



McCLARIN Overview

COMPOSITES.
ANY WAY, SHAPE OR FORM™

June 2025



McCLARIN Overview



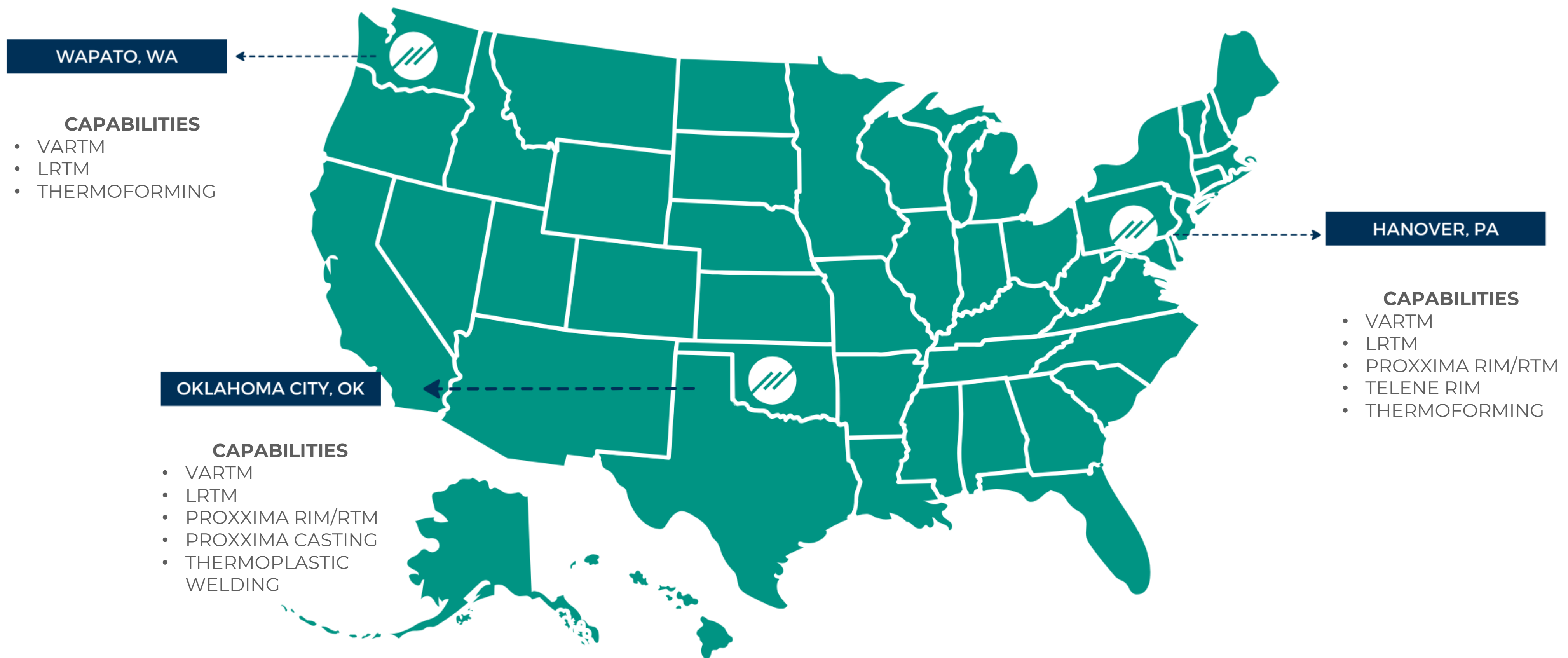
McCLARIN Composites leads with Purpose, molding sustainable value with future-forward solutions for decarbonizing Mobility and the Built Environment.

Market Facing Strategies

- Disruptively lead design (DfM/A), material and process solutions for high growth segments in decarbonized mobility.
- Innovate for decarbonization, resilience and accelerated construction in the built environment.
- Advance cleaner composites and circularity with our conversion to closed mold processing.
- Transform cost and productivity through automated processes.

Geographic Positioning

McCLARIN has three manufacturing locations, strategically located to serve our customers throughout North America and worldwide.



Market Position



- Geographic position in North America, access to logistics, major OEM clusters in Mobility and Built Environment
- Scaled to Serve Major OEMs: @\$100 MM in Revenue, “Industry Bedrock” scale
- **Composites. Any Way, Shape or Form™**
 - ✓ Multi-material capabilities
 - ✓ Large, complex part molding, assembly
 - ✓ Open Innovation to establish optimal design and material basket
 - ✓ Multiple processes – RIM, LRTM, VARTM/Infusion, Casting
- Machine-driven molding and finishing: EAUs in 000s

Markets Served

McCLARIN is a leading Tier 1 supplier for segments in Mobility and the Built Environment.



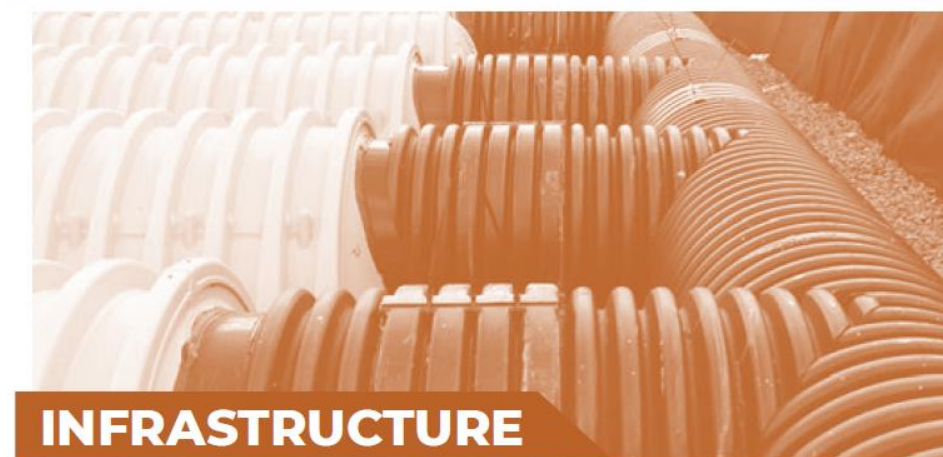
MOBILITY



McCLARIN delivers disruptive products in applications for the mobility market that include but are not limited to:

- Bumper Covers
- Exterior Cladding
- Fender Flares
- Hoods
- Front/Rear End Caps
- Interior Panels/Components
- Roof Fairings/Caps
- Wheel Wells

BUILT ENVIRONMENT



McCLARIN delivers disruptive products in applications for the built environment that includes but are not limited to:

- Aerial Work Platforms
- Construction Equipment
- Cooling Tower Fan Stacks
- Cooling Tower Piping
- Utility Structures
- Drainage Systems
- Power Plants
- Concrete Reinforcement

McCLARIN Brand Manifesto

Composites provide the future-forward pathway for transformation in mobility, transport, energy, agriculture, housing and the built environment.

Since our founding in 1953, the world has changed significantly. We believe it is our responsibility to lead with purpose – not just in composites - but also in our communities and the environment. We gather the signals of our employees, customers, market and society to guide us. From these signals, we develop disruptive products from concept to commercialization with the lightest sustainable footprint.

At McCLARIN, we manufacture composites essential to the world's most innovative and efficient buses, trucks, trains, RVs, construction and farm equipment. These end-use channels enhance human experience to drive, ride, construct, farm and enjoy nature.

Through collaboration, we create both processes and products in any way, shape or form that contribute to a decarbonized and circular economy. McCLARIN scouts and adopts new **ways** to make the molding process more sustainable. We **shape** materials into high-quality and high-performance products. We **form** value through combined effort with our customers and stakeholders.

We are McCLARIN. We make Composites. Any Way, Shape or Form™.

McCLARIN Winning Culture

Human Action Principles

- Optimism
- Contribution Motivation
(People/Industry/Community)
- Respect / Transparency / Inclusion
- Humility / Challenge Processes
- Accessibility / Approachability / Servant Leadership
- Purposeful Engagement / Appreciative Inquiry
- Accountability, Order & Integrated Management of Loss Control (HSE/Q)
- Equal Rights / Mutual Benefit
- Self Actualization / Learning / Fulfilment
- Innovation / Creative Destruction
- Division of Labor by Comparative Advantage

Market Action Principles

- Paradigm of Abundance
- Virtuous Cycles of Mutual Benefit
(Capability/Opportunity)
- Cost-Price-Value (CPV) Activation
- Networked World / Break-the-Entropy
- Market Intelligence / Engagement
- Market Point of View / Challenge Processes
- Market Visibility / Promotion
- Go-To-Market Plans / Robust Tracking
- Innovation / Creative Destruction
- Supply Chain Advantages / Joint Development
- Customer Relationship Management

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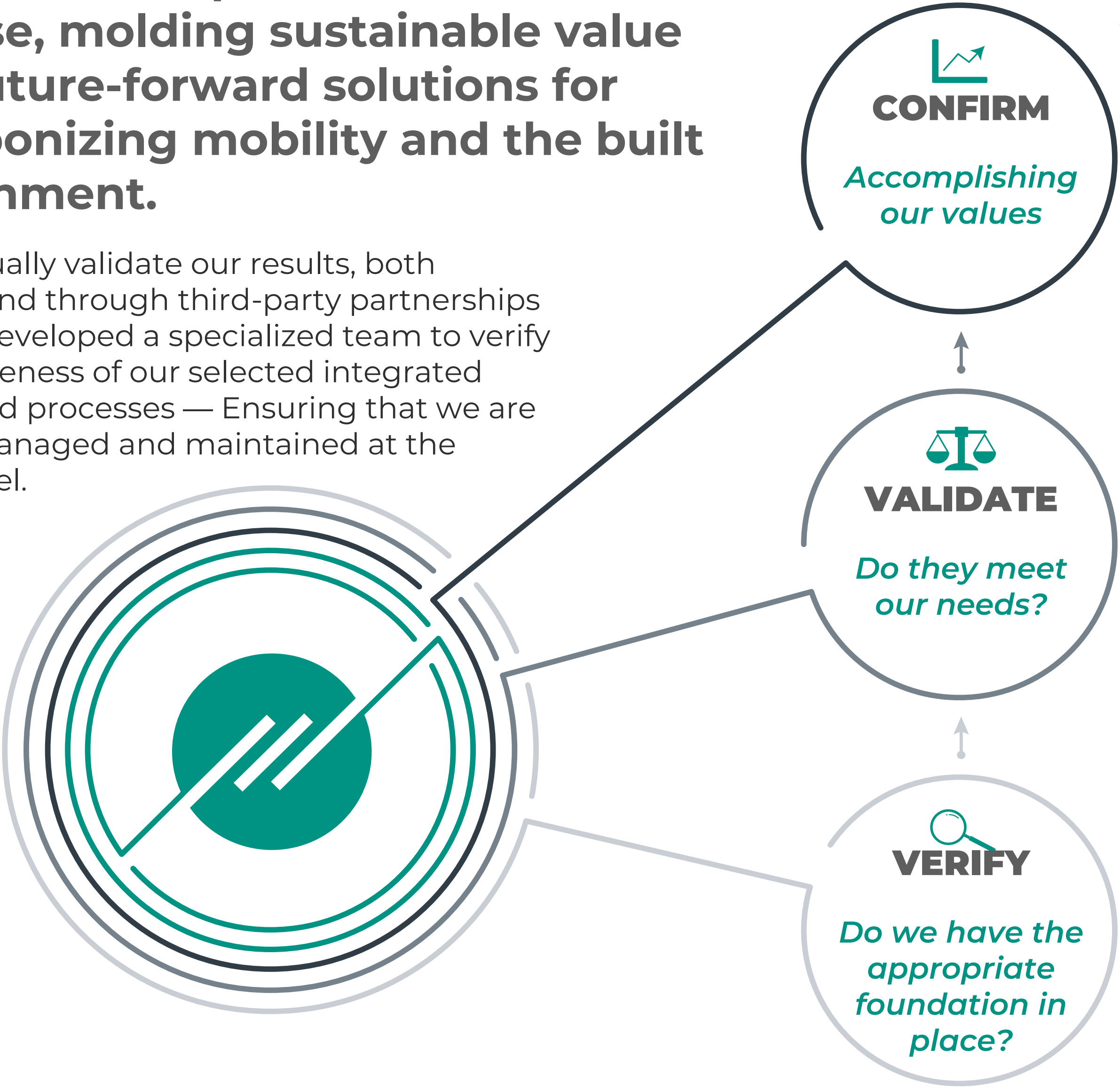
Composites Differentiation



- Geographic positioning in North America, access to major freeways, rail, ports
- Multi-material offerings – Composites.
Any Way Shape or Form™
- *Dual laminate composite capability (thermoset/thermoplastic)*
- *Design for Manufacturing/Assembly (DfM/A)*
- *Advanced Product Quality Planning (APQP)*
- *Tooling capability*
- *Integrated Management Systems (Q/HSE)*
- *Machine-driven molding processes*
- *Automated Trimming, Routing, Drilling and Bonding (3,5, and 6- axis systems)*

McCLARIN Composites leads with purpose, molding sustainable value with future-forward solutions for decarbonizing mobility and the built environment.

We continually validate our results, both internally and through third-party partnerships and have developed a specialized team to verify the effectiveness of our selected integrated systems and processes — Ensuring that we are properly managed and maintained at the highest level.



SUSTAINABLE VALUE

- ▶ Ethics, Economics
- ▶ Environmental, Social, Governance (ESG)



VALIDATED RESULTS

- ▶ **Health, Safety and Environment (HSE)**
 - Effective Risk Management (*through DNV ISRS 9*)
- ▶ **Quality** (*through ISRS 9, ISO 9001*)
 - Reliable quality and delivery to our customers
- ▶ **Organization** (*through ISRS 9, EcoVadis*)
 - Engaged Leadership & Culture
- ▶ **Business** (*through ISRS 9, EcoVadis*)
 - Sustainable Profit and Growth
- ▶ **Supply** (*through ISRS 9, EcoVadis*)
 - Optimized, Secure and Sustainable Supply



MANAGEMENT SYSTEMS & PROCESSES

International Sustainability Rating System (DNV ISRS 9)
Continual Improvement Principles

Software Platforms:

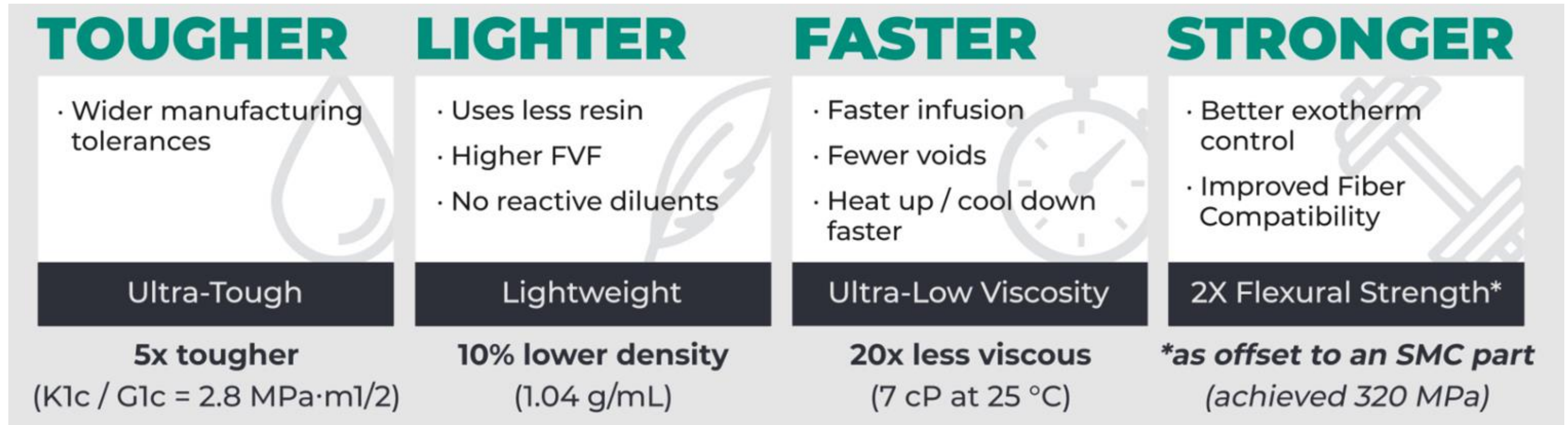
- Upkeep
- ADP
- SharePoint
- Summit
- S2K
- Dakota
- Monday.com

Systematic Tools:

- Appreciative Inquiry
- APQP (Quality)
- SCAT/Root Cause Analysis

Proxxima™ RTM

Joint Development with ExxonMobil Proxxima™



Proxxima™ Benchmarked to Epoxy

Aerolite

Carbon Fiber Reinforced Thermoplastic



Joint Development with Westlake Plastics for TPC Materials

- Compatible with existing McCLAIRIN vacuum thermoforming equipment
- Fast cycle times – increased throughput
- Lightweight strength
- Increased stiffness
- Incorporates as molded textures and embossments, as well as decorative finish and color match without secondary operation.



