




Q2-2025 Earnings Presentation

James Ray – President & Chief Executive Officer

Andy Cheung – Executive Vice President & Chief Financial Officer

August 5, 2025

Forward Looking Statements and Non-GAAP Financial Measures

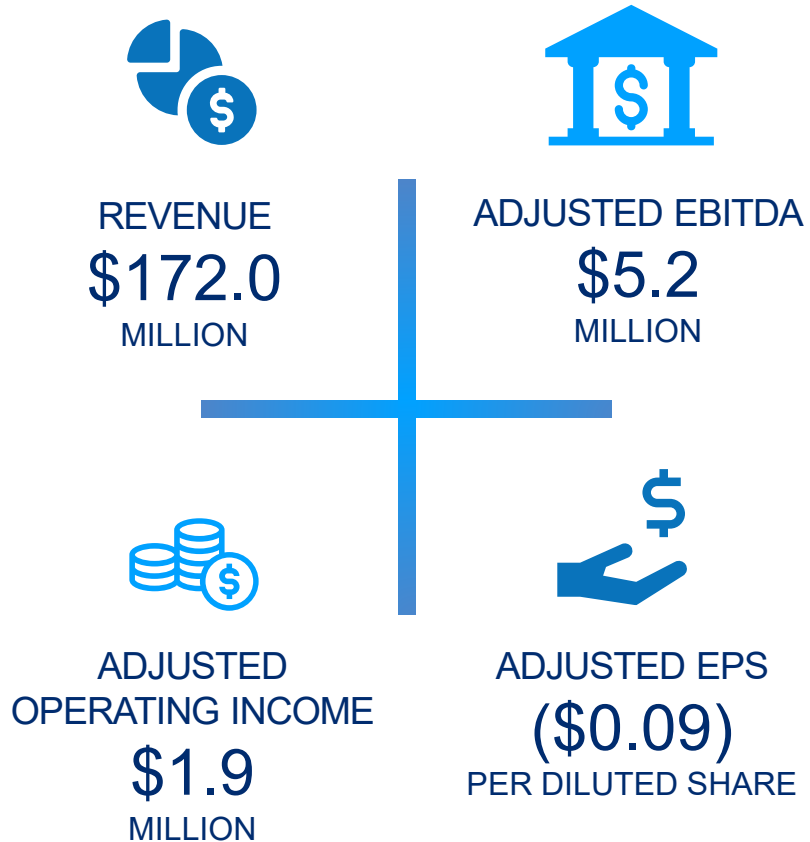


These slides contain forward-looking statements that are subject to risks and uncertainties. These statements often include words such as “believe”, “anticipate”, “plan”, “expect”, “intend”, “will”, “should”, “could”, “would”, “project”, “continue”, “likely”, and similar expressions. In particular, these slides may contain forward-looking statements about the Company’s expectations for future periods with respect to its plans to improve financial results, the future of the Company’s end markets, changes in the Class 8 and Class 5-7 North America truck build rates, performance of the global construction and agricultural equipment business, the Company’s prospects in the wire harness and electric vehicle markets, the Company’s initiatives to address customer needs, organic growth, the Company’s strategic plans and plans to focus on certain segments, competition faced by the Company, volatility in and disruption to the global economic environment including global supply chain constraints, inflation and labor shortages, tariffs and counter-measures, financial covenant compliance, anticipated effects of acquisitions, production of new products, plans for capital expenditures, and the Company’s financial position or other financial information. These statements are based on certain assumptions that the Company has made in light of its experience as well as its perspective on historical trends, current conditions, expected future developments and other factors it believes are appropriate under the circumstances. Actual results may differ materially from the anticipated results because of certain risks and uncertainties, including those included in the Company’s filings with the SEC. There can be no assurance that statements made in these slides relating to future events will be achieved. The Company undertakes no obligation to update or revise forward-looking statements to reflect changed assumptions, the occurrence of unanticipated events or changes to future operating results over time. All subsequent written and oral forward-looking statements attributable to the Company or persons acting on behalf of the Company are expressly qualified in their entirety by such cautionary statements.

See slide 14 for use of non-GAAP financial measures.

Q2 2025 Overview

Q2 FINANCIAL OVERVIEW



Note: US GAAP net loss was (\$4.1M) for Q2 2025. GAAP loss per share was (\$0.12) for Q2 2025.

Q2 HIGHLIGHTS

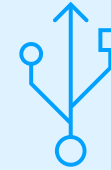
IMPROVED GROSS MARGINS

12.0% ADJ. GROSS MARGIN



- Up **120 basis points** sequentially from 10.8% in Q1'25
- Improved profitability driven by operational efficiency initiatives

GLOBAL ELECTRICAL SYSTEMS IMPROVEMENT



- New business wins contribution driving improved top-line performance
- Sequential and year-over-year margin expansion for this segment

CONTINUED FREE CASH FLOW GENERATION

\$17 MILLION IN FCF



- Improvement of \$16.5 million over Q2'24
- Driven by improved working capital performance and lower capital spending

DEBT REFINANCING COMPLETED



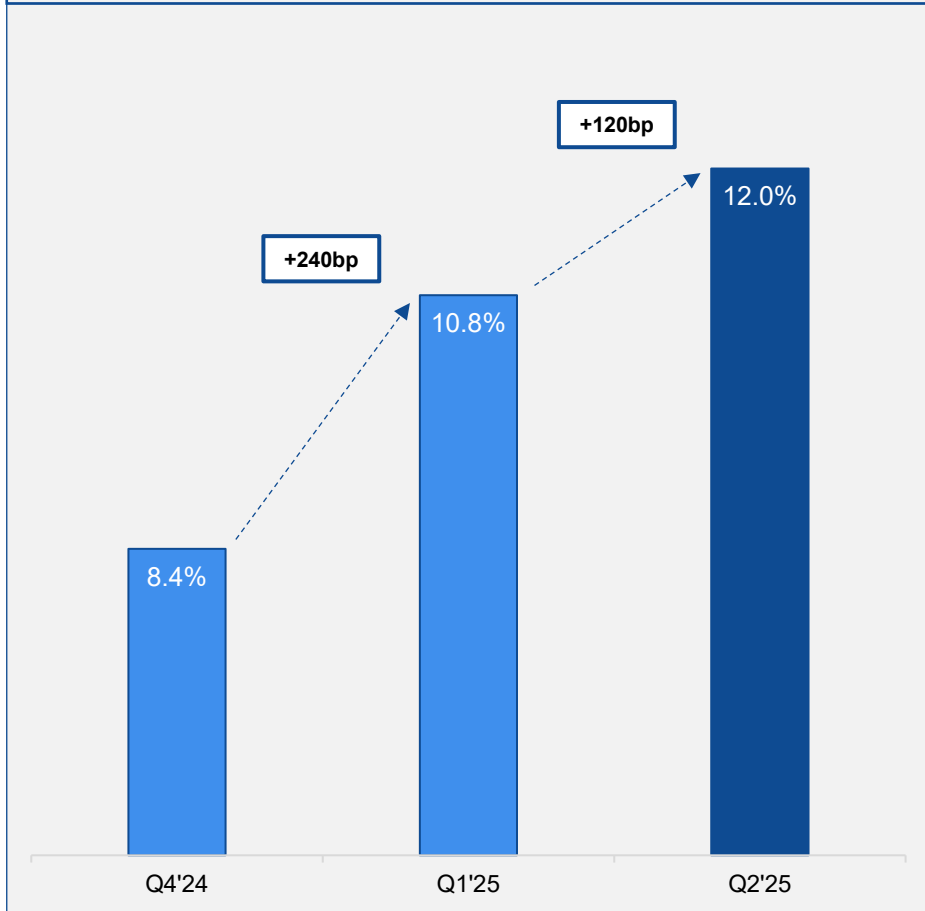
- Refinancing of ABL and Term Loan facilities completed
- Maturities extended through 2030

Sequential Gross Margin Improvement

Sequential Improvement

Q2

Adjusted Gross Margin (%)



Note: totals may not match due to rounding

Key Drivers

- Gross margin up 120 basis points sequentially, driven by continued operational efficiency improvements:
 - Freight
 - ✓ Reduced expedited shipments
 - ✓ Optimizing terms with shippers
 - ✓ Improving lead times and order quantities
 - Labor
 - ✓ Flexing direct labor to align with customer volume changes
 - ✓ Continued shift to lower cost locations/facilities
 - Overhead
 - ✓ New segmentation allows optimization of overhead structure
 - ✓ Manufacturing plant salaries being addressed

Improved Cash Generation

Factors Impacting 2024 Cash Flow			2025 Progress
<u>Category</u>	<u>2024 Impact (\$M)</u>	<u>Strategic Actions Supported</u>	<u>YTD 2025 Performance</u>
Discontinued Operations	(\$15)	Cab Structures and Industrial Automation divestitures	Generated positive cash flow
Restructuring Actions	(\$11)	Headcount reductions to streamline cost structure and improve profitability	<\$2 million in restructuring
Inventory	(\$10)	Chillicothe facility consolidation, new facility and product launch ramps	\$12 million improvement vs YE24

Improvement in all four areas enabled robust free cash generation in H1'25

Second Quarter 2025 Results

CONSOLIDATED RESULTS (Continuing Operations)

GAAP Measures

(\$ in millions except for share information)

	<u>Three Months Ended Jun 30</u>		<u>Six Months Ended Jun 30</u>	
	2025	2024	2025	2024
Revenue	\$ 172.0	\$ 193.7	\$ 341.8	\$ 388.3
Operating Income	0.8	1.1	2.2	5.6
Operating Income Margin	0.5%	0.6%	0.6%	1.4%
Diluted EPS	(0.12)	(0.04)	(0.21)	0.01

Non-GAAP Measures

(\$ in millions except for share information)

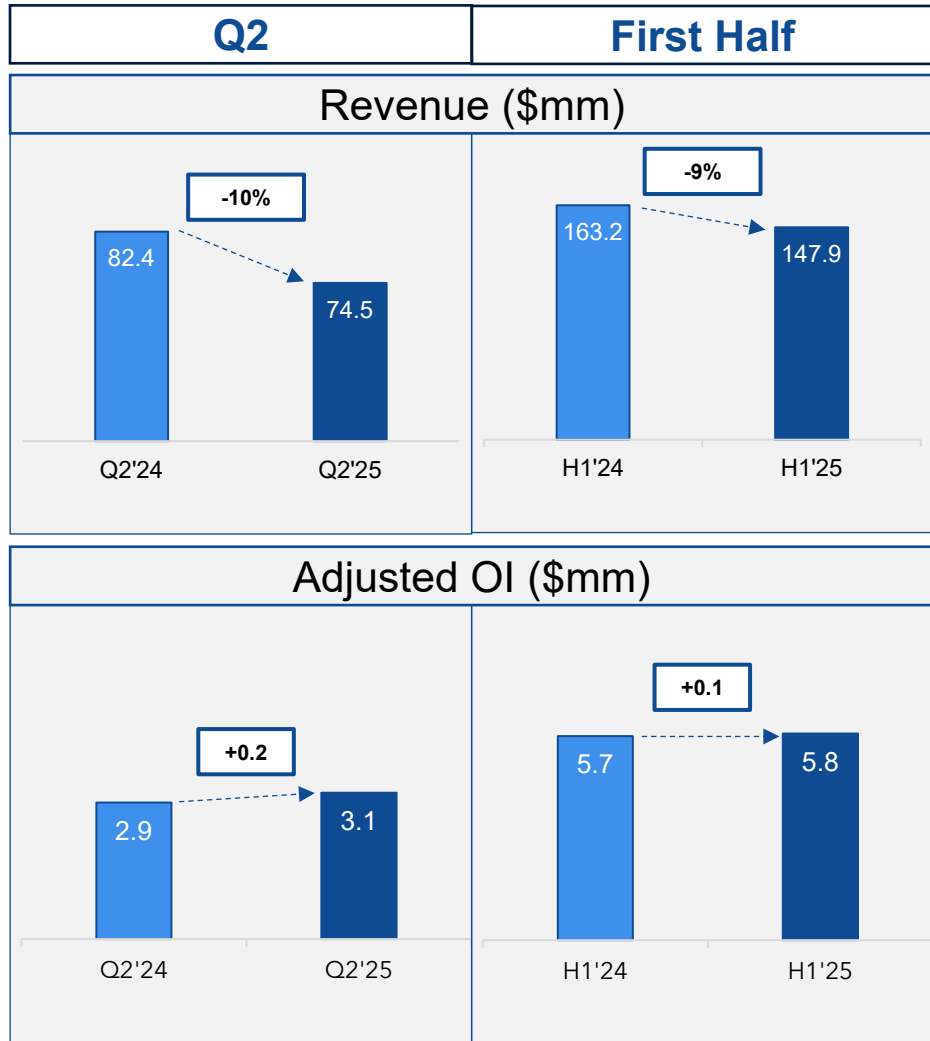
	<u>Three Months Ended Jun 30</u>		<u>Six Months Ended Jun 30</u>	
	2025	2024	2025	2024
Adjusted EBITDA	\$ 5.2	\$ 8.2	\$ 10.9	\$ 17.9
Adjusted EBITDA Margin	3.0%	4.2%	3.2%	4.6%
Adjusted Diluted EPS	(0.09)	0.05	(0.16)	0.13
Free Cash Flow	17.3	0.8	28.5	(5.7)

Year-Over-Year Performance Commentary

- Revenue down 11.2% year-over-year in Q2 due to softening in customer demand across Global Seating and Trim Systems & Components
- Adjusted EBITDA down \$3.0 million year-over-year due to lower volumes offset by reductions in SG&A expense
- Adjusted EPS down \$0.14 year-over-year due to lower revenue and margins, as well as higher taxes
- Free cash flow improved by \$16.5 million year-over-year due to improved working capital management and reduced capital expenditures
- Net leverage at 4.8x, down from 5.0x at the end of Q1'25

Global Seating

Sales and Adjusted Operating Income



Year-Over-Year Performance Commentary

- Q2 Revenue declined 10% year-over-year due to lower sales volume as a result of decreased customer demand
- Q2 adjusted OI increased \$0.2 million year-over-year primarily attributable to lower SG&A expenses
 - ✓ Actions taken on cost and footprint in 2024 drive margin expansion in the face of lower revenues
 - ✓ Expect further improvement in operational performance throughout 2025
- Portfolio actions allow focus on strengthening performance of the Seating business

Off-Highway Seats

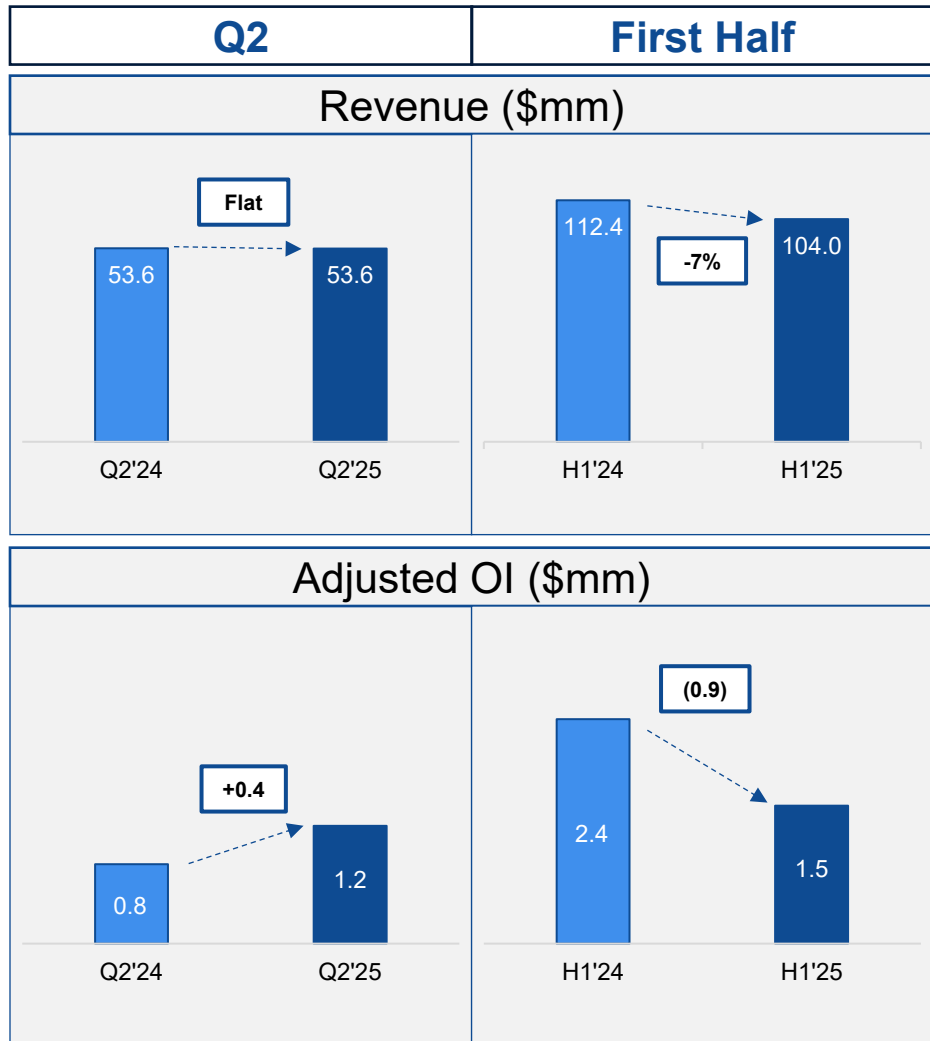


Next-Gen Seat Suspension



Global Electrical Systems

Sales and Adjusted Operating Income



Year-Over-Year Performance Commentary

- Q2 revenue essentially flat year-over-year
- Q2 adjusted OI increased \$0.4 million in the quarter primarily attributable to lower salary expense.
- Starting to see the benefit of prior restructuring actions taken to align headcount with current demand outlook
- Continued to shift production to new facilities

High Voltage Distribution Box

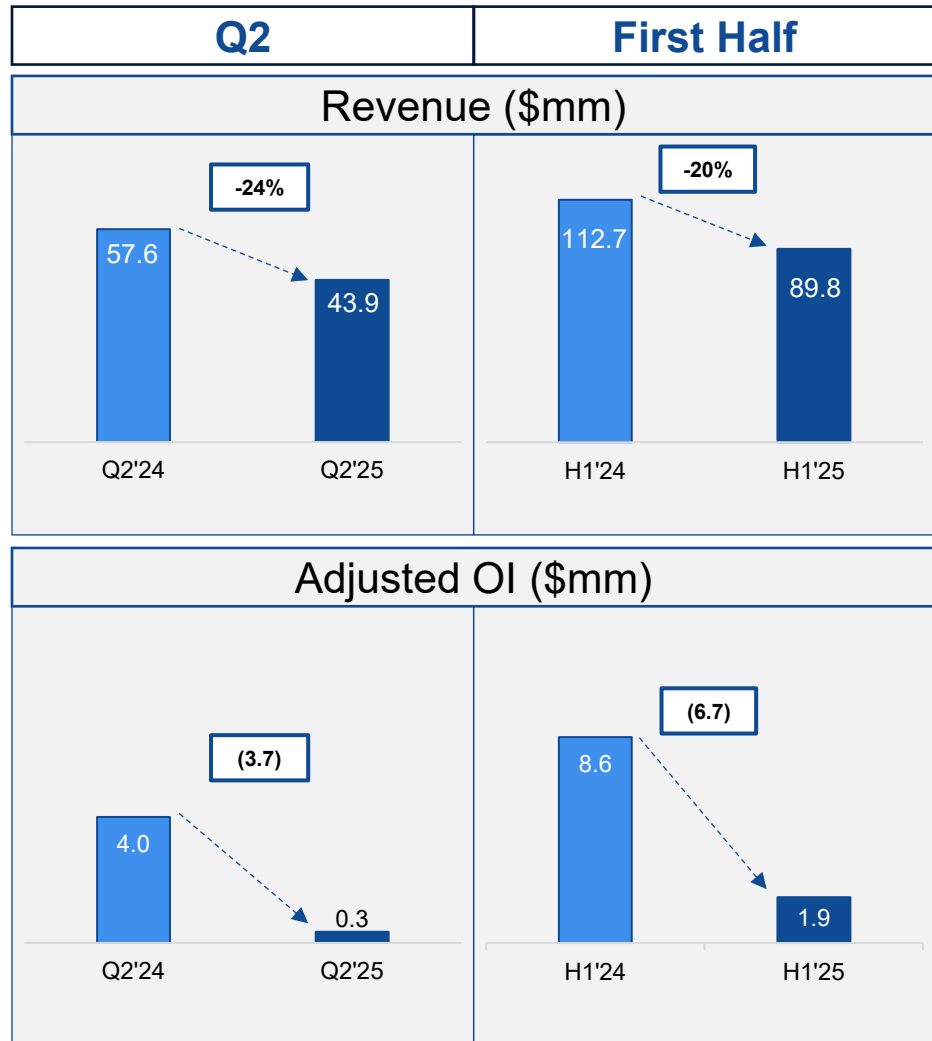


Excavator Engine Wire Harness



Trim Systems and Components

Sales and Adjusted Operating Income



Year-Over-Year Performance Commentary

- Q2 revenue decreased 24% year-over-year primarily as a result of lower customer demand in North America (key geography for this segment)
- Q2 adjusted OI decline of \$3.7 million primarily attributable to lower sales volume
- Working through the tail end of operational inefficiencies. One remaining site to complete in Q4
- Taking steps to right-size business to adjust to lower NA Class 8 customer demand

Interior Trim



Wipers

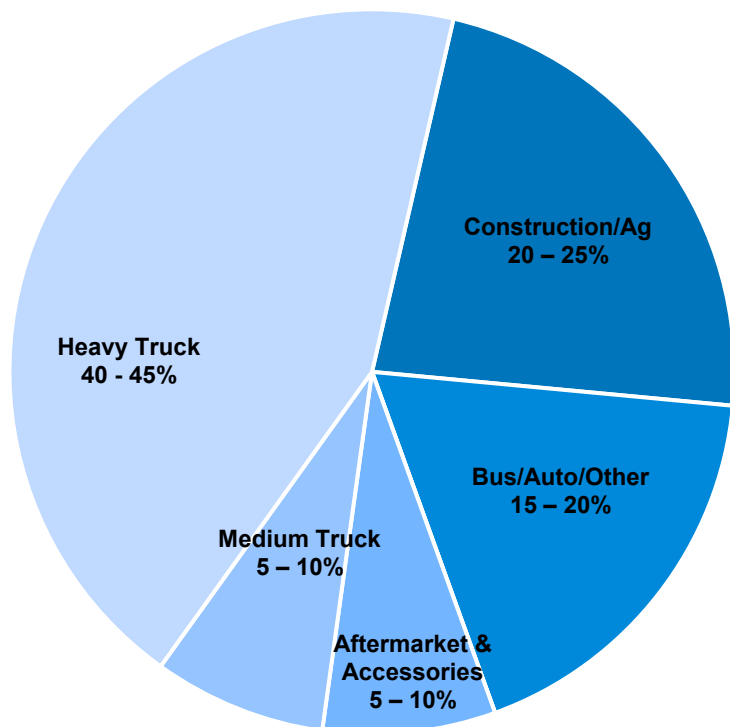


Plastics



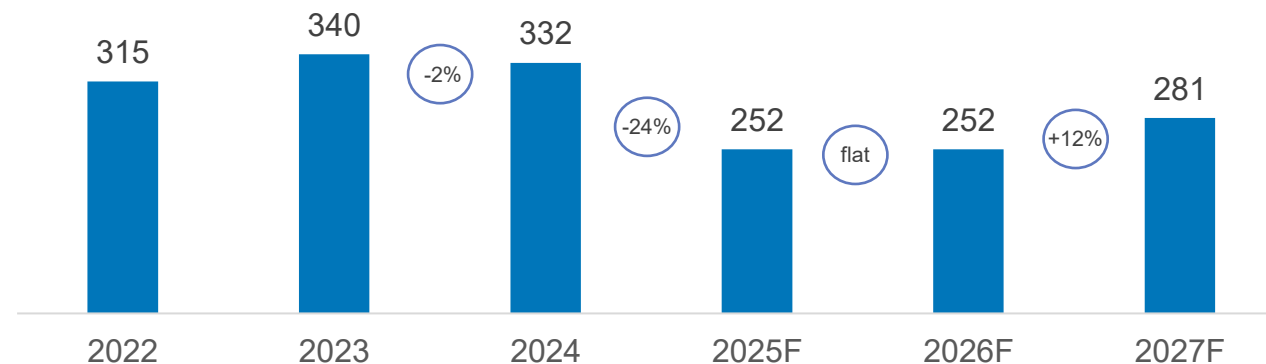
Key CVG Markets Update

CVG Revenue by End Market



NA Class 8 Heavy Truck Build Outlook

ACT Research is forecasting a weaker 2025 followed by a flat 2026 and growth in 2027



Source: ACT Research, dated July 10th

Units in Thousands

Construction and Agricultural Equipment Market Outlook

- Construction equipment end market seeing global weakening with year over year volumes declining ~5-15%*, due to higher interest rates, weaker housing starts, and slower commercial real estate activity.
- Agriculture equipment end market experiencing year over year softening of ~5-15%*, due to higher interest rates and lower agricultural commodity prices.
- CVG remains optimistic on these markets given replacement needs and underlying secular trends, with an anticipated recovery in end market demand in 2026 and beyond.

*Source: Customers' estimates

Improved Execution in an Uncertain Environment

- **Delivering Cash Flow Improvement and Cost Reduction**
 - Working capital efficiency – targeting \$30 million improvement in 2025, focused on reductions in inventory and accounts receivable
 - SG&A reduction – heightened focus to align SG&A with current revenue base
 - Capital expenditure reduction – continue to expect a 50% reduction in planned capex for 2025
- **Results Continue to be Supported by Strategic Actions Taken in 2024**
 - Lower decremental margins due to lower cost structure and efficiency gains
 - Higher operating leverage when markets recover
- **Collaboration with Customers**
 - Improving our line of sight to customers' fluid production schedules and adjusting our cost structure as needed
 - Negotiating tariff recovery and mitigation terms with our customers
- **Critically Assessing our Supply Chain**
 - Implementing re-shoring and near-shoring opportunities to mitigate potential tariff impacts

Taking Actions to Best Position CVG for Success in the Current Market Environment

Updated Fiscal 2025 Outlook


FY25 CVG Outlook (\$M)			
<u>Metric</u>	<u>2024 Results</u>	<u>Prior 2025 Outlook</u>	<u>Current 2025 Outlook</u>
Net Sales	\$723.3	\$660 - \$690	\$650 - \$670
Adjusted EBITDA	\$23.2	\$22 - \$27	\$21 - \$25
Free Cash Flow	\$12.2	> \$20	> \$30

- Class 8 truck build rate of 252k (down ~24% y/y); continued weakness in construction and agricultural markets offset by ramp of new business in Electrical Systems
- Continue to expect EBITDA margin expansion in 2025, at the midpoint of the range
 - ✓ Reducing manufacturing plant overhead and improved operational efficiency
 - ✓ Continued strong focus on SG&A reduction to align with current revenue base
- Free Cash Flow of at least \$30 million expected in 2025 and will be used to pay down debt
 - ✓ Benefit from working capital improvement and capex reduction

Guidance reflects continued operational improvement and updated end market outlooks

Appendix

Non-GAAP Financial Measures



This earnings presentation contains financial measures that are not calculated in accordance with U.S. generally accepted accounting principles (“GAAP”). In general, the non-GAAP measures exclude items that (i) management believes reflect the Company’s multi-year corporate activities; or (ii) relate to activities or actions that may have occurred over multiple or in prior periods without predictable trends. Management uses these non-GAAP financial measures internally to evaluate the Company’s performance, engage in financial and operational planning and to determine incentive compensation.

Management provides these non-GAAP financial measures to investors as supplemental metrics to assist readers in assessing the effects of items and events on the Company’s financial and operating results and in comparing the Company’s performance to that of its competitors and to comparable reporting periods. The non-GAAP financial measures used by the Company may be calculated differently from, and therefore may not be comparable to, similarly titled measures used by other companies.

The non-GAAP financial measures disclosed by the Company should not be considered a substitute for, or superior to, financial measures calculated in accordance with GAAP. The financial results calculated in accordance with GAAP and reconciliations to those financial statements are set forth in the supplemental information.

Reconciliation of GAAP to Non-GAAP Financial Measures

(in millions)	Q2 2025	Q1 2025	Q4 2024
Gross Profit	19.5	17.8	13.1
Restructuring	1.1	0.5	0.6
Adjusted Gross Profit	20.6	18.3	13.6
% of Revenues	12.0%	10.8%	8.4%

Reconciliation of GAAP to Non-GAAP Financial Measures

(in millions)	Q2 2025	Q2 2024	YTD 2025	YTD 2024
Operating Income/(Loss)	0.8	1.1	2.2	5.6
Restructuring	1.1	3.8	1.8	5.6
Adjusted Operating Income	1.9	4.8	4.0	11.1
% of Revenues	1.1%	2.5%	1.2%	2.9%
Net Income/(Loss)	(4.1)	(1.3)	(7.2)	0.1
Interest Expense	2.3	2.4	4.8	4.6
Provision (benefit) for income taxes	1.7	(0.3)	3.8	0.4
Depreciation Expense	3.5	3.4	7.0	6.9
Amortization Expense	0.1	0.1	0.3	0.3
EBITDA	3.6	4.4	8.6	12.4
% of Revenues	1.9%	2.3%	2.5%	3.2%
EBITDA Adjustments				
Restructuring	1.1	3.8	1.8	5.6
Loss on Extinguishment of Debt	0.5	-	0.5	-
Adjusted EBITDA	5.2	8.2	10.9	17.9
% of Revenues	3.0%	4.2%	3.2%	4.6%

Note: totals may not match due to rounding



Reconciliation of GAAP to Non-GAAP Financial Measures – Diluted EPS

(in millions except for share information)	Q2 2025	Q2 2024	YTD 2025	YTD 2024
Net income/(Loss) from continuing operations	(4.1)	(1.3)	(7.2)	0.1
Operating income (loss) adjustments	1.1	3.8	1.8	5.6
Loss on early extinguishment of deb	0.5	-	0.5	-
Adjusted (benefit) provision for income taxes	(0.4)	(0.9)	(0.6)	(1.4)
Adjusted net income (loss) from continuing operations	(2.9)	1.5	(5.5)	4.3
Diluted EPS	(0.12)	(0.04)	(0.21)	0.01
Adjustments to diluted EPS	0.03	0.09	0.05	0.12
Adjusted diluted EPS	(0.09)	0.05	(0.16)	0.13



Note: totals may not match due to rounding

Segment GAAP to Non-GAAP QTD

For the Three Months Ended June 30, 2025					
(in millions)	Global Seating	Global Electrical Systems	Trim Systems and Components	Corporate	Total
Operating Income/(Loss)	2.7	0.7	0.1	(2.7)	0.8
Restructuring	0.4	0.5	0.2	-	1.1
Adjusted Operating Income/(Loss)	3.1	1.2	0.3	(2.7)	1.9
% of Revenue	4.1%	2.3%	0.8%	-	1.1%
For the Three Months Ended June 30, 2024					
(in millions)	Global Seating	Global Electrical Systems	Trim Systems and Components	Corporate	Total
Operating Income/(Loss)	2.1	(0.5)	2.3	(2.8)	1.1
Restructuring	0.8	1.4	1.6	-	3.8
Adjusted Operating Income/(Loss)	2.9	0.8	4.0	(2.8)	4.8
% of Revenue	3.5%	1.6%	6.9%	-	2.5%



Note: totals may not match due to rounding

Segment GAAP to Non-GAAP QTD

For the Six Months Ended June 30, 2025

(in millions)	Global Seating	Electrical Systems	Global Electrical Systems	Trim Systems and Components	Corporate	Total
Operating Income/(Loss)	5.4	0.4	0.4	1.6	(5.2)	2.2
Restructuring	0.4	1.1	1.1	0.3	0.1	1.8
Adjusted Operating Income/(Loss)	5.8	1.5	1.5	1.9	(5.1)	4.0
% of Revenue	3.9%	1.4%	1.4%	2.1%	-	1.2%

For the Six Months Ended June 30, 2024

(in millions)	Global Seating	Electrical Systems	Global Electrical Systems	Trim Systems and Components	Corporate	Total
Operating Income/(Loss)	4.9	(0.1)	(0.1)	6.5	(5.8)	5.6
Restructuring	0.8	2.5	2.5	2.1	0.2	5.6
Adjusted Operating Income/(Loss)	5.7	2.4	2.4	8.6	(5.6)	11.1
% of Revenue	3.5%	2.1%	2.1%	7.7%	-	2.9%



Note: totals may not match due to rounding

Reconciliation of GAAP to Non-GAAP Cash Flow Information

(in millions)	Q2 2025	Q2 2024	YTD 2025	YTD 2024
CONTINUING OPERATIONS				
Cash Flow from Operations	\$ 18.7	\$ 6.7	\$ 33.7	\$ 1.9
Capital Expenditures ¹	(1.5)	(6.0)	(5.3)	(10.8)
Proceeds From Sale of Business	-	-	-	3.2
Free Cash Flow from Continuing Operations	17.3	0.8	28.5	(5.7)
DISCONTINUED OPERATIONS				
Cash Flow from Operations	\$ 0.1	\$ 5.8	\$ 0.3	\$ 8.3
Capital Expenditures ¹	-	(0.2)	-	(0.4)
Free Cash Flow from Discontinued Operations	0.1	5.6	0.3	7.9
TOTAL COMPANY				
Cash Flow from Operations	\$ 18.9	\$ 12.6	\$ 34.0	\$ 10.2
Capital Expenditures ¹	(1.5)	(6.2)	(5.3)	(11.3)
Proceeds From Sale of Business	-	-	-	3.2
Free Cash Flow	17.4	6.4	28.8	2.2
¹ Net of proceeds from disposal/sale of property, plant, and equipment				



Note: totals may not match due to rounding

Reconciliation of GAAP to Non-GAAP Financial Measures

(in millions)	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Net Income/(Loss)	(0.9)	(34.0)	(3.1)	(4.1)
Interest Expense	2.4	2.2	2.5	2.3
Provision (benefit) for income taxes	(1.5)	28.6	2.1	1.7
Depreciation Expense	3.6	3.5	3.4	3.5
Amortization Expense	0.1	0.1	0.1	0.1
EBITDA	3.7	(0.6)	5.1	3.6
EBITDA Adjustments				
Restructuring	4.2	1.0	0.7	1.1
(Gain) loss on sale of fixed assets	(3.5)	-	-	-
Loss on Early Extinguishment of Debt	-	0.5	-	0.5
Adjusted EBITDA	4.3	0.9	5.8	5.2
Adjust EBITDA (TTM)				16.2
Long-Term Debt at End of Quarter				117.2
Current Portion of LT and ST Debt at End of Quarter				5.1
Cash at End of Quarter				(45.3)
Net Debt at End of Quarter				77.0
Leverage Ratio (Continuing Operations)				4.8x



Note: totals may not match due to rounding