CORE MOLDING TECHNOLOGIES

Investor Presentation

Midwest IDEAS Conference
August 2025

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; 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; 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; 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 of raw materials; inflationary pressures; new technologies; regulatory matters; labor relations and labor availability 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; the ability to successfully identify, evaluate and manage potential acquisitions and to benefit from and properly integrate any completed acquisitions; federal, state and local environmental laws and regulations; 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 or rescheduling of orders; management’s decision to pursue new products or businesses which involve additional costs, risks or capital expenditures; inadequate insurance coverage to protect against potential hazards; equipment and machinery failure; product liability and warranty claims; 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, 2024 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.

About Core Molding

The most reliable, innovative and responsive partner in *engineered materials* and manufacturing solutions:

NYSE American
CMT
Russell 3000

45
Year Old Company

Headquartered in
Columbus, OH

Employees
1,570

2024 Sales by Country
$302M (1)

Adjusted EBITDA
12 Months Ended June 30, 2025
$30.2M (2)

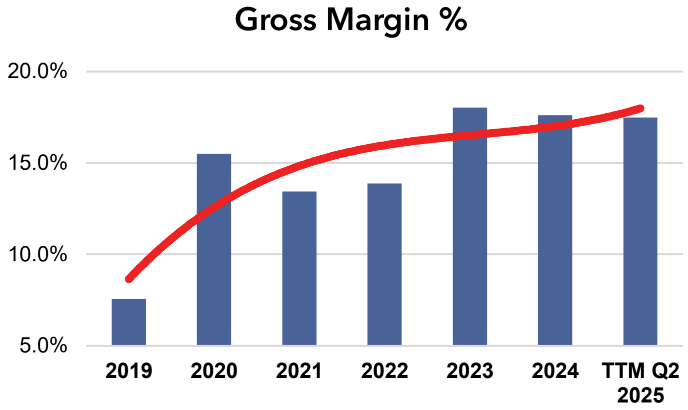
(1) Based on 2024 sales by Core production location.
(2) (2) Adjusted EBITDA is a non-GAAP financial measure as defined and reconciled later in this presentation.

CORE MOLDING TECHNOLOGIES

Diversified Portfolio with Long Term Customer Relationships

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

Organizational
- Getting the right people on the bus

Customers
- Maintain customers

Operational
- Fix equipment

Financial
- Bank refinancing

Organizational
- "Great Place to Work" initiative

Innovation
- Design, Functionality, and Durability

Diversification
- New, growing end markets

Operational
- Standardize the basics

Pricing
- Fix or get out, contract adjustments

Operational
- Continuous improvement system, process optimization

Organizational
- Front Line Leadership Development, technical skill development

Sales & Marketing
- Wallet share expansion,

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

Organizational
- Leadership development

CORE MOLDING TECHNOLOGIES

Why Invest in Core

- Market Leadership through Manufacturing Excellence
- Few competitors, high barriers to entry
- Large, Diverse Addressable Markets
- Long-term relationships with blue-chip companies
- Proprietary, Highly-Engineered Products
- Single source, technical solutions
- Product innovation expertise
- Tariff protected USMCA compliant products

$7 Billion Total Addressable Market In Attractive Industry Verticals

Truck
$0.7B

Powersports / Golf Cars
$0.6B

Industrial & Utilities
$1.5B

Aerospace
$1.0B

Construction & Ag.
$0.4B

Consumer Products
$0.8B

Building Products
$2.0B

Invest for Growth

- Growing wallet share
- Multiple industry channel expansion
- Offering higher value solutions

CORE MOLDING TECHNOLOGIES

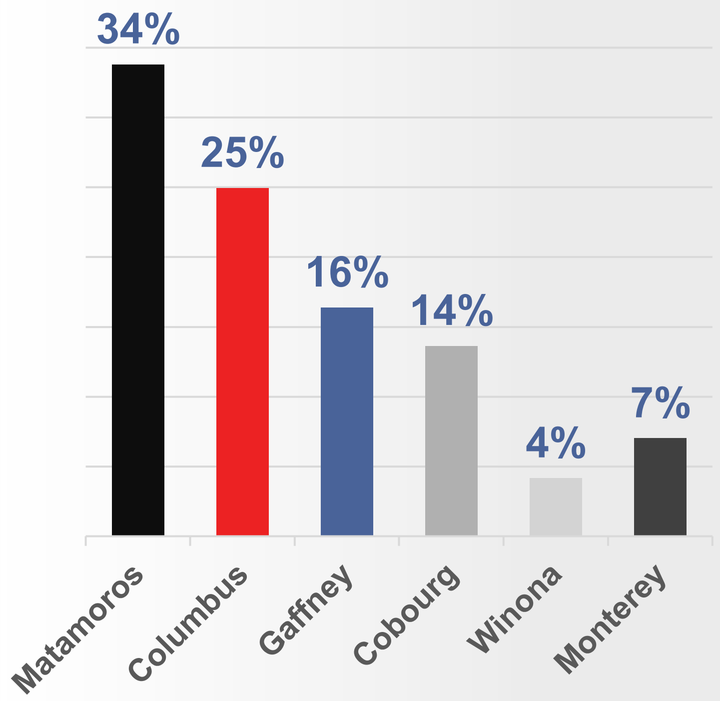
Our Large North American Manufacturing Footprint

82
Presses

Presses up to
5500 Ton

>1.3M
Square Feet

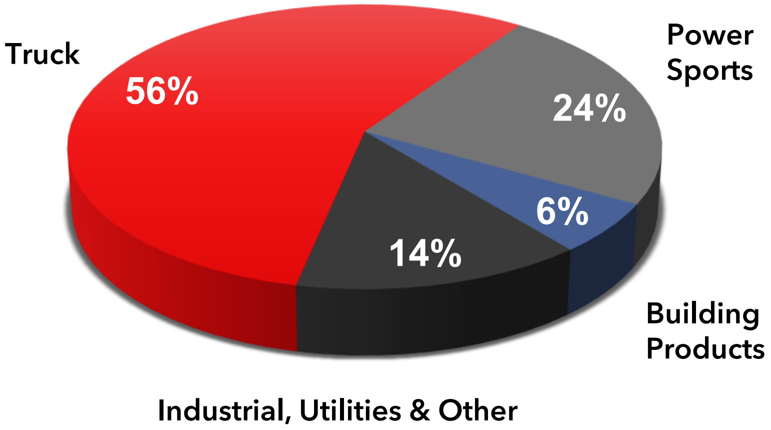
Product Sales by Facility*



*Based on 2024 Product Sales * USMCA compliant products

Supplying Products to Industry Leaders in Growing and Diverse Industries

2024 Net Product Sales By Industry



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

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

Sustainable, High-value Solutions Contribute to our Diversification Strategy

Why Customers Choose Core

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

Truck

Powersports

Building Products

Industrial and Utilities

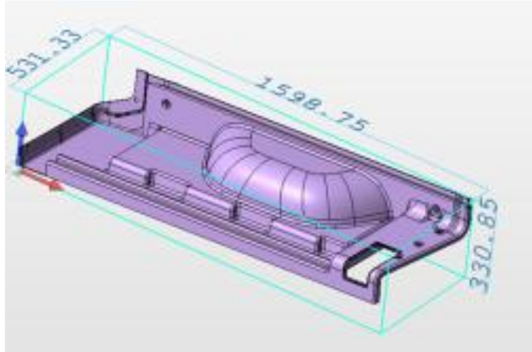
Organic Growth / Investment in Future Growth

Won $150mm contract for Volvo roofs to be launched in our Matamoros facility, under a long-term, contractual agreement

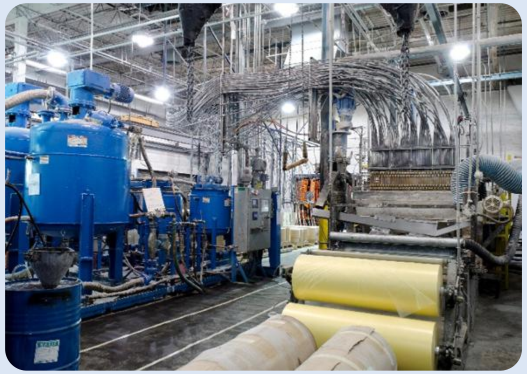
- Adjusted EBITDA accretive in the first full year and ROCE above 5 yr target

Investing $25mm to:

- Expand Matamoros facility to launch Volvo roofs
- New 150K ft^2 facility in Monterrey
  - Consolidate current 48k ft^2 facility and a 30k ft^2 warehouse
  - Transfer DCPD molding to better service current customers in Monterrey
  - Adding large part High Pressure Injection molding
  - Adding Top Coat paint to grow molding business and added value, enabling full service supply



Automotive

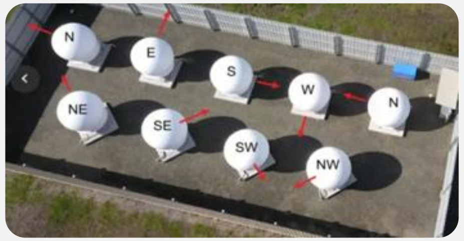


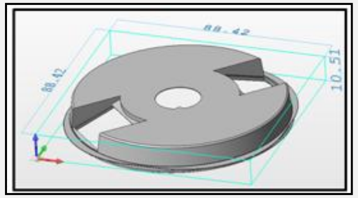
SMC and
Top Coat Paint

Carbon Fiber
Molding

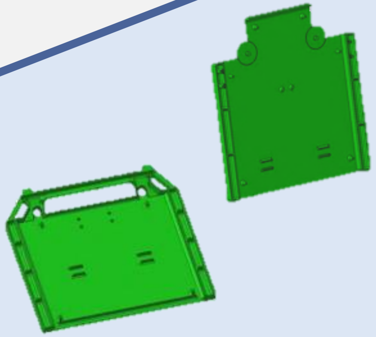
New/Expand
Industry Verticals

Aerospace





Medical



EV Battery
Enclosures

Core's Unique Differentiators and Award-Winning Solutions

Why Customers Stay with Core

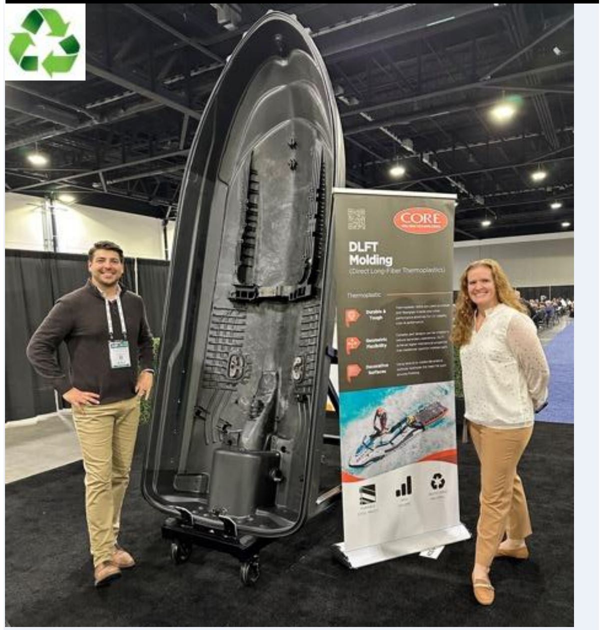
Lightweight = Lower Total Costs

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

High Strength to Weight

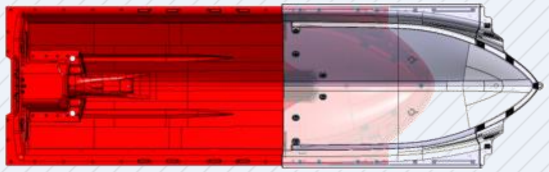
- High performance vs Cost = Value
- Durability and Corrosion resistance

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

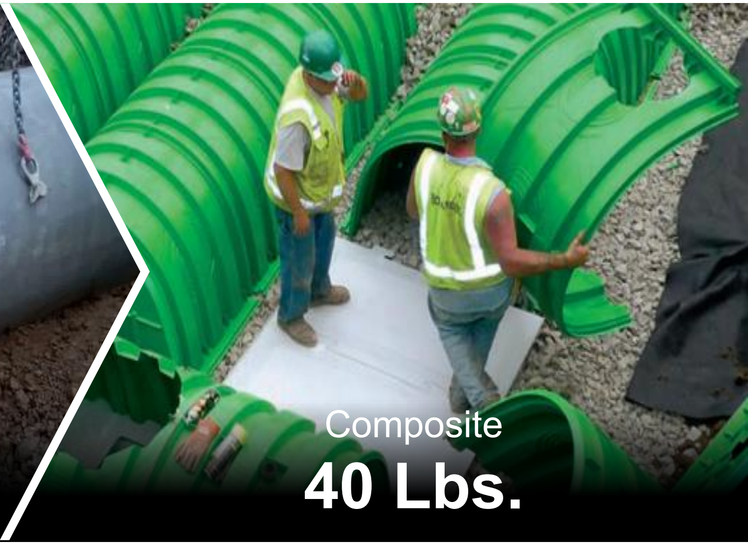
Case Study: Offering Light Weighting Solutions

Highly Engineered Technical Solution Sales

- Easier installation
- Reduced Labor
- Improved Employee Safety / Reduced Injuries / OSHA
- On site modifications
- Reduced need for onsite installation equipment
- Saves 80% CO_2 emissions vs concrete equivalent
- Lower overall cost

Polymer Concrete
90 Lbs.

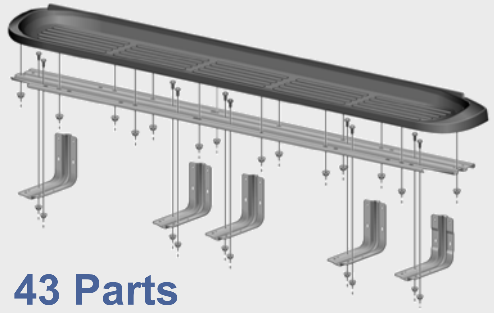
Composite
25 Lbs.

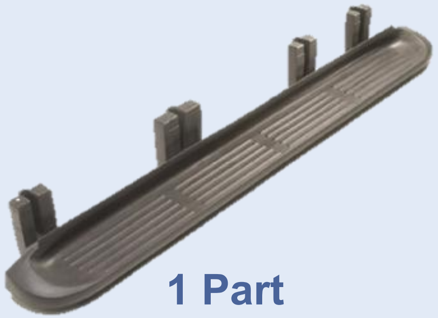


Case Study: Offering Part Consolidation Solutions

Unique Solutions Create Optimized Design

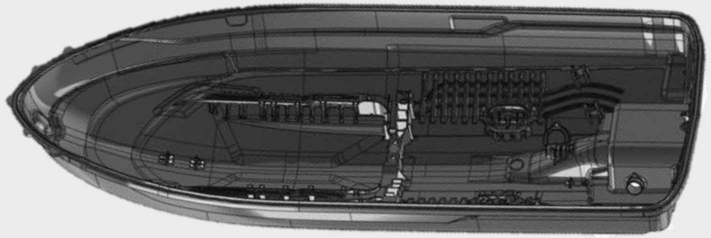
- Simplified assembly / Reduced Labor for the customer
- Integrated with the customer development (Early in the development process)
- Unique capability to create large format products





3X higher strength, 30Lbs lighter, 60% less labor to install

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



Financials

August 2025

Capital Allocation Priorities

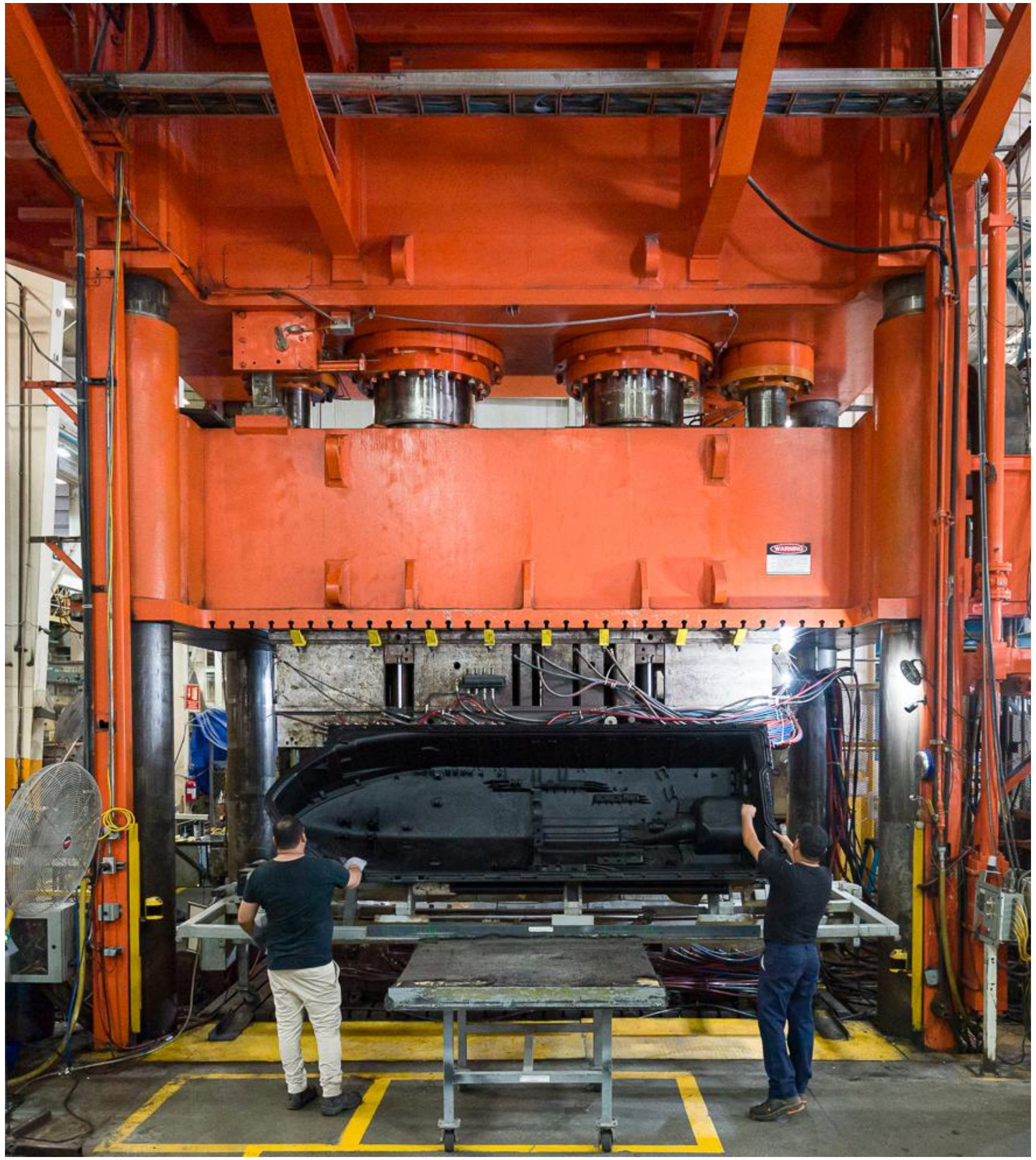
Multifaceted allocation strategy to maximize shareholder value

Organic Growth
- Capital investments meeting Company's return requirements
- Projected sustaining capital spend in 2025 of $10-$12mm
- Growth capex of $25mm over the next 18 months

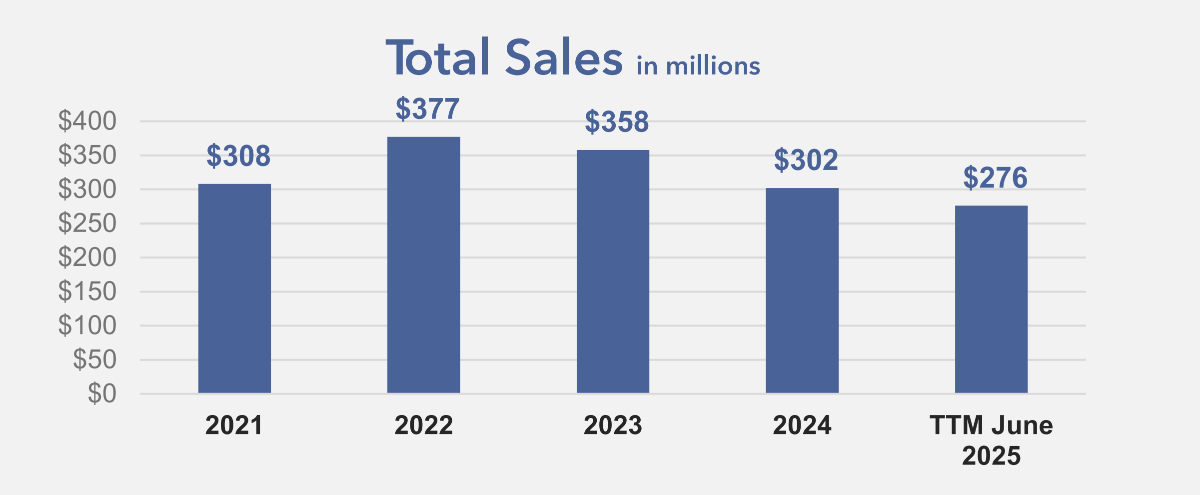
M&A
- Tuck in acquisitions
- Valuations of $10 - $40 million
- Disciplined evaluation process to identify appropriate opportunities

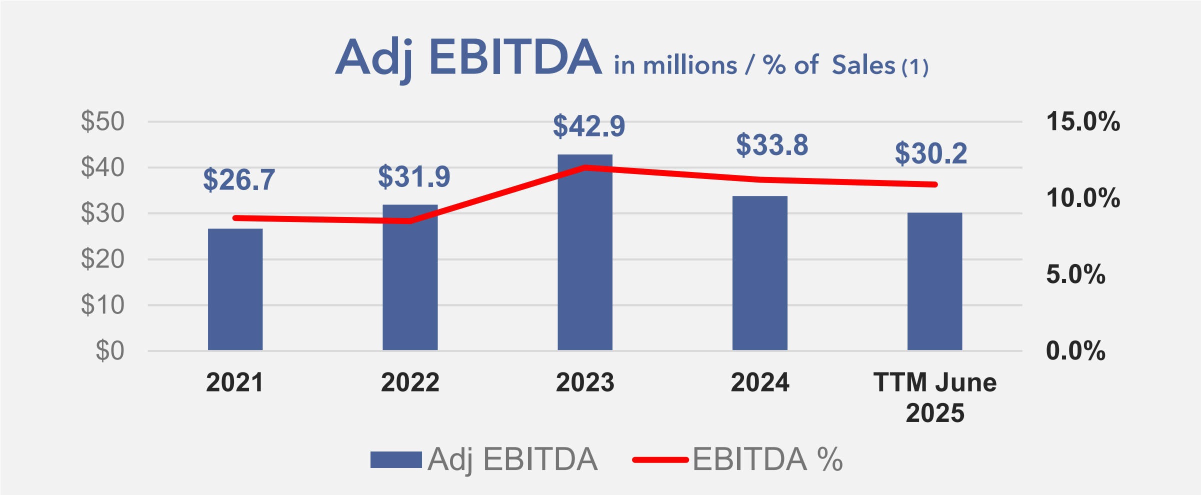
Return Capital to Shareholders
- Share repurchase is preferred method
- Authorized $7.5mm share repurchase program in place
- Approximately 324k shares @ $16.03 per share repurchased in 2024-2025

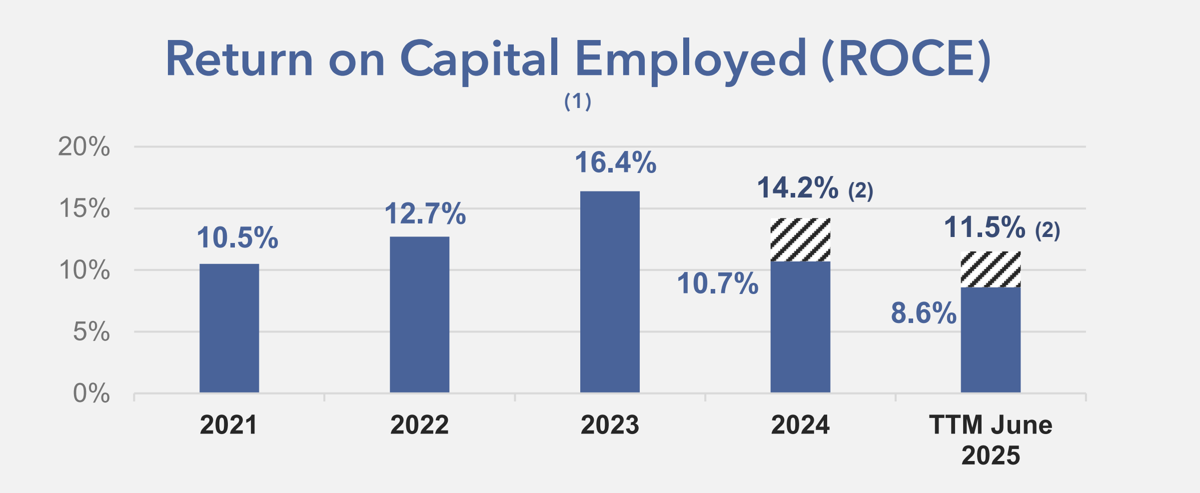
Maintain Strong Balance Sheet
- Zero net debt – Cash balance of $43.2mm as of June 2025
- Current leverage ratio of ~.70 times Adjusted EBITDA
- Available liquidity flexibility to take advantage of opportunities



Selected Financial Information







2025 Q2 Trailing Twelve Month

- Impact of economic slowdown reducing customer demand in 2025
- Company focus on operational improvements and portfolio profitability driving higher earnings
  - Adjusted EBITDA as % of sales of 10.9%
- Disciplined capital deployment approach focused on increasing ROCE
  - Excluding ~ $43mm of accumulated cash to be redeployed, 2025 ROCE = 11.5%

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

Cash Flows and Reinvestment

in millions	Operating Cash Flows	Sustaining Capex	Growth Capex	Free Cash Flows	Free Cash Flows Excluding Growth Capex
2022	$ 19.0	$ 7.8	$ 8.8	$ 2.4	$ 11.2
2023	$ 34.8	$ 6.1	$ 3.0	$ 25.7	$ 28.7
2024	$ 35.1	$ 9.0	$ 2.5	$ 23.6	$ 26.1
Total	$ 88.9	$ 22.9	$ 14.3	$ 51.7	$ 66.0
3 Year Avg.	$ 29.6	$ 7.6	$ 4.8	$ 17.2	$ 22.0
TTM June 2025	$ 23.8	$ 8.0	$ 3.1	$ 12.7	$ 15.8

Long Term Financial Goals

Our Three to Five Year Financial Targets		
Revenues	**>$500MM**	• Organic growth • Acquisitions • Goal timing may be impacted due to return to pre-pandemic demand levels
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

Contacts

Company Contact

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Investor Contact

Sandy Martin / Steven Hooser
Three Part Advisors
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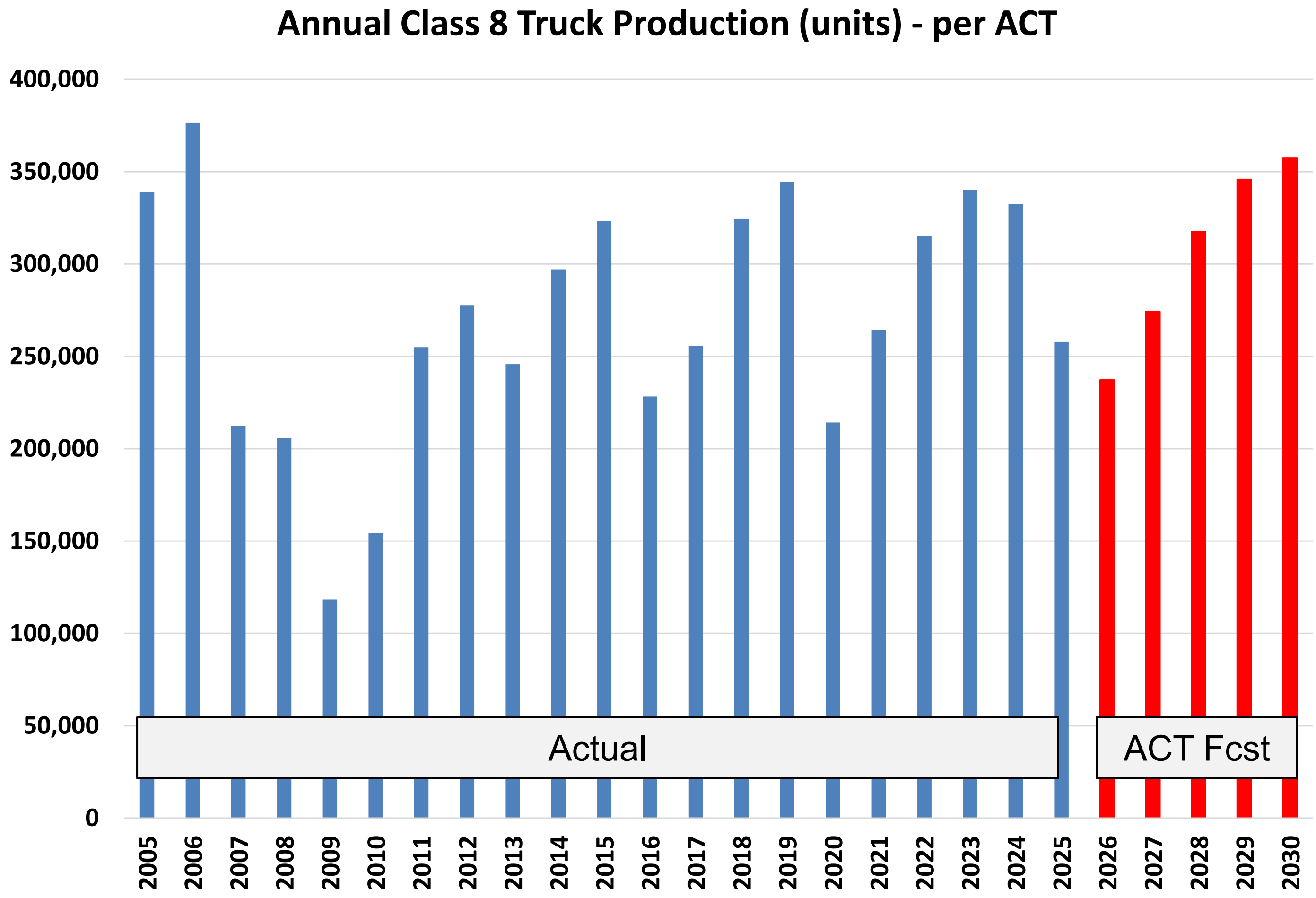
APPENDIX

Class 8 Truck Market Forecast / Overview – From ACT



Comments from latest ACT Report:

With national-level data unsupportive and softening, and industry anecdotes increasingly pessimistic, the outlook continues to erode.

It comes down to:

1. Significant uncertainty driven by Federal policy paradigm shift leading to slower growth
    a) Trade
    b) Regulation
2. Import taxes, paid by consumers and businesses, are boosting inflation and eating into investment and consumption potential
3. Persistent and sticky industry overcapacity
4. Still pulseless front-running industry data

REGULATIONS: On July 29, the EPA announced its plans to rescind the agency's 2009 *Endangerment Finding*—that found that GHGs were a threat to public health/welfare, and that vehicle emissions were contributing to the problem. The EPA plan to rescind the *Finding* would remove the foundation of the EPA's GHG vehicle emissions rules. To be clear, this *does not* impact the EPA's 2027 HD low-NOx rule, which has yet to see any proposed change.

Net Income (Loss) to Adjusted EBITDA Reconciliation

In thousands	Twelve Months Ended December 31, 2016	2017	2018	2019	2020	2021	2022	2023	2024	TTM June 2025
Net income (loss)	$ 7,411	$ 5,459	$ (4,782)	$ (15,223)	$ 8,165	$ 4,671	$ 12,203	$ 20,324	$ 13,299	$ 9,356
Income tax expense (benefit)	$ 3,836	$ 2,286	$ (664)	$ (355)	$ (3,618)	$ 4,248	$ 2,382	$ 5,422	$ 4,182	$ 3,970
Other expenses(1)	$ 298	$ 245	$ 2,394	$ 4,144	$ 5,923	$ 2,149	$ 3,418	$ 791	$ (786)	$ (798)
Depreciation and amortization	$ 6,283	$ 6,240	$ 9,384	$ 10,376	$ 10,775	$ 11,130	$ 11,603	$ 12,831	$ 13,318	$ 13,089
Share-based compensation	$ 1,003	$ 1,331	$ 1,743	$ 1,564	$ 1,355	$ 1,886	$ 2,329	$ 2,923	$ 2,495	$ 2,115
Goodwill impairment	$ -	$ -	$ 2,403	$ 4,100	$ -	$ -	$ -	$ -	$ -	$ -
Facility closure and severance costs(2)	$ -	$ -	$ -	$ -	$ -	$ 2,581	$ -	$ 570	$ 1,294	$ 2,473
Adjusted EBITDA*	$ 18,831	$ 15,561	$ 10,478	$ 4,606	$ 22,600	$ 26,665	$ 31,935	$ 42,861	$ 33,802	$ 30,205
Adjusted EBITDA % of Revenues	10.8%	9.1%	3.9%	1.6%	10.2%	8.7%	8.5%	12.0%	11.2%	10.9%

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

(2) Reflects facility closure 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	2020	2021	2022	2023	2024	TTM June 2025
EBIT	$ 10,390	$ 11,068	$ 18,003	$ 26,537	$ 16,695	$ 12,528
Plant Closure and Severance Costs[1]		2,581	-	-	1,294	2,473
Adjusted EBIT	**$ 10,390**	**$ 13,649**	**$ 18,003**	**$ 26,537**	**$ 17,989**	**$ 15,001**

	December 31,					June 30,
	2020	2021	2022	2023	2024	2025
Shareholders' Equity	$ 93,932	$ 100,095	$ 116,125	$ 138,953	$ 147,361	$ 153,461
Debt						
Short Term Portion of Term Debt	2,535	3,943	1,208	1,468	1,814	1,814
Long Term Portion of Term Debt	25,198	21,251	22,986	21,519	19,706	18,797
Revolver	420	4,424	1,864	-	-	-
Total Capital Employed	**$ 122,085**	**$ 129,713**	**$ 142,183**	**$ 161,940**	**$ 168,881**	**$ 174,072**
ROCE	**8.5%**	**10.5%**	**12.7%**	**16.4%**	**10.7%**	**8.6%**

in thousands	2024	TTM June 2025
EBIT	$ 16,695	$ 12,528
Plant Closure and Severance Costs[1]	1,294	2,473
Adjusted EBIT	**$ 17,989**	**$ 15,001**

	2024[2]	TTM June 2025[2]
Shareholders' Equity	$ 147,361	$ 153,461
Debt		
Short Term Portion of Term Debt	1,814	$ 1,814
Long Term Portion of Term Debt	19,706	$ 18,797
Accumulated Cash	(41,803)	(43,212)
Total Capital Employed	**$ 127,078**	**$ 130,860**
ROCE	**14.2%**	**11.5%**

(1) Reflects Cincinnati facility closing and severance costs

(2) ROCE excluding accumulated cash

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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.