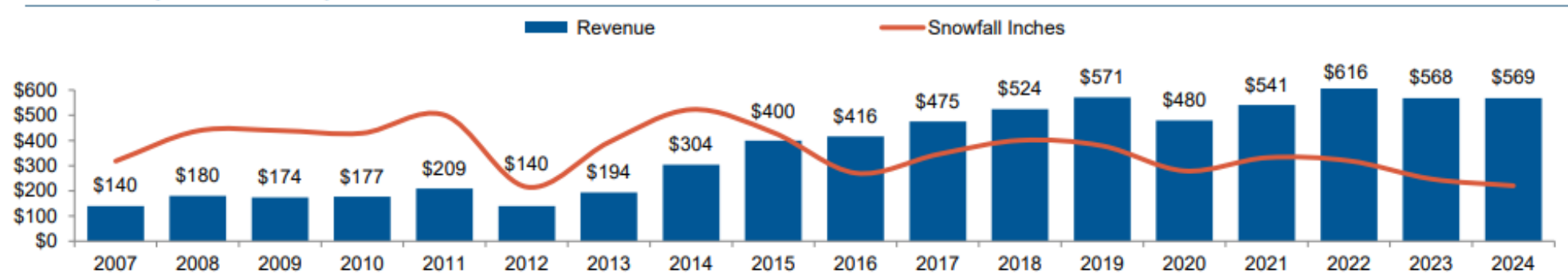
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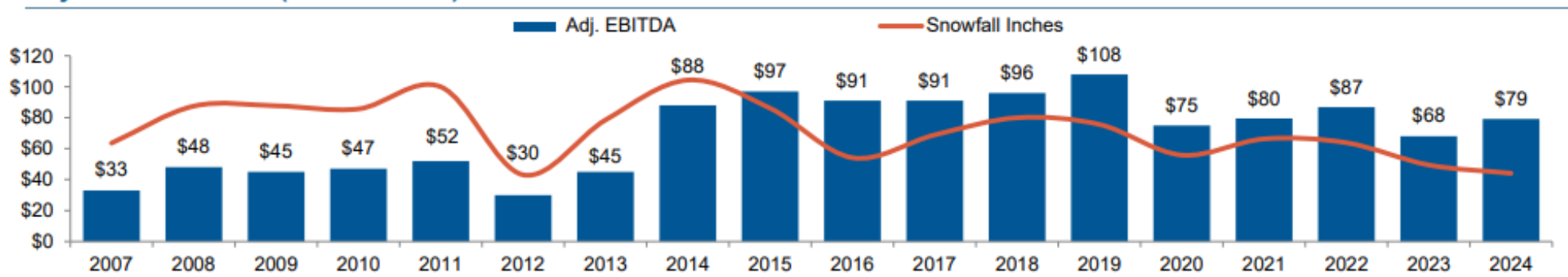
# RESILIENT BUSINESS MODEL



Revenue (\$ in millions)



Adjusted EBITDA<sup>1</sup> (\$ in millions)



Source: Company filings  
1: Non-GAAP metric is reconciled to nearest GAAP metric within the Company's 10-K as filed with the SEC as dated a 2/27/24



# 2024 FINANCIALS\*



## Consolidated:

- Net Sales of \$568.5 million, Net Income of \$56.2 million, and Diluted Earnings per Share of \$2.36
- Both Adjusted Net Income and Adj. Diluted EPS increased approximately 45% to \$35.2 million \$1.47, respectively
- WTS produced record full year results
- WTA delivered improved margins
- 2024 Cost Savings Program exceeded expectations delivering over \$10 million in savings
- September 2024 - Sale Leaseback Transaction net gain of \$42.3 million, primarily used to pay down term loan debt.

## Segment:

- **WTA:** Impact of low snowfall in core markets during previous snow seasons created an elongated equipment replacement cycle, leading to lower Net Sales of \$256.0 million.
- Adjusted EBITDA was \$48.5 million compared to \$50.6 million in the prior year.
- 2024 Cost Savings Program allowed Attachments to maximize profitability despite suppressed demand; Adjusted EBITDA margins improved 160 bp to 18.9%.
- **WTS:** Record results driven by higher volumes and price realization, plus improved production efficiencies.
- Net Sales grew 13.0% to \$312.5 million.
- Full year 2024 Adjusted EBITDA increased 75.6% to \$30.9 million, with margins of 9.9%, a 350-bp improvement.

\*All comparisons are to 2023 financials. Financial tables on pages 22-24



# 2025 OUTLOOK\*



## 2025 Outlook\*

	Low	High
<b>Net Sales</b>	\$610M	\$650M
<b>Adj. EBITDA</b>	\$75M	\$95M
<b>Adj. EPS</b>	\$1.30	\$2.10
<b>Tax Rate</b>	24%	25%

The 2025 outlook and long-term financial targets assumes:

- Relatively stable economic conditions.
- Stable to slightly improving supply of chassis and components.
- Core markets will experience average snowfall in the fourth quarter of 2025.

*\*2025 annual guidance was last given on February 25, 2025, and has not been confirmed or updated since that time.*



# LONG-TERM FINANCIAL TARGETS





WORK TRUCK

ATTACHMENTS

Sales growth – low to mid-single digits  
EBITDA % profile – mid to high 20’s



WORK TRUCK

SOLUTIONS

Sales growth – mid to high-single digits  
EBITDA % Profile – low double digits to low teens

Expanding Product Portfolio / Vertical Integration

Disciplined Acquisition Strategy

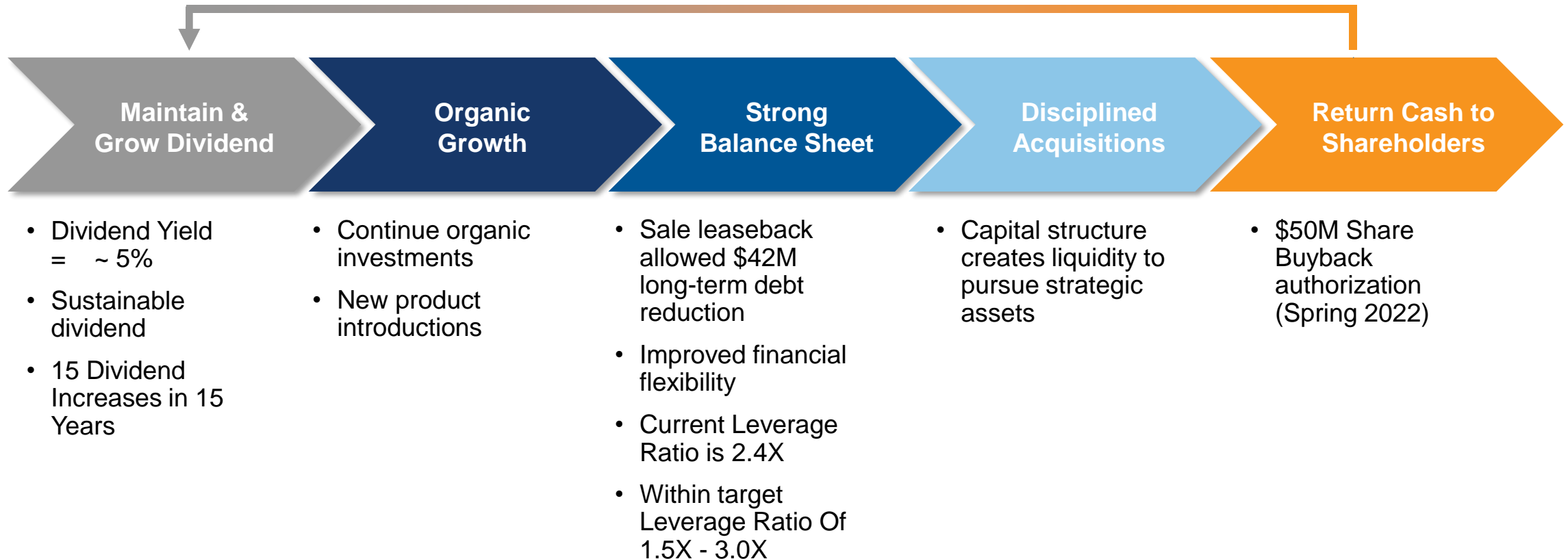


Delivering Long-Term Shareholder Value

*Assumptions: average snowfall, consistent chassis delivery, stable economy, no transformative acquisitions*



# DISCIPLINED CAPITAL ALLOCATION STRATEGY





# ROADMAP TO LONG-TERM VALUE CREATION



## **Drive diversification through organic growth initiatives; Begin to activate M&A process**

Innovation and diversification to further strengthen market position



## **Execute effectively to fuel expansion process**

Delivering margin improvements via DDMS and evolving talent strategy



## **Optimize operating model and financial structure to deliver long-term shareholder value**

Focused on delivering profitable growth and a sustainable dividend







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# APPENDIX

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# APPENDIX:

## MARK VAN GENDEREN PROMOTED TO PRESIDENT & CEO



In March 2025 Mark Van Genderen was promoted to President & CEO. He most recently served as Chief Operating Officer and President of Work Truck Attachments, overseeing both of the company's reporting segments.

Mark joined Douglas Dynamics in 2020 and has served as President, Work Truck Attachments, President of Commercial Snow & Ice Control (CSI), and Vice President, Strategic and Business Development. Mark brings a combined 33 years of professional experience and spent 21 years in multiple leadership roles at the Harley-Davidson Motor Company.

*"Over the past five years, Mark has developed a deep understanding of our industry, and his business acumen and performance have meaningfully contributed to the company. In addition, he has demonstrated an unwavering commitment to developing our culture, all of which makes him the ideal person to lead Douglas Dynamics into its next phase of growth. During his career, Mark has proven his ability to combine the strategic thinking and operational acumen necessary to drive growth. The Board of Directors is confident that Mark's leadership will be a crucial factor as we strengthen our position as a leader in the work truck industry in the years ahead."*

- **Jim Janik, Chairman**



# APPENDIX: FINANCIAL TABLES

Douglas Dynamics, Inc.  
Consolidated Balance Sheets  
(In thousands)



Douglas Dynamics, Inc.  
Consolidated Statements of Income  
(In thousands, except share and per share data)

	Three Month Period Ended		Twelve Month Period Ended	
	December 31, 2024	December 31, 2023	December 31, 2024	December 31, 2023
	(unaudited)		(unaudited)	
Net sales	\$ 143,549	\$ 134,245	\$ 568,504	\$ 568,178
Cost of sales	107,810	104,742	421,667	433,908
Gross profit	35,739	29,503	146,837	134,270
Selling, general, and administrative expense	21,136	14,229	91,682	78,841
Impairment charges	-	-	1,224	-
Gain on sale leaseback transaction	-	-	(42,298)	-
Intangibles amortization	1,630	2,630	7,520	10,520
Income from operations	12,973	12,644	88,709	44,909
Interest expense, net	(3,144)	(4,468)	(15,260)	(15,675)
Other income (expense), net	138	19	442	-
Income before taxes	9,967	8,195	73,891	29,234
Income tax expense	2,060	1,118	17,740	5,511
Net income	\$ 7,907	\$ 7,077	\$ 56,151	\$ 23,723
Weighted average number of common shares outstanding:				
Basic	23,094,047	22,983,965	23,072,993	22,962,591
Diluted	23,611,050	22,983,965	23,509,976	22,962,591
Earnings per share:				
Basic earnings per common share attributable to common shareholders	\$ 0.33	\$ 0.30	\$ 2.39	\$ 1.01
Earnings per common share assuming dilution attributable to common shareholders	\$ 0.33	\$ 0.29	\$ 2.36	\$ 0.98
Cash dividends declared and paid per share	\$ 0.30	\$ 0.30	\$ 1.18	\$ 1.18

## Assets

	December 31, 2024 (unaudited)	December 31, 2023 (unaudited)
Current assets:		
Cash and cash equivalents	\$ 5,119	\$ 24,156
Accounts receivable, net	87,407	83,760
Inventories	137,034	140,390
Inventories - truck chassis floor plan	2,612	2,217
Refundable income taxes paid	-	4,817
Prepaid and other current assets	6,053	6,898
Total current assets	238,225	262,238
Property, plant, and equipment, net	41,311	67,340
Goodwill	113,134	113,134
Other intangible assets, net	113,550	121,070
Operating lease - right of use asset	70,801	18,008
Non-qualified benefit plan assets	10,482	9,195
Other long-term assets	2,480	2,433
Total assets	\$ 589,983	\$ 593,418

## Liabilities and stockholders' equity

Current liabilities:		
Accounts payable	\$ 32,319	\$ 31,374
Accrued expenses and other current liabilities	26,182	25,817
Floor plan obligations	2,612	2,217
Operating lease liability - current	7,394	5,347
Income taxes payable	1,685	-
Short term borrowings	-	47,000
Current portion of long-term debt	-	6,762
Total current liabilities	70,192	118,517
Retiree benefits and deferred compensation	13,616	13,922
Deferred income taxes	24,574	27,903
Long-term debt, less current portion	146,679	181,491
Operating lease liability - noncurrent	64,785	13,887
Other long-term liabilities	5,922	6,133
Total stockholders' equity	264,215	231,565
Total liabilities and stockholders' equity	\$ 589,983	\$ 593,418



# APPENDIX: FINANCIAL TABLES

Douglas Dynamics, Inc.  
Consolidated Statements of Cash Flows  
(In thousands)



Douglas Dynamics, Inc.  
Segment Disclosures (unaudited)  
(In thousands)

	Three Months Ended December 31, 2024	Three Months Ended December 31, 2023	Twelve Months Ended December 31, 2024	Twelve Months Ended December 31, 2023
<b>Work Truck Attachments</b>				
Net Sales	\$ 53,784	\$ 55,377	\$ 256,010	\$ 291,723
Adjusted EBITDA	\$ 8,992	\$ 6,170	\$ 48,455	\$ 50,563
Adjusted EBITDA Margin	16.7%	11.1%	18.9%	17.3%
<b>Work Truck Solutions</b>				
Net Sales	\$ 89,765	\$ 78,868	\$ 312,494	\$ 276,455
Adjusted EBITDA	\$ 9,797	\$ 8,752	\$ 30,894	\$ 17,559
Adjusted EBITDA Margin	10.9%	11.1%	9.9%	6.4%

	Twelve Month Period Ended	
	December 31, 2024	December 31, 2023
	(unaudited)	
<b>Operating activities</b>		
Net income	\$ 56,151	\$ 23,723
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	17,890	21,662
Loss (gain) on disposal of fixed asset	347	(56)
Amortization of deferred financing costs and debt discount	703	588
Gain on sale leaseback transaction	(42,298)	-
Stock-based compensation	4,860	953
Adjustments on derivatives not designated as hedges	(287)	(688)
Provision for losses on accounts receivable	702	320
Deferred income taxes	(3,042)	7,561
Impairment charges	1,224	-
Non-cash lease expense	6,319	5,097
Changes in operating assets and liabilities, net of acquisitions:		
Accounts receivable	(4,348)	2,684
Inventories	3,356	(3,888)
Prepaid assets, refundable income taxes paid and other assets	2,185	(14,010)
Accounts payable	991	(17,123)
Accrued expenses and other current liabilities	2,052	(8,154)
Benefit obligations, long-term liabilities and other	(5,674)	(6,200)
Net cash provided by operating activities	41,131	12,469
<b>Investing activities</b>		
Capital expenditures	(7,810)	(10,521)
Proceeds from sale leaseback transaction	64,150	--
Proceeds from insurance recoveries	452	--
Net cash provided by (used in) investing activities	56,792	(10,521)
<b>Financing activities</b>		
Payments of financing costs	(279)	(334)
Proceeds from (payments on) life insurance policy loans	(204)	750
Dividends paid	(27,477)	(27,441)
Net revolver borrowings	(47,000)	47,000
Repayment of long-term debt	(42,000)	(18,437)
Net cash provided by (used in) financing activities	(116,960)	1,538
Change in cash and cash equivalents	(19,037)	3,486
Cash and cash equivalents at beginning of period	24,156	20,670
Cash and cash equivalents at end of period	\$ 5,119	\$ 24,156
<b>Non-cash operating and financing activities</b>		
Truck chassis inventory acquired through floorplan obligations	\$ 5,637	\$ 7,875



# APPENDIX: FINANCIAL TABLES



Douglas Dynamics, Inc.  
Free Cash Flow reconciliation (unaudited)  
(In thousands)

	Three month period ended December 31,		Twelve month period ended December 31,	
	2024	2023	2024	2023
Net cash provided by operating activities	\$ 74,404	\$ 76,617	\$ 41,131	\$ 12,469
Acquisition of property and equipment	(3,828)	(2,798)	(7,810)	(10,521)
Free cash flow	\$ 70,576	\$ 73,819	\$ 33,321	\$ 1,948

Douglas Dynamics, Inc.  
Net Income to Adjusted EBITDA reconciliation (unaudited)  
(In thousands)

	Three month period ended December 31,		Twelve month period ended December 31,	
	2024	2023	2024	2023
Net income	\$ 7,907	\$ 7,077	\$ 56,151	\$ 23,723
Interest expense - net	3,144	4,468	15,260	15,675
Income tax expense	2,060	1,118	17,740	5,511
Depreciation expense	2,231	2,852	10,370	11,142
Intangibles amortization	1,630	2,630	7,520	10,520
EBITDA	16,972	18,145	107,041	66,571
Stock-based compensation	1,233	(3,283)	4,860	953
Impairment charges (1)	-	-	1,224	-
Gain on sale leaseback transaction	-	-	(42,298)	-
Sale leaseback transaction fees	-	-	5,257	-
Restructuring and severance costs	178	-	1,997	-
Other charges (2)	406	60	1,268	598
Adjusted EBITDA	\$ 18,789	\$ 14,922	\$ 79,349	\$ 68,122

- (1) Reflects impairment charges taken on certain internally developed software in the year ended December 31, 2024.  
(2) Reflects unrelated legal and consulting fees, insurance proceeds, and CEO transition costs for the periods presented.

Douglas Dynamics, Inc.  
Reconciliation of Net Income to Adjusted Net Income (unaudited)  
(In thousands, except share and per share data)

	Three month period ended December 31,		Twelve month period ended December 31,	
	2024	2023	2024	2023
Net income	\$ 7,907	\$ 7,077	\$ 56,151	\$ 23,723
Adjustments:				
Stock based compensation	1,233	(3,283)	4,860	953
Impairment charges (1)	-	-	1,224	-
Gain on sale leaseback transaction	-	-	(42,298)	-
Sale leaseback transaction fees	-	-	5,257	-
Restructuring and severance costs	178	-	1,997	-
Adjustments on derivative not classified as hedge (2)	-	(172)	(287)	(688)
Other charges (3)	406	60	1,268	598
Tax effect on adjustments	(454)	849	6,995	(216)
Adjusted net income	\$ 9,270	\$ 4,531	\$ 35,167	\$ 24,370
Weighted average basic common shares outstanding	23,094,047	22,983,965	23,072,993	22,962,591
Weighted average common shares outstanding assuming dilution	23,611,050	22,983,965	23,509,976	22,962,591
Adjusted earnings per common share - dilutive	\$ 0.39	\$ 0.19	\$ 1.47	\$ 1.01
GAAP diluted earnings per share	\$ 0.33	\$ 0.29	\$ 2.36	\$ 0.98
Adjustments net of income taxes:				
Stock based compensation	0.04	(0.09)	0.16	0.03
Impairment charges (1)	-	-	0.04	-
Gain on sale leaseback transaction	-	-	(1.35)	-
Sale leaseback transaction fees	-	-	0.17	-
Restructuring and severance costs	0.01	-	0.06	-
Adjustments on derivative not classified as hedge (2)	-	(0.01)	(0.01)	(0.02)
Other charges (3)	0.01	-	0.04	0.02
Adjusted diluted earnings per share	\$ 0.39	\$ 0.19	\$ 1.47	\$ 1.01

- (1) Reflects impairment charges taken on certain internally developed software in the twelve months ended December 31, 2024.  
(2) Reflects non-cash mark-to-market and amortization adjustments on an interest rate swap not classified as a hedge for the periods presented.  
(3) Reflects unrelated legal and consulting fees, insurance proceeds, and CEO transition costs for the periods presented.



# APPENDIX: WORK TRUCK CLASSIFICATION



Gross Vehicle Weight Range	Examples	
0 to 6,000 lbs.	Ford Ranger Dodge Dakota Toyota Tacoma Nissan Frontier Chevy Colorado GMC Canyon	<div>Mini-vanUtility VanMulti-purpose</div> <div>Mini Pick-upFull-size Pick-up</div>
6,001 to 8,500 lbs.	Ford F-150 RAM 1500 Chevrolet 1500	<div>Mini-vanUtility VanCrew Compartment Pick-up</div> <div>Full-size Pick-upMini-BusStep Van</div>
8,501 to 10,000 lbs.	Ford F-250 RAM 2500 Chevy Silverado 2500	
10,001 to 14,000 lbs.	Chevy Silverado 3500 Dodge Ram 3500 Ford E-350 Ford F-350 GMC Sierra 3500	<div>Mini-busWalk-inCity Delivery</div>
14,001 to 16,000 lbs.	Dodge Ram 4500 Ford E-450 Ford F-450 GMC 4500	<div>Conventional VanLarge Walk-in</div> <div>City DeliveryLandscaping/Utility</div> <div>Heavy Duty Pick-up</div>

Gross Vehicle Weight Range	Examples	
16,001 to 19,500 lbs.	Dodge Ram 5500 Ford F-550 Freightliner M2 GMC 5500 International TerraStar	<div>BucketLarge Walk-inCity Delivery</div>
19,501 to 26,000 lbs.	Chevrolet Kodiak GMC Topkick C6500 Ford F-650 Freightliner M2 106 International Durastar 4300	<div>RackSingle Axle VanBeverage</div> <div>School BusStake Body</div>
26,001 to 33,000 lbs.	Ford F-750 GMC C7500 International WorkStar Mack Granite	<div>Home FuelRefuseTowHigh Profile COE</div> <div>City Transit BusFurnitureMedium Conventional</div>
33,001 lbs. and up	Tractor Trailer 18-Wheelers	<div>FuelDumpCementRefrigerated Van</div> <div>Intercity/Tour BusFire EngineHeavy ConventionalCOE Sleeper</div>