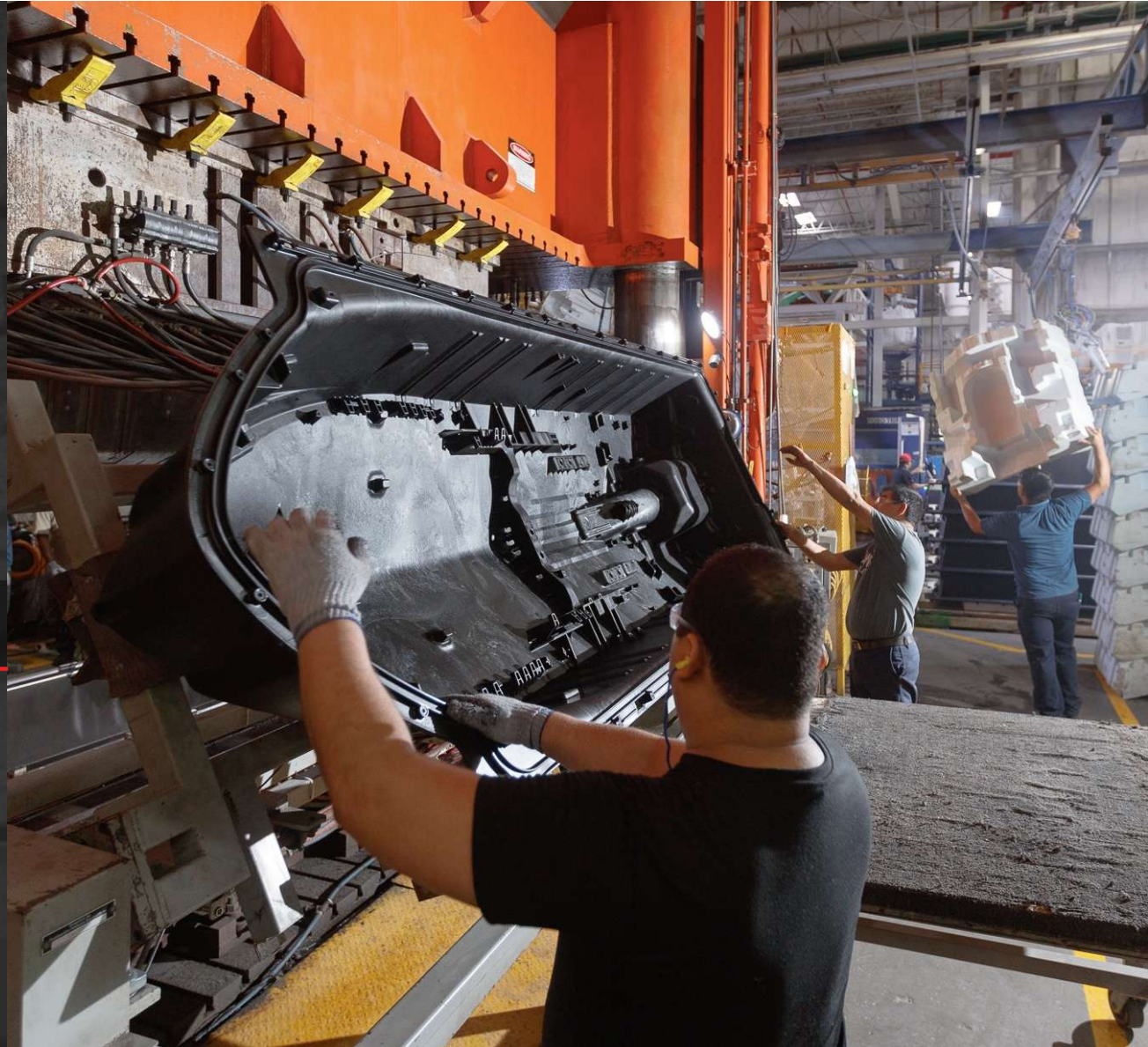




SINCE 1996

2026 Investor Day

Why Core, Why Now



Safe Harbor Statements and Non-GAAP Financial Measures

Certain statements in this Annual Report on Form 10-K constitute forward-looking statements within the meaning of the federal securities laws, which are subject to the "safe harbor" created by Section 27A of the Securities Act of 1933, as amended (the "Securities Act"), and Section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act"). As a general matter, forward-looking statements are those focused upon future plans, objectives or performance as opposed to historical items and include statements of anticipated events or trends and expectations and beliefs relating to matters not historical in nature. Such forward-looking statements involve known and unknown risks and are subject to uncertainties and factors relating to Core Molding Technologies' operations and business environment, all of which are difficult to predict and many of which are beyond Core Molding Technologies' control. Words such as "may," "will," "could," "would," "should," "anticipate," "predict," "potential," "continue," "expect," "intend," "targets," "plans," "projects," "believes," "estimates," "encouraged," "confident" and similar expressions are used to identify these forward-looking statements. These uncertainties and factors could cause Core Molding Technologies' actual results to differ materially from those matters expressed in or implied by such forward-looking statements.

Core Molding Technologies believes that the following factors, among others, could affect its future performance and cause actual results to differ materially from those expressed or implied by forward-looking statements made in this presentation: business conditions in the plastics, transportation, power sports, utilities and commercial product industries (including changes in demand for truck production); federal and state regulations (including engine emission regulations); general economic, social, regulatory (including foreign trade policy) and political environments in the countries in which Core Molding Technologies operates; changes in U.S. trade policy, including tariffs and related foreign relations; the adverse impact of coronavirus (COVID-19) global pandemic on our business, results of operations, financial position, liquidity or cash flow, as well as impact on customers and supply chains; safety and security conditions in Mexico; fluctuations in foreign currency exchange rates; disruptions in financial markets and the availability and cost of credit; dependence upon certain major customers as the primary source of Core Molding Technologies' sales revenues; efforts of Core Molding Technologies to expand its customer base and replace lost or transitioning programs; the cyclical nature of the industries and markets we serve; the ability to develop new and innovative products and to diversify markets, materials and processes and increase operational enhancements; ability to accurately quote and execute manufacturing processes for new business; the actions of competitors, customers, and suppliers; failure of Core Molding Technologies' suppliers to perform their obligations; the availability and pricing of raw materials, including supply chain disruptions and inflationary pressures; long-term fixed price customer contracts; labor relations, labor availability and competition for skilled workers, as well as possible work stoppages or labor disruptions at one or more of our union locations or one of our customer or supplier locations; the loss or inability of Core Molding Technologies to attract and retain key personnel; risks associated with foreign operations in Mexico and Canada; the ability to successfully identify, evaluate and manage potential acquisitions and strategic initiatives; federal, state and local environmental laws and regulations; climate change, weather severity and energy prices; the availability of sufficient capital; the ability of Core Molding Technologies to provide on-time delivery to customers, which may require additional shipping expenses to ensure on-time delivery or otherwise result in late fees and other customer charges; risk of cancellation, delay or change in scope of orders or projects; inadequate insurance coverage to protect against potential hazards; equipment and machinery failure; product liability, recall and warranty claims; the inability to protect proprietary information and intellectual property rights; risks associated with the use of artificial intelligence in our business and operations; cybersecurity incidents; our ability to maintain effective internal control over financial reporting and comply with debt covenants; impairment charges related to goodwill or other intangible assets; tax policy changes or adverse tax audits; stock price volatility; and other risks identified from time to time in Core Molding Technologies' other public documents on file with the Securities and Exchange Commission, including those described in Item 1A of the December 31, 2025 Annual Report on Form 10-K.

This presentation includes certain non-GAAP financial measures to describe our performance. The reconciliation of those measure to GAAP measures are provided within the appendix of the presentation. Those disclosures should not be viewed as a substitute for operating results determined in accordance with GAAP, nor are they necessarily comparable to non-GAAP performance measures that may be presented by other companies.



Core Molding Technologies Presenters



Steven Hooser

President
Three Part Advisors, LLC
>5 years with CMT



Eric L. Palomaki

President and CEO
8 years of service
1 year as CEO



Alex Bantz

Chief Commercial Officer
2 years of service
2 years as CCO



Stephanie Pulliam

EVP of Human Resources
5 years of service
2 years as EVP of HR



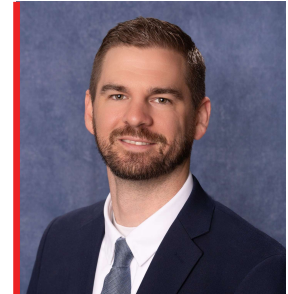
Mike Gayford

Chief Operating Officer
3.5 years of service
Recently appointed COO



Arnold Alanis

EVP, Operations
14 years of service
1 year as EVP, Operations



Alex Panda

Chief Financial Officer
12 years of service
2 years as CFO



Welcome Video





Investor Day 2026

Eric L. Palomaki
President and CEO

Welcome to Investor Day 2026

✓ Our 30-year anniversary, and we are excited to share

- How Core Molding Technologies has evolved.
- We will explain the execution engine that we have built.
- Provide our path to grow long-term shareholder value.

✓ What you will see today

- **Why Core, Why Now** – *Palomaki*
- **How Core Converts Capabilities into Growth** – *Bantz*
- **Operations Platform Behind Profitable Growth** – *Gayford / Alanis*
- **Our People Advantage: Building an Execution Culture** – *Pulliam*
- **The Path to Profitable Growth and Higher Returns** – *Panda*
- **Leadership Q&A Session with our Executive Team** – *All*

✓ Why Core Molding Technologies

During the last 30 years Core has built a disciplined operating platform. Most recently through a difficult cycle; our next phase is deploying that platform into profitable growth through deeper customer relationships, differentiated engineered solutions, diversified markets, and ROCE-driven capital allocation.



Key Takeaways – Why Core, Why Now

Core's operating transformation is proven.

Our recent history of turning around operations, driving continuous improvement, and executing what we say we are going to do.

Growth is becoming more visible.

Our wins over the last 3 years speak for themselves; we will share why our winning will continue and scale.

Scale will improve earnings quality.

Our decline in revenues has left us with above average overhead cost structure, the path to \$500M will include economies of scale.

Capital allocation is governed by returns.

Organic growth is the priority, and we are having success. We govern all capital projects by focusing on Return on Capital Employed (ROCE).

Management is giving investors a measurable scorecard.

Future progress will be evaluated through production-revenue conversion, margin, cash generation, ROCE, diversification, and customer concentration.



Why Invest in Core Molding Technology



45+ Years of
Award
Winning
Manufacturing
Excellence



Competitive
Moat, Sole
Sourced,
High Barriers
to Entry



Improving
Gross Margin
Trend Despite
Challenging
Cycle



Long-term
Relationships
w/ Blue-chip
Companies



Specialized
Ultra Large
Molding
Capability



Disciplined
Capital
Investment
Approach



Organic
Growth and
Recent
New Wins



Large,
Diverse
Addressable
Markets



Our “Must Win Battle” Transformation Journey



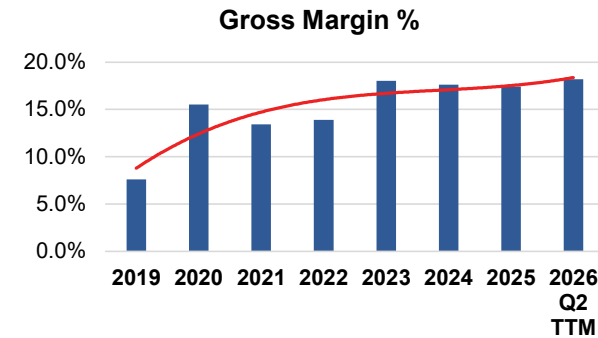
2019/2020
Turnaround



2021
Product Focused



2022/2023
Institutionalize Operating Systems



2024–2026
Invest For Growth

Culture as a Competitive Advantage

Dig out | Back to Basics

Organizational

- Getting the right people on the bus

Customers

- Maintain customers

Operational

- Fix(repair) equipment

Financial

- Bank refinancing

Innovation | Diversification

Organizational

- “Great Place to Work” initiative

Organizational

- Leadership Development 2
- Internal promotion program

Diversification

- New, growing end markets

Operational

- Standardize the basics

Leverage Improvements

Pricing

- Fix or get out pricing
- Strategic contract adjustments

Operational

- Continuous improvement system, process optimization

Organizational

- Front Line Leadership Development
- Technical skill development

Sales Expansion | Investments

Sales & Marketing

- Hired Chief Commercial Officer
- Wallet share expansion

Growth

- Organic growth investment
- Footprint optimization(s)
- New customers/new markets

Capital Investments

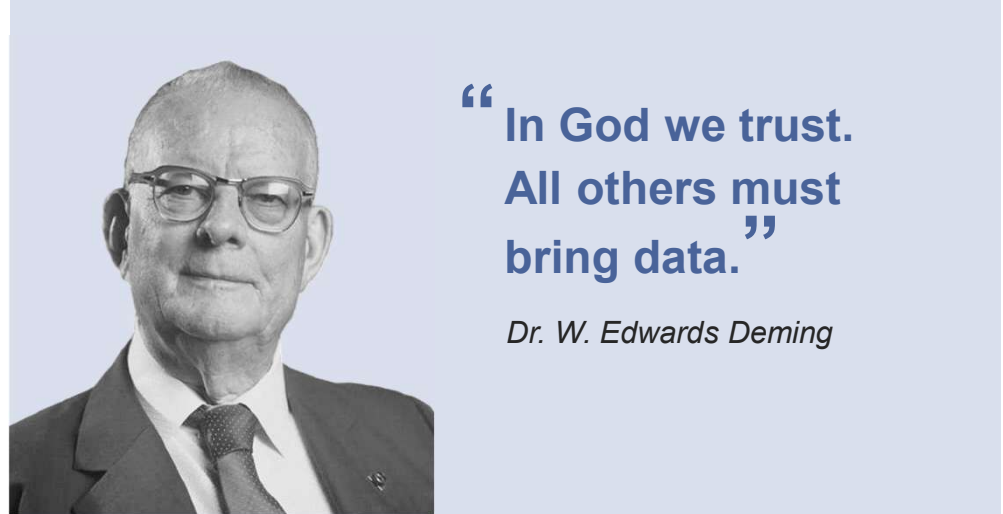
- MTY Expansion
- MAT Sleeper Roof



Measuring Performance - The Key to Continuous Improvement

Metric	2020	2025
Internal Promotions	10%	~48%
Purchasing Savings	n/a	\$3M+
Training Hours	n/a	20,000+
Variable Margin	20–24%	~30%
Scrap Reduction	3–6%	<2%
Safety	4.01	1.07 SIIR

SIIR – Serious Injury Incident Rate



Takeaway

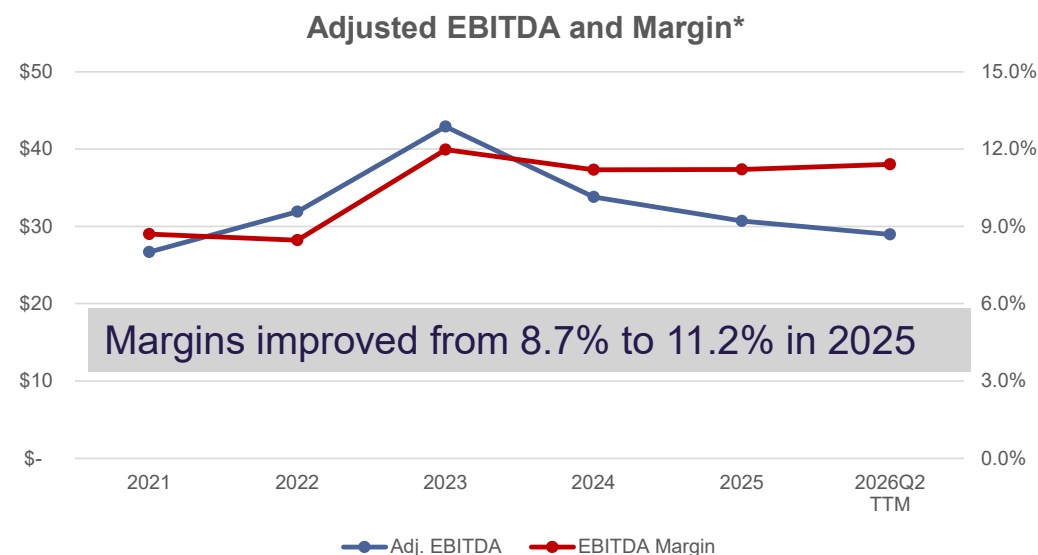
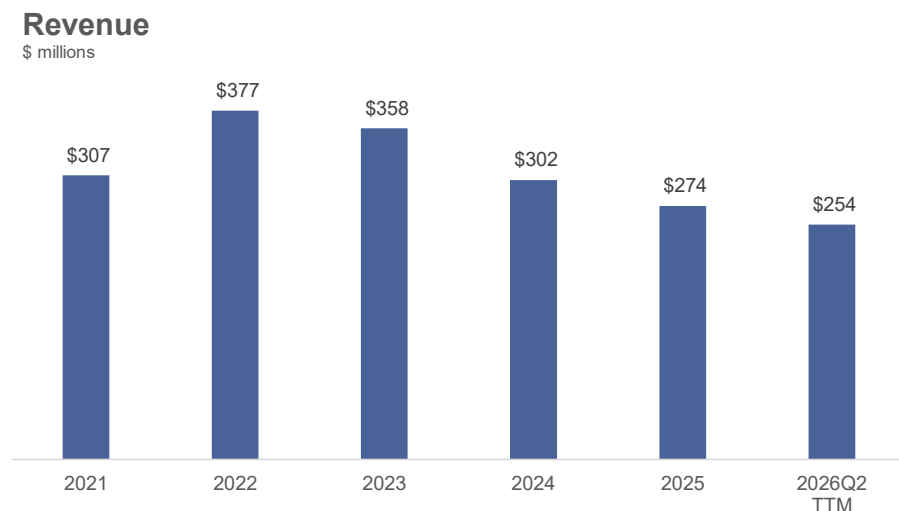
- We are measuring performance, we understand the problems and challenges facing us, our data suggests we are winning!
- There will always be a new challenge; the differentiator is our ability to drive Continuous Improvement that matters.



Celebrate Success - "Winning" is Contagious



Building a Better Business Through the Cycle



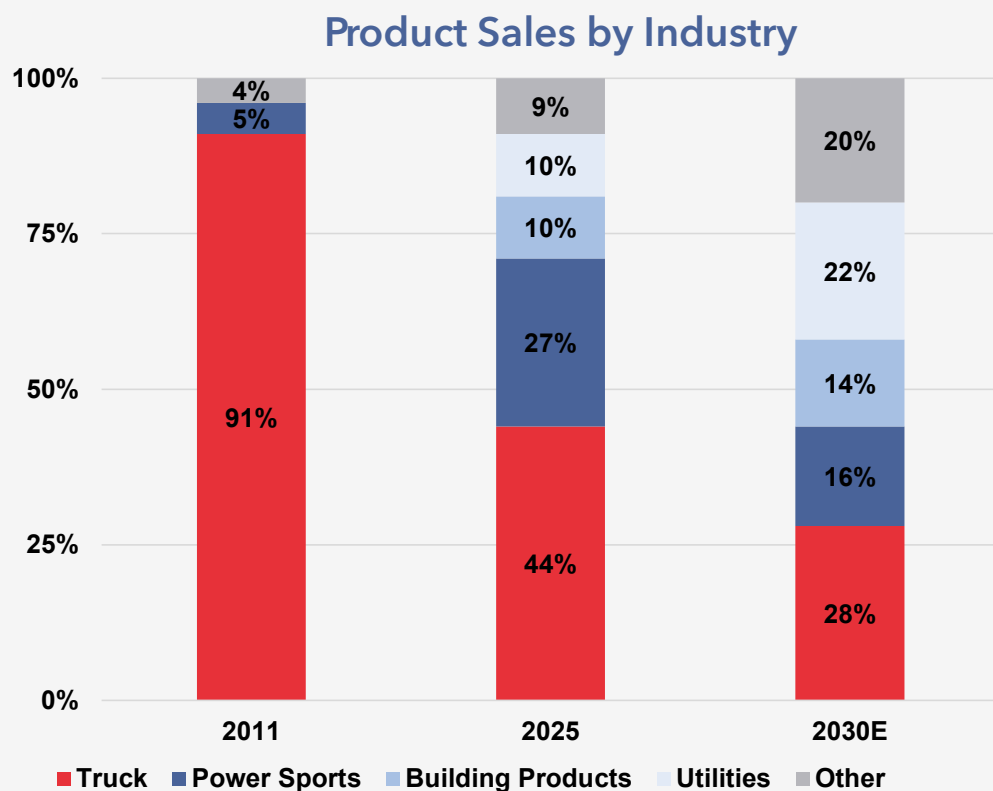
*Adjusted EBITDA and Adjusted EBITDA Margin are Non-GAAP measures. See Appendix for reconciliations.

Takeaway

- EBITDA margin from ~8% to ~11% through declining revenue
- Maintaining margin percentage despite declining revenue; we anticipate economies of scale as revenue increases back to the \$300M+



Strategic and Purposeful Diversification - Reduce the Cyclicalty



- **Reduced cyclicalty** by balancing exposure across multiple end markets and demand cycles.
- **Improve asset utilization** by filling capacity with a broader mix of programs and customers. (~65% of new wins)
- **Expanding growth** opportunities through access to larger, faster growing markets.
- **Lower concentration risk** by reducing dependance on any single customer, market, or geography.
- **Enhance earning quality** through more predictable revenue, stronger returns, and high value potential.

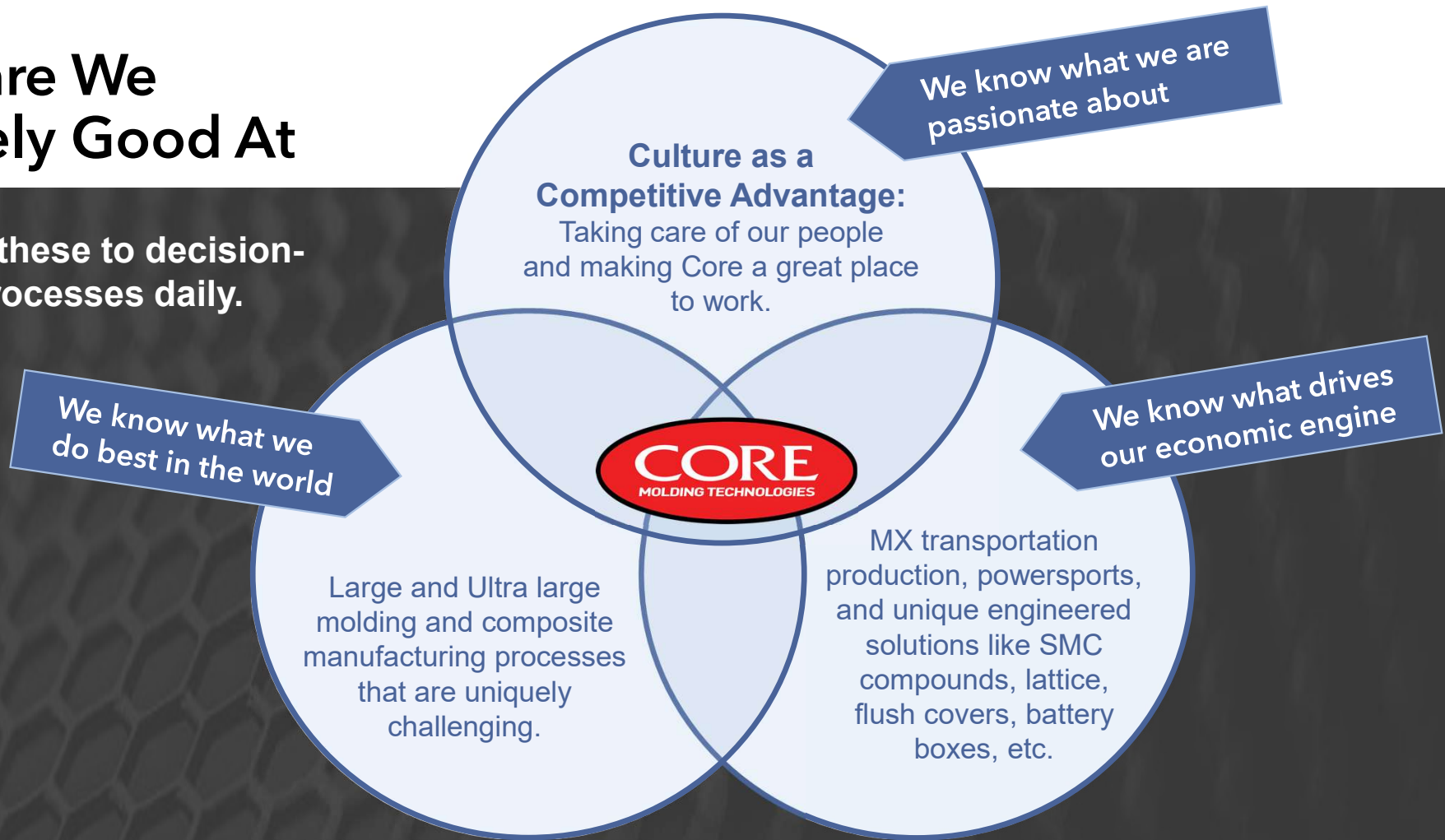
Takeaway

A stronger, more diversified Core Molding Technologies results in a more resilient engineered solutions business.



What are We Uniquely Good At

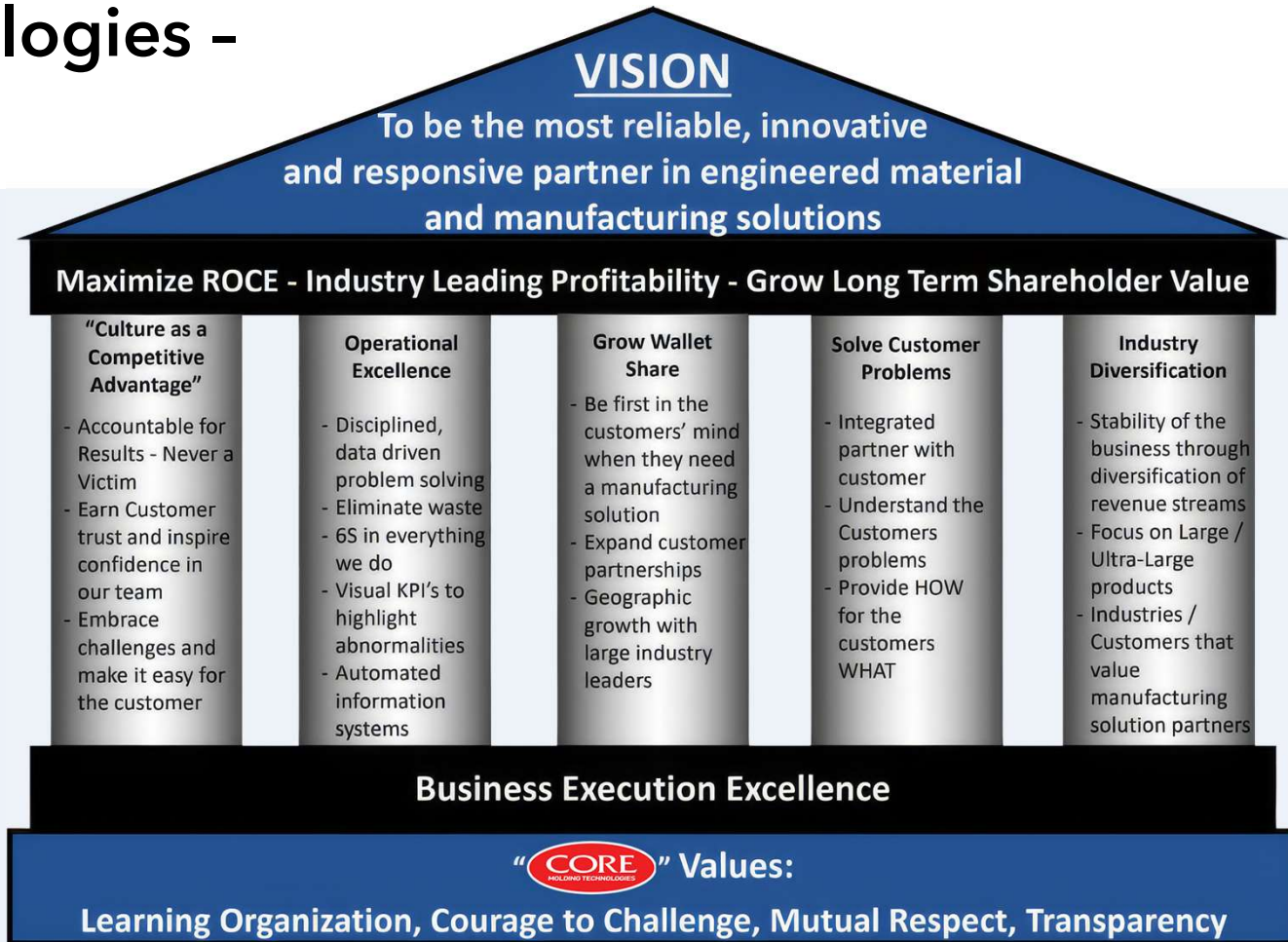
We apply these to decision-making processes daily.



Core Molding Technologies – Strategy House

Culture and Team are Central to our Success

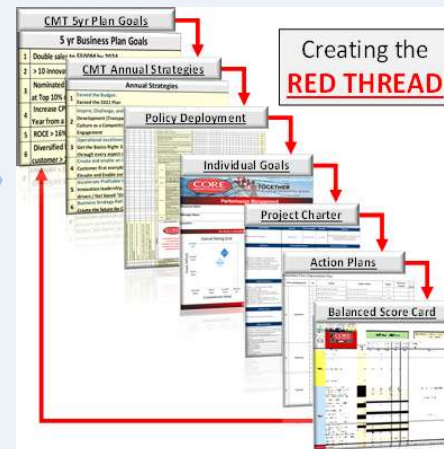
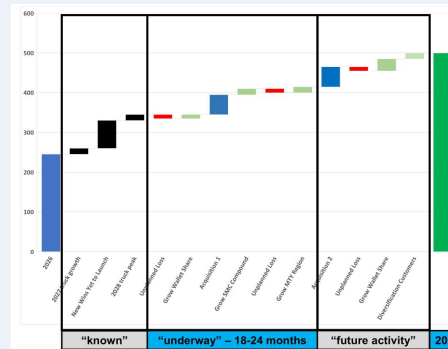
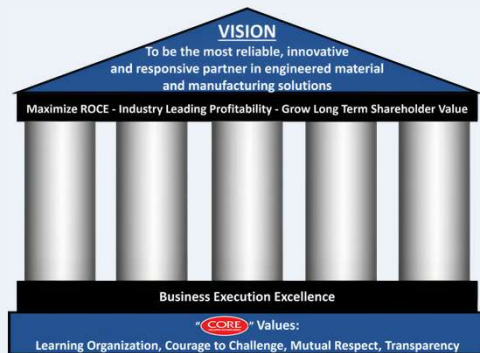
It is the operating environment that determines whether problems are surfaced early, standards are followed, people collaborate, and commitments are delivered.



How We Bring Our Vision to Life

The most important part of any strategy is great execution!
Our PDM (Policy Deployment Matrix) is how we engage everyone annually.

Strategy ————— 5 Year Plan ————— Execution —————> (PDM) Policy Deployment Matrix



PDM Policy Deployment Matrix table. The table is a large grid with multiple columns and rows, detailing various projects and their progress. It includes a header section for Project Priority and Description, and a main body with columns for Project Name, Status, and various performance metrics. The table is color-coded with yellow and green cells.

Addressable Market = Engines of Growth

Opportunities for North American Growth Across Diverse Industries



Composites Industry Growth

- Composite materials are growing at approximately 7–8% CAGR globally across end markets
- Conversion of wood, concrete, and metal to composites continues to allow composites to expand



Traditional Truck and Powersports

- Continue to win based on our strengths
- Mexico investments make us stronger
- Focus on cross-selling technologies among existing customers
- Quote and win where we have a competitive advantage



Utilities and Building Products

- Focus and grow Utilities like buried vaults
- Grow building products replacing wood
- Electrical enclosures are a great application
- Grid hardening batteries for electrical infrastructure

Broad Market Opportunities



Heavy Truck / Transportation
(\$8–10B)



Powersports / Off Highway
(\$1–2B)



Construction & Agriculture
(\$0.5–24B)



Industrial & Utilities
(\$8–12B)



Building Products
(\$5–40B)



Aerospace / Defense
(\$1–10B)

Takeaway

We are in an industry that rewards solutions using our unique competitive advantage associated with large and ultra large composite parts.



Why Composites? We Solve Problems!



Strength-to-Weight Ratio



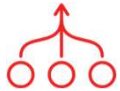
Large Part Specialization



Full Lifecycle Consideration



Focus on Durability



Creative Part Consolidation

Creates opportunity for labor or material savings



Corrosion Resistance

Takeaway

Most industries can leverage composites. We replace concrete, wood, and metals across diverse distribution of markets and industries.



Large & Ultra-large Molding Solutions

Why Customers Choose Core



Large Part – Durability



Corrosion Resistance



Cost Savings



Parts Consolidation



Light Weighting



Recyclability

Truck



Powersports



Building Products



Utilities



New and Expansion of Industry Verticals

Automotive Parts



Construction Vehicles



Medical Applications



EV Battery Enclosures



SMC and Topcoat Paint



Aerospace Solutions



Investor Day 2026

- ✓ Why Core. Why Now.
- ✓ The Transformation Is Proven.
- ✓ The Growth Story Is Just Beginning.
- ✓ Next Up:

- How Core Converts Capabilities into Growth – *Bantz*
- Operations Platform Behind Profitable Growth – *Gayford / Alanis*
- Our People Advantage: Building an Execution Culture – *Pullium*
- The Path to Profitable Growth and Higher Returns – *Panda*
- Leadership Q&A Session with our Executive Team – *All*





How Core Converts Capabilities into Growth

Alex Bantz
Chief Commercial Officer

Three Main Things



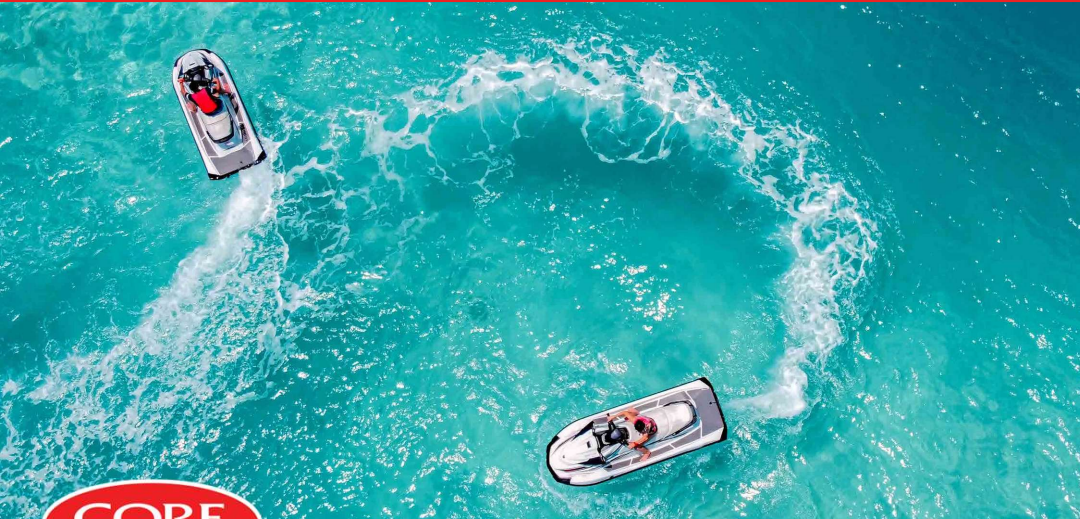
We've made significant investments to the commercial organization to facilitate a step change in growth



We've won \$89 Million incremental annual revenue in 18 months



We have significant room for organic growth with our current customers and targeted diversified markets



Sales Organization Optimization

DEDICATED TEAMS

**Growth
+
Customer
Experience**

Changed from
customer-generalists to a
dedicated growth team +
customer experience team

GROWTH BANDWIDTH

3x

Increase in bandwidth
for growth

Dedicated resources +
new additions

CUSTOMER EXPERIENCE

2x

Increase in bandwidth for
improving customer experience

Dedicated resources +
new additions

Takeaway
Benefiting from the Efficiency of Focus



Sales Process Optimization

GROWTH TEAM

- Prioritization of most promising opportunities
- Value-selling methodologies
- How-to-win mentality
- Proactive lead generation, guided by market analysis

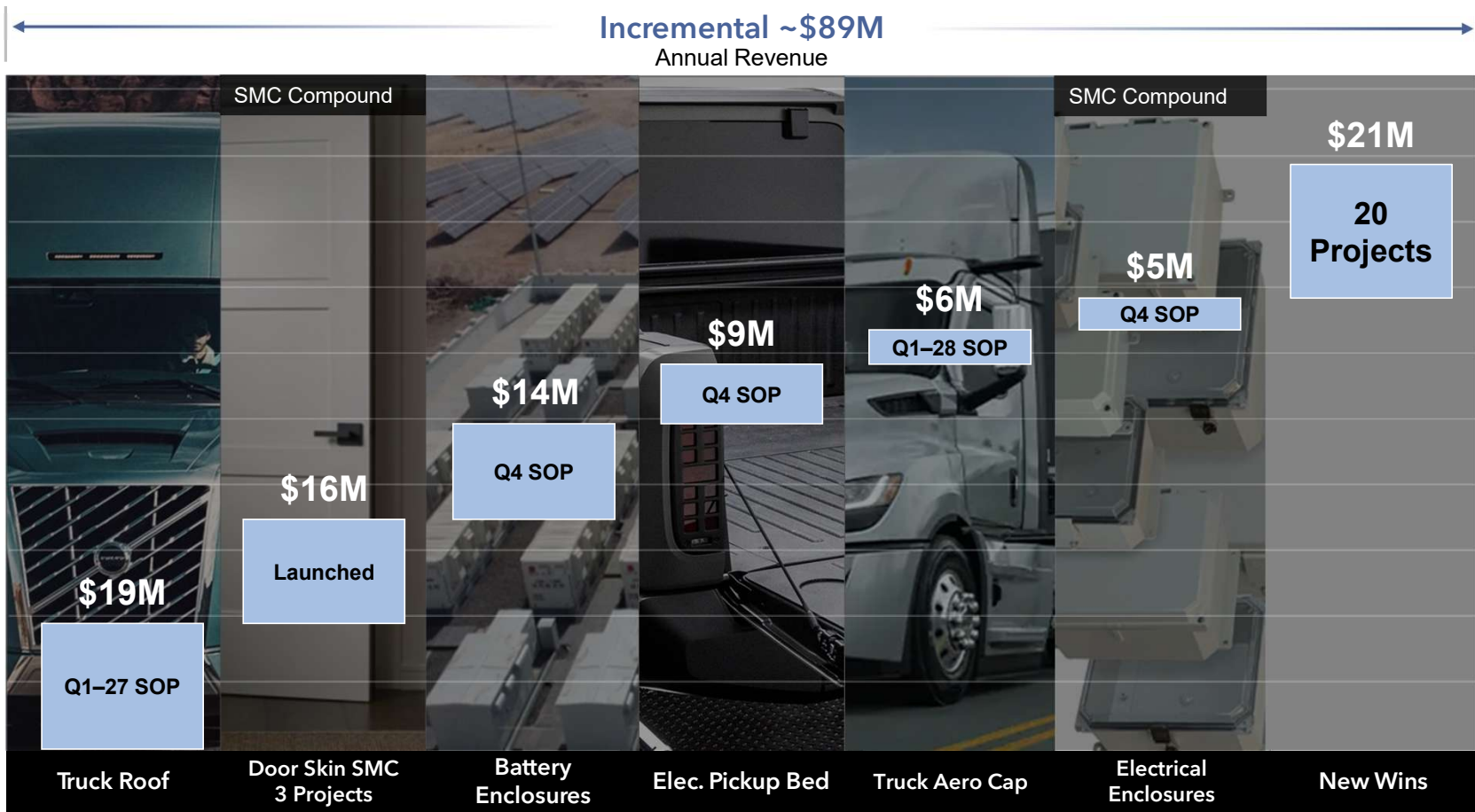
CUSTOMER EXPERIENCE TEAM

- Focus on improving customer scorecards
- Order alignment between plant and customer: lead-time, quantity, price
- Facilitate problem resolution
- Enable the sustainment and growth of business at current customers

Takeaway
Changing the Mindset and Culture



Credible Growth - \$63M in 2025, \$26M in H1 2026



65%
of Awards in
Diversified
Markets

\$400M+ Total Revenue Over Program Minimum Lifespans



Current Pipeline Summary

IDENTIFIED TARGET PROJECTS

61 Projects Actively Pursuing
\$147M in Annual Revenue

CURRENT PIPELINE

31 Projects in Quote Process
\$210M in Annual Revenue
\$1.4B+ Total Revenue
Over Program Lives

PIPELINE BREAKDOWN

Prospecting
\$147M

Quoting/Negotiating
\$210M

\$83M*

*Award amount based on
historical win rates
(annual revenue)

Truck Market Summary

MARKET POTENTIAL

\$600M+ traditional
\$1B+ including alt processes
Total addressable truck market

2025 REVENUE

\$101M

Core's revenue today



SUBMARKETS



Heavy Duty



Medium Duty



Bus

EXAMPLE APPLICATIONS



Sleeper Roofs



Hoods



Wind Deflectors



Truck Market Summary

2025-2026 AWARDS

\$25M Annual

\$180M Total Program Life



CORE VALUE AND ADVANTAGES

- Firmly established market leader
 - 30+ years experience in highly technical and specialized market segment
- Significant improvements in operational performance recognized by Truck OEMs

CURRENT PIPELINE

\$100M Annual

\$660M Total Program Life



GROWTH STRATEGY

- Core will continue to be a serious contender for all new Hood/Roof/Deflector projects
- Benefit from forecasted 25% market growth over next 4 years
- Pursue applications beyond hoods and roofs (cab interior, grip plates, etc.)



Powersports Market Summary

MARKET POTENTIAL

\$150M+ traditional

\$1B+ including alt processes

Total addressable power sports market

2025 REVENUE

\$63M

Core's revenue today



SUBMARKETS



Side-By-Side
Utility Vehicles



Personal Watercraft



Golf Carts

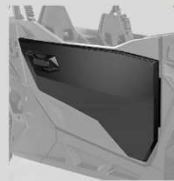
EXAMPLE APPLICATIONS



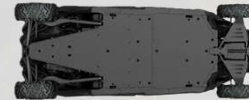
UTV Dump Boxes



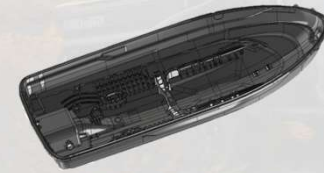
Roofs



UTV Doors



Skid Plates



Boat Hulls



POLARIS

TEXTRON

YAMAHA

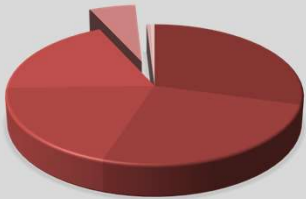


Powersports Market Summary

2025-2026 AWARDS

\$5M Annual

\$25M Total Program Life



CORE VALUE AND ADVANTAGES

- Firmly established market leader for cargo boxes
- Unique door panels with only “hollow web” handle on the market.
- Recent launch of new patent pending skid plate technology.
- Deeply integrated with engineering teams at BRP and Yamaha

CURRENT PIPELINE

\$10M Annual

\$50M Total Program Life



GROWTH STRATEGY

- Core will continue to be a serious contender for all new cargo box projects
- Differentiate our LPIM from OEM in-house equivalents at Polaris and BRP
- Target golf carts
- Target Honda and Kawasaki UTVs



Utilities Market Summary

MARKET POTENTIAL

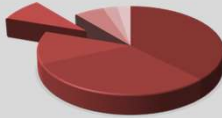
\$1B+

Total addressable utilities market

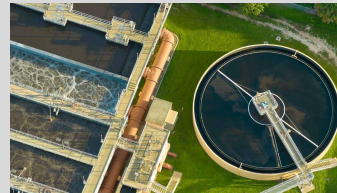
2025 REVENUE

\$23M

Core's revenue today



SUBMARKETS



Water
Filtration/Drainage



Power Generation



Data Centers

EXAMPLE APPLICATIONS



Filtration
Channels



Stormwater
Chambers



Battery
Enclosures



Cooling Tower
Fan Blades



Generator
Bases



Electrical
Enclosures



Underground
Enclosures

ABB

EATON

GENERAC



Schneider
Electric

SIEMENS

SPX
TECHNOLOGIES

VERTIV

xylem

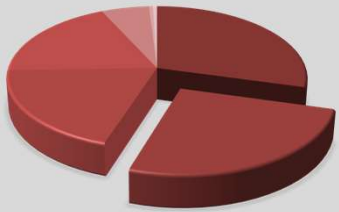


Utilities Market Summary

2025-2026 AWARDS

\$23M Annual

\$70M Total Program Life



CORE VALUE AND ADVANTAGES

- Diversified portfolio of products/processes
- Experienced molder and SMC material producer
- Experience in large format molded parts
- Proven track record of collaborating with customers to solve problems and delivering elegant solutions

CURRENT PIPELINE

\$30M Annual

\$75M Total Program Life



GROWTH STRATEGY

- Renewed focus on electrical infrastructure sub-market
 - Power generation and data center
- Proactively pursuing OEMs of target products
 - Molded parts and SMC material



Building Products Market Summary

MARKET POTENTIAL

\$1B+

Total addressable building products market

2025 REVENUE

\$23M

Core's revenue today



SUBMARKETS



Home Exteriors



Patio/Decks



Kitchen & Bath

EXAMPLE APPLICATIONS



Exterior Doors



Composite Siding



Decorative Lattice



Composite Decking



Shower Bases



JELD-WEN



THERMA TRU[®]
DOORS

UFP INDUSTRIES

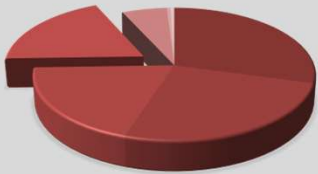


Building Products Market Summary

2025-2026 AWARDS

\$17M Annual

\$27M Total Program Life



CORE VALUE AND ADVANTAGES

- Diversified portfolio of products/processes
- Experienced molder and SMC material producer
- Experience in large format molded parts
- Proven track record of collaborating with customers to solve problems and delivering elegant solutions

CURRENT PIPELINE

\$25M Annual

\$115M Total Program Life



GROWTH STRATEGY

- Proactively pursuing OEMs of target products
 - Molded parts and SMC material
- Evaluating different sell thru options
 - OEM, distributor, direct to big-box, direct-to-consumer



Construction/Ag Market Summary

MARKET POTENTIAL

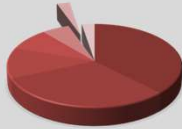
\$200M+

Total addressable Con/Ag market

2025 REVENUE

\$6M

Core's revenue today



SUBMARKETS



Construction Vehicles



Agriculture Vehicles



Farm Infrastructure

EXAMPLE APPLICATIONS



Hoods



Cab Roofs



Engine Covers



Fan Shrouds

CATERPILLAR

CNH

JLG



Kubota

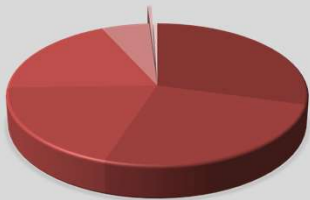


Construction/Ag Market Summary

2025-2026 AWARDS

\$500k Annual

\$2M Total Program Life



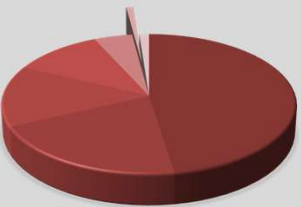
CORE VALUE AND ADVANTAGES

- Diversified portfolio of products and processes
- Experience in SMC material production and molding
- Experience in large format parts
- Experience in converting metal weldments to lower cost / lower weight molded composite

CURRENT PIPELINE

\$2M Annual

\$10M Total Program Life



GROWTH STRATEGY

- Leverage experience and reputation with large format applications in Truck, Powersports, etc. to identify and win equivalent applications on Construction and Ag vehicles
- Proactively and persistently educate engineers at target customers on the benefits of DLFT and LPIM
- Leverage dedicated sales resource



Summary

Commercial Team Transformation.

Through improved processes, focused teams and investments in additional resources, the Commercial Team is executing at higher levels and poised for growth.

Growth is accelerating.

2025 ranks amongst the best years in company history for incremental revenue achieved through new wins. Momentum is carrying into 2026 with \$26M incremental revenue awarded through first half of the year.

Tremendous opportunities ahead of us

Focus markets offer billions of dollars of opportunity for Core with \$350M of annual revenue currently being pursued by the team





Operations Platform Behind Profitable Growth

Mike Gayford
Chief Operating Officer



Arnold Alanis
EVP, Operations

The Core Operating Platform



Industry
Leading
Execution



Specialized
Manufacturing
Footprint



Differentiated
Composite
Solutions

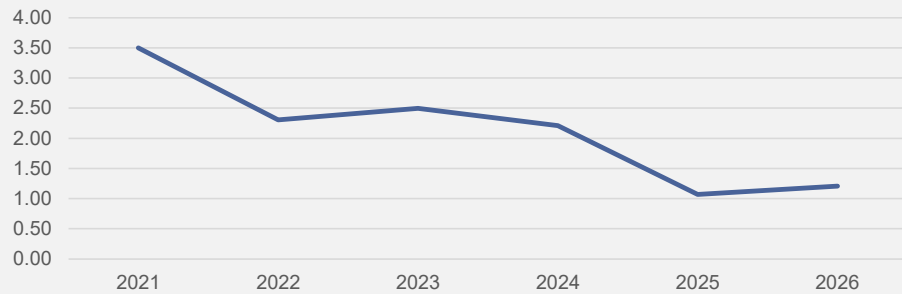
Execution + Capabilities + Solutions



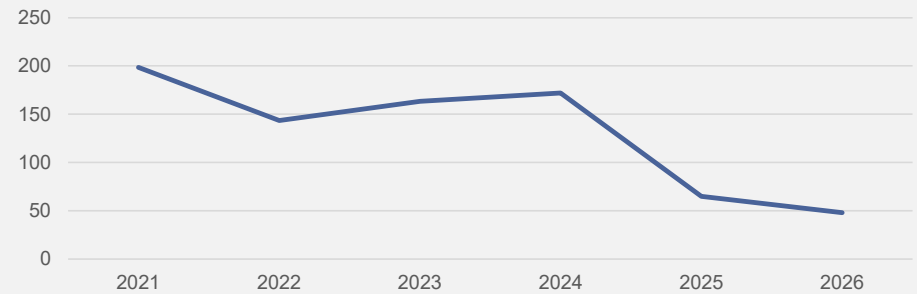
Industry Leading Execution

We Safely Ship Good Parts On Time, Every Time

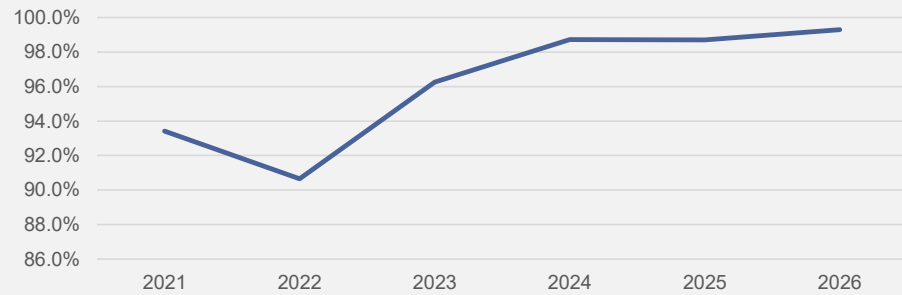
Safety Incident Rate



Core PPM



Core On Time Delivery



Data through June 2026



Our Large North American Manufacturing Footprint

Presses up to
5500 Ton

83
Presses

>1.3M
Square Feet

USMCA
Compliant Products



Columbus, OH | Materials and SMC Compounding



Gaffney, SC | Hood and Battery Systems



Winona, MN | Automotive, Infrastructure, Diversified Products



Cobourg, ON | Engineered Solutions & Specialty Products



Matamoros, MX | Scale Manufacturing



Monterrey, MX | Growth Platform



Materials and SMC Compounding

Columbus, OH

Presses up to
4500 Ton

17
Presses

332K
Square Feet

151
Headcount



- SMC Compounding Center of Excellence. 100m lbs annual capacity.
- Home to Advanced Manufacturing Engineering, Research & Development, and Testing Lab Teams.
- Supplies Internal and External Material Development for Growth Opportunities.



Hood and Battery Systems

Gaffney, SC

Presses up to
3000 Ton

10
Presses

135K
Square Feet

80
Headcount



- Hood Center of Excellence with > 27 years of complex assembly experience.
- Battery enclosure platform for future growth including EV (Electric Vehicle) applications.
- Expandable South Carolina manufacturing campus.



Automotive, Infrastructure, Diversified Products – Winona, MN

Presses up to
4400 Ton

5
Presses

81K
Square Feet

54
Headcount



- Proprietary DLFT Technology enables complex lightweight parts.
- Highly flexible operation serving multiple end markets: Automotive, infrastructure, powersports, agricultural and packaging programs.
- Mold-in-color finish with no paint or corrosion risk.



Engineered Solutions & Specialty Products – Cobourg, ON

Presses up to
2500 Ton

18
Presses

241K
Square Feet

168
Headcount



- Engineering driven specialty products.
- Advanced development and process capabilities.
- High Volume Big Box Supply Chain Experience.



Scale Manufacturing

Matamoros, MX

Presses up to
5500 Ton

24
Presses

600K
Square Feet

672
Headcount



- Large-scale, low-cost manufacturing platform.
- Multiple processes under one roof:
 - SMC, DLFT & Spray Up.
- Supports complex program launch and management across North America.
- Largest Heavy-Truck Roof manufacturer in North America.



Growth Platform

Monterrey, MX

Presses up to
1000 Ton

9
Presses

217K
Square Feet

226
Headcount



- DCPD Center of Excellence.
- Integrated Topcoat Paint Capability.
- Growth Platform supporting future capacity expansion.
- Competitive Labor Cost Structure.



Why Core Wins



Execution

- Safety
- People
- Quality
- Delivery

**Operational discipline
customers depend on**

Capabilities

- Thermoset
- Thermoplastics

**Multiple composite technologies
under one operating system**

Solutions

- Lightweighting
- Part Consolidation
- Corrosion Resistance
- Customer Value

**Practical engineering solutions
to difficult customer problems**

**Core's operational platform converts innovative composite solutions into
profitable growth, margin expansion, and long-term shareholder value**





Thank You

The Core Operating Platform

Execution + Capabilities + Solutions

Driving profitable growth through composite innovation



Intermission

We will resume our session in 15 minutes



Our People Advantage: Building an Execution Culture

Stephanie Pulliam
EVP of Human Resources

Video – Culture as a Competitive Advantage



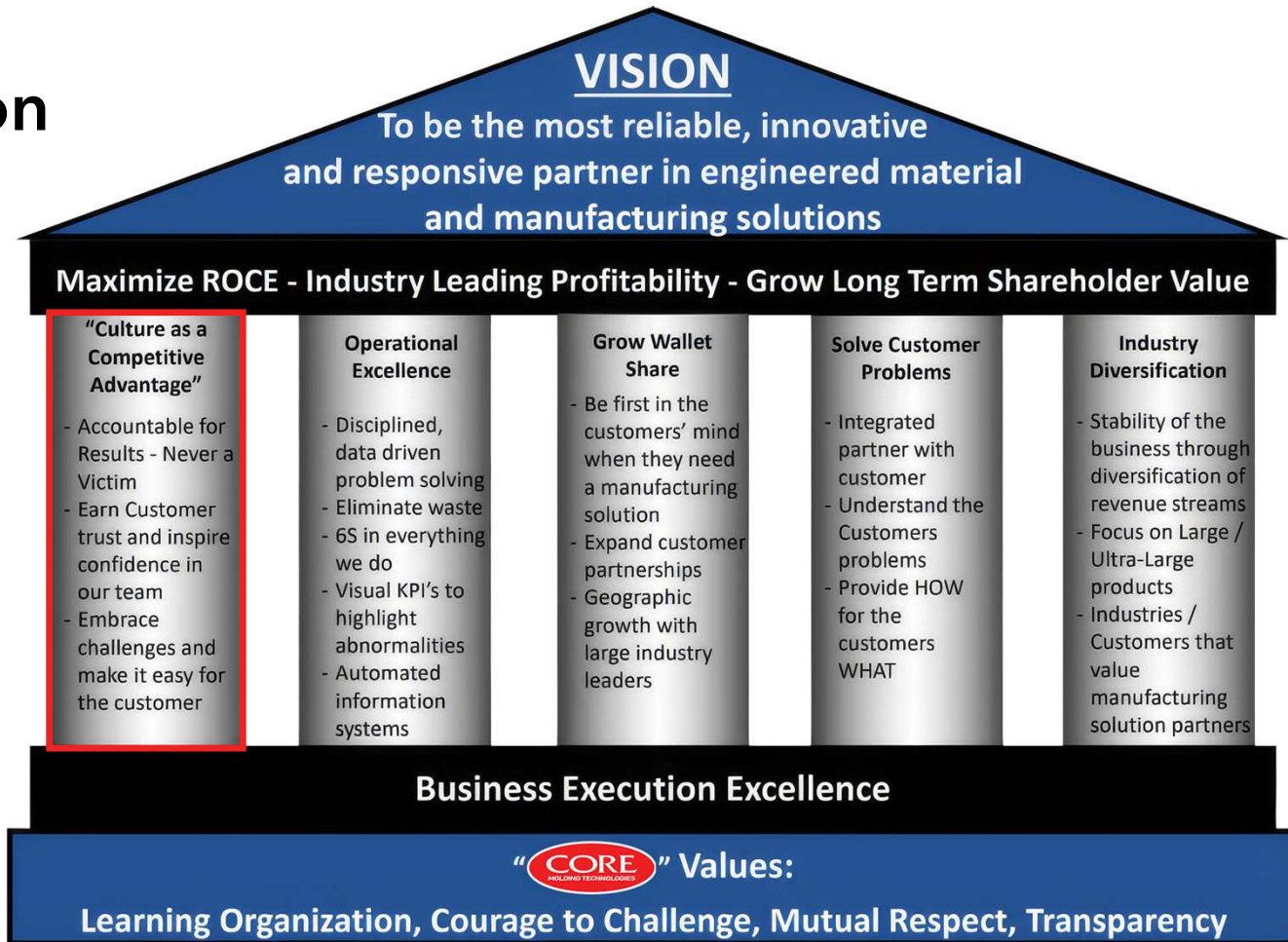
CULTURE AS A COMPETITIVE ADVANTAGE
2026



The 5-Year Plan Depends on Execution

Culture is Our First Strategic Pillar
Because Execution Depends On People

- ✓ People execute the strategy
- ✓ Leadership creates alignment
- ✓ Culture shapes behavior
- ✓ Better execution drives growth and returns

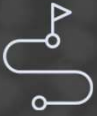


Building Leadership & Talent Capability

We've Built a System to Attract, Develop, and Retain Talent at Every Level of the Organization



Global
Internship
Program



Career Paths



Skills
Assessment
Matrix



Individual
Development
Plans



Performance
Management



Leadership
Essentials



Leadership
Development
Program



Succession
Planning



WORKBOOK LEADERSHIP ESSENTIALS

Leading People the Right Way



CORE MOLDING TECHNOLOGIES



Core Molding Investor Day

September 2026

55

Culture & Execution: Building the Behaviors

Culture Becomes Real When Standards are
Reinforced Through Everyday Leadership



One-on-One Meetings

Align priorities and development



Feedback & Coaching

Reinforce expectations and performance



Accountability

Drive ownership and results



Recognition

Promote desired behaviors



Development

Strengthen future leadership capacity



CULTURE STANDARDS

— Our Culture. Our Competitive Advantage —

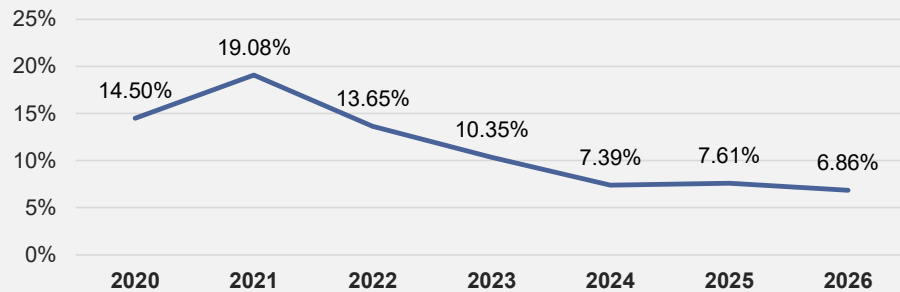
- 1 We are ONE Team & We Win Together** **CORE VALUE:** Transparency
- 2 We Respect and Protect Each Other** **CORE VALUE:** Mutual Respect
- 3 We Use Clear Standards & Discipline to do Great Work** **CORE VALUE:** Courage to Challenge
- 4 We do the Right Thing Every Time** **CORE VALUE:** Transparency
- 5 We Challenge the Status Quo & Pursue Continuous Improvement** **CORE VALUE:** Courage to Challenge
- 6 We Take Responsibility and Deliver Results** **CORE VALUE:** Mutual Respect
- 7 We Learn, Share, and Improve** **CORE VALUE:** Learning Organization

— TOGETHER, WE BUILD OUR CULTURE —

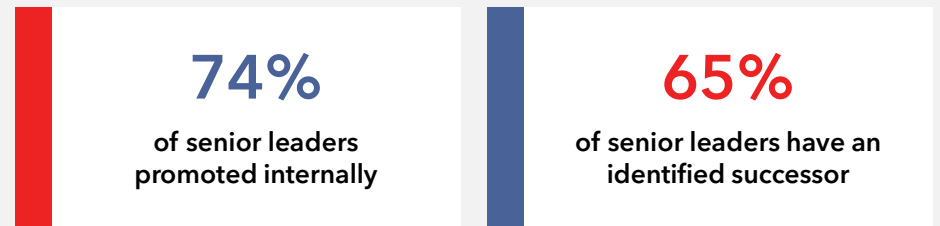


Measurable Progress in Talent and Leadership

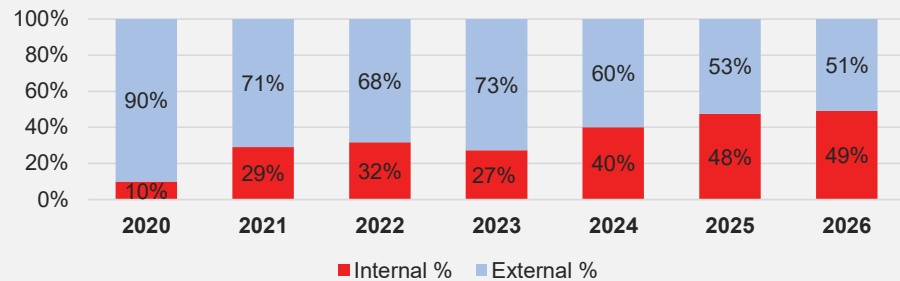
Salary Voluntary Turnover



Leadership Pipeline



Internal Promotion Rate



Additional Measures of Progress

3.6 → 4.0
Employee Engagement Score

Improvement from 2021 to 2026

Individual Development Plans

142
Total



30 Years Built by Our People

Investing in the People and Capabilities Required for Core's Next Phase of Growth



Better leaders



Stronger teams



Better execution



Customer confidence



Long-term sustainable growth





The Path to Profitable Growth and Higher Returns

Alex Panda
Chief Financial Officer

Capital Allocation Priorities

Multifaceted Allocation Strategy to Maximize Shareholder Value

✓ Maintain Strong Balance Sheet

- Zero net debt – Cash balance of \$12M as of June 2026
- Current leverage ratio of less than one times Adjusted EBITDA
- Available liquidity flexibility to take advantage of opportunities

✓ Organic Growth

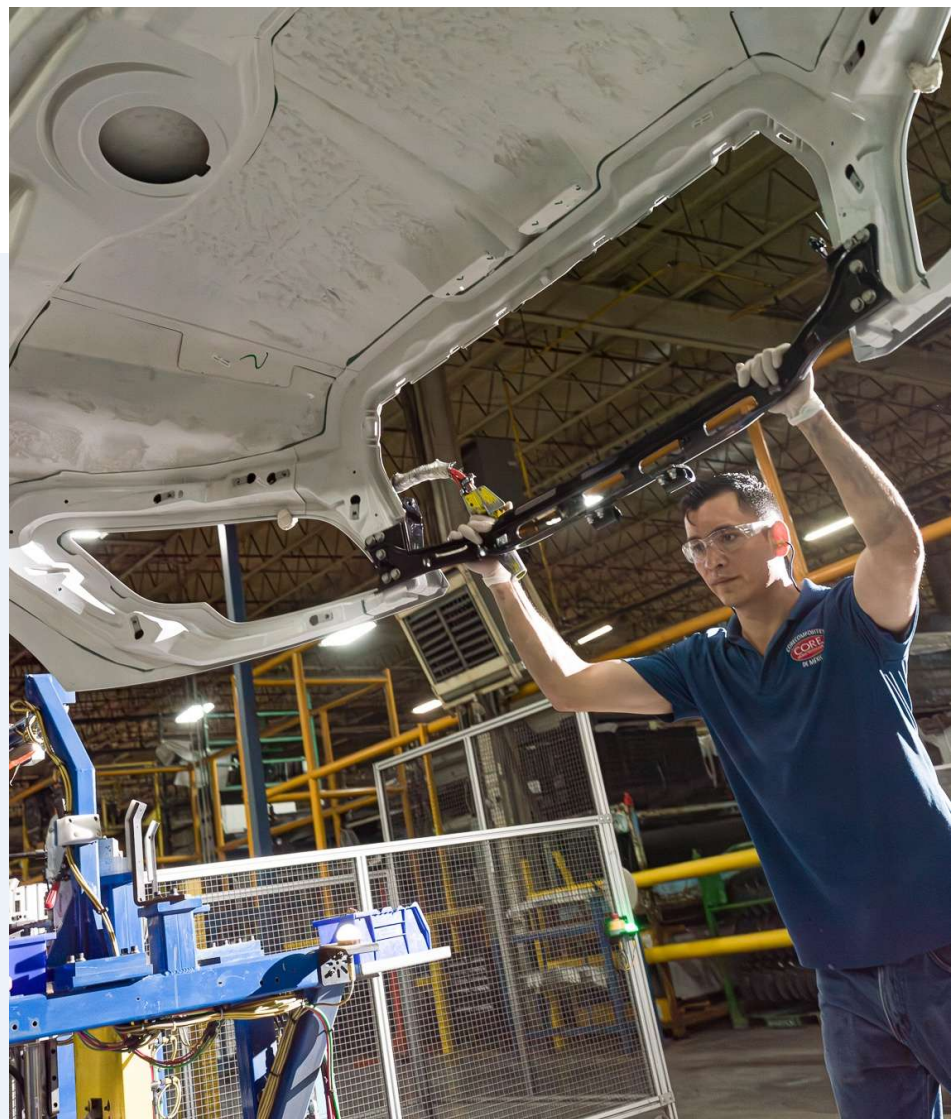
- Capital investments target above 14% ROCE
- Projected sustaining capital spend 3.0%–3.5% of product sales
- Finalizing \$25M expansion of Mexico manufacturing footprint in 2026
- Total capex of \$30M spend during 2026

✓ M&A

- Focus on businesses that diversify end markets and provide meaningful earnings and cash flow accretion
- Pursue acquisitions that meet disciplined financial criteria, including achieving at least a 14% return on capital employed and a conservative leverage ratio less than 2.5x by year two of any acquisition

✓ Return Capital to Shareholders

- Share repurchase is preferred method
- In March 2026 increased share repurchase program \$6.5M (Total \$7.5M planned)
- During 2026 repurchased 24,545 shares at average \$18.62 share price



Debt Refinancing Strengthens Capacity for Growth

Previous Facility



Maturity

July 22, 2027



Total Availability

\$75 million



Structure

\$25 million Term Loan
\$25 million Revolving Facility
\$25 million Capital Facility



Interest Rate

SOFR + 1.80% to 2.30%
based on leverage ratio

New Refinanced Facility



Maturity

July 2, 2031



Total Availability

\$100 million



Structure

\$50 million Revolving Facility
\$50 million Delayed-Draw Term Loan



Interest Rate

SOFR + 1.25% to 2.00%
based on leverage ratio



What Core Has Organically Won

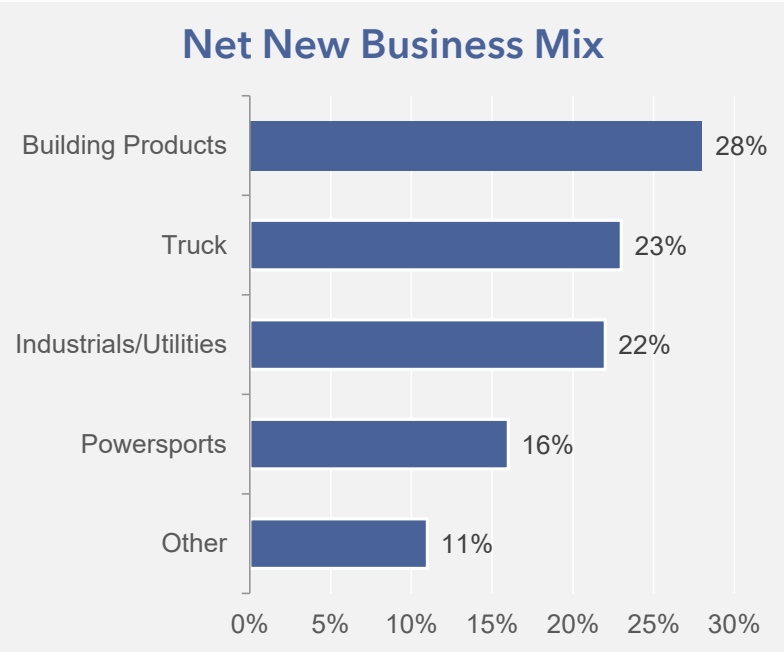
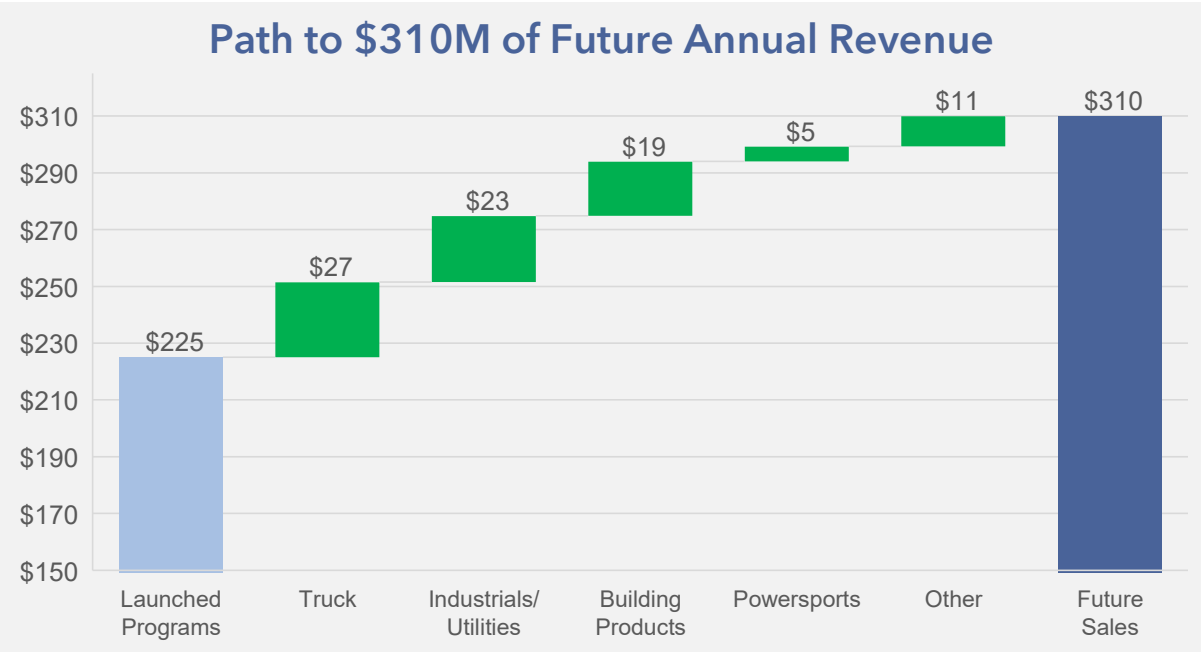
\$142M*
Annual Awards
Total new business won

\$115M*
Incremental Awards
81% of total awards

\$85M*
Not Yet Launched
75% of incremental awards

90%*
Launching Soon
Within next 12 months

\$14M
Remaining Capital Required
Support awarded incremental business



*Over past 30 months



Strategic Organic Growth – Mexico

Monterrey

- Increased footprint by 400% to 214,000ft²
- Consolidated 30,000ft² warehouse resulting in \$0.5 million savings (Full effect Q4 of 2026)
- Added topcoat paint to enable full-service supply and the pursuit of products for Construction and Agriculture industries
- Improved DCPD throughput by 50% (Full effect Q4 of 2026)

Matamoros

- Two new state-of-the-art 4,500-ton presses with automatic unloading. Heavily automated secondary processes for new sleeper cab launch. (Sales begin Q1/Q2 of 2027)
- Additional 50,000 square feet of manufacturing space, 50,000 square feet of rack storage, and addition unloading docks.
- Transferred a molding process to Monterrey providing logistic synergies of \$1 million. (Full effect Q4 of 2026)



**Disciplined investments
achieving greater than
14% ROCE**



Margin Enhancement Opportunities

$$\begin{array}{ccccccc} \text{Gross Margin} & & \text{Improved Leverage} & & \text{Improved Mix/Efficiency} & & \text{Target Gross Margin} \\ 17\%-19\% & + & 200 \text{ bps} & + & 200 \text{ bps} & = & 21\%-23\% \end{array}$$

400-basis point improvement opportunity is driven by a combination of volume leverage and strategic business enhancements that are in our growth strategy.



Acquisition Strategy

Acquisition Criteria

Strategic Criteria

-  Diversify End Markets
-  Expand Customer Base
-  Increase Process Portfolio
-  Strengthen Margin Profile

Financial Criteria

-  \$50M – \$100M Revenue
-  6x – 8x EBITDA
-  14%+ Return on Invested Capital In Year Two
-  2.0x – 2.5x Leverage Ratio In Year Two

Impact of a \$100 Million Sales Acquisition

	2025	Pro Forma
 Largest Customer % of Annual Product Sales	19%	13%
 Truck End Market % of Annual Product Sales	44%	30%
 Revenue Scale Annual Product Sales	\$232M	\$332M

Long Term Financial Goals

Our 2030 Financial Targets

Revenues	>\$500M	• Organic growth • Acquisitions • Truck cycle recovery
Gross Margin	>20%	• Better product mix • Higher plant utilization • Mexico cost advantage
Operating Income	10%	• Operational improvements • Value selling • Leverage fixed costs
Return on Capital Employed	16%	• Investment in automation/capacity • Leverage already installed capacity • Working Capital Management



The Path to \$500 Million in Sales

Strong Foundation

Diverse end markets, long-standing customer relationships and operational excellence are fueling profitable growth.

Multiple Growth Drivers

- Launched Programs
- Known Wins
- Demand Increasing (market)
- Strategic Acquisitions

Disciplined Approach

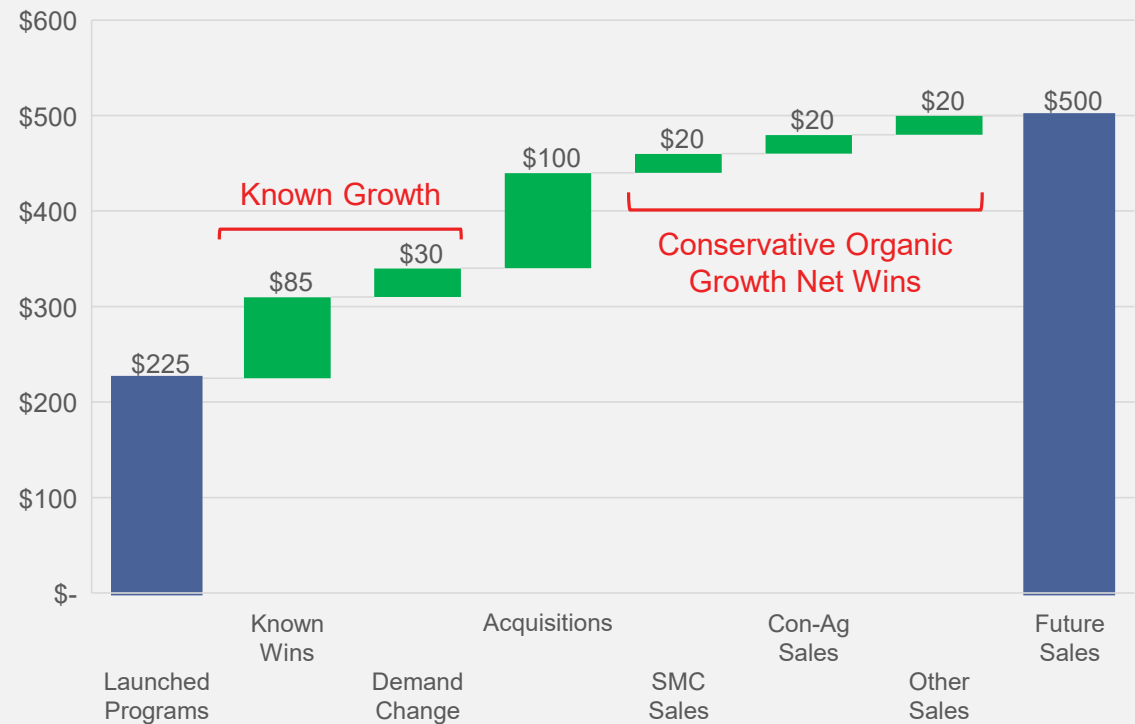
We pursue opportunities that enhance margins, expand capabilities and strengthen our market position.

Diversified by Design

No customer above 10% and no industry above 25% of total sales at \$500 million.

Sales Journey to \$500 Million

(in Millions)



Core Assuming \$500 Million in Sales



Sales
\$500 Million



Gross Margin
21%-23%



Operating Income
~10%



EBITDA Margin
16%-18%



Operating Cash Flow
\$60-\$70 Million



ROCE
>14%

At \$500 million in sales, Core is positioned as a higher-margin, cash-generative, high-return business built to create long-term shareholder value



Fiscal Year 2026 Guidance Update

2026 full-year sales expected at the midpoint of flat to up 5%, versus 2025

- Q3 product sales as expected, despite slower truck ramp
- Q4 product sales of ~\$5–\$7 million may push out to 1H 2027
- 2H 2026 tooling revenue is impacted by contract negotiations, transitioning to percentage-of-completion accounting shifts approximately 75% of tooling revenue recognition from Q4 to Q3 2026.

2026 full-year gross margins expected in 16% to 17% range

- Commissioning of new Monterrey plant affected by elevated freight costs from product moves and higher diesel costs
- Macro headwinds persist with higher input costs from oil prices — customer pass-throughs expected by end of the year

New portfolio footprint optimization project

- Relocation of hood and battery production from one U.S. plant to another
- SG&A of ~\$2 million, primarily Q3 impact with remaining in Q4
- Expect \$1 million annual savings beginning in 2027 from better capacity utilization and efficiency improvements
- Non-recurring moving costs expected to be added back to Adjusted EBITDA



Why Core, Why Now

Eric L. Palomaki
President and CEO

Key Takeaways – Why Core, Why Now

Core's operating transformation is proven.

Our recent history of turning around operations, driving continuous improvement, and executing what we say we are going to do.

Growth is becoming more visible.

Our wins over the last 3 years speak for themselves; we will share why our winning will continue and scale.

Scale will improve earnings quality.

Our decline in revenues has left us with above average overhead cost structure, the path to \$500M will include economies of scale.

Capital allocation is governed by returns.

Organic growth is the priority, and we are having success. We govern all capital projects by focusing on Return on Capital Employed (ROCE).

Management is giving investors a measurable scorecard.

Future progress will be evaluated through production-revenue conversion, margin, cash generation, ROCE, diversification, and customer concentration.





Intermission

We will resume our session in 15 minutes

Up Next: We look forward to your questions and are excited for our tour of the Matamoros plant tomorrow.



Q&A

Investor Day 2026

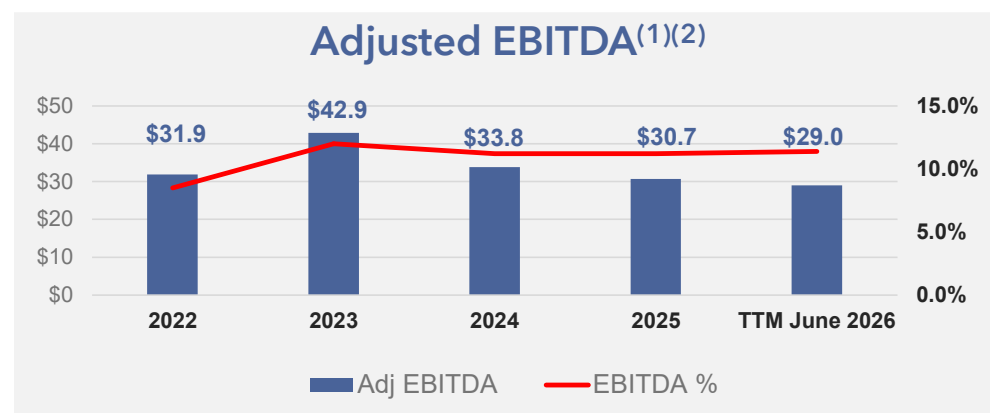
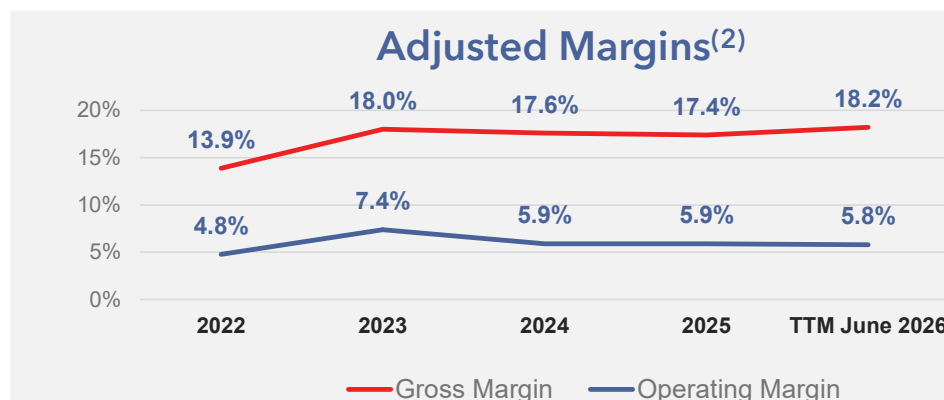
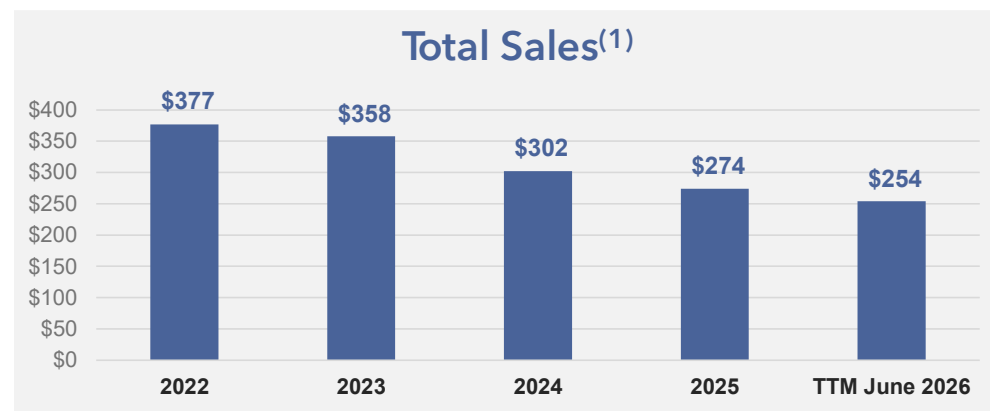




Appendix



Selected Financial Information



2026 Q2 Trailing Twelve Months

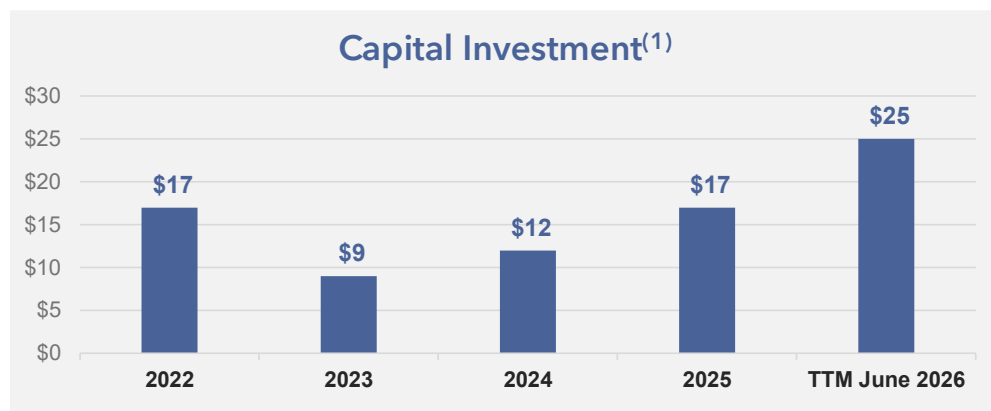
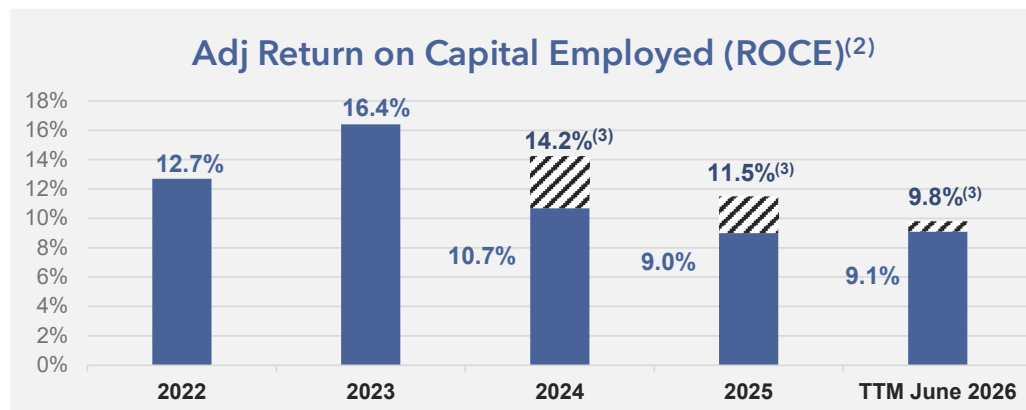
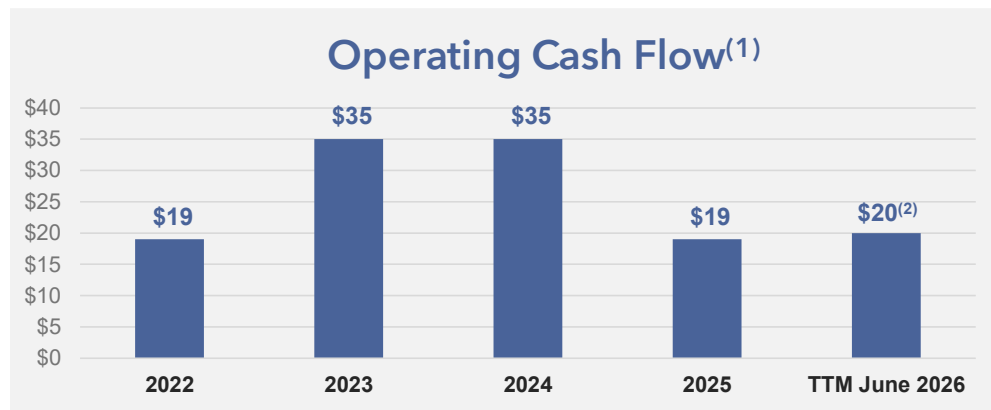
- Sales decline due to portfolio optimization and demand declines in the Company's top industries (truck and powersports)
- Company focus on operational improvements driving higher earnings
 - Consistent Gross Margins between 17%–19% of sales
 - Adjusted EBITDA as % of sales improved to 11.4%
- Poised to take advantage of future demand rebound and launch of new programs

(1) Amounts in millions.

(2) Adjusted EBITDA and Adjusted Margin are non-GAAP financial measure as defined and reconciled later in this presentation.



Selected Financial Information



2026 Q2 Trailing Twelve Months

- Strong cash generation converting 75% of EBITDA to Operating Cash
- Significant increase in growth capex. \$15 million over last 18 months
- Disciplined capital deployment approach focused on increasing ROCE
 - Excluding ~ \$12M of accumulated cash to be redeployed, 2026 ROCE = 9.8%

(1) Amounts in millions.

(2) Adjusted ROCE and Operating Cash Flow are non-GAAP financial measures as defined and reconciled later in this presentation

(3) ROCE excluding accumulated cash



Net Income (Loss) to Adjusted EBITDA Reconciliation

In thousands		Twelve Months Ended December 31,										TTM June 2026								
		2017	2018	2019	2020	2021	2022	2023	2024	2025										
Net income (loss)	\$	5,549	\$	(4,782)	\$	(15,223)	\$	8,165	\$	4,671	\$	12,203	\$	20,324	\$	13,299	\$	11,195	\$	7,348
Income tax expense (benefit)	\$	2,286	\$	(664)	\$	(355)	\$	(3,618)	\$	4,248	\$	2,382	\$	5,422	\$	4,182	\$	3,482	\$	2,180
Other expenses ⁽¹⁾	\$	245	\$	2,394	\$	4,144	\$	5,923	\$	2,149	\$	3,418	\$	791	\$	(786)	\$	(459)	\$	(304)
Depreciation and amortization	\$	6,240	\$	9,384	\$	10,376	\$	10,775	\$	11,130	\$	11,603	\$	12,831	\$	13,318	\$	12,830	\$	12,577
Share-based compensation	\$	1,331	\$	1,743	\$	1,564	\$	1,355	\$	1,886	\$	2,329	\$	2,923	\$	2,495	\$	1,788	\$	1,659
Goodwill impairment	\$	-	\$	2,403	\$	4,100	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Facility closure, Mexico Expansion and severance costs ⁽²⁾	\$	-	\$	-	\$	-	\$	-	\$	2,581	\$	-	\$	570	\$	1,294	\$	1,875	\$	5,365
Adjusted EBITDA*	\$	15,561	\$	10,478	\$	4,606	\$	22,600	\$	26,665	\$	31,935	\$	42,861	\$	33,802	\$	30,711	\$	28,825
Adjusted EBITDA % of Revenues		9.1%		3.9%		1.6%		10.2%		8.7%		8.5%		12.0%		11.2%		11.2%		11.3%

(1) Includes net interest expense, non-cash periodic post retirement costs and loss on extinguishment of debt.

(2) Reflects facility closure, Mexico Expansion and severance payments.

Reconciliation of GAAP to Non-GAAP Financial Measures

* Adjusted EBITDA represents net income before, as applicable from time to time, (i) interest expense, net, (ii) provision (benefit) for income taxes, (iii) depreciation and amortization of long-lived assets, (iv) share based compensation expense, (v) non-recurring charges including restructuring costs, plant closure costs, goodwill impairment charges, (vi) nonrecurring legal settlement costs and associated legal expenses unrelated to the Company's core operations. This metrics is a supplemental measures of our operating performance that are neither required by, nor presented in accordance with, GAAP. This measure has limitations as an analytical tool and should not be considered in isolation or as an alternative to performance measure derived in accordance with GAAP as an indicator of our operating performance. We present Adjusted EBITDA because management uses this measure as key performance indicators, and we believe that securities analysts, investors and others use this measure to evaluate companies in our industry. Our calculation of this measure may not be comparable to similarly named measures reported by other companies. The above table presents a reconciliation of net income (loss), the most directly comparable measure calculated in accordance with GAAP, to Adjusted EBITDA for the periods presented.



Year-End and Return on Capital Employed ("ROCE") Reconciliation

		2021	2022	2023	2024	2025	TTM June 2026			2025	TTM June 2026		
<i>in thousands</i>								<i>in thousands</i>					
EBIT		\$	11,068	\$	18,003	\$	26,537	\$	16,695	\$	14,218	\$	9,244
Plant Closure, Mexico Expansion and Severance Costs ⁽¹⁾		\$	2,581	\$	-	\$	-	\$	1,294	\$	1,875	\$	5,365
Adjusted EBIT		\$	13,649	\$	18,003	\$	26,537	\$	17,989	\$	16,093	\$	14,609
		December31,											
		2021	2022	2023	2024	2025	June 30, 2026			2025 ⁽²⁾	TTM June 2026 ⁽²⁾		
Shareholders' Equity		\$	100,095	\$	116,125	\$	138,953	\$	147,361	\$	158,171	\$	161,077
Debt													
Short Term Portion of Term Debt			3,943		1,208		1,468		1,814		2,075		-
Long Term Portion of Term Debt			21,251		22,986		21,519		19,706		17,639		-
Revolver			4,424		1,864		-		-		-		-
Total Capital Employed		\$	129,713	\$	142,183	\$	161,940	\$	168,881	\$	177,885	\$	161,077
ROCE			10.5%		12.7%		16.4%		10.7		9.0%		9.1%
(1) Reflects Cincinnati facility closing and severance costs													
(2) ROCE excluding accumulated cash													

Reconciliation of GAAP to Non-GAAP Financial Measures

* Return on Capital Employed represents net income before, as applicable from time to time, (i) interest expense, net, (ii) provision (benefit) for income taxes, (iii) restructuring and plant closure costs, (iv) nonrecurring legal settlement costs and associated legal expenses unrelated to the Company's core operations divided by Total Capital Employed which includes (i) Shareholders' Equity, (ii) term debt, and (iii) revolving debt. This metric is a supplemental measure of our operating performance that are neither required by, nor presented in accordance with, GAAP. This measure has limitations as an analytical tool and should not be considered in isolation or as an alternative to performance measure derived in accordance with GAAP as an indicator of our operating performance. We present ROCE because management uses this measure as key performance indicators, and we believe that securities analysts, investors and others use these measures to evaluate companies in our industry. Our calculation of this measure may not be comparable to similarly named measures reported by other companies.



Contacts

Company Contact

Alex Panda
Chief Financial Officer
apanda@coremt.com

Investor Contact

Sandy Martin / Steven Hooser
Three Part Advisors
214.616.2207

