

Exhibit A

Sidoti Small Cap Conference

January 19, 2022



CVG

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 the short-term and long-term impact of the COVID-19 pandemic on our business, changes in the Class 8 and Class 5-7 North America truck build rates, performance of the global construction equipment business, the Company’s prospects in the wire harness, warehouse automation 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 and the Company’s financial position or other financial information. These statements are based on certain assumptions (including inflationary pressures and continued supply chain challenges) 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.



Management in Attendance Today



Harold Bevis

President, CEO, Director of CVG

7 years with company - Director since 2014,
CEO since 2020

17 years as a CEO, President, Director

Experienced at growth, cashflow, ROIC, debt
paydown, portfolio balancing



Chris Bohnert

Chief Financial Officer and Investor Relations

Joined CVG in 2020

15 years as CFO and over 30 years of experience with
global companies

Experienced at business transformation and process
improvement



CVG at a Glance

CVG is a global provider of components, assemblies and systems to the traditional commercial vehicle market, the electric vehicle market, and the warehouse automation market



2021 Q3 LTM Sales
~\$960 million



~7,800 Employees



New Products, Innovation
R&D Centers for metal fabrication,
plastics, electronics, electrical systems



2021 Q3 LTM Adj. EBITDA
\$73 million



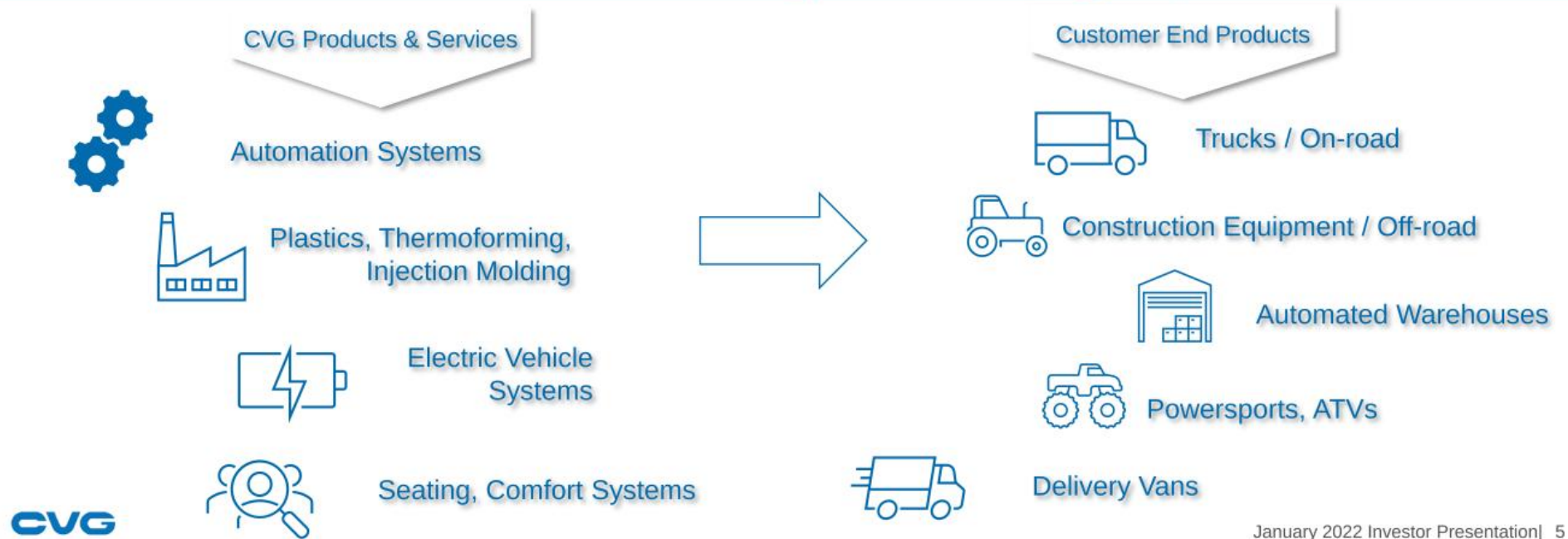
New Business
Focus on Electric Vehicles, Fuel Cell
Vehicles, Warehouse Automation,
Value Added Products



Global Footprint
30 Plants in 10 Countries



Value Added Products Integrated into Large Systems



CVG Investment Thesis

Company Going Through a Strong Transformation

Strong Core Markets

- Core vehicle business is strong for next several years
- Core warehouse automation business is strong for many years

Significant New Accretive Business

- Have won 300+ new programs with 100+ customers in first 2 years of a new growth program – and nearly 70% is with Electric Vehicles & Warehouse Automation
- Winning in Electric Vehicles, Fuel Cell Vehicles, Warehouse Automation, Value Added Products

Multi-Year Optimization Program on Track

- Walking away from legacy low-profit business
- Reconfiguring make/buy decisions and footprint to improve margins, returns

Strong Cashflow

- Targeting \$25M to \$40M of debt paydown this year as supply chains settle
- Targeting \$15M to \$25M of CapEx to grow margins, ramp up new business

Focus on ROIC

- Cost of capital is ~ 7% as of 9/30/21
- ROIC is ~ 12% for the TTM period ending 9/30/21

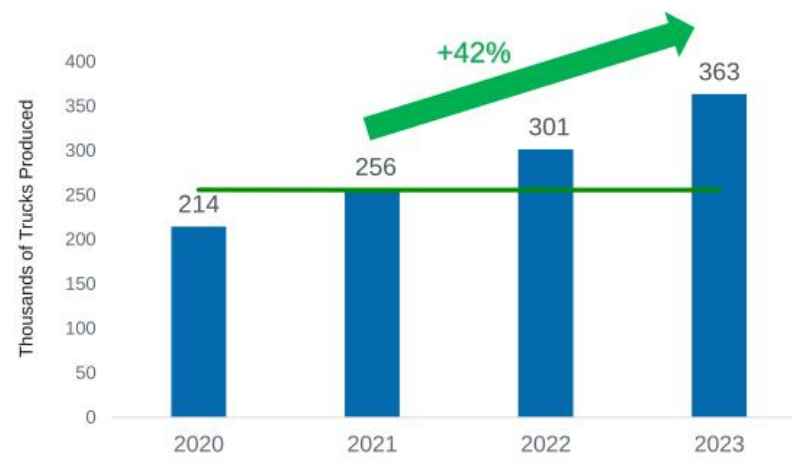
CVG is focused on growing sales, growing margins, paying down debt, and improving ROIC



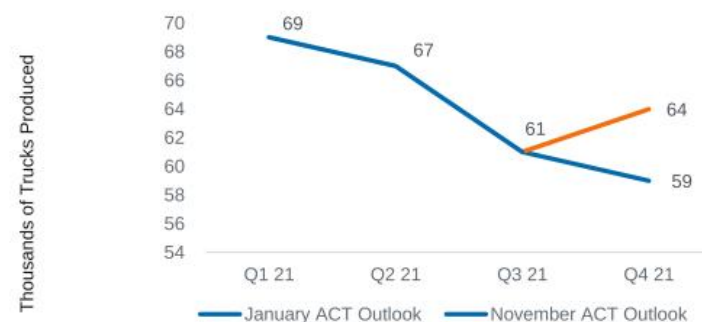
Base Transportation Business is Strong & Growing

- eCommerce increasing truck miles & first mile/middle mile/last mile complexities
- North America transportation increasing with less dependency on Asia supply chain
- Massive global conversion to EV and Fuel Cell away from ICE
- CVG entered electric delivery van market in 2021

NA Class 8 Truck Build Outlook



Global Supply Chains Causing Delay in Production



Truck production data per ACT Research Reports

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Strong New End Markets

Electric Vehicles, Fuel Cell Vehicles

- Government regulation and company environmental initiatives are driving electric vehicle and fuel cell vehicle adoption
- New market entrants looking for technical expertise to launch, CVG working with many of them
- Electric vehicles represent a \$7 trillion market opportunity between today and 2030 and \$46 trillion between today and 2050*

*Electric Vehicle Outlook 2021 BloombergNEF

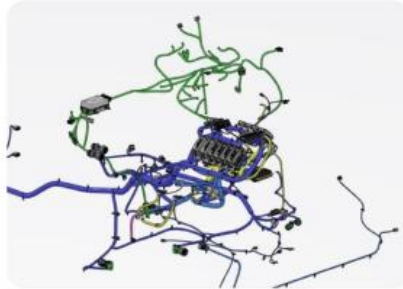
E-Commerce, Automated Warehousing

- The coronavirus pandemic has accelerated the adoption of e-Commerce by 3-5 years
- New consumer behavior for click-and-collect retail and grocery
- The demand for warehouse automation products is expected to grow approximately 14% annually through 2026**
- A global opportunity that matches CVG footprint well

**LogisticsIQ latest post-pandemic market report

Electric Vehicles

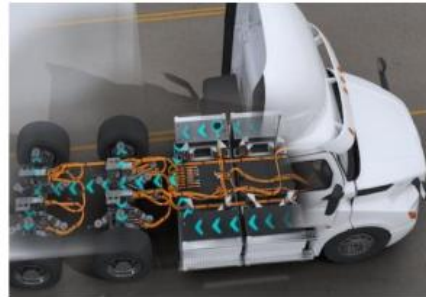
Internal Combustion Engines



Low voltage historical
build to print business



Electric Vehicle



High and low voltage system
designs with additional
electrical product
opportunities

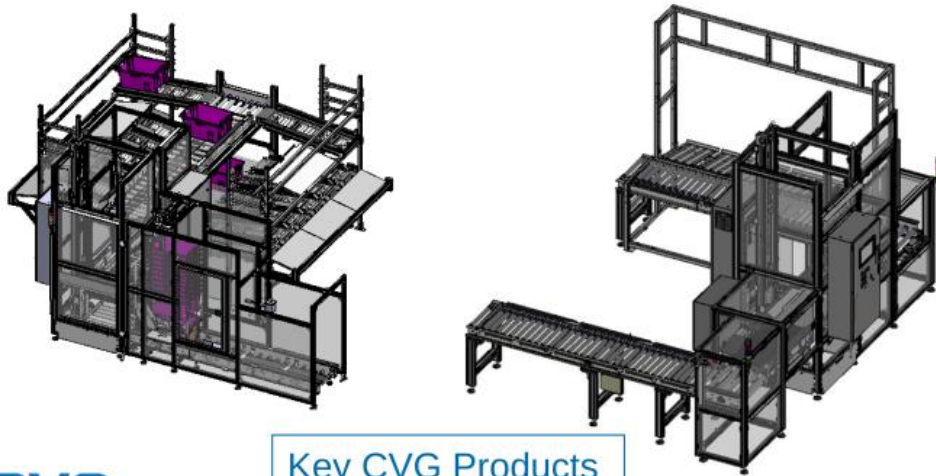
- Vehicle evolution and market dynamics are creating the opportunity for CVG to provide a sophisticated value proposition
- More electrical content in vehicles = Larger Total Available Market for CVG

CVG entered transportation/on-road vehicle market in 2020 and is having great success
winning business





Warehouse Automation



CVG

Key CVG Products

- Growing customer roster & value proposition
- Expanding footprint
 - Europe – new facility open in Czech Republic to serve warehouse automation market. Have first orders for 2022
- Vertical Integration objectives for 2022
 - Metal Fabrication
 - Roller manufacturing
 - Painting



2022 Initiatives

Win New Business



3rd Year

Decrease China Supply Chains



Vertically integrate

Optimize Core Business



Walk Away, Reprice

Debt Paydown



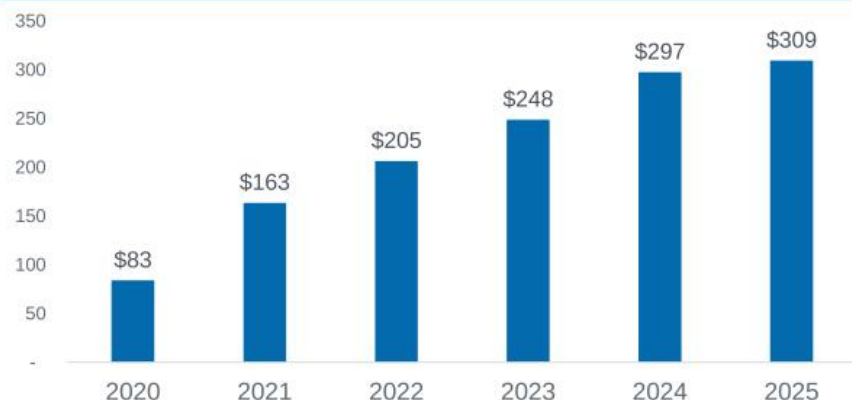
Reduce Leverage



CVG is Winning New Diversified Business

Will continue to add vintage year wins → excited about 2022!

New Business Additive to Core Legacy Business



- Two consecutive years of net new business wins of \$100M+
- Electric Vehicles are 35% of new wins
- Warehouse Automation is 33% of new wins

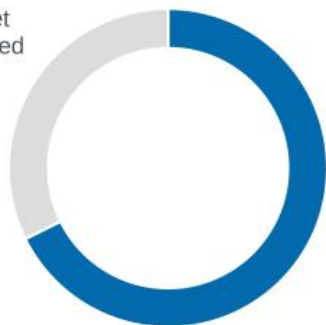
Notes: 1) Vehicle wins are ~18 month ramp-ups and 5-7 year estimated duration with aftermarket
2) Warehouse Automation wins are ~3 month ramp-ups and 3 year estimated duration





New Business...\$300+ Million of Wins and \$1.1 Billion Pipeline

Not Yet
Launched



Launched

Number of Customer Wins
109

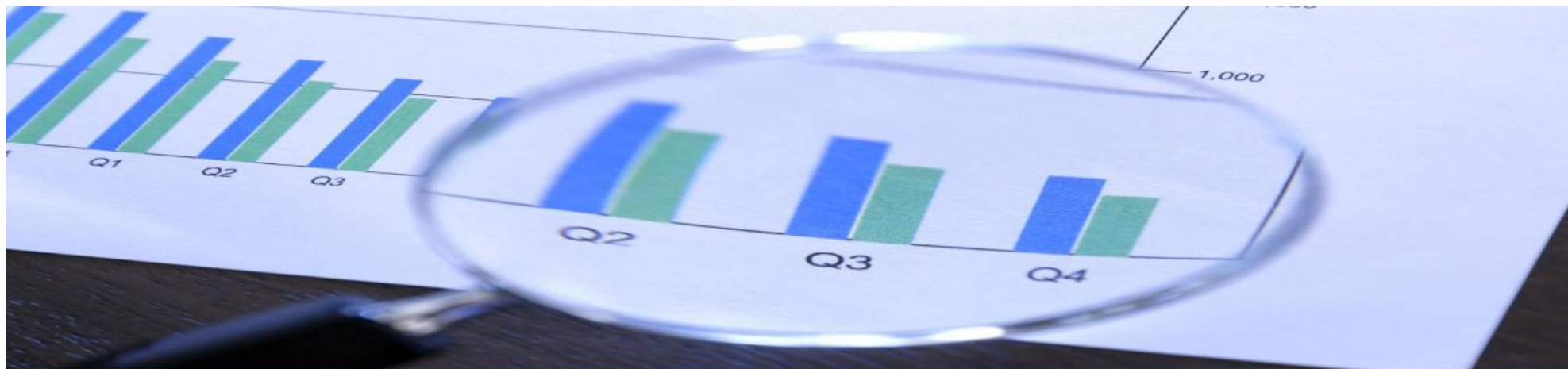
Number of Project Wins
314

Number of New Customers
36

Number of EV & Fuel Cell Wins
14

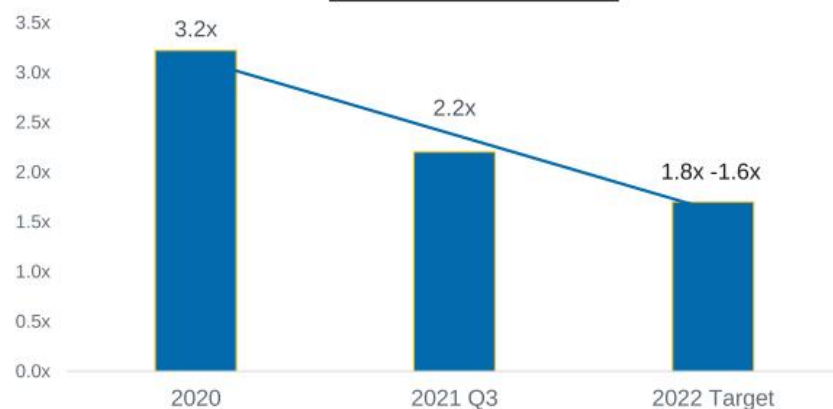
Size of 2022 New Business Pipeline
\$1.1 billion

Number of 2022 Pipeline Opportunities
317



Debt Reduction Key Goal for 2022

Leverage Ratio



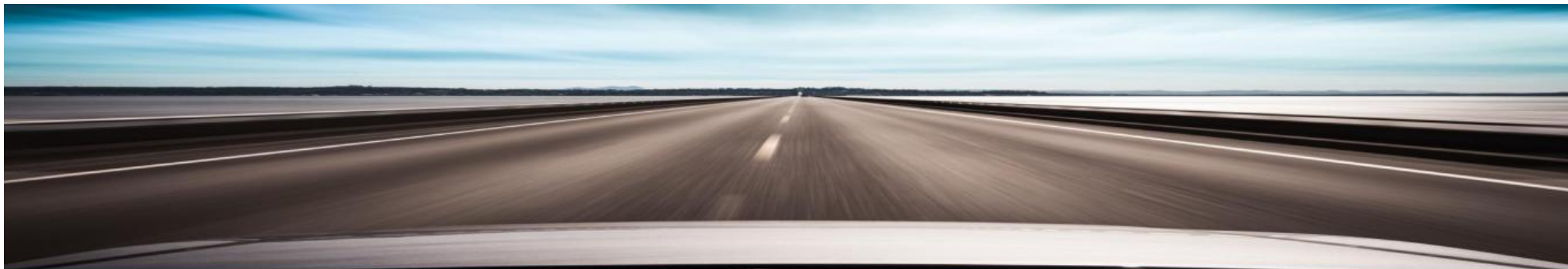
CVG

- Targeting to pay down \$25-40 million of debt in 2022
- Leverage ratio estimated to further decline
- CVG is cash generative. Through 9 months in 2021, CVG invested \$81 million
 - \$70 million in working capital to support >\$250M of sales growth, inventory profiles for new program launches, and covid-based supply disruptions and
 - \$11M in capex to support growth, cost reductions, maintenance



Investment Highlights

- Renovating a slow-moving cyclical commercial vehicle company into a vibrant, growing diversified industrial company with higher margins, stronger cashflow
- Underway with a legacy business optimization program to rid the company of undesirable go-forward business
- Underway with a very successful new business program that has already landed >\$300m/yr of annualized business
- Expecting to pay down debt, beginning this year (2022)



The Road Ahead

Strong Demand

- Transportation equipment is needed & in short supply
- Global supply chains impacting CVG sales timing

Debt Paydown

- Invested into supply chain in 2021, vertically integrating in systemic areas
- Optimize existing working capital profile

Excellent New Win Success

- \$300m/yr of new business won in the first 2 years
- Focus areas are: Electric Vehicles, Fuel Cell Vehicles, Warehouse Automation, Value-Added Products

Investing for Future

- Continuing new business program
- New wins and higher margins are the priorities in capex budget



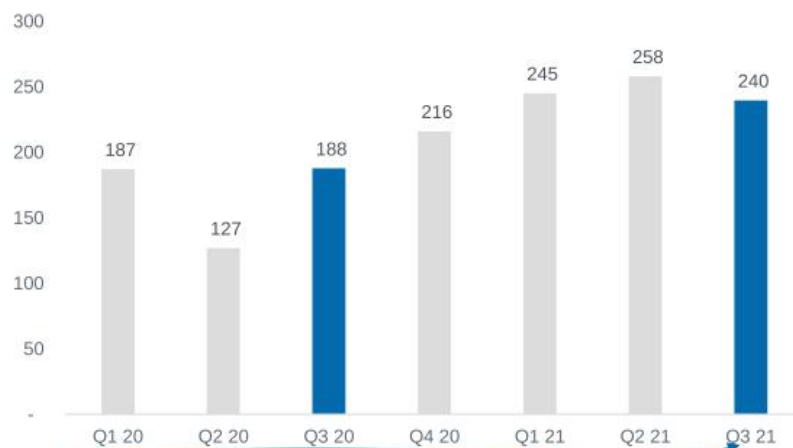


Financial Update

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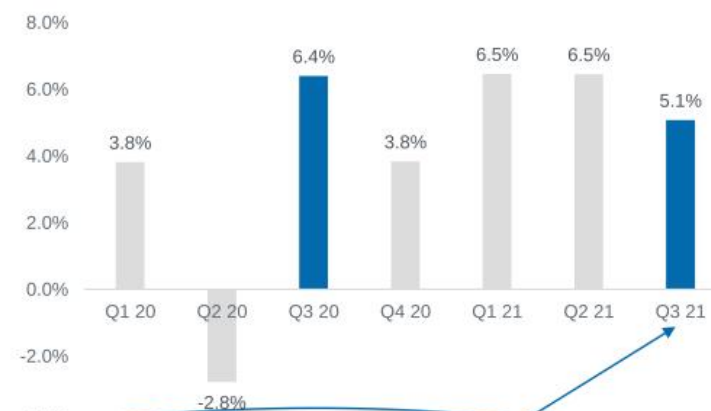


Sales

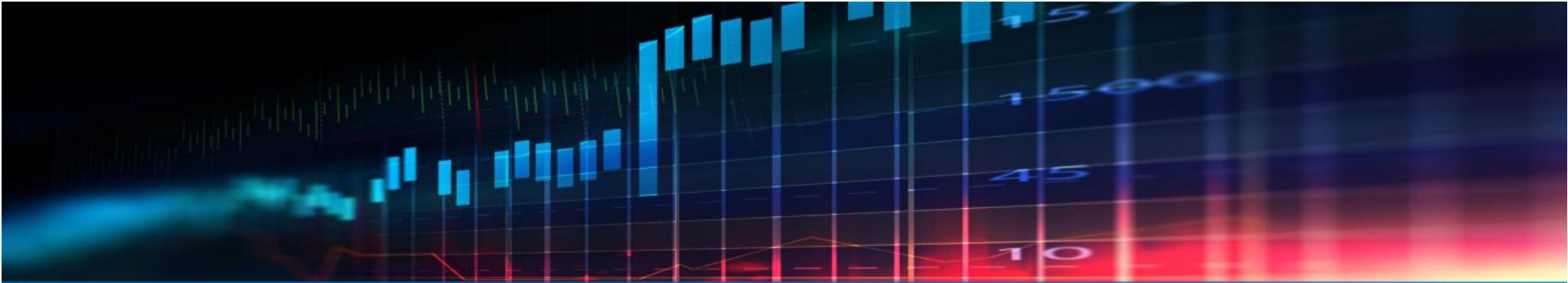


(1) Global supply chain issues persisting

Adjusted Operating Income Margin

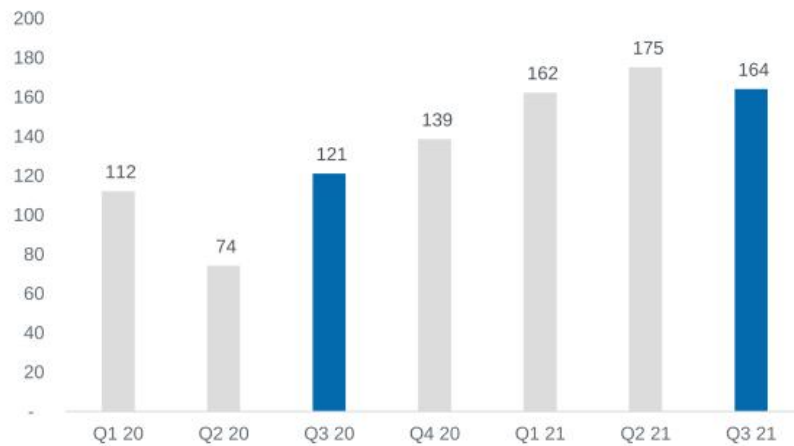


- (1) Zero margin on inflation pass through
- (2) Causing price/cost compression

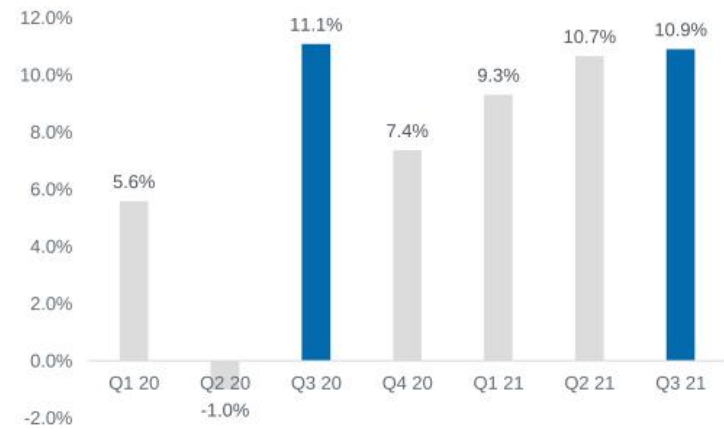


Electrical Systems

Sales

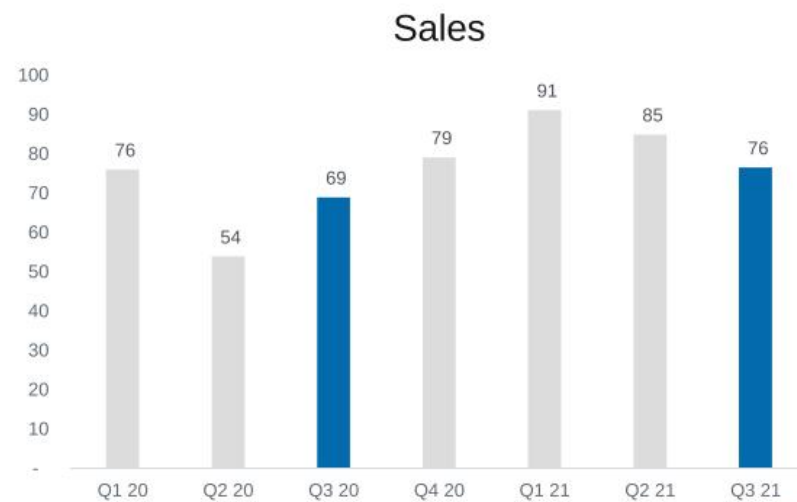


Adjusted Operating Income Margin

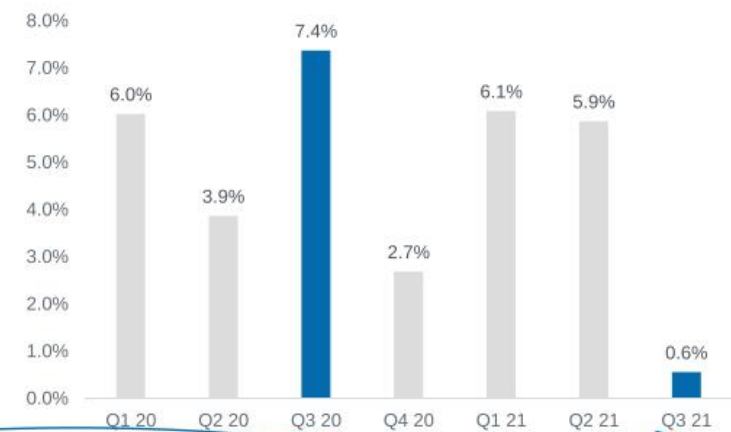




Global Seats



Adjusted Operating Income Margin



- (1) Attacking top customer accounts
- (2) Price/cost compression
- (3) Negotiations underway with top customers

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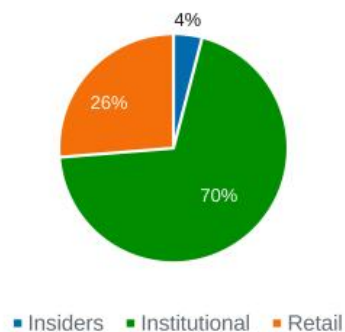
Last Twelve Month EBITDA Reconciliation

(in millions)	Q4 2020	Q1 2021	Q2 2021	Q3 2021
Net income	\$ (4.1)	\$ 8.5	\$ 5.1	\$ 7.5
Interest	5.2	5.0	2.8	1.6
Provision / (Benefit) for Income Taxes	3.9	2.5	1.5	2.4
Depreciation	3.8	3.8	3.8	3.7
Amortization	0.9	0.9	0.9	0.9
Impairment	-	-	-	-
EBITDA	9.7	20.7	14.1	16.1
Adjustments				
Executive Transition	-	-	-	0.7
Restructuring	1.6	-	-	-
Investigation	0.7	0.2	0.2	-
Deferred consideration purchase accounting	1.0	0.2	0.1	0.1
Loss on extinguishment of debt	-	-	7.2	-
Adjusted EBITDA	13.0	21.1	21.6	16.9



Facts About CVG's Stock (NASDAQ:CVGI)

- CVG is just beginning a transformation
- CVGI enterprise value multiple is at 5.8x and is trading at a discount to its peers
- Strong markets, many new business wins, front-end of a new optimization program
- Global supply chains will provide a few bumps along the way, but will not stop us



• Shares Outstanding:	33.0 million
• Public Float:	31.6 million
• LTM Sales	\$ 960 million
• LTM Adj. EBITDA	\$ 73 million



Thank You

