Investor Presentation

East Coast IDEAS Conference
June 2026

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,” “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.

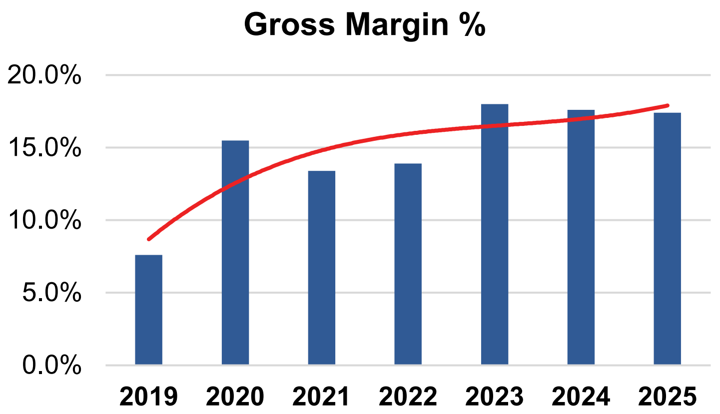
This presentation includes certain non-GAAP financial measures to describe our performance. The reconciliation of those measure to GAAP measures are provided within the appendix of the presentation. Those disclosures should not be viewed as a substitute for operating results determined in accordance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

Why Invest in Core

- 45+ Years of Award Winning Manufacturing Excellence
- Competitive Moat, Sole Sourced, High Barriers to Entry
- Multi-year Improving Gross Margin Trends
- 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

CORE MOLDING TECHNOLOGIES

Our "Must Win Battle" Transformation Journey



2019/2020 Turnaround	2021 Product Focused	2022/2023 Institutionalize Operating Systems	2024/2025 Invest For Growth

Culture as a Competitive Advantage

Dig out | Back to Basics	Innovation | Diversification	Leverage Improvements	Sales Expansion | Investments

2019/2020 – Dig out | Back to Basics

Organizational
- Getting the right people on the bus

Customers
- Maintain customers

Operational
- Fix equipment

Financial
- Bank refinancing

2021 – Innovation | Diversification

Organizational
- "Great Place to Work" initiative

Innovation
- Design, Functionality, and Durability

Diversification
- New, growing end markets

Operational
- Standardize the basics

2022/2023 – Leverage Improvements

Pricing
- Fix or get out, contract adjustments

Operational
- Continuous improvement system, process optimization

Organizational
- Front Line Leadership Development, technical skill development

2024/2025 – Sales Expansion | Investments

Sales & Marketing
- Wallet share expansion

Growth
- Organic growth investments
  - New processes
  - Footprint
  - New Revenue Streams

Organizational
- Leadership development

About Core Molding

We are the most reliable, innovative and responsive partner in **engineered materials** and **manufacturing solutions**.

NYSE American **CMT** Russell 3000	**45** Year Legacy
Headquartered in **Columbus, OH**	Employees **1,239**

Total Sales	Gross Margin	Adjusted EBITDA
2025	2025	2025
$274M	17.4%	$30.7M (1)

United States	Mexico	Canada
38%	43%	19%

Based on 2025 sales by Core production location.

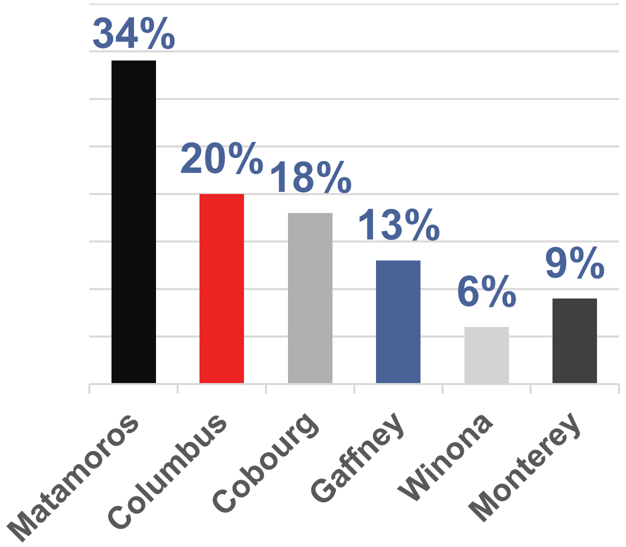
(1) Adjusted EBITDA is a non-GAAP financial measure as defined and reconciled later in this presentation.

Diversified Markets

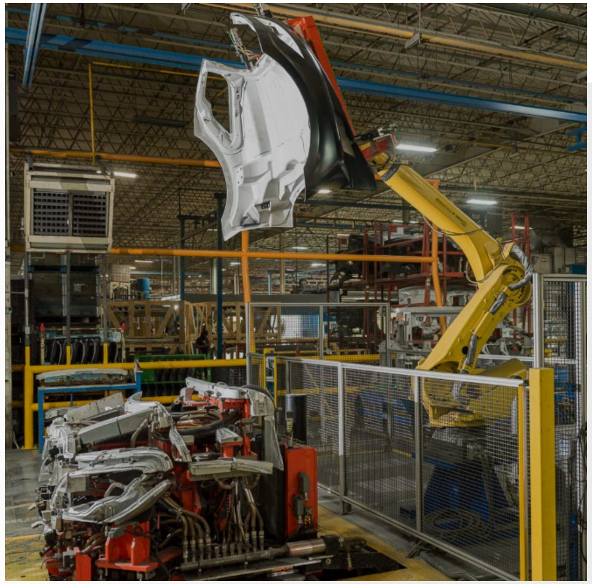
Our Large North American Manufacturing Footprint

Presses up to **5500 Ton**	**82** Presses	**>1.3M** Square Feet	**USMCA** Compliant Products

Product Sales by Facility*

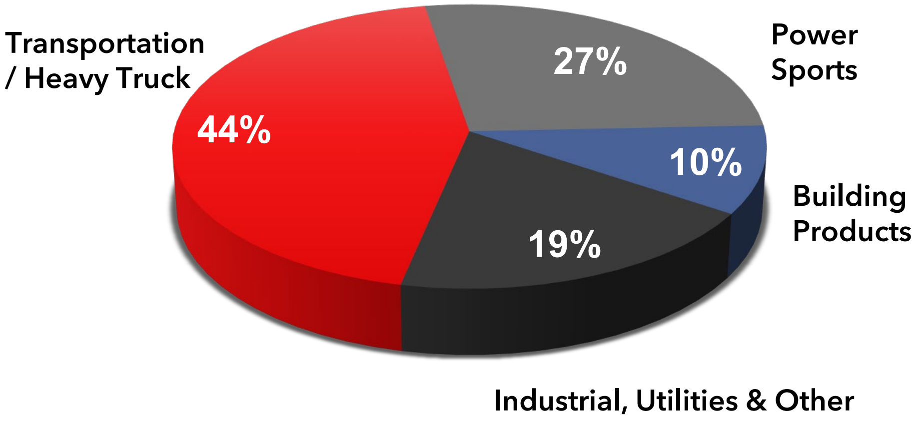


*Based on 2025 Product Sales



Supplying Products to Industry Leaders in Growing Industries

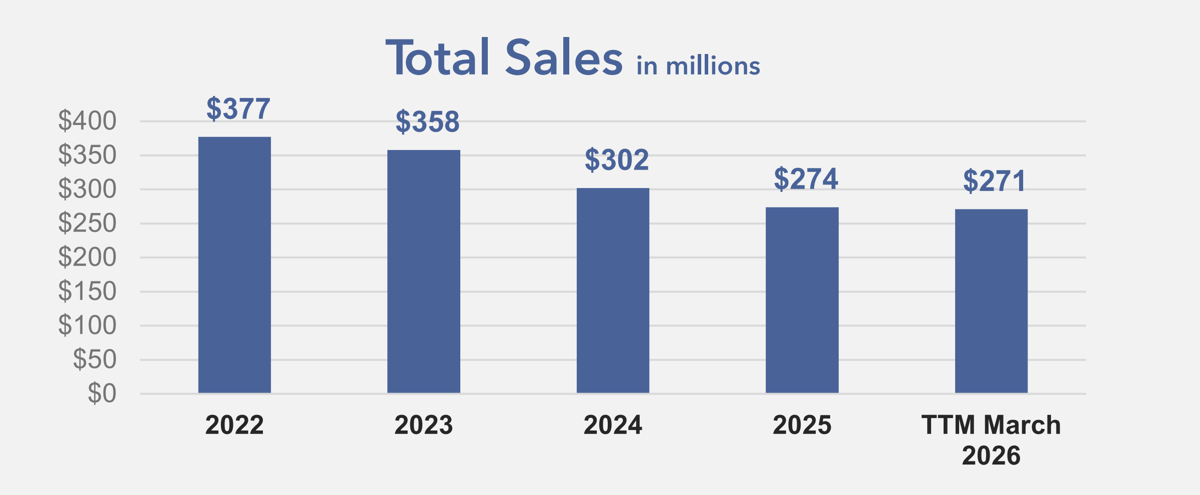
2025 Net Product Sales By Industry

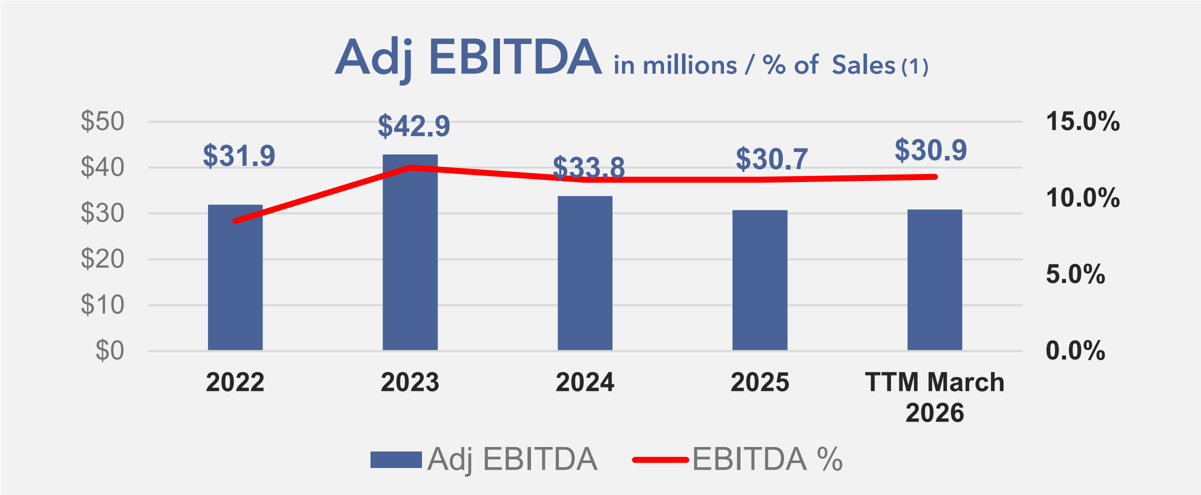


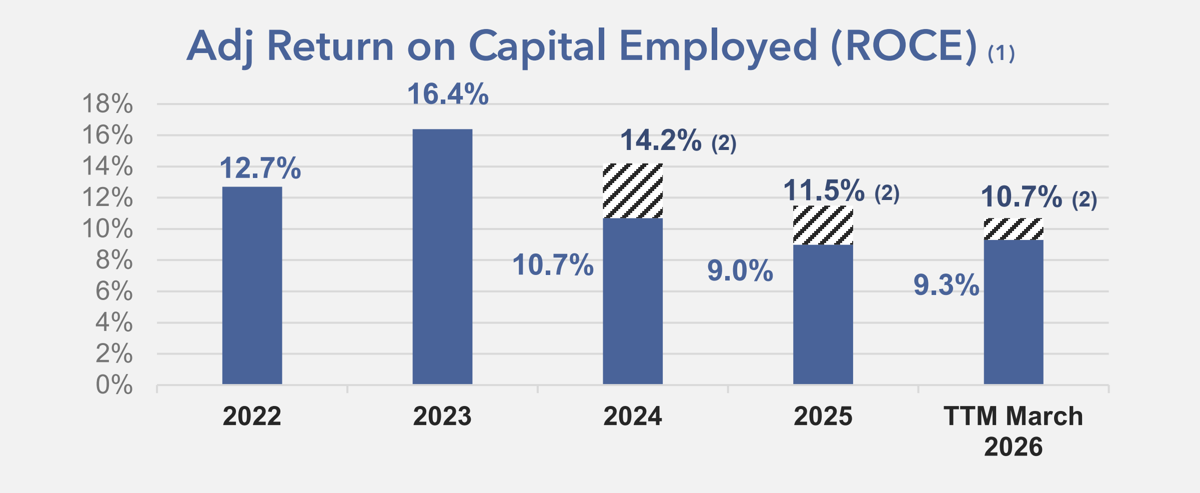
Long-term relationships with blue-chip companies providing **single-source** manufacturing arrangements with key customers

Truck	INTERNATIONAL, VOLVO, PACCAR, HINO
Powersports	YAMAHA, BRP, POLARIS
Building Products	Deckorators, JELD-WEN
Industrial and Utilities	Oldcastle APG (A CRH COMPANY), xylem Let's Solve Water, GENERAC

Selected Financial Information







2026 Q1 Trailing Twelve Months

- Company focus on operational improvements and portfolio profitability driving higher earnings
  - Adjusted EBITDA as % of sales of 11.4%
- Disciplined capital deployment approach focused on increasing ROCE
  - Excluding ~ $23M of accumulated cash to be redeployed, 2026 ROCE = 10.7%

(1) Adjusted EBITDA and ROCE are non-GAAP financial measure as defined and reconciled later in this presentation.
(2) ROCE excluding accumulated cash.

Capital Allocation Priorities

Multifaceted allocation strategy to maximize shareholder value

Maintain Strong Balance Sheet

- Zero net debt – Cash balance of $24M as of March 2026
- Current leverage ratio of less than one times Adjusted EBITDA
- Available liquidity flexibility to take advantage of opportunities

Organic Growth

- Capital investments meeting Company's return requirements
- Projected sustaining capital spend in 2026 of $7-10M
- Executing $25M expansion of Mexico manufacturing footprint in 2026
- Total capex of $25-30M spend during 2026.

M&A

- Tuck in acquisitions
- Valuations of $25 - $50M
- Disciplined evaluation process to identify appropriate opportunities

Return Capital to Shareholders

- Share repurchase is preferred method
- In March 2026 increased share repurchase program $6.5M
- During 2026 repurchased 24,545 shares at average $18.62 share price.

Cash Flows and Reinvestment

in millions	Operating Cash Flows	Sustaining Capex	Growth Capex	Free Cash Flows	Free Cash Flows Excluding Growth Capex
2023	$ 34.8	$ 6.1	$ 3.0	$ 25.7	$ 28.7
2024	$ 35.1	$ 9.0	$ 2.5	$ 23.6	$ 26.1
2025	$ 19.2	$ 10.8	$ 6.5	$ 1.9	$ 8.4
Total	$ 89.1	$ 25.9	$ 12.0	$ 51.2	$ 63.2
3 Year Avg.	$ 29.7	$ 8.6	$ 4.0	$ 17.1	$ 21.1
TTM March 2026	$ 3.9	$ 9.4	$ 9.9	$ (15.4)	$ (5.5)

Three Year Summary

~$89M Operating cash flow

$51M free cash flows

Excluding growth capex **$63M**

$12M Reinvestment to support Company growth

Capacity in place to support $425 to $475 million of revenues

Long Term Financial Goals

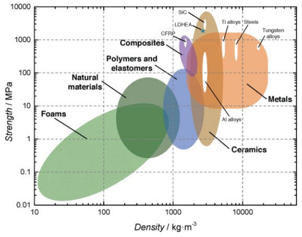
Our Three to Five Year Financial Targets		
Revenues	>$500M	• Organic growth • Acquisitions • Truck cycle recovery
Operating Income	8%-10%	• Operational improvements • Value selling • Leverage fixed costs
Return on Capital Employed	14%-16%	• Investment in capacity and automation • Acquisitions • Working Capital Management

Addressable Market = Driven by Material Conversions

Opportunities for growth across diverse industries across North America

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 shine.



Growth Driven by Material Conversions

- Lightweighting vs steel/aluminum
- Tariff increases on metals has supported composites
- Sustainability and fuel economy
- Part design flexibility and part consolidation

New and Existing Customers and Markets

- We continue to grow wallet share with truck customers.
- We continue to grow wallet share with powersports customer.
- We are focusing new opportunities on ConAg with topcoat paint.
- We are focusing effort on winning SMC Compound across building product and industrial & utilities.

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)

Large & Ultra-large Molding Solutions, Creating Value, Sustainable

Why Customers Choose Core

- Large Part - Durability
- Corrosion Resistance
- Cost Savings
- Parts Consolidation
- Light Weighting
- Recyclability

Truck

Powersports

Building Products

Industrial and Utilities

Organic Growth / Investment in Future Growth

Photo of actual building in MTY March 2026

Photo of MAT Press Expansion May 2026

Won $150M contract for Volvo roofs to be launched in our Matamoros facility, with production starting in Q1 of 2027.

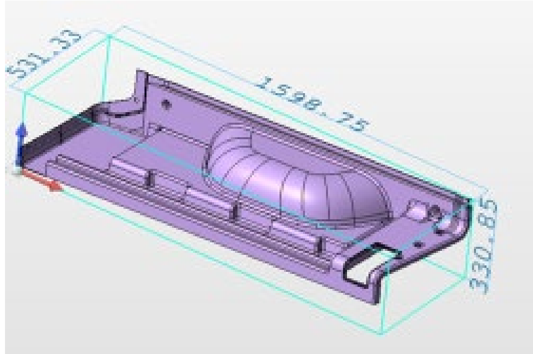
- Adjusted EBITDA accretive in the first full year and return on capital employed above 5 yr target of 16% ROCE.
- Contractual agreement aligned to return on capital employed.

Core Investing $25M to:

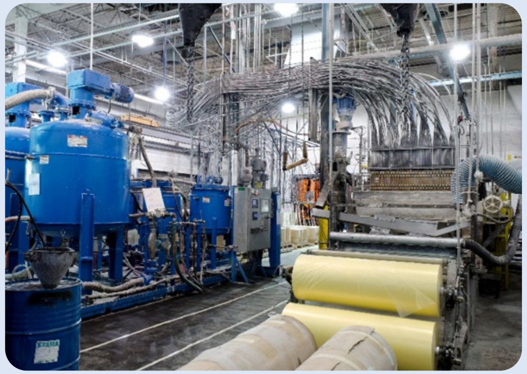
- Expand Matamoros to become the #1 sleeper roof provided in North America including 2 brand new 4500 ton state of the art hydraulic presses.
- New 200K ft^2 facility in Monterrey which allows us to consolidate current 55k ft^2 facility and a 30k ft^2 warehouse.
- Transfer DCPD molding to better service current customers in Monterrey creating transportation savings.
- Adding Topcoat paint to enable full-service supply and the pursuit of molded and painted products for Con-Ag.

New/Expand Industry Verticals

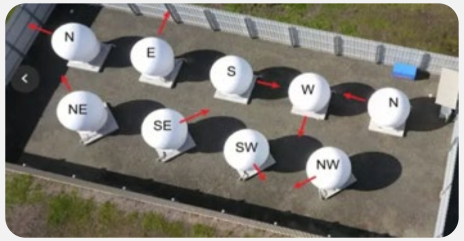
Automotive

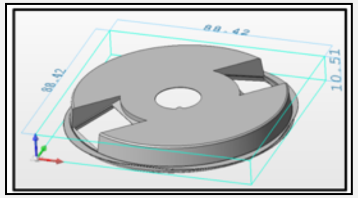


SMC and Top Coat Paint



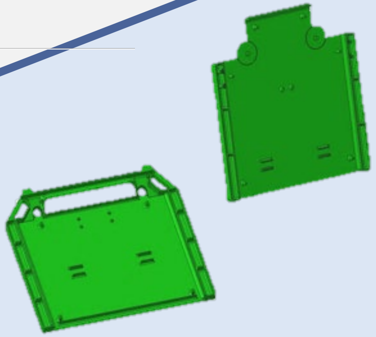
Aerospace



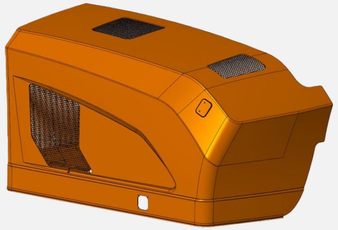


EV Battery Enclosures

Medical

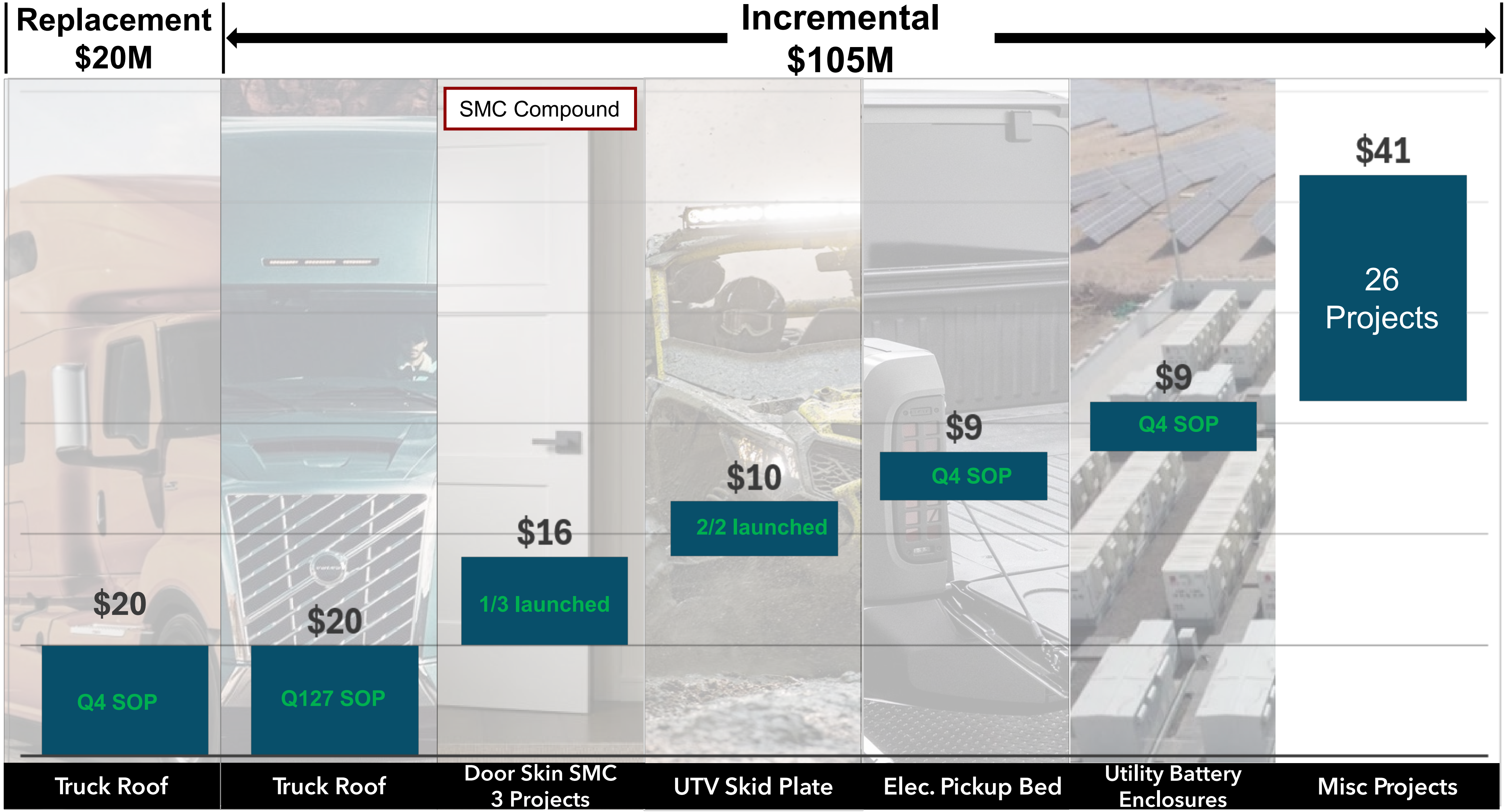


Construction Vehicles



Progress on our recent Must Win Battle: Invest for Growth

New wins! - $45M in 2024, $63M in 2025, $17M in Q1



Core's Unique Differentiators and Award-Winning Solutions

Why Customers Stay with Core

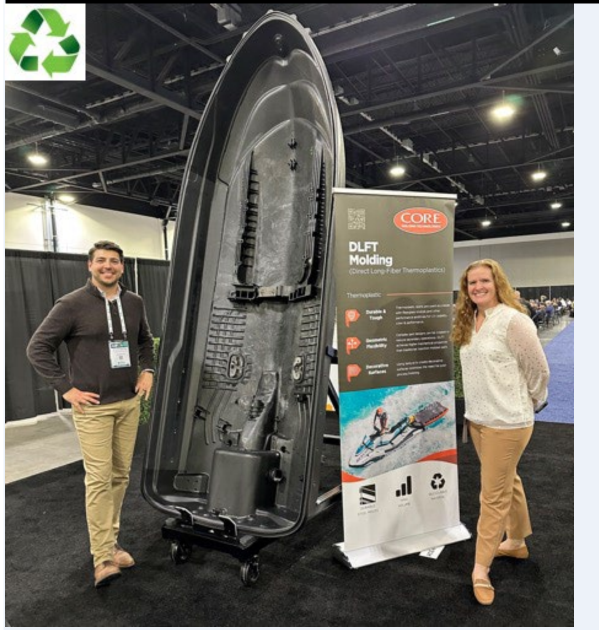
Lightweight = Lower Total Costs

- Total installation cost 15% lower
- 10X Faster installation

High Strength to Weight

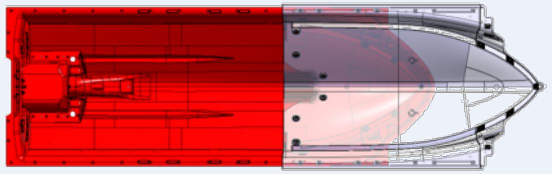
- High performance vs Cost = Value
- Durability and Corrosion resistance

Innovative Material & Process Development



- Large format / One-piece Design
- Design Flexibility
- Value Added Features

Multi-Composite Design Flexibility



- High value integrated design: Unique Solutions
- Increased Strength / Durability

Case Study: Offering Part Consolidation Solutions

Unique Solutions Create Optimized Design

- Easier installation / Reduced Labor
- Improved Employee Safety / Reduced Injuries / OSHA
- Simplified assembly / Reduced Labor for the customer
- Integrated with the customer development (Early in the development process)
- Unique capability to create large format product solutions

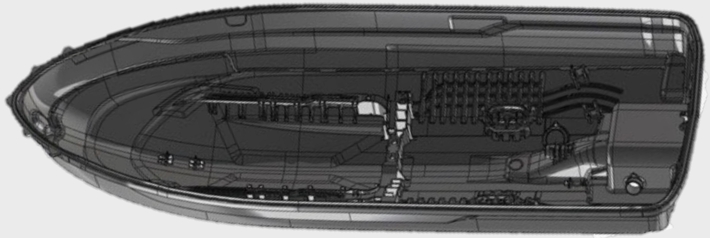
Polymer Concrete Lid

90 Lbs.

Composite Lid

25 Lbs.

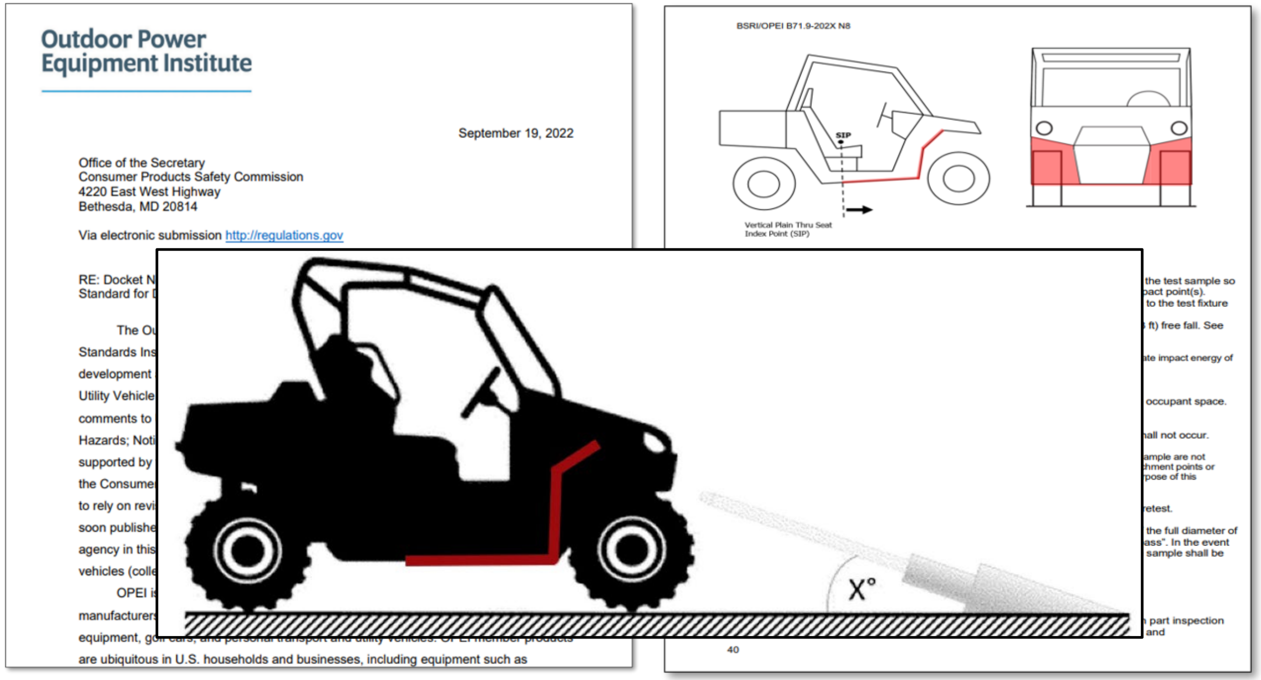
- All fasteners, engine mounts and transducer molded into one part
- Fiber reinforced tape molded into side for side impact strength

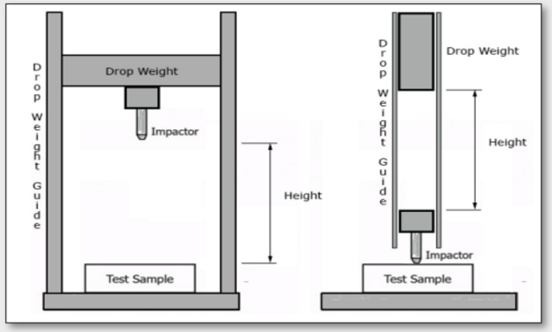


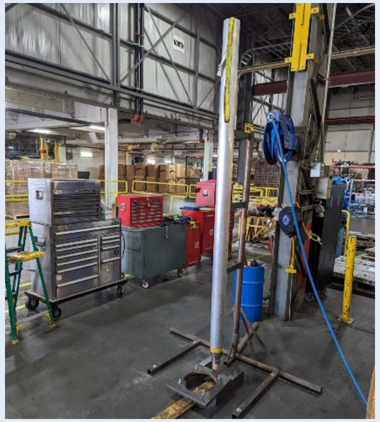
Case Study: Offering Part Consolidation Solutions

Unique Solutions Create Optimized Design

- Problem: Consumer Safety identified risk of debris penetration hazard on ROV and UTV
- Solution: Part capable to stop 355J of energy impact over a 1-inch wood stake.
- Through engineering partnership with customer, we were able to avoid steel and keep the solution composite.
- No issue with noise (rock noises)
- Lower coefficient of friction (slide over obstacles)
- No paint or risk of corrosion over time







Thank You for your interest in Core Molding Technologies

Visibility to sales over $300M in 2027

- Truck market cycles are challenging, but they also give us confidence of recovery over the next two years
- Large OEM projects for truck and powersports provide for consistent demand and an ability to forecast the future growth with confidence.

Maintained strong gross margins during truck cycle

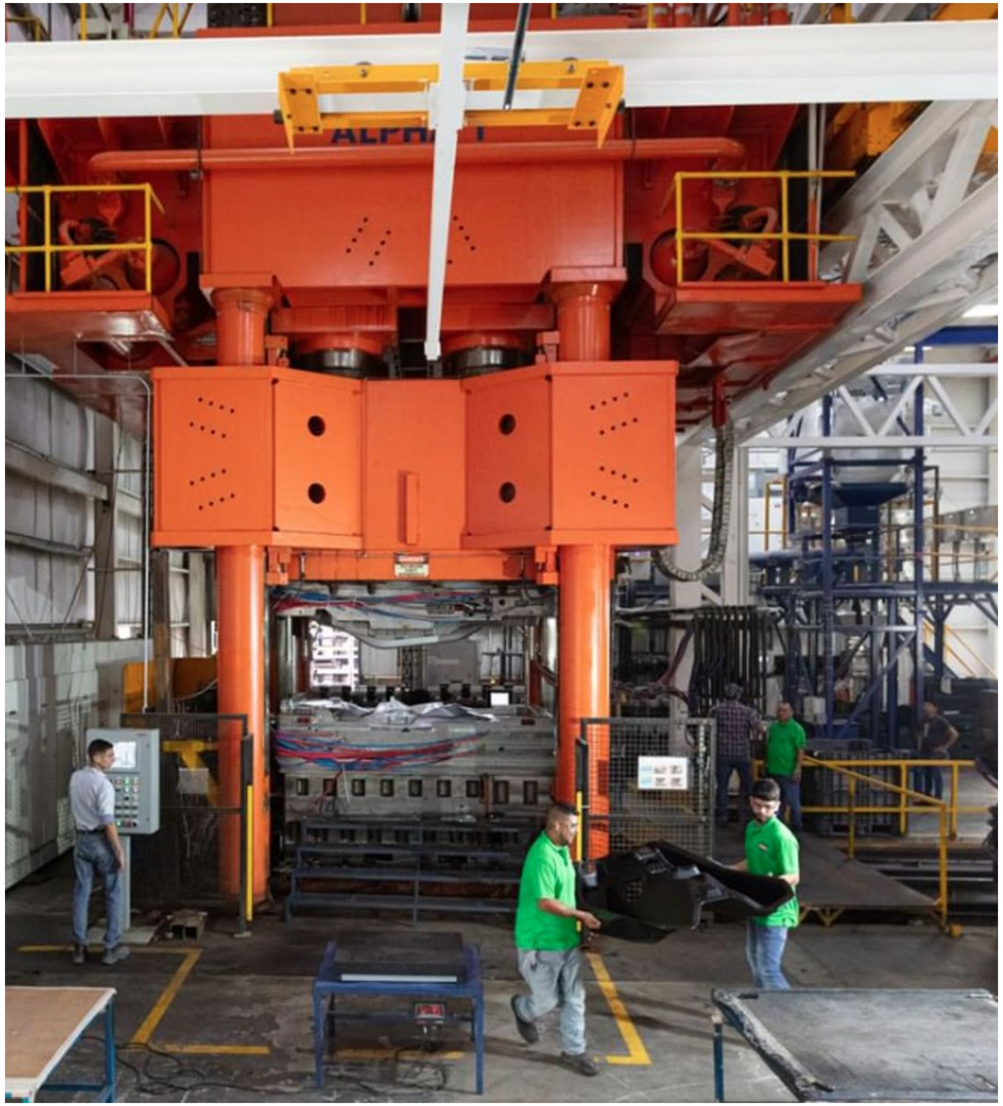
- Historically gross margins were challenged by “low cycle”
- Demonstrated maintaining 17-19% GM on lower sales
- We anticipate economies of scale as sales comes back

Core will be the #1 producer of sleeper roofs

- Our Matamoros plant will be producing over 1,000 sleeper roofs per week
- Complete with two 4,500t, one 5,000t, and one 5,500t press fleet

We are the #1 producer of personal watercraft (PWC)

- We have content of hulls, mid-decks, and liners
- We estimate 85% of the global PWC market share and these customers come to Core for our composite solutions.



Appendix

June 2026

Net Income (Loss) to Adjusted EBITDA Reconciliation

In thousands	Twelve Months Ended December 31,									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	TTM March 2026
Net income (loss)	$ 5,549	$ (4,782)	$ (15,223)	$ 8,165	$ 4,671	$ 12,203	$ 20,324	$ 13,299	$ 11,195	$ 9,617
Income tax expense (benefit)	$ 2,286	$ (664)	$ (355)	$ (3,618)	$ 4,248	$ 2,382	$ 5,422	$ 4,182	$ 3,482	$ 2,922
Other expenses[(1)]	$ 245	$ 2,394	$ 4,144	$ 5,923	$ 2,149	$ 3,418	$ 791	$ (786)	$ (459)	$ (396)
Depreciation and amortization	$ 6,240	$ 9,384	$ 10,376	$ 10,775	$ 11,130	$ 11,603	$ 12,831	$ 13,318	$ 12,830	$ 12,673
Share-based compensation	$ 1,331	$ 1,743	$ 1,564	$ 1,355	$ 1,886	$ 2,329	$ 2,923	$ 2,495	$ 1,788	$ 1,652
Goodwill impairment	$ -	$ 2,403	$ 4,100	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facility closure, Mexico Expansion and severance costs[(2)]	$ -	$ -	$ -	$ -	$ 2,581	$ -	$ 570	$ 1,294	$ 1,875	$ 4,401
Adjusted EBITDA*	$ 15,561	$ 10,478	$ 4,606	$ 22,600	$ 26,665	$ 31,935	$ 42,861	$ 33,802	$ 30,711	$ 30,869
Adjusted EBITDA % of Revenues	9.1%	3.9%	1.6%	10.2%	8.7%	8.5%	12.0%	11.2%	11.2%	11.4%

(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-reoccurring 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

in thousands	2021	2022	2023	2024	2025	TTM March 2026
EBIT	$ 11,068	$ 18,003	$ 26,537	$ 16,695	$ 14,218	$ 12,143
Plant Closure, Mexico Expansion and Severance Costs(1)	$ 2,581	$ -	$ -	$ 1,294	$ 1,875	$ 4,401
Adjusted EBIT	**$ 13,649**	**$ 18,003**	**$ 26,537**	**$ 17,989**	**$ 16,093**	**$ 16,544**
	December31,					
	2021	2022	2023	2024	2025	March 31, 2026
Shareholders' Equity	$ 100,095	$ 116,125	$ 138,953	$ 147,361	$ 158,171	$ 158,221
Debt						
Short Term Portion of Term Debt	3,943	1,208	1,468	1,814	2,075	2,231
Long Term Portion of Term Debt	21,251	22,986	21,519	19,706	17,639	17,035
Revolver	4,424	1,864	-	-	-	-
Total Capital Employed	$ 129,713	$ 142,183	$ 161,940	$ 168,881	$ 177,885	$ 177,487
ROCE	10.5%	10.5%	16.4%	10.7	9.0%	9.3%

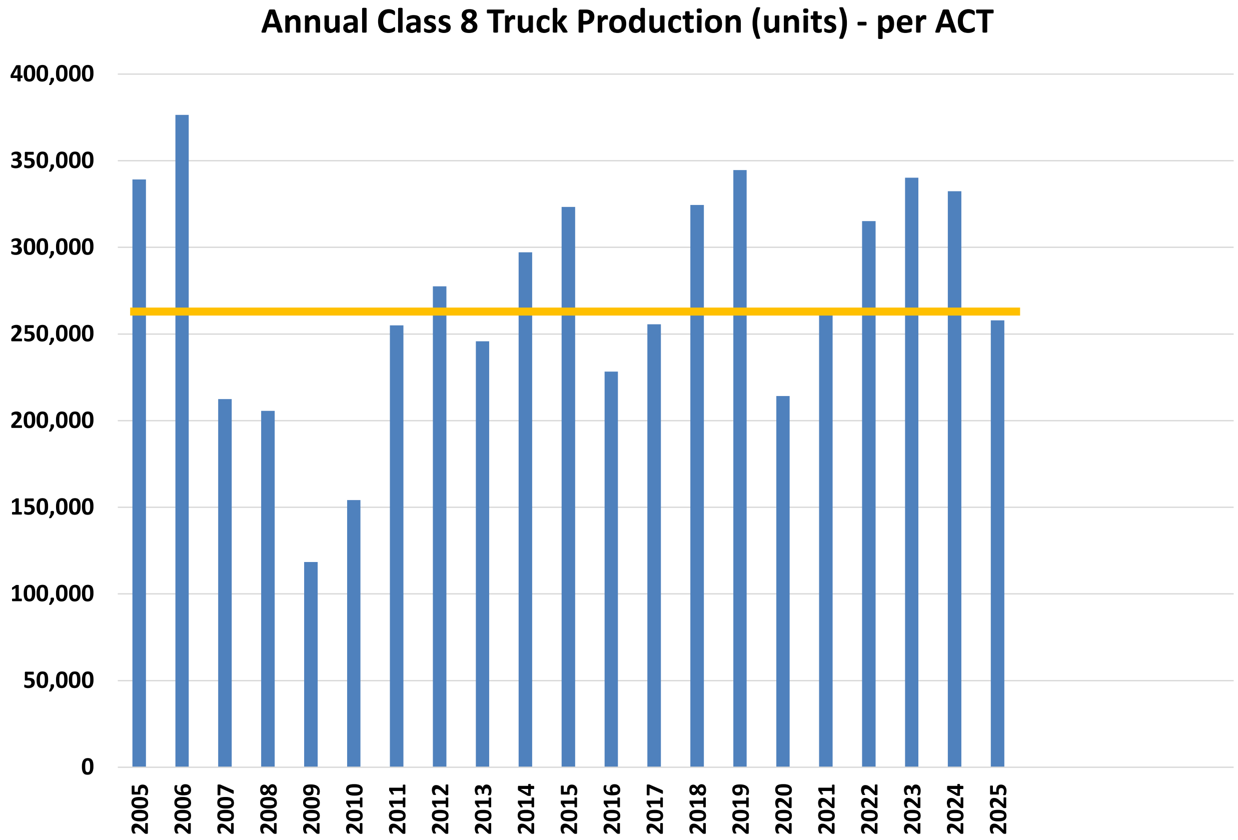
in thousands	2025	TTM March 2026
EBIT	$ 14,218	$ 12,143
Plant Closure and Severance Costs(1)	$ 1,875	$ 4,401
Adjusted EBIT	**$ 16,093**	**$ 16,544**
	2025(2)	TTM March 2026(2)
Shareholders' Equity	$ 158,171	$ 158,221
Debt		
Short Term Portion of Term Debt	2,075	2,231
Long Term Portion of Term Debt	17,639	17,035
Accumulated Cash	(38,058)	(23,507)
Total Capital Employed	$ 139,827	$ 153,980
ROCE	11.5%	10.7%

(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 metrics 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.

Class 8 Truck Market Forecast / Overview – From ACT

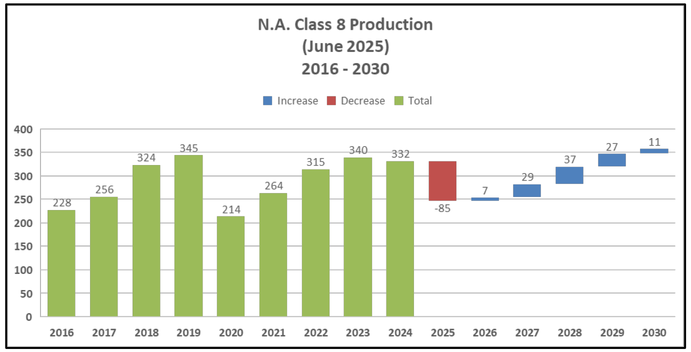


Actual Build Rates – units/year

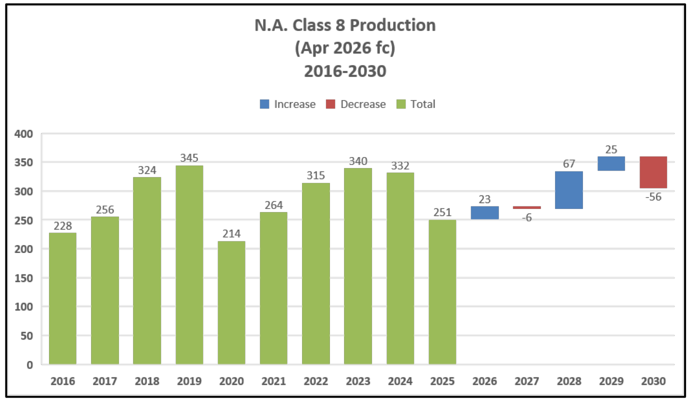
Orange bar represents average vehicle production

Comments from latest ACT Report:

- EPA'27 cost increases on horizon, an aging fleet, Feb order books strong leading to near term class 8 forecasts were raised 6% for 2026 and 2027.
- Conflict with Iran brings into question macro economic factors.
- Medium duty truck (not shown in charts) expected flat in 2026, increasing in 2027.



June 2025 – Forecast from ~9 months ago.



April 2026 – Forecast from recent month.

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