

Q3-2026 Earnings Presentation

James Ray – President & Chief Executive Officer
David Ruppel – President & Chief Executive Officer-Elect
Angie O'Leary – Executive Vice President & Chief Financial Officer

November 3, 2026

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, including, but not limited to, global commercial vehicle markets and electric vehicle markets, changes in the North America Class 8 and Class 5-7 truck build rates, performance of the global construction and agricultural equipment businesses, the Company’s prospects in the global commercial vehicle markets 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 or divestitures, 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 15 for use of non-GAAP financial measures.

CEO Succession



David Ruppel

- **Appointed President and CEO and a member of the Board**
  - ✓ Effective November 9, 2026
- **More than 25 years of operating and general management experience across many of CVG's key end markets**
  - ✓ Serves as SVP and General Manager, Transportation & Logistics at Littelfuse, Inc.
  - ✓ Former President of IDEX Optical Technologies
  - ✓ Former President of Montevideo Technology, Inc.
  - ✓ ~20 years in operational and general management roles at Herman Miller, Eaton, and Cooper Industries

Exceptional Leader with Deep Operating Experience and a Strong Track Record of Execution

Q3 2026 Overview

Q3 FINANCIAL OVERVIEW

REVENUE
$208.1
MILLION

ADJUSTED EBITDA
$8.5
MILLION

ADJUSTED OPERATING INCOME
$5.6
MILLION

ADJUSTED EPS
$0.03
PER DILUTED SHARE

Note: US GAAP net income was $5.6M for Q3 2026. GAAP earnings per diluted share was $0.14 for Q3 2026.

Q3 HIGHLIGHTS

REVENUE GROWTH

36.5% INCREASE YEAR-OVER-YEAR

- Growth driven by all three business segments
- Continued ramp of new business wins

GROSS MARGIN EXPANSION

13.8% ADJ. GROSS MARGIN

- Up 170 bps year-over-year from Q3'25 and up 90 bps sequentially from Q2'26
- Operational efficiency initiatives continue to drive improvement

REDUCED DEBT AND IMPROVED LEVERAGE

- Total debt decreased $10.3 million versus the end of 2025
- Net leverage ratio of 2.7x versus 4.1x at the end of 2025

POSITIVE GAAP AND ADJUSTED EPS

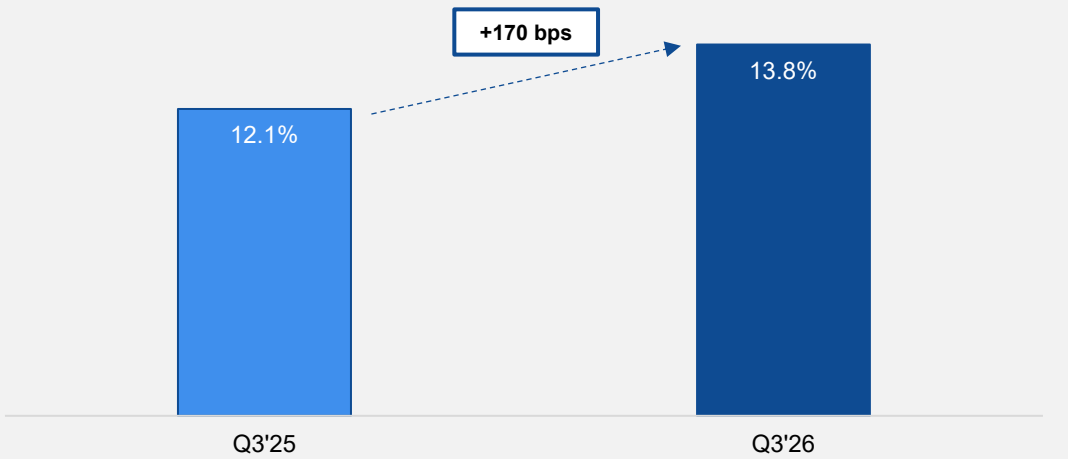
- For the first time since Q1'24
- Supported by operating leverage on improved volumes and reduced interest expense

Gross Margin Improvement

Year-Over-Year Improvement

Q3

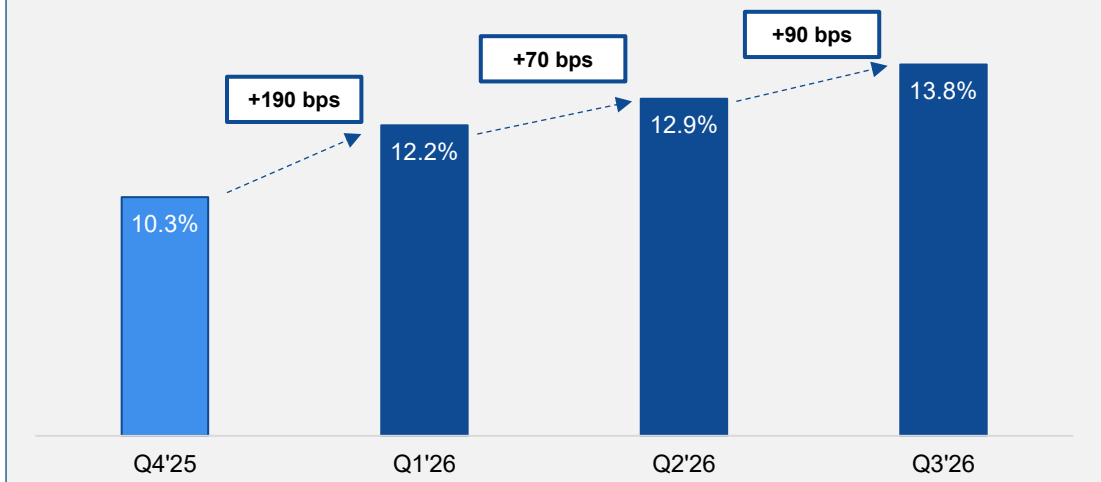
Adjusted Gross Margin (%)



Sequential Improvement

Q3

Adjusted Gross Margin (%)



Key Drivers of Margin Improvement

- Productivity gains through operational improvement
- Supply chain optimization
- Product mix improvement

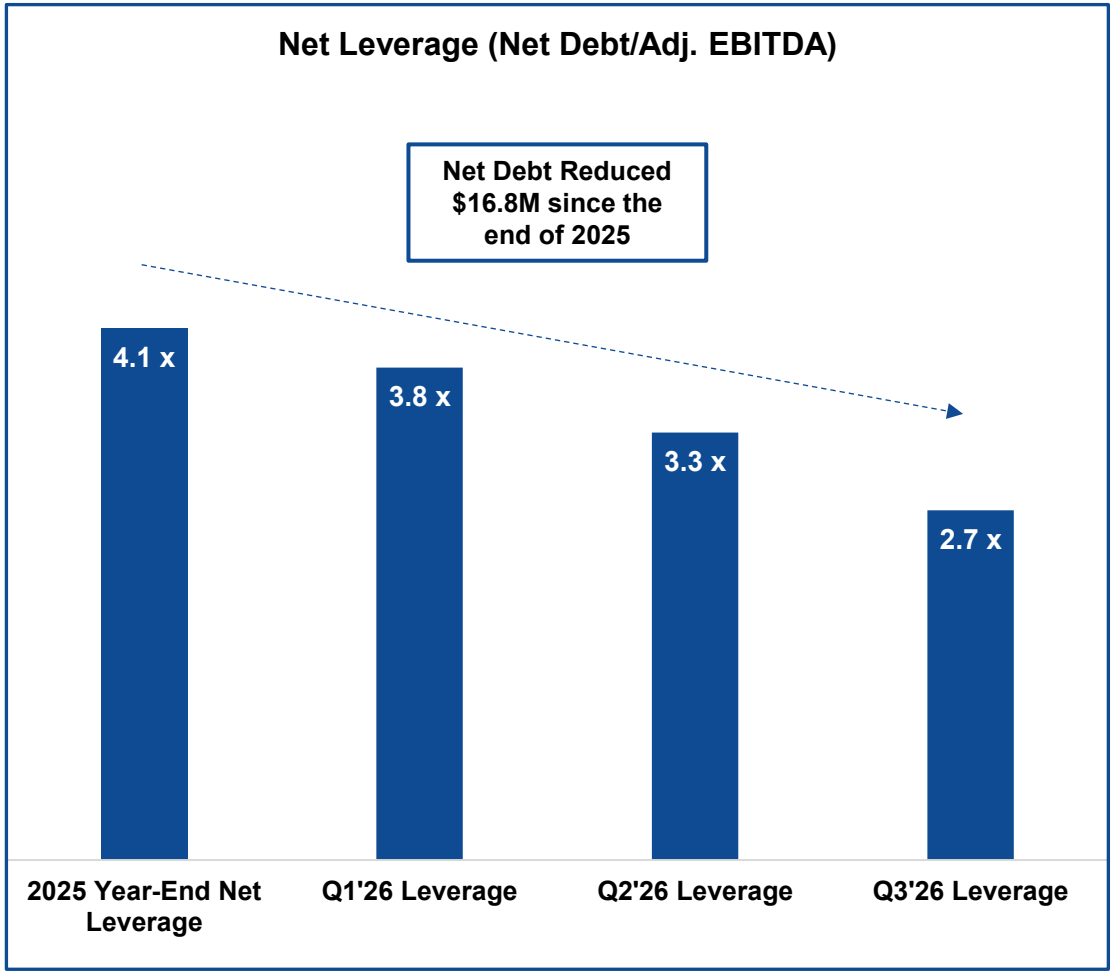
Opportunities Going Forward

- Commodity, freight, and fuel surcharge recoveries
- Plant efficiencies and footprint optimization benefits
- Additional pricing and product mix improvement

Note: totals may not match due to rounding

Proactively Driving Accretive Deleveraging

- **Taking proactive steps to reduce leverage**
  - ✓ Sale-leaseback transactions have generated $20 million in proceeds YTD
  - ✓ Proceeds from ATM issuance drove further deleveraging
  - ✓ Repayments of over $30 million on the term loan facility YTD
- **Net debt decreased by $16.8 million year-to-date**
  - ✓ Reduces run-rate interest expense going forward
  - ✓ Helped drive return to positive GAAP and Adjusted EPS in the third quarter
- **Net leverage decreased to 2.7x, closer to targeted range of ~2x**



Focus Remains on Generating Free Cash Flow and Reducing Debt

Third Quarter 2026 Results

CONSOLIDATED RESULTS (Continuing Operations)

GAAP Measures	Three Months Ended Sep 30		Nine Months Ended Sep 30	
($ in millions except for share information)	2026	2025	2026	2025
Revenue	$ 208.1	$ 152.5	$ 574.8	$ 494.2
Operating Income	7.7	(1.1)	23.9	1.1
Operating Income Margin	3.7%	(0.7)%	4.2%	0.2%
Diluted EPS	0.14	(0.20)	(0.06)	(0.42)

Non-GAAP Measures	Three Months Ended Sep 30		Nine Months Ended Sep 30	
($ in millions except for share information)	2026	2025	2026	2025
Adjusted EBITDA	$ 8.5	$ 4.6	$ 18.7	$ 15.6
Adjusted EBITDA Margin	4.1%	3.0%	3.3%	3.2%
Adjusted Diluted EPS	0.03	(0.14)	(0.18)	(0.30)
Free Cash Flow	0.6	(3.4)	10.9	25.0

Year-Over-Year Performance Commentary

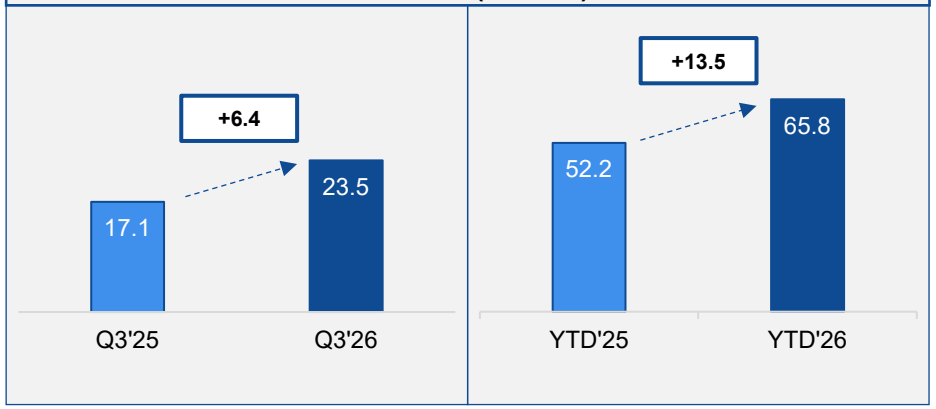
- Revenue up 36.5% in Q3 due to increased demand across all three business segments
- Adjusted EBITDA up $3.9 million to $8.5 million on higher gross margin performance offset by higher SG&A expenses
  - SG&A increase reflects higher share-based and performance-based incentive compensation
- Adjusted EPS of $0.03, up $0.17 due to volume leverage and lower interest expense
- Free cash flow of $0.6 million compared to ($3.4) million
- Net leverage at 2.7x down from 4.1x at the end of 2025

Understanding SG&A

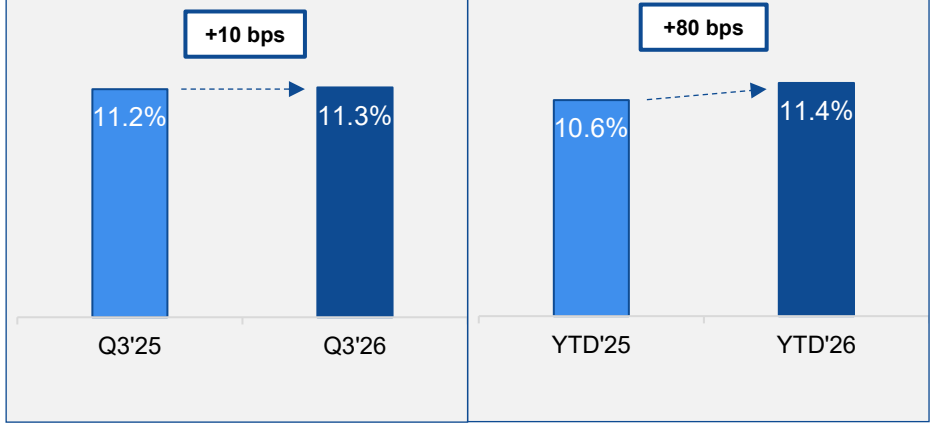
SG&A Expense

Q3	YTD

SG&A ($mm)



SG&A as a % of Revenue



Year-Over-Year Performance Commentary

- Q3 and YTD SG&A up on higher incentive expense and advisory fees
- Higher incentive expense driven by:
  - ✓ Annual Incentive Plan accruals on YTD performance vs. no 2025 payout
  - ✓ Higher stock price (YTD only) and stronger 2026 performance increased long-term incentive expense
  - ✓ Additional restricted stock vesting in 2026 under applicable award terms
  - ✓ Long-term incentives align executive pay with shareholder returns
- Looking ahead to 2027:
  - ✓ Annual Incentive Plan comparison normalizes after 2025 no-payout year
  - ✓ Restricted stock vesting expected to normalize
  - ✓ Stock price moves can swing GAAP and Adjusted results, including Adjusted EBITDA, without changing underlying costs

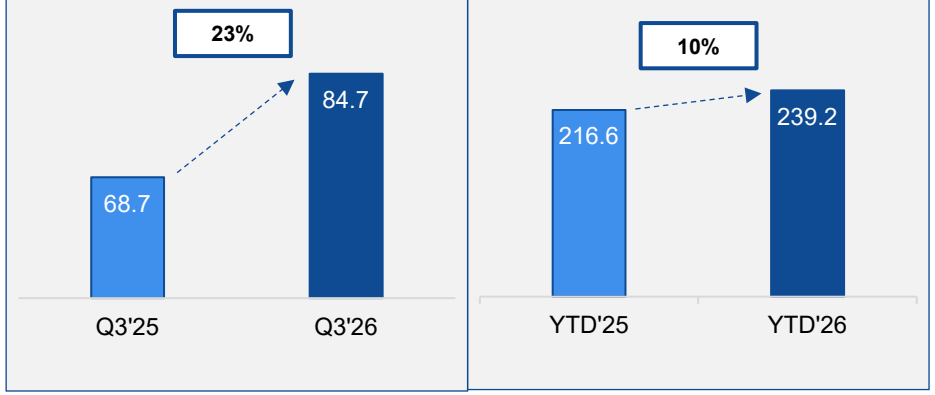
Note: totals may not match due to rounding

Global Seating

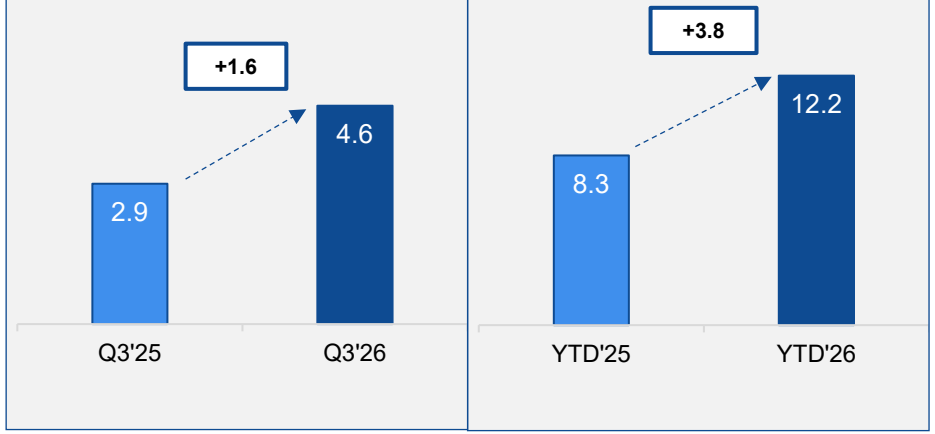
Sales and Adjusted Operating Income

Q3 | **YTD**

Revenue ($mm)



Adjusted OI ($mm)



Year-Over-Year Performance Commentary

- Q3 Revenue grew 23% driven by increased customer demand in North American and Asia-Pacific markets
- Q3 adjusted OI increased $1.6 million primarily attributable to higher sales and improved gross margin performance
  - ✓ Continuing to benefit from cost and operational efficiency improvements driving margin expansion
  - ✓ Growth in aftermarket driving favorable product mix
- Benefitting from geographical diversification and footprint consolidation moves in the US, UK, and China

Commercial & Off-Highway Seats





Aftermarket Seats

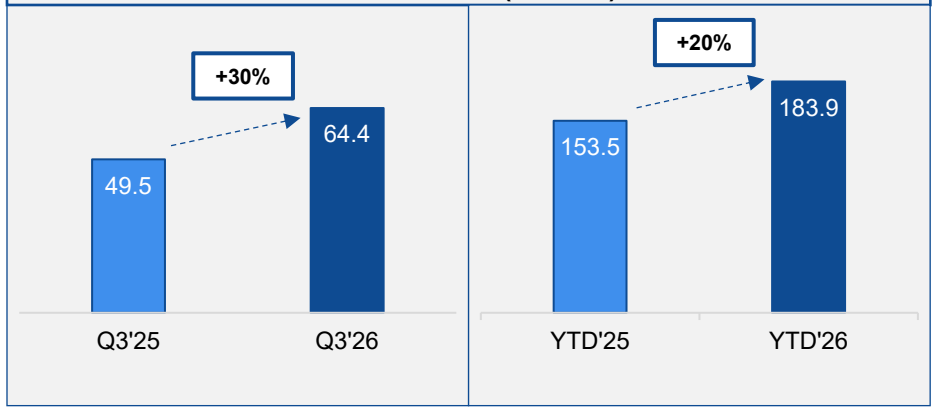


Global Electrical Systems

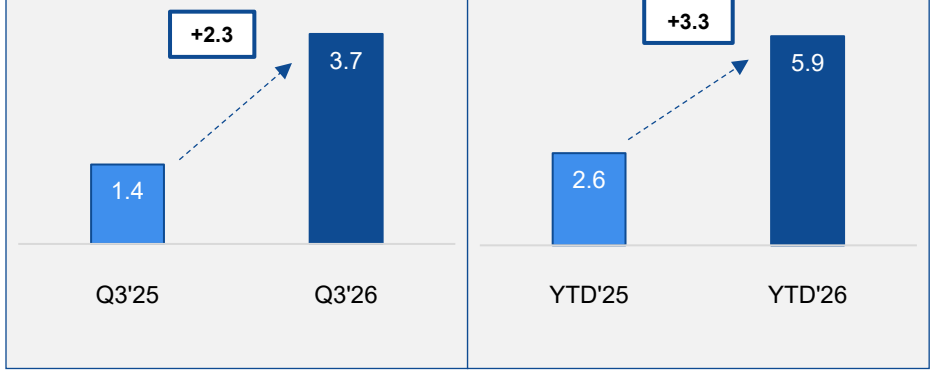
Sales and Adjusted Operating Income

Q3

Revenue ($mm)



Adjusted OI ($mm)



YTD

Revenue ($mm)

Adjusted OI ($mm)

Year-Over-Year Performance Commentary

- Q3 revenue up 30% due primarily to improved customer demand
  - ✓ Driven by ramp of previously awarded program wins in EMEA and North America (including Zoox)
  - ✓ Increased demand in our core markets, particularly construction
- Q3 adjusted OI increased $2.3 million primarily attributable to higher sales volumes driving increased utilization, as well as product mix
- New program ramps expected to continue driving strong revenue growth

Aldama Wire Harness Assembly



Morocco Production

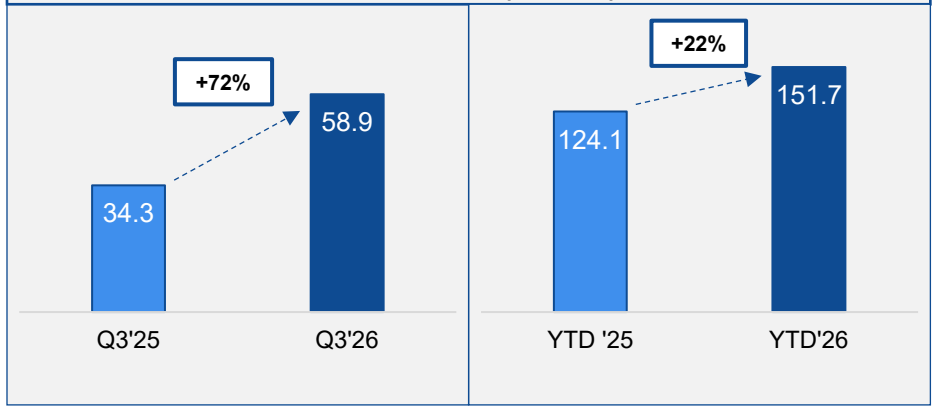


Trim Systems and Components

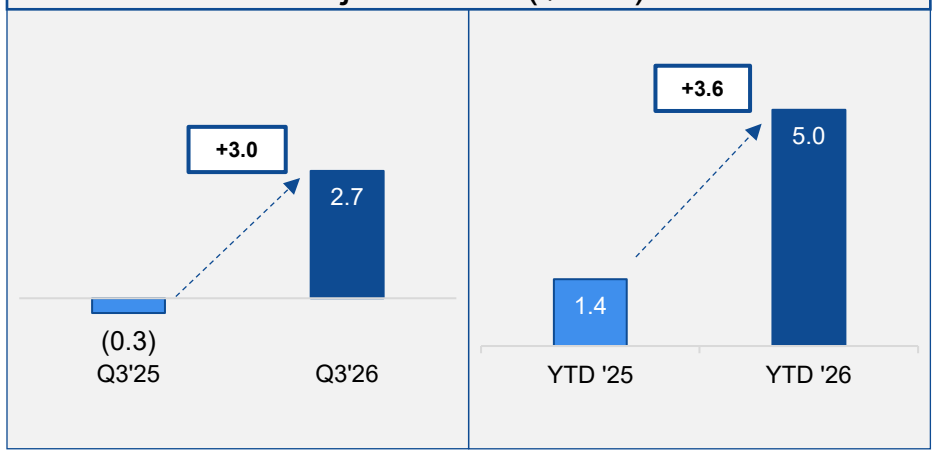
Sales and Adjusted Operating Income

Q3

Revenue ($mm)



Adjusted OI ($mm)



YTD

Revenue ($mm)

Adjusted OI ($mm)

Year-Over-Year Performance Commentary

- Q3 revenue increased 72% primarily as a result of increased customer demand in North America
  - ✓ Driven by strong customer demand growth and product mix
- Q3 adjusted OI increased $3.0 million primarily due to improved demand levels and operational efficiencies
  - ✓ Driven primarily by improved product mix
- Well-positioned to benefit from new program ramps and the return to normalization of North American Class 8 truck builds

Headliner



Wiper Systems



Bunks



Roof Panel

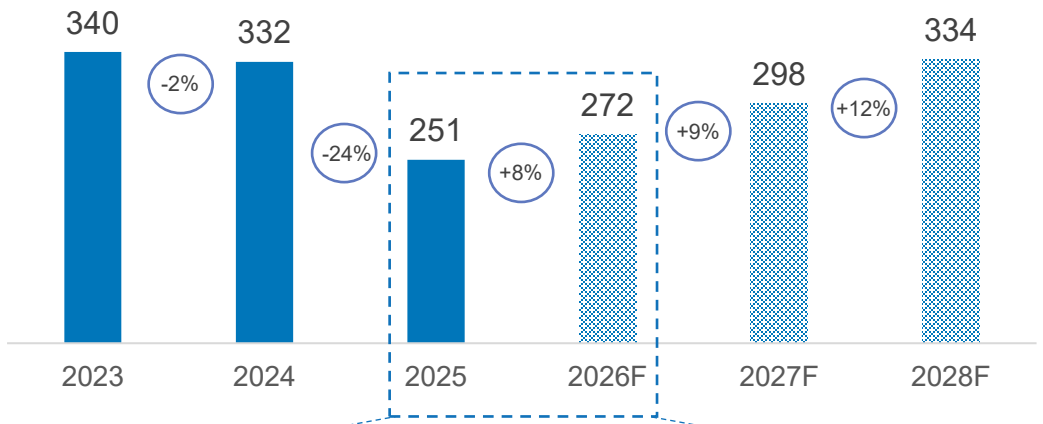


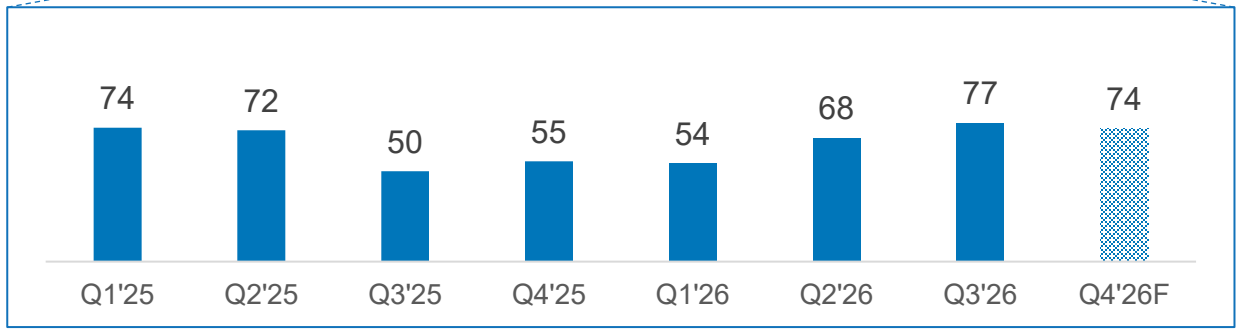
Note: totals may not match due to rounding

Key CVG Markets Update

NA Class 8 Heavy Truck Build Outlook

ACT Research is forecasting an improved 2026 followed by continued growth in 2027 and 2028

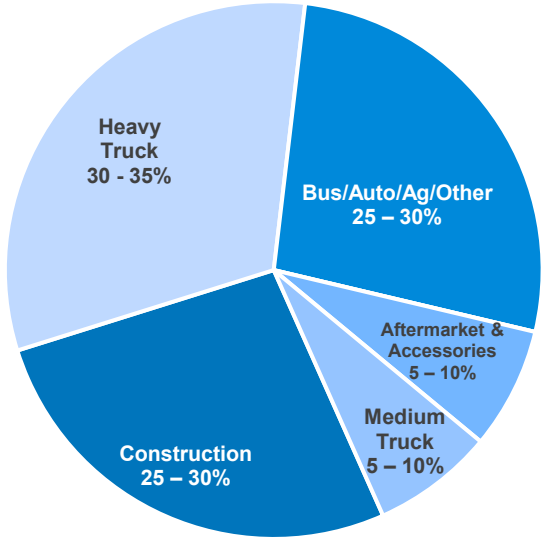




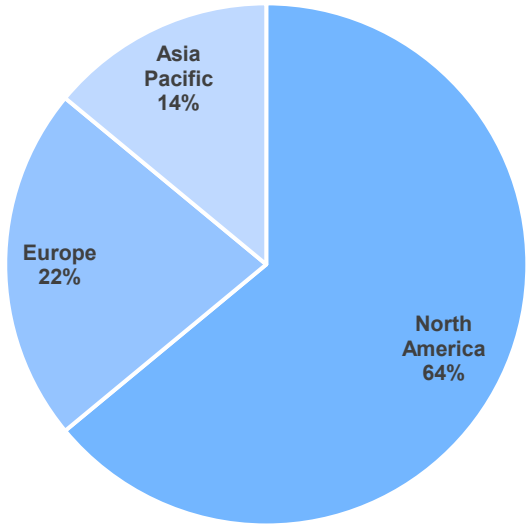
Source: ACT Research, dated October 9th

Units in Thousands

CVG Revenue by End Market*



CVG Revenue by Geography*



** Based on YTD 2026 Results*

Construction Equipment Market Outlook*

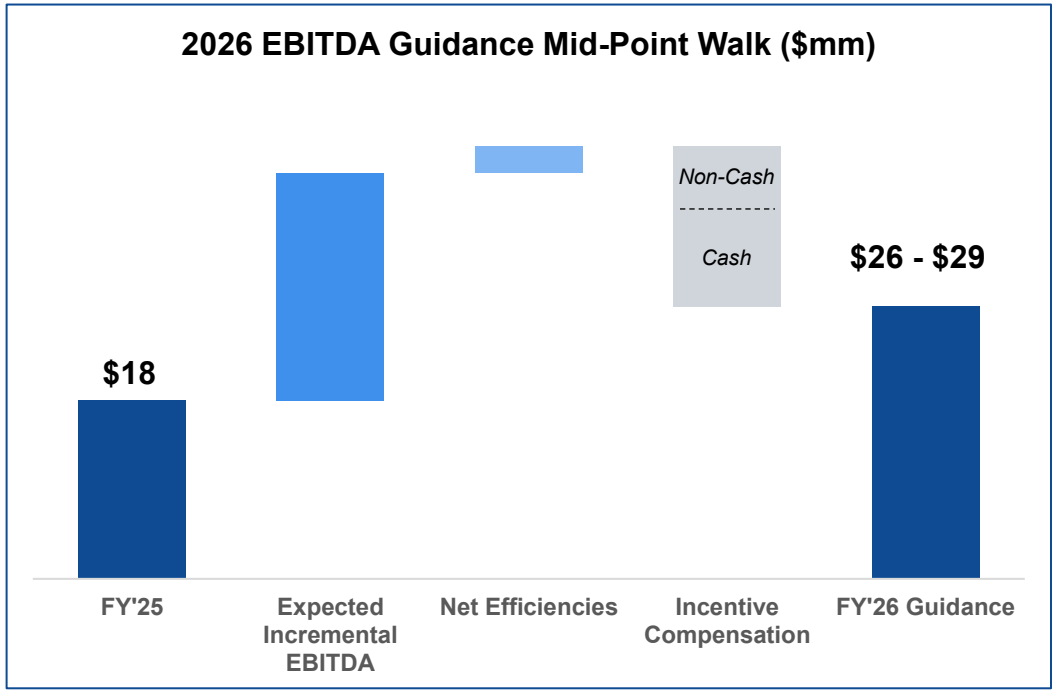
- Construction equipment end market expected to grow at a high-single-digit rate in 2026.

**Source: Customers' estimates*

Updated Fiscal 2026 Outlook

FY26 CVG Outlook ($M)			
Metric	**2025 Results**	**Prior 2026 Outlook**	**Updated 2026 Outlook**
Revenues	$649.0	$725 - $755	$755 - $775
Adjusted EBITDA	$17.8	$26 - $31	$26 - $29
Free Cash Flow	$33.7	Positive	Positive

- Revenue mid-point: $740M → $765M (+$25M)
- Adjusted EBITDA mid-point: $28.5M → $27.5M (-$1M)
- ACT Class 8 build forecast: 272k (up ~8% y/y)
  - ✓ Class 8 ramp weighted to H2'26
- Growth supported by new business ramps, incl. Zoox scale-up, and increased demand in construction end market
- Continued operational efficiency focus
- Positive 2026 Free Cash Flow, prioritizing debt paydown
  - ✓ Capex toward low end of 2-3% of revenue range
  - ✓ Working capital supports growth and new business ramps
- Net leverage declining through 2026 toward ~2.0x long-term target



Higher revenue, operational improvement and positive free cash flow support earnings growth and deleveraging

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)	Q3 2026	Q2 2026	Q1 2026	Q4 2025	Q3 2025
Gross Profit	28.1	24.7	19.8	15.0	16.0
Restructuring	0.7	0.5	1.2	0.9	2.4
Adjusted Gross Profit	28.8	25.2	21.0	15.9	18.4
% of Revenues	13.8%	12.9%	12.2%	10.3%	12.1%

Note: totals may not match due to rounding

Reconciliation of GAAP to Non-GAAP Financial Measures

(in millions)	Q3 2026	Q3 2025	YTD 2026	YTD 2025
Operating Income/(Loss)	7.7	(1.1)	24.6	1.1
Restructuring	1.0	2.7	3.2	4.5
Gain on sale of fixed assets	(3.1)	-	(17.0)	-
Adjusted Operating Income	5.6	1.6	10.8	5.7
% of Revenues	2.7%	1.1%	1.9%	1.2%
Net Income/(Loss)	5.6	(6.8)	(1.6)	(14.1)
Interest Expense	3.4	4.1	10.4	8.9
Provision (benefit) for income taxes	1.7	0.7	5.6	4.5
Depreciation Expense	3.5	3.6	10.7	10.5
Amortization Expense	0.1	0.1	0.4	0.4
EBITDA	14.2	1.7	25.5	10.3
% of Revenues	6.8%	1.1%	4.4%	2.1%
EBITDA Adjustments				
Restructuring	1.0	2.7	3.2	4.5
Warrant fair value adjustment	(4.1)	0.3	4.3	0.3
Loss on extinguishment of debt	0.4	-	3.4	0.5
Gain on sale of fixed assets	(3.1)	-	(17.0)	-
Adjusted EBITDA	8.5	4.6	19.4	15.6
% of Revenues	4.1%	3.0%	3.4%	3.2%

Note: totals may not match due to rounding

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

(in millions except for share information)	Q3 2026	Q3 2025	YTD 2026	YTD 2025
Net income/(Loss) from continuing operations	5.6	(6.8)	(1.6)	(14.1)
Operating income (loss) adjustments	(2.1)	2.7	(13.8)	4.5
Loss on early extinguishment of debt	0.4	-	3.4	0.5
Warrant fair value adjustment	(4.1)	0.3	4.3	0.3
Adjusted (benefit) provision for income taxes	1.4	(0.7)	1.5	(1.3)
Adjusted net income (loss) from continuing operations	1.2	(4.6)	(6.2)	(10.1)
Diluted EPS	0.14	(0.20)	(0.04)	(0.42)
Adjustments to diluted EPS	(0.11)	0.06	(0.13)	0.12
Adjusted diluted EPS	0.03	(0.14)	(0.17)	(0.30)

Note: totals may not match due to rounding

Segment GAAP to Non-GAAP QTD

For the Three Months Ended September 30, 2026					
(in millions)	Global Seating	Global Electrical Systems	Trim Systems and Components	Corporate	Total
Operating Income/(Loss)	3.6	3.7	5.8	(5.4)	7.7
Restructuring	1.0	0.0	-	-	1.0
Gain on sale of fixed assets	-	-	(3.1)	-	(3.1)
Adjusted Operating Income/(Loss)	4.6	3.7	2.7	(5.4)	5.6
% of Revenue	5.4%	5.7%	4.5%	-	2.7%

For the Three Months Ended September 30, 2025					
(in millions)	Global Seating	Global Electrical Systems	Trim Systems and Components	Corporate	Total
Operating Income/(Loss)	1.4	0.8	(0.9)	(2.4)	(1.1)
Restructuring	1.5	0.5	0.6	-	2.7
Adjusted Operating Income/(Loss)	2.9	1.4	(0.3)	(2.4)	1.6
% of Revenue	4.3%	2.8%	(0.9)%	-	1.1%

Note: totals may not match due to rounding

Segment GAAP to Non-GAAP YTD

For the Nine Months Ended September 30, 2026					
(in millions)	Global Seating	Global Electrical Systems	Trim Systems and Components	Corporate	Total
Operating Income/(Loss)	23.4	5.3	7.9	(12.7)	23.9
Restructuring	2.5	0.5	0.2	-	3.2
Gain on sale of fixed assets	(13.7)	-	(3.1)	(0.2)	(17.0)
Adjusted Operating Income/(Loss)	12.2	5.9	5.0	(12.9)	10.1
% of Revenue	5.1%	3.2%	3.3%	-	1.8%

For the Nine Months Ended September 30, 2025					
(in millions)	Global Seating	Global Electrical Systems	Trim Systems and Components	Corporate	Total
Operating Income/(Loss)	6.4	1.0	0.5	(6.8)	1.1
Restructuring	1.9	1.6	0.9	0.1	4.5
Adjusted Operating Income/(Loss)	8.3	2.6	1.4	(6.7)	5.7
% of Revenue	3.8%	1.7%	1.2%	-	1.2%

Note: totals may not match due to rounding

Reconciliation of GAAP to Non-GAAP Cash Flow Information

(in millions)	Q3 2026	Q3 2025	YTD 2026	YTD 2025
CONTINUING OPERATIONS				
Cash Flow from Operations	$ 1.6	$ (1.7)	$ 1.7	$ 32.0
Capital Expenditures	(5.1)	(1.8)	(10.8)	(7.1)
Proceeds From Sale of Property, Plant and Equipment	4.1	0.1	20.0	0.1
Free Cash Flow from Continuing Operations	0.6	(3.4)	10.9	25.0
DISCONTINUED OPERATIONS				
Cash Flow from Operations	$ -	$ -	$ -	$ 0.3
Free Cash Flow from Discontinued Operations	-	-	-	0.3
TOTAL COMPANY				
Cash Flow from Operations	$ 1.6	$ (1.7)	$ 1.7	$ 32.4
Capital Expenditures	(5.1)	(1.8)	(10.8)	(7.1)
Proceeds From Sale of Property, Plant and Equipment	4.1	0.1	20.0	0.1
Free Cash Flow	0.6	(3.4)	10.9	25.3

Note: totals may not match due to rounding

Reconciliation of GAAP to Non-GAAP Financial Measures

(in millions)	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q3 2026
Net Income/(Loss)	(4.1)	(6.8)	(6.4)	0.9	(8.7)	5.6
Interest Expense	2.3	4.1	4.2	4.1	2.9	3.4
Provision (benefit) for income taxes	1.7	0.7	0.2	1.9	2.0	1.7
Depreciation Expense	3.5	3.6	3.6	3.6	3.6	3.5
Amortization Expense	0.1	0.1	0.1	0.1	0.1	0.1
EBITDA	3.6	1.7	1.7	10.6	(0.0)	14.2
EBITDA Adjustments						
Restructuring	1.1	2.7	0.9	1.2	1.0	1.0
(Gain) loss on sale of fixed assets	-	-	(0.4)	(14.0)	-	(3.1)
Loss on Early Extinguishment of Debt	0.5	-	-	2.0	1.0	0.4
Warrant fair value adjustment	-	0.3	-	5.0	3.4	(4.1)
Adjusted EBITDA	5.2	4.6	2.3	4.8	5.4	8.5
Adjusted EBITDA (TTM)			17.8	16.9	17.1	21.0
Long-Term Debt at End of Quarter			104.0	89.7	86.9	91.8
Current Portion of LT and ST Debt at End of Quarter			2.4	3.8	4.8	4.3
Cash at End of Quarter			(33.3)	(28.7)	(36.0)	(39.8)
Net Debt at End of Quarter			73.1	64.9	55.8	56.3
Leverage Ratio (Continuing Operations)			4.1x	3.8x	3.3x	2.7x

Note: totals may not match due to rounding