



2014

CUSTOMERS
ASSOCIATES
SHAREHOLDERS

Baird Industrial Conference 2014

Richard Lavin – President and CEO

Tim Trenary – Chief Financial Officer

Patrick Miller – President of Global Truck and Bus

Ulf Lindqwister – Chief Administrative Officer

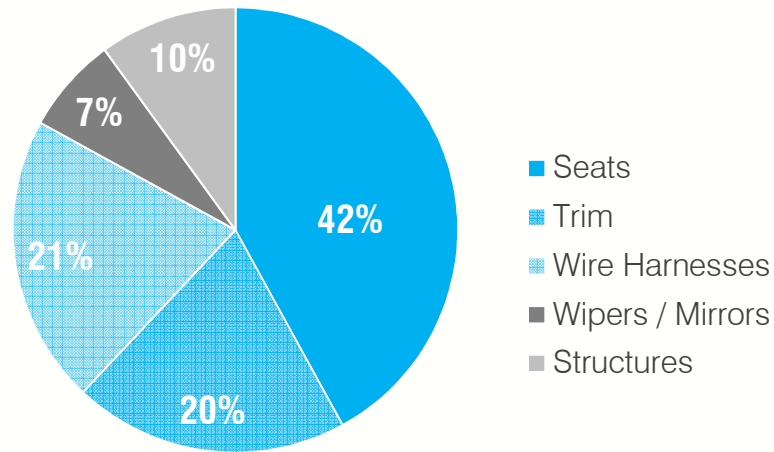
FORWARD LOOKING STATEMENT

This presentation contains forward-looking statements that are subject to risks and uncertainties. These statements often include words such as "believe," "expect," "anticipate," "intend," "plan," "estimate," or similar expressions. In particular, this press release may contain forward-looking statements about Company expectations for future periods with respect to its plans to improve financial results and enhance the Company, the future of the Company's end markets, Class 8 North America build rates, performance of the global construction equipment business, expected cost savings, enhanced shareholder value and other economic benefits of the consulting services, the Company's initiatives to address customer needs, organic growth, the Company's economic growth plans to focus on certain segments and markets 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 in the industry 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 but not limited to: (i) general economic or business conditions affecting the markets in which the Company serves; (ii) the Company's ability to develop or successfully introduce new products; (iii) risks associated with conducting business in foreign countries and currencies; (iv) increased competition in the medium and heavy-duty truck, construction, aftermarket, military, bus, agriculture and other markets; (v) the Company's failure to complete or successfully integrate strategic acquisitions; (vi) the impact of changes in governmental regulations on the Company's customers or on its business; (vii) the loss of business from a major customer or the discontinuation of particular commercial vehicle platforms; (viii) the Company's ability to obtain future financing due to changes in the lending markets or its financial position; (ix) the Company's ability to comply with the financial covenants in its revolving credit facility; (x) the Company's ability to realize the benefits of its cost reduction and strategic initiatives; (xi) a material weakness in our internal control over financial reporting which could, if not remediated, result in material misstatements in our financial statements; (xii) volatility and cyclicalities in the commercial vehicle market adversely affecting us; and (xiii) various other risks as outlined under the heading "Risk Factors" in the Company's Annual Report on Form 10-K for fiscal year ending December 31, 2013. There can be no assurance that statements made in this presentation 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.

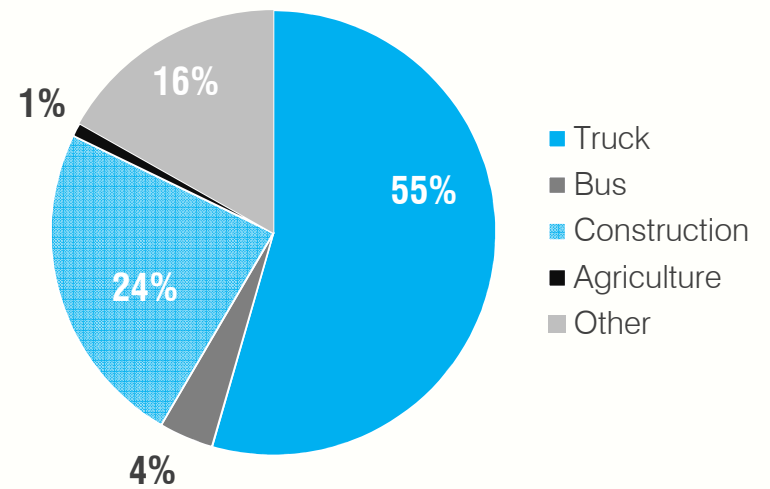
CVG AT A GLANCE

2013 Sales

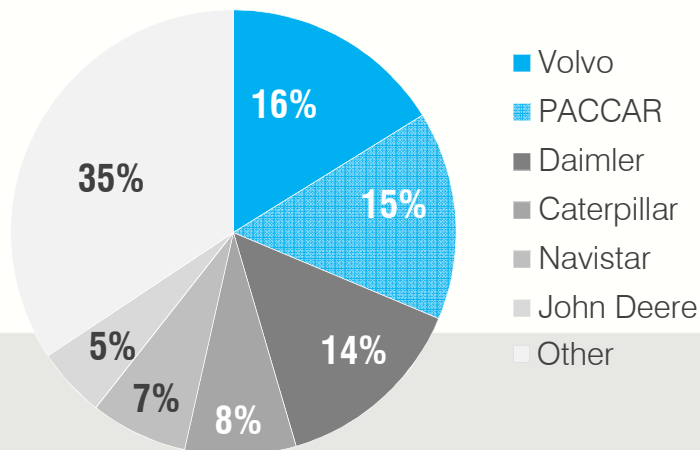
Product



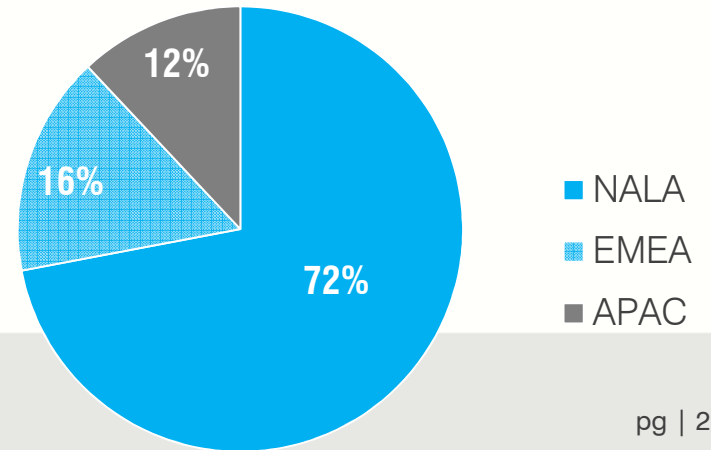
End-Market



Customers



Region



Our Focus is to Drive Profitable Organic Growth

- We will invest in products and capabilities that will strengthen our right-to-win with our core products in our end markets
- We will consider opportunistic acquisitions to address gaps in our product portfolio and to enhance serving our end markets & customers
- We intend to achieve sales and earnings targets commensurate with companies delivering top-quartile total shareholder returns

STRATEGY

Prioritized Opportunities | Focused on Core Products | Driving Disciplined Execution

CVG Business Portfolio

Regions, End-Markets and Products

REGIONS	END-MARKETS	CORE PRODUCTS			COMPLEMENTARY PRODUCTS
		Seats	Trim	Wire Harnesses	
NA	Truck	X	X		Mirrors
	Construction	X	X	X	
	Agriculture	X	X	X	
	Bus	X	X		
EMEA	Aftermarket	X	X		Office Seats
	Truck	X			Structures
	Construction	X		X	
	Agriculture	X		X	
	Bus	X			Wipers
Aftermarket	X				
APAC	Truck	X	X		
	Construction	X		X	
	Agriculture	X		X	
	Bus	X	X		
	Aftermarket	X			

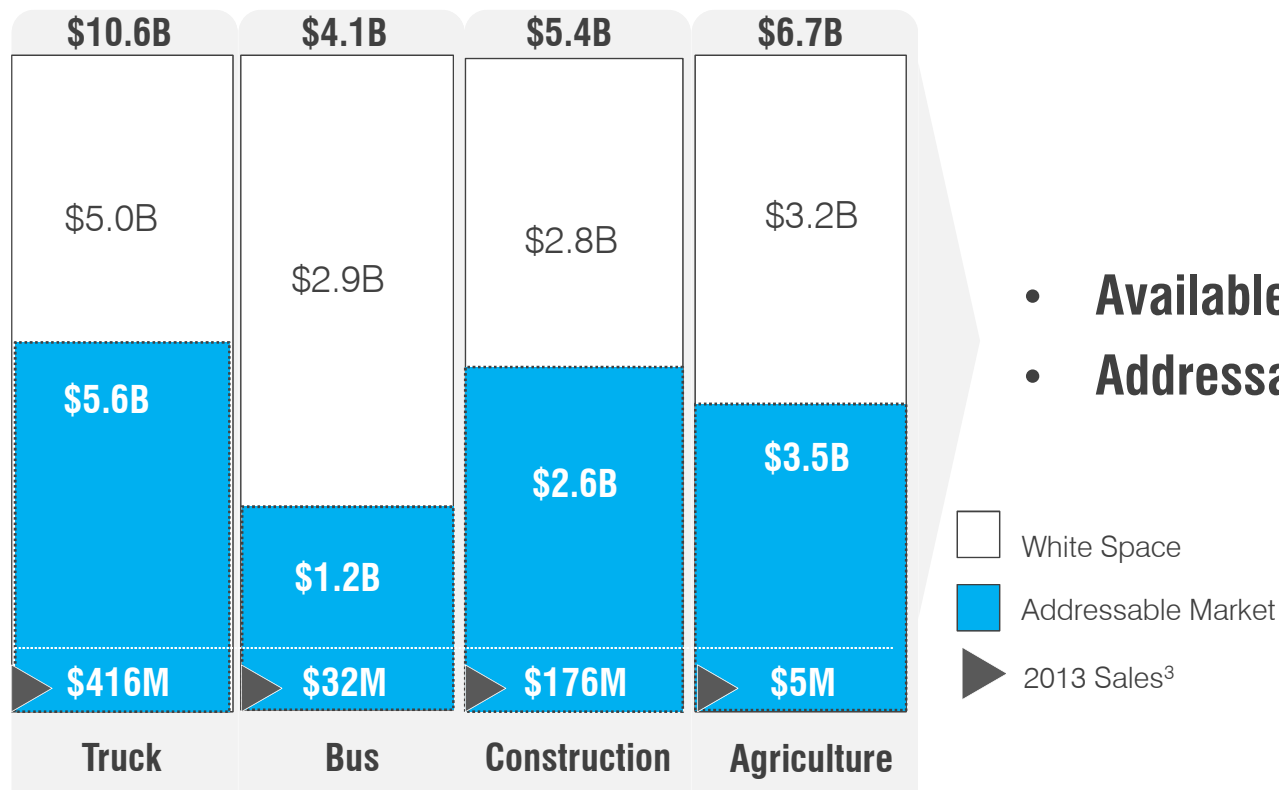
Action Plan for Core Products

- Focus on core, value accretive businesses
- Prioritize investment in core products
- Hire and develop difference-making talent across the product lines
 - Product line management
 - Engineers
 - Sales
 - Manufacturing management
- Build / enhance our right to win
 - Design and engineer innovative products
 - Next generation product plans
 - Global supply chain management
 - Operational excellence / Lean Six Sigma
- CVG Sales Playbook
 - OEM coverage / participation / closure plans at customer product family, product, and program level
 - “Sell the House”
- Better support our customers globally

MARKET SHARE

Our Opportunity is Significant

CVG has about 5% share of the addressable market – significant opportunity to drive profitable organic growth across our end markets and penetrate our addressable market with current products



Source: Company data, LMC + Millmark research reports

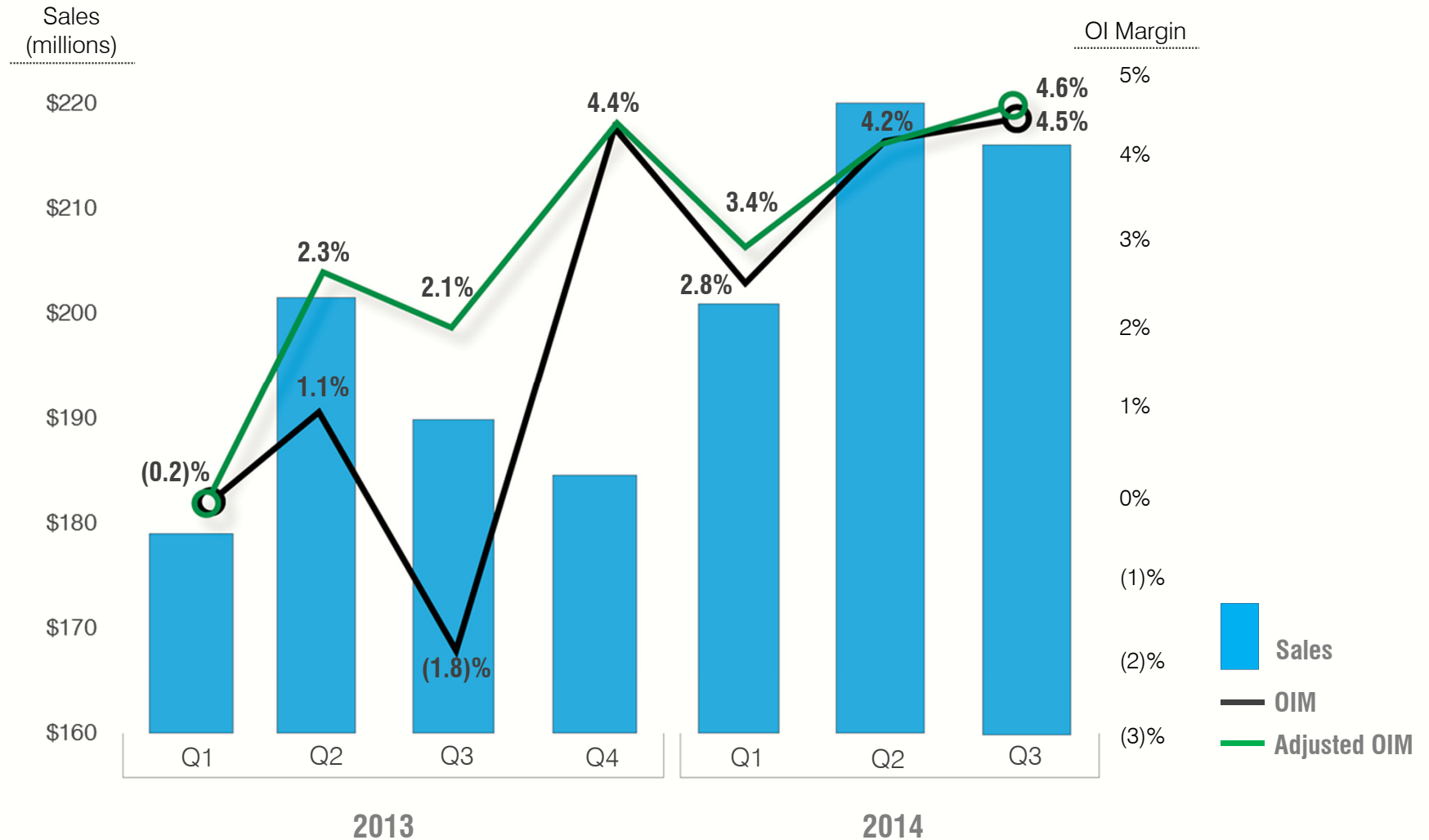
¹ Available market = Universe of applications / platforms available for product portfolio

² Addressable market = Subset of available market for which products are currently available or product plans are in place

³ Does not include approximately \$118M in sales of complementary products

SELECTED FINANCIAL RESULTS

Sales and Operating Income Margin



See appendix for reconciliation of GAAP to non-GAAP financial measures – adjusted OIM

QUESTIONS AND DISCUSSION

APPENDIX

RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES

Adjusted Operating Income Reconciliation

	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014
\$ (000's)							
Net Sales	177,822	198,909	187,942	183,045	198,071	215,996	213,802
Cost of Sales	159,737	176,035	169,852	162,364	173,767	187,811	185,376
Gross Profit	18,085	22,874	18,090	20,681	24,304	28,185	28,426
SGA	17,949	20,339	21,135	12,288	18,472	18,748	18,333
Amortization	409	404	383	384	384	390	388
Operating Income	(273)	2,131	(3,428)	8,009	5,448	9,047	9,705
Operating Income Margin	(0.2)%	1.1%	(1.8)%	4.4%	2.8%	4.2%	4.5%
2013 Special Items							
RIF			(1,800)				
Third-Party Consulting Services			(2,800)				
Asset Impairment			(2,700)				
CEO Change		(2,500)					
2014 Special Items							
Tigard / Dublin Closure					(500)	(100)	(200)
Loss on Sale of Building					(800)		
Adjusted Operating Income	(273)	4,631	3,872	8,009	6,748	9,147	9,905
Adjusted Operating Income Margin	(0.2)%	2.3%	2.1%	4.4%	3.4%	4.2%	4.6%