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DELTA REPORT

10-Q

CVGI - COMMERCIAL VEHICLE GROUP,
10-Q - MARCH 31, 2024 COMPARED TO 10-Q - SEPTEMBER 30, 2023

The following comparison report has been automatically generated

TOTAL DELTAS	672
CHANGES	228
DELETIONS	272
ADDITIONS	172

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

Form 10-Q

☒ QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended September 30, 2023 March 31, 2024
OR

☐ TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from _____ to _____
Commission file number 001-34365

1.6

COMMERCIAL VEHICLE GROUP, INC.

(Exact name of Registrant as specified in its charter)

Delaware
(State or other jurisdiction of incorporation or organization)
7800 Walton Parkway
New Albany, Ohio
(Address of principal executive offices)

41-1990662
(I.R.S. Employer
Identification No.)

43054
(Zip Code)

(614) 289-5360
(Registrant's telephone number, including area code)
Not Applicable
(Former name, former address and former fiscal year, if changed since last report)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, par value \$0.01 per share	CVGI	The NASDAQ Global Select Market

Indicate by check mark whether the Registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months, and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes ☒ No ☐

Indicate by check mark whether the Registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer" "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	<input type="checkbox"/>	Accelerated filer	<input checked="" type="checkbox"/>
Non-accelerated filer	<input type="checkbox"/>	Smaller reporting company	<input type="checkbox"/>
		Emerging growth company	<input type="checkbox"/>

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the Registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☒

The number of shares outstanding of the Registrant's common stock, par value \$.01 per share, at November 8, 2023 May 6, 2024 was 33,707,070 34,377,823 shares.

COMMERCIAL VEHICLE GROUP, INC. AND SUBSIDIARIES
QUARTERLY REPORT ON FORM 10-Q

PART I FINANCIAL INFORMATION

ITEM 1 – FINANCIAL STATEMENTS

Condensed Consolidated Statements of Operations	1
Condensed Consolidated Statements of Comprehensive Income (Loss)	2
Condensed Consolidated Balance Sheets	3
Condensed Consolidated Statements of Cash Flows	4
Condensed Consolidated Statements of Stockholders' Equity	5
Notes to Condensed Consolidated Financial Statements	6

ITEM 2 – MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS 21 18

ITEM 3 – QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK 29 23

ITEM 4 – CONTROLS AND PROCEDURES 29 23

PART II OTHER INFORMATION

ITEM 1 Legal Proceedings	31 25
ITEM 1A Risk Factors	31 25
ITEM 2 Unregistered Sales of Equity Securities and Use of Proceeds	31 25
ITEM 3 Defaults Upon Senior Securities	31 25
ITEM 4 Mine Safety Disclosures	31 25
ITEM 5 Other Information	31 25
ITEM 6 Exhibits	31 25

SIGNATURE 32 26

i

PART I. FINANCIAL INFORMATION

ITEM 1 – FINANCIAL STATEMENTS

COMMERCIAL VEHICLE GROUP, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS

		Three Months Ended September 30,		Nine Months Ended September 30,	
		2023	2022	2023	2022
		(Unaudited)			
		(In thousands, except per share amounts)			
		(Unaudited)			
		(In thousands, except per share amounts)			
		(Unaudited)			
		(In thousands, except per share amounts)			
		(Unaudited)			
		(In thousands, except per share amounts)			
Revenues	Revenues	\$ 246,687	\$ 251,412	\$ 771,590	\$ 746,635
Cost of revenues	Cost of revenues	212,763	224,570	664,056	672,531

Cost of revenues					
Cost of revenues					
Gross profit	Gross profit	33,924	26,842	107,534	74,104
Gross profit					
Gross profit					
Selling, general and administrative expenses					
Selling, general and administrative expenses					
Selling, general and administrative expenses	Selling, general and administrative expenses	21,476	17,304	64,498	49,955
Operating income	Operating income	12,448	9,538	43,036	24,149
Other expense		383	1,924	488	2,798
Operating income					
Operating income					
Other expense (income)					
Other expense (income)					
Other expense (income)					
Interest expense	Interest expense	2,614	2,813	8,308	6,892
Loss on extinguishment of debt		—	—	—	921
Interest expense					
Interest expense					
Income before provision for income taxes	Income before provision for income taxes	9,451	4,801	34,240	13,538
Income before provision for income taxes					
Income before provision for income taxes					
Provision for income taxes					
Provision for income taxes					
Provision for income taxes	Provision for income taxes	2,161	1,250	8,110	3,520
Net income	Net income	\$ 7,290	\$ 3,551	\$ 26,130	\$ 10,018
Net income					
Net income					
Earnings per Common Share:					
Earnings per Common Share:					
Earnings per Common Share:	Earnings per Common Share:				
Basic	Basic	\$ 0.22	\$ 0.11	\$ 0.79	\$ 0.30
Basic					
Basic					
Diluted					
Diluted					
Diluted	Diluted	\$ 0.22	\$ 0.11	\$ 0.78	\$ 0.30
Weighted average shares outstanding:					
Weighted average shares outstanding:					
Weighted average shares outstanding:					
Weighted average shares outstanding:					

Basic					
Basic					
Basic	Basic	33,100	32,460	33,010	32,950
Diluted	Diluted	33,350	32,922	33,408	33,645
Diluted					
Diluted					

The accompanying notes are an integral part of these unaudited condensed consolidated financial statements.

COMMERCIAL VEHICLE GROUP, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS)

		Three Months					
		Ended September 30,		Nine Months Ended September 30,			
		2023	2022	2023	2022		
		(Unaudited)					
		(In thousands)					
Net income	Net income	\$7,290	\$3,551	\$26,130	\$10,018		
Other comprehensive income (loss):	Other comprehensive income (loss):						
Other comprehensive income (loss):							
Other comprehensive income (loss):							
Foreign currency exchange translation adjustments							
Foreign currency exchange translation adjustments							
Foreign currency exchange translation adjustments	Foreign currency exchange translation adjustments	(3,452)	(4,493)	(1,946)	(9,689)		
Minimum pension liability, net of tax	Minimum pension liability, net of tax	(899)	(362)	(906)	1,085		
Derivative instrument, net of tax		(869)	1,838	1,772	4,011		
Minimum pension liability, net of tax							
Minimum pension liability, net of tax							
Derivative instruments, net of tax							
Derivative instruments, net of tax							
Derivative instruments, net of tax							
Other comprehensive income (loss)							
Other comprehensive income (loss)							
Other comprehensive income (loss)	Other comprehensive income (loss)	(5,220)	(3,017)	(1,080)	(4,593)		
Comprehensive income (loss)		\$2,070	\$ 534	\$25,050	\$ 5,425		
Comprehensive income							

Comprehensive income

Comprehensive income

The accompanying notes are an integral part of these unaudited condensed consolidated financial statements.

COMMERCIAL VEHICLE GROUP, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED BALANCE SHEETS

March 31, 2024		March 31, 2024		December 31, 2023
(Unaudited)				
		September 30, 2023	December 31, 2022	
		(Unaudited)		
		(In thousands, except share and per share amounts)		(In thousands, except share and per share amounts)
ASSETS				
Current Assets:	Current Assets:			
Cash	Cash	\$ 46,293	\$ 31,825	
Accounts receivable, net of allowances of \$208 and \$306, respectively		159,863	152,626	
Cash				
Cash				
Accounts receivable, net of allowances of \$225 and \$208, respectively				
Inventories	Inventories	128,192	142,542	
Other current assets				
Other current assets				
Other current assets	Other current assets	29,892	12,582	
Total current assets	Total current assets	364,240	339,575	
Property, plant and equipment, net	Property, plant and equipment, net	71,554	67,805	
Intangible assets, net	Intangible assets, net	12,041	14,620	
Deferred income taxes	Deferred income taxes	11,181	12,275	
Other assets, net	Other assets, net	37,026	35,993	
Total assets	Total assets	\$496,042	\$470,268	
LIABILITIES AND STOCKHOLDERS' EQUITY				
Current liabilities:	Current liabilities:			
Accounts payable	Accounts payable	\$105,110	\$122,091	
Accounts payable				
Accounts payable				
Accrued liabilities and other				
Accrued liabilities and other				
Accrued liabilities and other	Accrued liabilities and other	52,999	42,809	
Current portion of long-term debt and short-term debt	Current portion of long-term debt and short-term debt	18,331	10,938	
Total current liabilities	Total current liabilities	176,440	175,838	

Long-term debt	Long-term debt	135,573	141,499
Pension and other post-retirement benefits	Pension and other post-retirement benefits	9,325	8,428
Pension and other post-retirement benefits			
Pension and other post-retirement benefits			
Other long-term liabilities	Other long-term liabilities	28,150	24,463
Total liabilities	Total liabilities	349,488	350,228
Stockholders' equity:	Stockholders' equity:		
Preferred stock, \$0.01 par value (5,000,000 shares authorized; no shares issued and outstanding)	Preferred stock, \$0.01 par value (5,000,000 shares authorized; no shares issued and outstanding)	\$ —	\$ —
Common stock, \$0.01 par value (60,000,000 shares authorized; 33,108,989 and 32,826,852 shares issued and outstanding respectively)		330	328
Treasury stock, at cost: 2,014,817 and 1,899,996 shares, respectively		(15,322)	(14,514)
Preferred stock, \$0.01 par value (5,000,000 shares authorized; no shares issued and outstanding)			
Preferred stock, \$0.01 par value (5,000,000 shares authorized; no shares issued and outstanding)			
Common stock, \$0.01 par value (60,000,000 shares authorized; 33,325,973 and 33,322,535 shares issued and outstanding respectively)			
Treasury stock, at cost: 2,136,635 and 2,134,604 shares, respectively			
Additional paid-in capital	Additional paid-in capital	263,641	261,371
Retained deficit	Retained deficit	(69,465)	(95,595)
Accumulated other comprehensive loss	Accumulated other comprehensive loss	(32,630)	(31,550)
Total stockholders' equity	Total stockholders' equity	146,554	120,040
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	\$496,042	\$470,268

The accompanying notes are an integral part of these unaudited condensed consolidated financial statements.

COMMERCIAL VEHICLE GROUP, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS

		Nine Months Ended		Three Months Ended March 31,	
		September 30,			
		2023	2022	2024	2023
		(Unaudited)			
		(Unaudited)			(Unaudited)
		(In thousands)		(In thousands)	
CASH FLOWS FROM OPERATING ACTIVITIES:	CASH FLOWS FROM OPERATING ACTIVITIES:				
Net income	Net income	\$26,130	\$ 10,018		
Net income					

Net income			
Adjustments to reconcile net income to cash flows from operating activities:	Adjustments to reconcile net income to cash flows from operating activities:		
Depreciation and amortization	Depreciation and amortization	13,159	13,606
Depreciation and amortization			
Depreciation and amortization			
Noncash amortization of debt financing costs			
Noncash amortization of debt financing costs			
Noncash amortization of debt financing costs	Noncash amortization of debt financing costs	227	274
Pension cash reversion	Pension cash reversion	2,942	—
Share-based compensation expense	Share-based compensation expense	2,270	4,644
Share-based compensation expense			
Share-based compensation expense			
Deferred income taxes	Deferred income taxes	24	(1,118)
Non-cash loss (income) on derivative contracts	Non-cash loss (income) on derivative contracts	(695)	30
Loss on extinguishment of debt		—	921
Settlement of derivative contract		—	3,900
Change in other operating items:	Change in other operating items:		
Change in other operating items:			
Change in other operating items:			
Accounts receivable			
Accounts receivable			
Accounts receivable	Accounts receivable	(8,069)	(9,193)
Inventories	Inventories	13,510	(14,414)
Prepaid expenses	Prepaid expenses	(2,312)	(1,587)
Accounts payable	Accounts payable	(15,073)	23,544
Other operating activities, net	Other operating activities, net	(2,123)	3,169
Net cash provided by operating activities		29,990	33,794
Net cash (used in) provided by operating activities			
CASH FLOWS FROM INVESTING ACTIVITIES:	CASH FLOWS FROM INVESTING ACTIVITIES:		

Purchases of property, plant and equipment	Purchases of property, plant and equipment	(15,196)	(12,541)
Proceeds from disposal/sale of property, plant and equipment		—	16
Purchases of property, plant and equipment			
Purchases of property, plant and equipment			
Proceeds from sale of business			
Proceeds from sale of business			
Proceeds from sale of business			
Net cash used in investing activities	Net cash used in investing activities	(15,196)	(12,525)
CASH FLOWS FROM FINANCING ACTIVITIES:	CASH FLOWS FROM FINANCING ACTIVITIES:		
Borrowings under term loan facility		—	30,625
Repayment of term loan facility			
Repayment of term loan facility			
Repayment of term loan facility	Repayment of term loan facility	(7,656)	(4,063)
Borrowings under revolving credit facility	Borrowings under revolving credit facility	25,000	65,200
Repayment of revolving credit facility		(20,000)	(103,013)
Borrowings under revolving credit facility			
Borrowings under revolving credit facility			
Surrender of shares to pay withholding taxes	Surrender of shares to pay withholding taxes	(808)	(966)
Debt issuance and amendment costs		—	(648)
Surrender of shares to pay withholding taxes			
Surrender of shares to pay withholding taxes			
Other financing activities	Other financing activities	3,995	(166)
Net cash provided by (used in) financing activities		531	(13,031)
Other financing activities			
Other financing activities			
Net cash provided by financing activities			
EFFECT OF CURRENCY EXCHANGE RATE CHANGES ON CASH			
EFFECT OF CURRENCY EXCHANGE RATE CHANGES ON CASH			
EFFECT OF CURRENCY EXCHANGE RATE CHANGES ON CASH	EFFECT OF CURRENCY EXCHANGE RATE CHANGES ON CASH	(857)	(4,483)

The accompanying notes are an integral part of these unaudited condensed consolidated financial statements.

10/47
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Total comprehensive income (loss)	—	—	—	—	2,485	(4,688)	(2,203)
Balance - June 30, 2022	32,447,768	\$ 325	\$(14,084)	\$ 258,384	\$ (67,157)	\$ (44,014)	\$ 133,454
Share-based compensation expense	103,573	1	(54)	1,826	—	—	1,773
Total comprehensive income (loss)	—	—	—	—	3,551	(3,017)	534
Balance - September 30, 2022	32,551,341	\$ 326	\$(14,138)	\$ 260,210	\$ (63,606)	\$ (47,031)	\$ 135,761
Balance - December 31, 2022	32,826,852	\$ 328	\$(14,514)	\$ 261,371	\$ (95,595)	\$ (31,550)	\$ 120,040
Share-based compensation expense	164,616	2	(764)	1,771	—	—	1,009
Total comprehensive income	—	—	—	—	8,700	4,040	12,740
Balance - March 31, 2023	32,991,468	\$ 330	\$(15,278)	\$ 263,142	\$ (86,895)	\$ (27,510)	\$ 133,789
Share-based compensation expense	101,524	—	(24)	(245)	—	—	(269)
Total comprehensive income	—	—	—	—	10,140	100	10,240
Balance - June 30, 2023	33,092,992	\$ 330	\$(15,302)	\$ 262,897	\$ (76,755)	\$ (27,410)	\$ 143,760
Share-based compensation expense	15,997	—	(20)	744	—	—	724
Total comprehensive income	—	—	—	—	7,290	(5,220)	2,070
Balance - September 30, 2023	33,108,989	\$ 330	\$(15,322)	\$ 263,641	\$ (69,465)	\$ (32,630)	\$ 146,554
Balance - December 31, 2023							
Balance - December 31, 2023							
Balance - December 31, 2023							
Share-based compensation expense							
Total comprehensive income (loss)							
Balance - March 31, 2024							

The accompanying notes are an integral part of these unaudited condensed consolidated financial statements.

COMMERCIAL VEHICLE GROUP, INC. AND SUBSIDIARIES
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

(UNAUDITED)

(Amounts in thousands, except for share and per share amounts and where specifically disclosed)

1. Description of Business and Basis of Presentation

Commercial Vehicle Group, Inc. and its subsidiaries, is a global provider of systems, assemblies and components to the global commercial vehicle market, the electric vehicle market, and the industrial automation markets. References herein to the "Company", "CVG", "we", "our", or "us" refer to Commercial Vehicle Group, Inc. and its subsidiaries.

We have manufacturing operations in the United States, Mexico, China, United Kingdom, Czech Republic, Ukraine, Thailand, India, Australia and Morocco. Our products are primarily sold in North America, Europe, and the Asia-Pacific region.

We primarily manufacture customized products to meet the requirements of our customers. We believe our products are used by a majority of the North American Commercial Truck manufacturers, many construction vehicle original equipment manufacturers ("OEMs"), parts and service dealers, distributors, as well as top e-commerce retailers.

The unaudited condensed consolidated interim financial statements have been prepared in accordance with generally accepted accounting principles ("GAAP") in the United States of America and the rules and regulations of the Securities and Exchange Commission and include the accounts of the Company and its subsidiaries. Except as disclosed within these condensed notes to unaudited quarterly consolidated financial statements, the adjustments made were of a normal, recurring nature. Certain information and footnote disclosures normally included in our annual consolidated financial statements have been condensed or omitted.

The preparation of financial statements in conformity with GAAP in the United States requires the Company to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the reporting period. These estimates and assumptions are based on management's best estimates and judgment. Management evaluates its estimates and assumptions on an ongoing basis using historical experience and other factors, including the current economic environment, which management believes to be reasonable under the circumstances. We adjust such estimates and assumptions when facts and circumstances dictate. As future events and their effects cannot be determined with precision, actual results could differ significantly from these estimates. Changes in these estimates resulting from continuing changes in the economic environment will be reflected in the consolidated financial statements in future periods.

These condensed notes to unaudited quarterly consolidated financial statements should be read in conjunction with our Annual Report on Form 10-K for the year ended **December 31, 2022** **December 31, 2023** (the "**2022**" **2023** Form 10-K"), which includes a complete set of footnote disclosures, including the Company's significant accounting policies.

2. Recently Issued Accounting Pronouncements

New accounting pronouncements In November 2023, the Financial Accounting Standards Board ("FASB") issued ASU No. 2023-07, Improvements to Reportable Segment Disclosures (Topic 280). This ASU updates reportable segment disclosure requirements by requiring disclosures of significant reportable segment expenses that are regularly provided to the Chief Operating Decision Maker ("CODM") and included within each reported measure of a segment's profit or loss. This ASU also requires disclosure of the title and position of the individual identified as the CODM and an explanation of how the CODM uses the reported measures of a segment's profit or loss in assessing segment performance and deciding how to allocate resources. The ASU is effective for annual periods beginning after December 15, 2023, and interim periods within fiscal years beginning after December 15, 2024. Adoption of the ASU should be applied retrospectively to all prior periods presented in the financial statements. Early adoption is also permitted. This ASU will likely result in us including the additional required disclosures when adopted. We are currently evaluating the provisions of this ASU and expect to adopt them for the year ending December 31, 2024.

In December 2023, the FASB issued ASU No. 2023-09, Improvements to Income Tax Disclosures (Topic 740). The ASU requires disaggregated information about a reporting entity's effective tax rate reconciliation as well as additional information on income taxes paid. The ASU is effective on a prospective basis for annual periods beginning after December 15, 2024. Early adoption is also permitted for annual financial statements that have not yet been issued but not yet effective are currently or made available for issuance. This ASU will result in the required additional disclosures being evaluated and at this time are not expected to have a material impact on included in our consolidated financial position or results of operations.

statements, once adopted.

3. Revenue Recognition

We had outstanding customer accounts receivable, net of allowances, of **\$159.9 million** **\$145.1 million** as of **September 30, 2023** **March 31, 2024** and **\$152.6 million** **\$133.9 million** as of **December 31, 2022** **December 31, 2023**. We generally do not have material other assets or liabilities associated with customer arrangements.

Revenue Disaggregation - The following is the composition, by product category, of our revenues:

Three Months Ended September 30, 2023				
Aftermarket				
Vehicle Solutions	Electrical Systems	and Accessories	Industrial Automation	Total
Three Months Ended March 31, 2024				

		Vehicle Solutions								
		Vehicle Solutions								
		Vehicle Solutions								
		Vehicle Solutions					Electrical Systems	Aftermarket and Accessories	Industrial Automation	Total
Seats	Seats	\$ 66,862	\$ —	\$ 17,703	\$ —	\$ 84,565				
Electrical wire harnesses, panels and assemblies	Electrical wire harnesses, panels and assemblies	657	53,862	3,273	6,632	64,424				
Trim		46,255	—	1,845	—	48,100				
Plastic & Trim components										
Industrial Automation	Industrial Automation	—	—	—	6,388	6,388				
Cab structures	Cab structures	30,158	—	612	—	30,770				
Mirrors, wipers and controls	Mirrors, wipers and controls	1,461	—	10,979	—	12,440				
Total	Total	\$145,393	\$53,862	\$ 34,412	\$ 13,020	\$246,687				

		Three Months Ended September 30, 2022								
		Aftermarket								
		Vehicle Solutions	Electrical Systems	and Accessories	Industrial Automation	Total				
		Three Months Ended March 31, 2023								
		Vehicle Solutions								
		Vehicle Solutions								
		Vehicle Solutions					Electrical Systems	Aftermarket and Accessories	Industrial Automation	Total
Seats	Seats	\$ 77,843	\$ —	\$ 20,080	\$ —	\$ 97,923				
Electrical wire harnesses, panels and assemblies	Electrical wire harnesses, panels and assemblies	45	45,608	2,744	3,416	51,813				
Trim		45,980	—	2,623	—	48,603				
Plastic & Trim components										
Industrial Automation	Industrial Automation	—	521	—	10,700	11,221				
Cab structures	Cab structures	28,739	—	497	—	29,236				
Mirrors, wipers and controls	Mirrors, wipers and controls	1,417	—	11,199	—	12,616				
Total	Total	\$154,024	\$46,129	\$ 37,143	\$ 14,116	\$251,412				

	Nine Months Ended September 30, 2023				
	Aftermarket and				Total
	Vehicle Solutions	Electrical Systems	Accessories	Industrial Automation	
Seats	\$ 213,149	\$ —	\$ 55,581	\$ —	\$ 268,730
Electrical wire harnesses, panels and assemblies	2,255	172,236	11,042	16,477	202,010
Trim	141,206	—	6,191	—	147,397
Industrial Automation	—	—	—	15,300	15,300
Cab structures	95,876	—	2,177	—	98,053
Mirrors, wipers and controls	6,221	—	33,879	—	40,100
Total	\$ 458,707	\$ 172,236	\$ 108,870	\$ 31,777	\$ 771,590

	Nine Months Ended September 30, 2022				
	Aftermarket and				Total
	Vehicle Solutions	Electrical Systems	Accessories	Industrial Automation	
Seats	\$ 212,956	\$ —	\$ 56,751	\$ —	\$ 269,707
Electrical wire harnesses, panels and assemblies	45	132,830	7,879	10,609	151,363
Trim	138,207	—	3,919	—	142,126
Industrial Automation	—	520	—	66,180	66,700
Cab structures	83,116	—	497	—	83,613
Mirrors, wipers and controls	2,642	—	30,484	—	33,126
Total	\$ 436,966	\$ 133,350	\$ 99,530	\$ 76,789	\$ 746,635

4. Debt

Debt consisted of the following:

		September 30, 2023	December 31, 2022
March 31, 2024		March 31, 2024	
		December 31, 2023	
Term loan facility	Term loan facility	\$144,844	\$152,500
Revolving credit facility	Revolving credit facility	5,000	—
China credit facility		4,112	—
Unamortized issuance costs	Unamortized issuance costs	(52)	(63)
		\$153,904	\$152,437
Less: current portion of long-term debt and short-term debt		(18,331)	(10,938)
Unamortized issuance costs			
Unamortized issuance costs			
		\$	
Less: current portion of long-term debt			

Total long-term debt, net of current portion	Total long-term debt, net of current portion	\$135,573	\$141,499
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Credit Agreement

On April 30, 2021, the Company and certain of its subsidiaries entered into a credit agreement (the "Credit Agreement") between, among others, Bank of America, N.A. as administrative agent (the "Administrative Agent") and other lenders party thereto (the "Lenders") pursuant to which the Lenders made available a \$150 million Term Loan Facility (the "Term Loan Facility") and a \$125 million Revolving Credit Facility (the "Revolving Credit Facility" and together with the Term Loan Facility, the "Credit Facilities"). Subject to the terms of the Credit Agreement, the Revolving Credit Facility includes a \$10 million swing line sublimit and a \$10 million letter of credit sublimit. The Credit Agreement provides for an incremental term facility agreement and/or an increase of the Revolving Credit Facility (together, the "Incremental Facilities"), in a maximum aggregate amount of (a) up to the date of receipt of financial statements for the fiscal quarter ending June 30, 2022, \$75 million, and (b) thereafter, (i) \$75 million less the aggregate principal amount of Incremental Facilities incurred before such date, plus (ii) an unlimited amount if the pro forma consolidated total leverage ratio (assuming the Incremental Facilities are fully drawn) is less than 2.50:1.0.

On May 12, 2022, the Company and certain of its subsidiaries entered into a second amendment (the "Amendment") to its Credit Agreement pursuant to which the Lenders upsized the existing Term Loan Facility term loan facility to \$175 million in aggregate principal amount and increased the Revolving Credit Facility revolving credit facility commitments by \$25 million to an aggregate of \$150 million in revolving credit facility commitments. The Revolving Credit Facility includes a \$10 million swing line sublimit and a \$10 million letter of credit sublimit. The amended Credit Agreement provides for an incremental term facility agreement and/or an increase of the Revolving Credit Facility (together, the "Incremental Facilities"), in a maximum aggregate amount of (a) up to the date of receipt of financial statements for the fiscal quarter ending June 30, 2022, \$75 million, and (b) thereafter, (i) \$75 million less the aggregate principal amount of Incremental Facilities incurred before such date, plus (ii) an unlimited amount if the pro forma consolidated total leverage ratio (assuming the Incremental Facilities are fully drawn) is less than 2.50:1.0. Further, separate from the Company's annual \$35 million capital spending cap, a one-time \$45 million capital project basket was included in the Amendment. All other key provisions, including the \$75 million accordion, acquisition holiday, and other baskets remain unchanged. The Credit Facilities mature on May 12, 2027 (the "Maturity Date").

The Amendment resulted in a loss on extinguishment of debt of \$0.9 million, including \$0.6 million non-cash write off relating to deferred financing costs and unamortized discount of the Term Loan Facility and \$0.3 million of other fees associated with the Amendment, recorded in our Consolidated Statements of Operations for the twelve months ended December 31, 2022.

credit facility commitments:

At September 30, 2023 March 31, 2024, we had \$5.0 million \$17.5 million of borrowings under the Revolving Credit Facility, outstanding letters of credit of \$1.2 million \$1.1 million and availability of \$143.8 million \$131.4 million. Combined with availability under our China Credit Facility (described below) of approximately \$8.2 million \$11.1 million, total consolidated availability was \$152.0 million \$142.5 million at September 30, 2023 March 31, 2024. The unamortized deferred financing fees associated with the Revolving Credit Facility of \$1.1 million \$0.9 million and \$1.3 million \$1.0 million as of September 30, 2023 March 31, 2024 and December 31, 2022 December 31, 2023, respectively, are being amortized over the remaining life of the Credit Agreement. At December 31, 2022 December 31, 2023, we had no borrowings under the Revolving Credit Facility and we had outstanding letters of credit of \$1.2 million.

Interest rates and fees

Amounts outstanding under the Credit Facilities and the commitment fee payable in connection with the Credit Facilities accrue interest at a per annum rate equal to (at the Company's option) the base rate or the Term Secured Overnight Financing Rate ("SOFR"), including a credit spread adjustment, plus a rate which will vary according to the Consolidated Total Leverage Ratio as set forth in the most recent compliance certificate received by the Administrative Agent, as set out in the following table:

Pricing Tier	Consolidated Total Leverage Ratio	Commitment Fee	Letter of Credit Fee	Term SOFR Loans	Base Rate Loans
I	> 3.50 to 1.00	0.35%	2.75%	2.75%	1.75%
II	< 3.50 to 1.00 but > 2.75 to 1.00	0.30%	2.50%	2.50%	1.50%
III	< 2.75 to 1.00 but > 2.00 to 1.00	0.25%	2.25%	2.25%	1.25%
IV	< 2.00 to 1.00 but > 1.50 to 1.00	0.20%	2.00%	2.00%	1.00%
V	< 1.50 to 1.00	0.15%	1.75%	1.75%	0.75%

Guarantee and Security

All obligations under the Credit Agreement and related documents are unconditionally guaranteed by each of the Company's existing and future direct and indirect wholly owned material domestic subsidiaries, subject to certain exceptions (the "Guarantors"). All obligations of the Company under the Credit Agreement and the guarantees of those obligations are secured by a first priority pledge of substantially all of the assets of the Company and of the Guarantors, subject to certain exceptions. The property pledged by the Company and the Guarantors includes a first priority pledge of all of the equity interests owned by the Company and the Guarantors in their respective domestic subsidiaries and a first priority pledge of the equity interests owned by the Company and the Guarantors in certain foreign subsidiaries, in each case, subject to certain exceptions.

Covenants and other terms

The Credit Agreement contains customary restrictive covenants, including, without limitation, limitations on the ability of the Company and its subsidiaries to incur additional debt and guarantees; grant certain liens on assets; pay dividends or make certain other distributions; make certain investments or acquisitions; dispose of certain assets; make payments on certain indebtedness; merge, combine with any other person or liquidate; amend organizational documents; make material changes in accounting treatment or reporting practices; enter into certain restrictive agreements; enter into certain hedging agreements; engage in transactions with affiliates; enter into certain employee benefit plans; make acquisitions; and other matters customarily included in senior secured loan agreements.

The Credit Agreement also contains customary reporting and other affirmative covenants, as well as customary events of default, including, without limitation, nonpayment of obligations under the Credit Facilities when due; material inaccuracy of representations and warranties; violation of covenants in the Credit Agreement and certain other documents executed in connection therewith; breach or default of agreements related to material debt; revocation or attempted revocation of guarantees; denial of the validity or enforceability of the loan documents or failure of the loan documents to be in full force and effect; certain material judgments; certain events of bankruptcy or insolvency; certain Employee Retirement Income Securities Act events; and a change in control of the Company. Certain of the defaults are subject to exceptions, materiality qualifiers, grace periods and baskets customary for credit facilities of this type.

The Credit Agreement includes (a) a minimum consolidated fixed charge coverage ratio of 1.20:1.0, and (b) a maximum consolidated total leverage ratio of 3.75:1.0 (which was subject to step-down to 3.50:1.0 at the end of the fiscal quarter ending March 31, 2023; to 3.25:1.0 at the end of the fiscal quarter ending June 30, 2023; and to 3.00:1.0 for any each fiscal quarter ending thereafter, including the quarter ended on and after September 30, 2023).

We were in compliance with these covenants as of September 30, 2023 March 31, 2024.

Repayment and prepayment

The Credit Agreement requires the Company to make quarterly amortization payments to the Term Loan Facility at an annualized rate of the loans under the Term Loan Facility for every year as follows: 5.0%, 7.5%, 10.0%, 12.5% and 15.0%. The Credit Agreement also requires all outstanding amounts under the Credit Facilities to be repaid in full on the Maturity Date. See Note 15, Commitments and Contingencies, for the future minimum principal payments due on long-term debt for the next five years.

The Credit Agreement requires mandatory prepayments from the receipt of proceeds of dispositions or debt issuance, subject to certain exceptions and the Company's ability to re-invest and use proceeds towards acquisitions permitted by the Credit Agreement.

Voluntary prepayments of amounts outstanding under the Credit Facilities are permitted at any time, without premium or penalty.

Foreign Facility

In the quarter ended March 31, 2023, we established a credit facility in China with availability of approximately \$12.3 million (denominated in the local currency) consisting of a line of credit which is subject to annual renewal (the "China Credit Facility"). China Credit Facility was renewed in the quarter ended December 31, 2023, with availability of approximately \$11.3 million (denominated in the local currency). We utilize the China Credit Facility to meet local working capital demands, fund letters of credit and bank guarantees, and support other short-term cash requirements in our China operations. We had \$4.1 million and \$0.0 million no outstanding borrowings under the China Credit Facility as of September 30, 2023 March 31, 2024 and December 31, 2022, respectively, which are included in current portion of long-term debt and short-term debt on the Condensed Consolidated Balance Sheets. December 31, 2023. At September 30, 2023 March 31, 2024, we had \$8.2 million \$11.1 million (denominated in the local currency and this amount varies based on the currency conversion rate) of availability under the China Credit Facility.

Cash Paid for Interest

For the nine three months ended September 30, 2023 March 31, 2024 and 2022, 2023, cash payments for interest were \$9.9 million \$2.9 million and \$6.2 million \$3.2 million, respectively.

5. Intangible Assets

Our definite-lived intangible assets were comprised of the following:

			September 30, 2023			December 31, 2022		
			Gross		Net	Gross		Net
			Carrying	Accumulated	Carrying	Carrying	Accumulated	Carrying
Weighted-Average Amortization Period			Amount	Amortization	Amount	Amount	Amortization	Amount
March 31, 2024								
			March 31, 2024			March 31, 2024		
			Gross		Net	Gross		Net
			Carrying	Accumulated	Carrying	Carrying	Accumulated	Carrying
Weighted-Average Amortization Period			Amount	Amortization	Amount	Amount	Amortization	Amount
Trademarks/tradenames	Trademarks/tradenames	22 years	\$11,438	\$ (5,644)	\$ 5,794	\$11,487	\$ (5,377)	\$ 6,110
Customer relationships	Customer relationships	15 years	14,133	(9,826)	4,307	14,161	(9,109)	5,052
Technical know-how	Technical know-how	5 years	9,790	(7,913)	1,877	9,790	(6,445)	3,345
Covenant not to compete	Covenant not to compete	5 years	330	(267)	63	330	(217)	113

	\$35,691	\$(23,650)	\$12,041	\$35,768	\$(21,148)	\$14,620
\$						
=						

The aggregate intangible asset amortization expense was \$0.8 million for the three months ended September 30, 2023 March 31, 2024 and \$0.9 million for the nine months ended September 30, 2022. The aggregate intangible asset amortization expense was \$2.5 million for the nine months ended September 30, 2023 and \$2.6 million for the nine months ended September 30, 2022. 2023.

6. Fair Value Measurement

Fair value is the price that would be received from selling an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value is estimated by applying the following hierarchy, which prioritizes the inputs used to measure fair value into three levels, and bases the categorization within the hierarchy upon the lowest level of input that is available and significant to the fair value measurement:

Level 1 - Unadjusted quoted prices in active markets for identical assets and liabilities.

Level 2 - Observable inputs other than those included in Level 1. For example, quoted prices for similar assets or liabilities in active markets or quoted prices for identical assets or liabilities in inactive markets.

Level 3 - Significant unobservable inputs reflecting management's own assumptions about the inputs used in pricing the asset or liability.

Our financial instruments consist of cash, accounts receivable, accounts payable, accrued liabilities, pension assets and liabilities. The carrying value of these instruments approximates fair value as a result of the short duration of such instruments or due to the variability of the interest cost associated with such instruments.

Recurring Measurements

Foreign Currency Forward Exchange Contracts. Our derivative assets and liabilities represent foreign exchange contracts that are measured at fair value using observable market inputs such as forward rates, interest rates, our own credit risk and counterparty credit risk. Based on the utilization of these inputs, the derivative assets and liabilities are classified as Level 2. To manage our risk for transactions denominated in Mexican Pesos and Czech Crown, we have entered into forward exchange contracts that are designated as cash flow hedge instruments, which are recorded in the Condensed Consolidated Balance Sheets at fair value. The gains and losses as a result of the changes in fair value of the hedge contract for transactions denominated in Mexican Pesos are deferred in accumulated other comprehensive loss and recognized in cost of revenues in the period the related hedge transactions are settled. As of September 30, 2023 March 31, 2024, hedge contracts for transactions denominated in Czech Crown were not designated as a hedging instruments; therefore, they are marked-to-market and the fair value of agreements is recorded in the Condensed Consolidated Balance Sheets with the offsetting gains and losses recognized in other (income) expense and recognized in cost of revenues in the period the related hedge transactions are settled in the Condensed Consolidated Statements of Operations.

Interest Rate Swaps. To manage our exposure to variable interest rates, we have entered into interest rate swaps to exchange, at a specified interval, the difference between fixed and variable interest amounts calculated by reference to an agreed upon notional principal amount. The interest rate swaps are intended to mitigate the impact of rising interest rates on the Company and covers approximately 50% of outstanding debt under the Term Loan Facility. Any changes in fair value are included in earnings or deferred through Accumulated other comprehensive loss, depending on the nature and effectiveness of the offset. Any ineffectiveness in a cash flow hedging relationship is recognized immediately in earnings in the consolidated statements of operations.

The fair values of our derivative assets and liabilities measured on a recurring basis are categorized as follows:

	March 31, 2024	March 31, 2024				December 31, 2023			
	Total	Total	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3
Assets:									
Foreign exchange contract designated as hedging instruments									
Foreign exchange contract designated as hedging instruments									
Foreign exchange contract designated as hedging instruments									

Interest rate swap agreement
Liabilities:
Foreign exchange contract not designated as hedging instruments
Foreign exchange contract not designated as hedging instruments
Foreign exchange contract not designated as hedging instruments

	September 30, 2023				December 31, 2022			
	Total	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3
Assets:								
Foreign exchange contracts	\$ 1,748	\$—	\$1,748	\$—	\$ —	\$—	\$ —	\$—
Interest rate swap agreement	\$ 2,938	\$—	\$2,938	\$—	\$1,849	\$—	\$1,849	\$—
Liabilities:								
Foreign exchange contracts	\$ —	\$—	\$ —	\$—	\$ 356	\$—	\$ 356	\$—

The following table summarizes the notional amount of our open foreign exchange contracts:

	September 30, 2023		December 31, 2022	
	U.S. \$ Equivalent	U.S. \$ Equivalent Fair Value	U.S. \$ Equivalent	U.S. \$ Equivalent Fair Value
Commitments to buy or sell currencies	\$ 13,367	\$ 15,121	\$ 55,220	\$ 53,847

	March 31, 2024		December 31, 2023	
	U.S. \$ Equivalent	U.S. \$ Equivalent Fair Value	U.S. \$ Equivalent	U.S. \$ Equivalent Fair Value
Commitments to buy or sell currencies - Foreign exchange contract designated as hedging instruments	\$ 70,607	\$ 72,435	\$ 56,741	\$ 58,094
Commitments to buy or sell currencies - Foreign exchange contract not designated as hedging instruments	\$ 17,800	\$ 18,442	\$ 16,608	\$ 16,806

The following table summarizes the fair value and presentation of derivatives in the Condensed Consolidated Balance Sheets:

Derivative Asset					Derivative Asset				
Balance Sheet					Fair Value				
Location					March 31, 2024				
Derivative Asset					December 31, 2023				
Fair Value									
Balance Sheet					September				
Location					30, 2023				
December					31, 2022				
Other									
Foreign exchange	current								
contracts	assets	\$	1,748	\$	—				
Foreign exchange									
contract designated as									
hedging instruments									
Foreign exchange									
contract designated as									
hedging instruments									
Foreign exchange									
contract designated as									
hedging instruments									
Foreign									
exchange									
contract									
designated									
as hedging									
instruments									
Interest	Interest	Other							
rate swap	rate swap	current							
agreement	agreement	assets	\$	2,938	\$1,849				

Derivative Liability				
Balance Sheet				
Fair Value				
Location				
September 30, 2023				
December 31, 2022				
Foreign exchange contracts	Accrued liabilities and other	\$	—	\$ 356

Derivative Liability				
Balance Sheet				
Fair Value				
Location				
March 31, 2024				
December 31, 2023				
Foreign exchange contracts not designated as hedging instruments	Accrued liabilities and other	\$	470	\$ 304
Foreign exchange contracts not designated as hedging instruments	Other long-term liabilities	\$	43	\$ —

Derivative Equity				
Balance Sheet				
Fair Value				
Location				
September 30, 2023				
December 31, 2022				
Derivative instruments	Accumulated other comprehensive income	\$	6,545	\$ 3,777

Derivative Equity				
Balance Sheet				
Fair Value				
Location				
March 31, 2024				
December 31, 2023				
Foreign exchange contracts designated as hedging instruments	Accumulated other comprehensive loss	\$	2,997	\$ 1,354
Interest rate swap agreements	Accumulated other comprehensive loss	\$	3,874	\$ 3,484

The following table summarizes the effect of derivative instruments on the Condensed Consolidated Statements of Operations:

		Three Months Ended		Nine Months Ended			
		September 30,		September 30,			
		2023	2022	2023	2022		
		Location of Gain (Loss) on Derivatives Recognized in Income (Loss)	Amount of Gain (Loss) on Derivatives Recognized in Income (Loss)	Location of Gain (Loss) on Derivatives Recognized in Income (Loss)	Amount of Gain (Loss) on Derivatives Recognized in Income (Loss)		
		Three Months Ended March 31,		Three Months Ended March 31,			
		Three Months Ended March 31,		Three Months Ended March 31,			
		Three Months Ended March 31,					
		2024				2024	2023
Location of Gain (Loss) on Derivatives Recognized in Income (Loss)				Location of Gain (Loss) on Derivatives Recognized in Income (Loss)		Amount of Gain (Loss) on Derivatives Recognized in Income (Loss)	
Foreign exchange contracts designated as hedging instruments							
Interest rate swap agreement							
Interest rate swap agreement settled in 2022							
Foreign exchange contracts	Foreign exchange contracts	Cost of revenues	\$ 1,973 \$ 776		\$ 3,666 \$ 2,076		
Interest rate swap agreement		Interest and other expense	\$ 604 \$ (67)		\$ 1,611 \$ (344)		
Foreign exchange contracts		Other (income) expense	\$ (183) \$ (185)		\$ 129 \$ (219)		

We consider the impact of our credit risk on the fair value of the contracts, as well as our ability to honor obligations under the contract.

Other Fair Value Measurements

The fair value of long-term debt obligations is based on a fair value model utilizing observable inputs. Based on these inputs, our long-term debt fair value as disclosed is classified as Level 2. The carrying amounts and fair values of our long-term debt obligations are as follows:

		September 30, 2023		December 31, 2022		March 31, 2024		December 31, 2023	
		Carrying Amount	Fair Value	Carrying Amount	Fair Value	Carrying Amount	Fair Value	Carrying Amount	Fair Value
Term loan and security agreement	Term loan and security agreement								
1	1	\$144,792	\$141,352	\$152,437	\$143,477				

Revolving credit facility	Revolving credit facility	\$ 5,000	\$ 5,000	\$ —	\$ —
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1. Presented in the Condensed Consolidated Balance Sheets as the current portion of long-term debt of \$14.2 million \$16.4 million and long-term debt of \$135.6 million \$139.3 million as of September 30, 2023 March 31, 2024 and current portion of long-term debt of \$10.9 million \$15.3 million and long-term debt of \$141.5 million \$126.2 million as of December 31, 2022 December 31, 2023.

7. Leases

The components of lease expense are as follows:

		Three Months Ended September 30,		Nine Months Ended September 30,	
		2023	2022	2023	2022
		Three Months Ended March 31,			
		Three Months Ended March 31,			
		Three Months Ended March 31,			
		2024			
		2024			
		2024			
Operating lease cost	Operating lease cost				
Operating lease cost	Operating lease cost				
Operating lease cost	Operating lease cost	\$ 2,956	\$ 2,484	\$ 7,677	\$ 7,612
Finance lease cost	Finance lease cost	35	29	123	176
Finance lease cost	Finance lease cost				
Finance lease cost	Finance lease cost				
Short-term lease cost	Short-term lease cost				
Short-term lease cost	Short-term lease cost				
Short-term lease cost	Short-term lease cost	1,324	1,470	5,249	3,908
Total lease expense	Total lease expense	\$ 4,315	\$ 3,983	\$ 13,049	\$ 11,696
Total lease expense	Total lease expense				
Total lease expense	Total lease expense				

Supplemental balance sheet information related to leases is as follows:

		Balance Sheet Location	September 30, 2023	December 31, 2022	
		Balance Sheet Location	September 30, 2023	December 31, 2022	Balance Sheet Location March 31, 2024 December 31, 2023
Operating Leases	Operating Leases				
Right-of-use assets, net	Right-of-use assets, net	Other assets, net	\$ 29,391	\$ 26,372	
Right-of-use assets, net	Right-of-use assets, net				
Right-of-use assets, net	Right-of-use assets, net				
Current liabilities	Current liabilities				
Current liabilities	Current liabilities				
Current liabilities	Current liabilities	Accrued liabilities and other	6,765	7,421	
Non-current liabilities	Non-current liabilities	Other long-term liabilities	23,318	19,422	
Total operating lease liabilities	Total operating lease liabilities		\$ 30,083	\$ 26,843	
Finance Leases	Finance Leases				
Finance Leases	Finance Leases				
Finance Leases	Finance Leases				
Right-of-use assets, net	Right-of-use assets, net				
Right-of-use assets, net	Right-of-use assets, net				
Right-of-use assets, net	Right-of-use assets, net	Other assets, net	\$ 242	\$ 270	
Current liabilities	Current liabilities	Accrued liabilities and other	117	131	
Current liabilities	Current liabilities				

Current liabilities				
Non-current liabilities	Non-current liabilities	Other long-term liabilities	131	139
Total finance lease liabilities	Total finance lease liabilities		\$ 248	\$ 270

Cash payments on operating leases were \$7.5 million \$2.7 million for the nine three months ended September 30, 2023 March 31, 2024 and 2022 2023.

Anticipated future lease costs, which are based in part on certain assumptions to approximate annual rental commitments under non-cancelable leases, are as follows:

		Operating	Financing	Total			
Remainder of 2023		\$ 2,330	\$ 37	\$ 2,367			
2024		9,400	117	9,517			
		Operating			Operating	Financing	Total
Remainder of 2024							
2025	2025	8,140	78	8,218			
2026	2026	6,179	30	6,209			
2027	2027	3,292	7	3,299			
2028							
Thereafter	Thereafter	16,605	—	16,605			
Total lease payments	Total lease payments	\$ 45,946	\$ 269	\$ 46,215			
Less: Imputed interest	Less: Imputed interest	(15,863)	(21)	(15,884)			
Present value of lease liabilities	Present value of lease liabilities	\$ 30,083	\$ 248	\$ 30,331			

8. Income Taxes

We For three months ended March 31, 2024, we recorded a \$2.2 million \$1.2 million tax provision, or 23% 28% effective tax rate for the period, compared to a \$3.3 million, or 27% effective tax rate for the three months ended September 30, 2023, and \$8.1 million tax provision, or 24% effective tax rate for the nine months ended September 30, 2023, compared to a \$1.3 million and \$3.5 million tax provision for the three and nine months ended September 30, 2022, respectively, or approximately 26% effective tax rate for each period. March 31, 2023. Income tax expense is based on an estimated annual effective tax rate, which requires management to make its best estimate of annual pretax income or loss. During the year, management regularly updates forecasted annual pretax results for the various countries in which the Company operates based on changes in factors such as prices, shipments, product mix, material inflation and manufacturing operations. To the extent that actual 2023 2024 pretax results for U.S. and foreign income or loss vary from estimates, the actual income tax expense recognized in 2023 2024 could be different from the forecasted amount used to estimate the income tax expense for the three and nine months ended September 30, 2023 March 31, 2024.

We have recorded valuation allowances in prior years related to U.S. deferred tax assets due to multiple year cumulative losses. Given the current earnings and anticipated future earnings of our U.S. jurisdiction, we will continue to assess if there is sufficient positive evidence to allow us to reach a conclusion that the VA on US deferred taxes will no longer be needed. Releasing the valuation allowance would result in the recognition of previously unrecognized deferred tax assets and a decrease to income tax expense for the period the release is recorded. However, the exact timing and amount of the valuation allowance release are subject to change on the basis of the level of profitability that we are able to actually achieve.

For the nine three months ended September 30, 2023 March 31, 2024 and 2022 2023, cash paid for taxes, net of refunds received, were \$9.2 million \$1.9 million and \$4.2 million \$2.0 million, respectively.

9. Pension and Other Post-Retirement Benefit Plans

The components of net periodic (benefit) cost related to pension and other post-retirement benefit plans is as follows:

		Three Months Ended March 31,	
		Three Months Ended March 31,	
		Three Months Ended March 31,	
		Non-U.S. Pension Plan	
		Three Months Ended September 30,	
		2023	2022
Interest cost	Interest cost	\$ 359	\$ 187
Interest cost			
Interest cost			
Expected return on plan assets			
Expected return on plan assets			
Expected return on plan assets	Expected return on plan assets	(310)	(244)

Amortization of prior service cost	Amortization of prior service cost	11	11
Amortization of prior service cost			
Amortization of prior service cost			
Recognized actuarial loss			
Recognized actuarial loss			
Recognized actuarial loss	Recognized actuarial loss	192	142
Net cost	Net cost	\$ 252	\$ 96
Net cost			
Net cost			

Non-U.S. Pension Plan			
Nine months ended September 30,			
	2023	2022	
Interest cost	\$ 1,064	\$ 602	
Expected return on plan assets	(912)	(777)	
Amortization of prior service cost	36	37	
Recognized actuarial loss	569	459	
Net cost	\$ 757	\$ 321	

Net periodic (benefit) cost components, not inclusive of service costs, are recognized in other (income) expense within the Condensed Consolidated Statements of Operations.

10. Performance Awards

The following table summarizes performance awards granted in the form of cash awards under the equity incentive plans:

	Amount
Adjusted Award Value at December 31, 2022 December 31, 2023	\$ 2,188 1,901
New grants	2,180 —
Forfeitures	(1,624) —
Adjustments	710 11
Payments	(1,159) (324)
Adjusted Award Value at September 30, 2023 March 31, 2024	\$ 2,295 1,588

Unrecognized compensation expense was \$2.8 million \$4.2 million and \$2.0 \$5.0 million as of September 30, 2023 March 31, 2024 and 2022, 2023, respectively.

11. Share-Based Compensation

The company's outstanding share-based compensation is comprised solely of restricted stock awards and performance stock awards to be settled in stock.

As of September 30, 2023 March 31, 2024, there was approximately \$3.1 million \$7.8 million of unrecognized compensation expense related to non-vested share-based compensation arrangements granted under our equity incentive plans. This expense is subject to future adjustments and forfeitures and will be recognized on a straight-line basis over the remaining period listed above for each grant.

A summary of the status of our restricted stock awards as of September 30, 2023 March 31, 2024 and changes during the nine three months ended September 30, 2023 March 31, 2024, are presented below:

	2023		2024		Weighted-Average Grant-Date Fair Value
	Shares (in thousands)	Grant-Date Fair Value	Shares (in thousands)	Grant-Date Fair Value	
Nonvested - December 31, 2022	383	\$ 7.68			

Nonvested			
-			
December			
31, 2023			
Granted	Granted	660	7.51
Vested	Vested	(397)	7.09
Forfeited	Forfeited	(48)	7.66
Nonvested -			
September 30,			
2023			
		598	\$ 7.88
Nonvested			
- March			
31, 2024			

As of **September 30, 2023** **March 31, 2024**, a total of **2.5 million** **2.0 million** shares were available for future grants from the shares authorized for award under our 2020 Equity Incentive Plan, including cumulative forfeitures.

12. Stockholders' Equity

Common Stock — Our authorized capital stock consists of 60,000,000 shares of common stock with a par value of \$0.01 per share; of which, **33,108,989** **33,325,973** and **32,826,852** **33,322,535** shares were issued and outstanding as of **September 30, 2023** **March 31, 2024** and **December 31, 2022** **December 31, 2023**, respectively.

Preferred Stock — Our authorized capital stock also consists of 5,000,000 shares of preferred stock with a par value of \$0.01 per share, with no preferred shares outstanding as of **September 30, 2023** **March 31, 2024** and **December 31, 2022** **December 31, 2023**.

Earnings (Loss) Per Share - Basic earnings (loss) per share is determined by dividing net income by the weighted average number of common shares outstanding during the year. Diluted earnings (loss) per share presented is determined by dividing net income by the weighted average number of common shares and potential common shares outstanding during the period as determined by the treasury stock method. Potential common shares are included in the diluted earnings per share calculation when dilutive.

Diluted earnings per share for the three **and nine** months ended **September 30, 2023** **March 31, 2024** and **2022** **2023** includes the effect of potential common shares issuable when dilutive, and is as follows:

		Three Months Ended September 30,		Nine Months Ended September 30,	
		2023	2022	2023	2022
		Three Months Ended March 31,			
		Three Months Ended March 31,			
		Three Months Ended March 31,			
		2024			
		2024			
		2024			
Net income					
Net income					
Net income	Net income	\$ 7,290	\$ 3,551	\$ 26,130	\$ 10,018
Weighted average number of common shares outstanding (in '000s)	Weighted average number of common shares outstanding (in '000s)	33,100	32,460	33,010	32,950
Weighted average number of common shares outstanding (in '000s)					
Weighted average number of common shares outstanding (in '000s)					
Dilutive effect of restricted stock grants after application of the Treasury Stock Method (in '000s)					
Dilutive effect of restricted stock grants after application of the Treasury Stock Method (in '000s)					

Dilutive effect of restricted stock grants after application of the Treasury Stock Method (in '000s)	Dilutive effect of restricted stock grants after application of the Treasury Stock Method (in '000s)	250	462	398	695
Dilutive shares outstanding	Dilutive shares outstanding	33,350	32,922	33,408	33,645
Dilutive shares outstanding					
Dilutive shares outstanding					
Basic earnings per share					
Basic earnings per share					
Basic earnings per share	Basic earnings per share	\$ 0.22	\$ 0.11	\$ 0.79	\$ 0.30
Diluted earnings per share	Diluted earnings per share	\$ 0.22	\$ 0.11	\$ 0.78	\$ 0.30
Diluted earnings per share					
Diluted earnings per share					

There were no outstanding restricted shares awarded that were excluded from the calculation of diluted earnings per share for the three months ended September 30, 2023 and eight 408 thousand outstanding restricted shares awarded that were excluded from the calculation of diluted earnings per share for the three months ended September 30, 2022. There were no outstanding restricted shares awarded that were excluded from the calculation of diluted earnings per share for the nine months ended September 30, 2023 March 31, 2024 and 10 134 thousand outstanding restricted shares awarded that were excluded from the calculation of diluted earnings per share for the nine three months ended September 30, 2022 March 31, 2023.

13. Other Comprehensive Income (Loss)

The after-tax changes in accumulated other comprehensive income (loss), are as follows:

	Foreign currency translation adjustment	Pension and post-retirement benefits plans	Derivative instruments	Accumulated other comprehensive income (loss)
Balance - December 31, 2022	\$ (24,811)	\$ (11,512)	\$ 4,773	\$ (31,550)
Net current period change	(1,946)	(906)	—	(2,852)
Derivative instruments	—	—	1,772	1,772
Balance - September 30, 2023	\$ (26,757)	\$ (12,418)	\$ 6,545	\$ (32,630)

	Foreign currency translation adjustment	Pension and post-retirement benefits plans	Derivative instruments	Accumulated other comprehensive income (loss)
Balance - December 31, 2023	\$ (23,227)	\$ (11,896)	\$ 4,839	\$ (30,284)
Net current period change	(2,559)	(712)	2,726	(545)
Amounts reclassified into earnings	—	245	(694)	(449)
Balance - March 31, 2024	\$ (25,786)	\$ (12,363)	\$ 6,871	\$ (31,278)

	Foreign currency translation adjustment	Pension and post-retirement benefit plans	Derivative instruments	Accumulated other comprehensive income (loss)
Balance - December 31, 2021	\$ (20,445)	\$ (22,750)	\$ 757	\$ (42,438)
Net current period change	(9,689)	1,085	—	(8,604)
Derivative instruments	—	—	4,011	4,011
Balance - September 30, 2022	\$ (30,134)	\$ (21,665)	\$ 4,768	\$ (47,031)

	Foreign currency translation adjustment	Pension and post-retirement benefit plans	Derivative instruments	Accumulated other comprehensive income (loss)
Balance - December 31, 2022	\$ (24,811)	\$ (11,512)	\$ 4,773	\$ (31,550)
Net current period change	2,557	(109)	(905)	1,543
Amounts reclassified into earnings	—	249	2,248	2,497
Balance - March 31, 2023	\$ (22,254)	\$ (11,372)	\$ 6,116	\$ (27,510)

The related tax effects allocated to each component of other comprehensive income (loss) are as follows:

		Three Months Ended March 31, 2024					
	Three Months Ended September 30, 2023				Nine Months Ended September 30, 2023		
		Three Months Ended March 31, 2024					
		Before Tax Amount	Tax Expense	After Tax Amount	Before Tax Amount	Tax Expense	After Tax Amount
		Three Months Ended March 31, 2024					
		Before Tax Amount					
		Before Tax Amount					
		Before Tax Amount					
Net current period change							
Net current period change							
Net current period change							
Cumulative translation adjustment	Cumulative translation adjustment	\$ (3,452)	\$ —	\$ (3,452)	\$ (1,946)	\$ —	\$ (1,946)
Amortization of actuarial gain (loss)		(900)	1	(899)	(908)	2	(906)
Cumulative translation adjustment							
Cumulative translation adjustment							
Net actuarial gain and prior service credit							
Net actuarial gain and prior service credit							
Net actuarial gain and prior service credit							
Derivative instruments	Derivative instruments	(1,487)	618	(869)	2,199	(427)	1,772
Derivative instruments							
Derivative instruments							
Net unrealized gain (loss)							
Net unrealized gain (loss)							
Net unrealized gain (loss)							
Amounts reclassified into earnings:							
Amounts reclassified into earnings:							
Amounts reclassified into earnings:							
Actuarial loss and prior service cost							
Actuarial loss and prior service cost							
Actuarial loss and prior service cost							
Derivative instruments							
Derivative instruments							
Derivative instruments							

		Three Months Ended September 30, 2022			Nine Months Ended September 30, 2022		
		Before Tax		After Tax	Before Tax		After Tax
		Amount	Tax Expense	Amount	Amount	Tax Expense	Amount
		Three Months Ended March 31, 2023					
		Three Months Ended March 31, 2023					
		Three Months Ended March 31, 2023					
		Before Tax					
		Amount					
		Before Tax					
		Amount					
		Before Tax					
		Amount					
Net current period change							
Net current period change							
Net current period change							
Cumulative translation adjustment	Cumulative translation adjustment	\$ (4,493)	\$ —	\$ (4,493)	\$ (9,689)	\$ —	\$ (9,689)
Amortization of actuarial gain		(396)	34	(362)	989	96	1,085
Cumulative translation adjustment							
Cumulative translation adjustment							
Net actuarial gain and prior service credit							
Net actuarial gain and prior service credit							
Net actuarial gain and prior service credit							
Derivative instruments	Derivative instruments	2,494	(656)	1,838	5,460	(1,449)	4,011
Derivative instruments							
Derivative instruments							
Net unrealized gain (loss)							
Net unrealized gain (loss)							
Net unrealized gain (loss)							
Amounts reclassified into earnings:							
Amounts reclassified into earnings:							
Amounts reclassified into earnings:							
Actuarial loss and prior service cost							
Actuarial loss and prior service cost							
Actuarial loss and prior service cost							
Derivative instruments							
Derivative instruments							
Derivative instruments							

Net realized gain (loss)							
Net realized gain (loss)							
Net realized gain (loss)							
Total other comprehensive income (loss)	Total other comprehensive income (loss)	\$ (2,395)	\$ (622)	\$ (3,017)	\$ (3,240)	\$ (1,353)	\$ (4,593)
Total other comprehensive income (loss)							
Total other comprehensive income (loss)							

As of March 31, 2024, the Company estimates that net pre-tax derivative gains of \$5.5 million included in Accumulated other comprehensive income (loss) will be reclassified into earnings within the next 12 months.

14. Cost Reduction and Manufacturing Capacity Rationalization

The Company's restructuring program includes aligning cost structure to support margin expansion. The program includes workforce reductions and footprint optimization across segments.

The changes in accrued restructuring balances are as follows:

	Vehicle Solutions	Vehicle Solutions	Electrical Systems	Aftermarket & Accessories	Industrial Automation	Corporate/Other	Total
December 31, 2023							
New charges							
Payments and other adjustments							
March 31, 2024							
	Vehicle Solutions	Electrical Systems	Aftermarket & Accessories	Industrial Automation	Corporate/Other	Total	
December 31, 2022	\$ (5)	\$ —	\$ —	\$ 458	\$ —	\$ 453	
New charges	83	8	—	622	—	713	
Payments and other adjustments	(78)	(8)	—	(369)	—	(455)	
March 31, 2023	\$ —	\$ —	\$ —	\$ 711	\$ —	\$ 711	
New charges	340	—	—	378	—	718	
Payments and other adjustments	(340)	—	—	(391)	—	(731)	
June 30, 2023	\$ —	\$ —	\$ —	\$ 698	\$ —	\$ 698	
New charges	—	—	—	70	—	70	

Payments and other adjustments	—	—	—	(70)	—	(70)
September 30, 2023	\$ —	\$ —	\$ —	\$ 698	\$ —	\$ 698

	Vehicle Solutions						Vehicle Solutions	Electrical Systems	Aftermarket & Accessories	Industrial Automation	Corporate/Other	Total
December 31, 2022												
New charges												
Payments and other adjustments												
March 31, 2023												
	Aftermarket											
	Vehicle Solutions	Electrical Systems	& Accessories	Industrial Automation	Corporate/Other	Total						
December 31, 2021	\$ 230	\$ —	\$ —	\$ 417	\$ (161)	\$ 486						
New charges	204	—	435	350	—	989						
Payments and other adjustments	(309)	—	(435)	(770)	422	(1,092)						
March 31, 2022	\$ 125	\$ —	\$ —	\$ (3)	\$ 261	\$ 383						
New charges	—	571	560	314	306	1,751						
Payments and other adjustments	(91)	(571)	(560)	(311)	(444)	(1,977)						
June 30, 2022	\$ 34	\$ —	\$ —	\$ —	\$ 123	\$ 157						
New charges	\$ 66	\$ —	\$ 445	\$ 136	\$ —	\$ 647						
Payments and other adjustments	\$ (90)		\$ (445)	\$ (46)	\$ (123)	\$ (704)						
September 30, 2022	\$ 10	\$ —	\$ —	\$ 90	\$ —	\$ 100						

The \$0.1 million Of the \$1.9 million costs incurred in the three months ended September 30, 2023 primarily March 31, 2024 for restructuring, \$1.5 million related to headcount reductions and \$0.4 million related to facility exit and other; \$1.7 million were recorded in cost of revenues.

Of the \$1.5 million costs incurred in the nine months ended September 30, 2023, \$0.6 million primarily related to headcount reductions revenue and \$0.9 million related to facility exit and other costs. Substantially all costs incurred \$0.2 million were recorded in cost of revenues, selling, general and administrative expenses.

15. Commitments and Contingencies

Leases - As disclosed in Note 7, Leases, we lease office, warehouse and manufacturing space and equipment under non-cancelable operating lease agreements that generally require us to pay maintenance, insurance, taxes and other expenses in addition to annual rental fees. As of September 30, 2023 March 31, 2024, our equipment leases did not provide for any material guarantee of a specified portion of residual values.

Guarantees - Costs associated with guarantees are accrued when it is probable that a liability has been incurred and the amount can be reasonably estimated. The most likely cost to be incurred is accrued based on an evaluation of available facts; where no

amount within a range of estimates is more likely, the minimum is accrued. As of September 30, 2023 March 31, 2024 and 2022, 2023, we had no such guarantees.

Litigation - We are subject to various legal proceedings and claims arising in the ordinary course of business, including but not limited to product liability claims, customer and supplier disputes, service provider disputes, examinations by taxing authorities, employment disputes, workers' compensation claims, unfair labor practice charges, OSHA investigations, intellectual property disputes and environmental claims arising out of the conduct of our businesses.

Management believes that the Company maintains adequate insurance and that we have established reserves for issues that are probable and estimable in amounts that are adequate to cover reasonable adverse judgments not covered by insurance. Based upon the information available to management and discussions with legal counsel, it is the opinion of management that the ultimate outcome of the various legal actions and claims that are incidental to our business are not expected to have a material adverse impact on the consolidated financial position, results of operations, equity or cash flows; however, such matters are subject to many uncertainties and the outcomes of individual matters are not predictable with any degree of assurance.

Warranty - We are subject to warranty claims for products that fail to perform as expected due to design or manufacturing deficiencies. Depending on the terms under which we supply products to our customers, a customer may hold us responsible for some or all of the repair or replacement costs of defective products when the product supplied did not perform as represented. Our policy is to record provisions for estimated future customer warranty costs based on historical trends and for specific claims. These amounts, as they relate to the periods ended **September 30, 2023** **March 31, 2024** and **December 31, 2022** **December 31, 2023**, are included within accrued liabilities and other in the accompanying Condensed Consolidated Balance Sheets.

On July 24, 2023, one of our customers issued a voluntary safety recall related to certain wiper system components supplied by us. To the extent a loss occurs that is attributed to us, we believe that we have reasonable levels of insurance coverage to mitigate recall exposure risk. It is reasonably possible that we will incur additional losses and fees above the amount accrued for warranty claims but we cannot estimate a range of such reasonably possible losses or fees related to these claims at this time. There are no assurances, however, that settlements reached and/or adverse judgments received, if any, will not exceed amounts normally accrued.

The following presents a summary of the warranty provision for the **nine three** months ended **September 30, 2023** **March 31, 2024**:

Balance - December 31, 2022 December 31, 2023	\$	1,433 1,458
Provision for warranty claims		903 362
Deduction for payments made and other adjustments		(763) (494)
Balance - September 30, 2023 March 31, 2024	\$	1,573 1,326

Debt Payments - As disclosed in Note 4, Debt, the Credit Agreement requires the Company to repay a fixed amount of principal on a quarterly basis and make voluntary prepayments that coincide with certain events.

The following table provides future minimum principal payments due on long-term debt for the next five years. The existing long-term debt agreement matures in 2027; no payments are due thereafter:

			Total
Remainder of 2023		\$	3,280
2024		\$	15,313
			Total
			Total
			Total
Remainder of 2024			
2025	2025	\$	19,688
2026	2026	\$	24,063
2027	2027	\$	87,500
2028			
Thereafter	Thereafter	\$	—

16. Segment Reporting

Operating segments are defined as components of an enterprise that are evaluated regularly by the Company's chief operating decision maker ("CODM"), which is our **Interim** President and Chief Executive Officer. Each of these segments consists of a number of manufacturing facilities. Certain of our facilities manufacture and sell products through multiple segments. Our segments are more specifically described below.

The Vehicle Solutions segment designs, manufactures and sells the following products:

- Commercial vehicle seats for the global commercial vehicle markets including heavy duty trucks, medium duty trucks, last mile delivery trucks and vans, construction and agriculture equipment in North America, Europe and Asia-Pacific. This segment includes a portion of the company's activities in the electric vehicle market.
- Plastic & **Trim** components ("**Trim**") primarily for the North America commercial vehicle market and power sports markets; and Cab structures for the North American **medium-duty/heavy-duty** ("**MD/HD**") **HD** truck market.

The Electrical Systems segment designs, manufactures and sells the following products:

- Cable and harness assemblies for both high and low voltage applications, control boxes, dashboard assemblies and design and engineering for these applications.
- The end markets for these products are construction, agricultural, **warehouse, industrial**, automotive (both internal combustion and electric vehicles), truck, mining, rail, **marine, power generation** and the military/defense industries in North America, Europe and Asia-Pacific.

The Aftermarket & Accessories segment designs, manufactures and sells the following products:

- Seats and components sold into the commercial vehicle channels that provide repair and refurbishing. These channels include **Original Equipment Service ("OES") OES** centers and retail distributors, and are spread across North America, Europe and Asia-Pacific.
- Commercial vehicle accessories including wipers, mirrors, and sensors. These products are sold both as Original Equipment and as repair products.
- Office seats primarily sold into the commercial and home office furniture distribution channels in Europe and Asia-Pacific.

The Industrial Automation segment designs, manufactures and sells the following products:

- Warehouse automation subsystems including control panels, electro-mechanical assemblies, cable assemblies, and power and communication solutions.

- The end markets for these products primarily include e-commerce, warehouse integration, transportation and the military/defense industry.

Corporate expenses consist of certain overhead and shared costs that are not directly attributable to the operations of a segment. For purposes of business segment performance measurement, some of these costs that are for the benefit of the operations are allocated based on a combination of methodologies. The costs that are not allocated to a segment are considered stewardship costs and remain at corporate in our segment reporting.

The following tables present financial information for the Company's reportable segments for the periods indicated:

Three Months Ended September 30, 2023							
Aftermarket							
		Vehicle Solutions	Electrical Systems	and Accessories	Industrial Automation	Corporate/Other	Total
Three Months Ended March 31, 2024							
	Vehicle Solutions						
		Vehicle Solutions	Electrical Systems	Aftermarket and Accessories	Industrial Automation	Corporate/Other	Total
Revenues	Revenues	\$145,393	\$53,862	\$34,412	\$13,020	\$—	\$246,687
Gross profit	Gross profit	17,661	7,881	6,605	1,777	—	33,924
Selling, general & administrative expenses	Selling, general & administrative expenses	6,761	2,018	2,104	1,087	9,506	21,476
Operating income (loss)	Operating income (loss)	\$10,900	\$5,863	\$4,501	\$690	\$(9,506)	\$12,448
Operating income (loss)	Operating income (loss)						
Operating income (loss)	Operating income (loss)						

Three Months Ended September 30, 2022							
Aftermarket and							
		Vehicle Solutions	Electrical Systems	Accessories	Industrial Automation	Corporate/Other	Total
Revenues		\$154,024	\$46,129	\$37,143	\$14,116	\$—	\$251,412
Gross profit		13,839	6,210	6,389	404	—	26,842
Selling, general & administrative expenses		4,279	1,055	1,436	1,371	9,163	17,304
Operating income (loss)		\$9,560	\$5,155	\$4,953	\$(967)	\$(9,163)	\$9,538

Nine Months Ended September 30, 2023							
Aftermarket and							
		Vehicle Solutions	Electrical Systems	Accessories	Industrial Automation	Corporate/Other	Total
Revenues		\$458,707	\$172,236	\$108,870	\$31,777	\$—	\$771,590
Gross profit		58,035	26,524	21,620	1,355	—	107,534

Selling, general & administrative expenses	19,609	6,932	6,017	3,588	28,352	64,498
Operating income (loss)	\$ 38,426	\$ 19,592	\$ 15,603	\$ (2,233)	\$ (28,352)	\$ 43,036

Nine Months Ended September 30, 2022						
	Aftermarket					
	Vehicle Solutions	Electrical Systems	and Accessories	Industrial Automation	Corporate/Other	Total
Three Months Ended March 31, 2023						
	Vehicle Solutions					
Revenues	Revenues	\$436,966	\$133,350	\$ 99,530	\$ 76,789	\$ — \$746,635
Gross profit	Gross profit	35,657	16,857	13,341	8,249	— 74,104
Selling, general & administrative expenses	Selling, general & administrative expenses	18,269	3,998	4,636	4,242	18,810 49,955
Operating income (loss)	Operating income (loss)	\$ 17,388	\$ 12,859	\$ 8,705	\$ 4,007	\$ (18,810) \$ 24,149
Operating income (loss)						
Operating income (loss)						

17. Other Financial Information

Items reported in inventories consisted of the following:

	September 30, 2023	December 31, 2022
March 31, 2024	March 31, 2024	December 31, 2023
Raw materials	Raw materials \$ 96,630	\$108,417
Work in process	Work in process 14,208	17,757
Finished goods	Finished goods 17,354	16,368
Inventories	Inventories \$128,192	\$142,542

Items reported in property, plant, and equipment, net consisted of the following:

	September 30, 2023	December 31, 2022
Land and buildings	\$ 33,645	\$ 32,267
Machinery and equipment	219,088	212,352
Construction in progress	7,229	7,317
Property, plant, and equipment, gross	259,962	251,936
Less accumulated depreciation	(188,408)	(184,131)
Property, plant and equipment, net	\$ 71,554	\$ 67,805
	March 31, 2024	December 31, 2023
Land and buildings	\$ 34,257	\$ 34,072
Machinery and equipment	220,709	220,901
Construction in progress	7,318	6,536
Property, plant, and equipment, gross	262,284	261,509
Less accumulated depreciation	(188,419)	(188,041)
Property, plant and equipment, net	\$ 73,865	\$ 73,468

Items reported in accrued expenses and other liabilities consisted of the following:

		September 30, 2023	December 31, 2022			March 31, 2024	December 31, 2023
Compensation and benefits	Compensation and benefits	\$26,496	\$13,370				
Operating lease liabilities	Operating lease liabilities	6,765	7,421				
Taxes payable	Taxes payable	6,673	5,092				
Accrued freight	Accrued freight	3,223	4,225				
Accrued legal and professional fees							
Warranty costs	Warranty costs	1,573	1,433				
Other	Other	8,269	11,268				
Accrued liabilities and other	Accrued liabilities and other	\$52,999	\$42,809				

ITEM 2 – MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The discussion and analysis below described material changes in financial condition and results of operations as reflected in our condensed consolidated financial statements for the three and nine months ended **September 30, 2023**, **March 31, 2024** and **2022**, **2023**. This discussion and analysis should be read in conjunction with "Management's Discussion and Analysis of Financial Condition and Results of Operations" included in our **2022**, **2023** Form 10-K.

Business Overview

CVG is a global provider of systems, assemblies and components to the global commercial vehicle market, the electric vehicle market, and the industrial automation markets. We deliver real solutions to complex design, engineering and manufacturing problems while creating positive change for our customers, industries, and communities we serve.

We have manufacturing operations in the United States, Mexico, China, United Kingdom, Czech Republic, Ukraine, **Morocco**, Thailand, India **Australia** and **Morocco**, **Australia**. Our products are primarily sold in North America, Europe, and the Asia-Pacific region.

We primarily manufacture customized products to meet the requirements of our **customers**, **customer**. We believe our products are used by a majority of the North American Commercial Truck markets, many construction vehicle OEMs **parts** and **service dealers distributors**, as well as top e-commerce **retailers**, **retailers**.

Key Developments

During the **quarter year** ended **March 31, 2023**, **December 31, 2023**, we established two new plant locations: one in Tangier, Morocco, management approved restructuring programs to align the Company's cost structure to support margin expansion. The programs include workforce reductions and another in Aldama, Mexico. These plants are a cornerstone in our strategy of globally expanding our electrical systems business, footprint optimization across segments. We incurred \$1.9 million expense during the three months ended **March 31, 2024** related to these programs.

Consolidated Results of Operations

Three Months Ended September 30, 2023, **March 31, 2024** Compared to **Three Months Ended September 30, 2022**, **March 31, 2023**

The table below sets forth certain consolidated operating data for the three months ended **September 30**, **March 31** (dollars are in thousands):

		2023	2022	\$ Change	% Change		2024		2023		\$ Change		% Change
Revenues	Revenues	\$246,687	\$251,412	\$(4,725)	(1.9)%	Revenues	\$232,068	\$	\$ 262,709	\$	\$(30,641)	(11.7)%	(11.7)%
Gross profit	Gross profit	33,924	26,842	7,082	26.4								
Gross profit							26,665		35,209		(8,544)		(24.3)
Selling, general and administrative expenses	Selling, general and administrative expenses	21,476	17,304	4,172	24.1	Selling, general and administrative expenses	20,093	20,565	20,565	(472)	(472)	(2.3)	(2.3)

1. Not meaningful

- a **\$0.9 million** **\$21.6 million**, or **0.4%** **10.0%**, decrease in OEM and other revenues;
- a **\$2.7** **\$3.6 million**, or **7.4%** **9.5%**, decrease in aftermarket and OES sales; and
- a **\$1.1 million** **\$5.4 million**, or **7.8%** **55.9%**, decrease in industrial automation sales.

Gross Profit. Included in gross profit is cost of revenues, which consists primarily of raw materials and purchased components for our products, wages and benefits for our employees and overhead expenses such as manufacturing supplies, facility rent and utilities costs related to our operations. The \$7.1 million increase \$8.5 million decrease in gross profit is primarily attributable to price increases with customers and cost reduction initiatives, the impact of lower sales volumes partially offset by volume decreases. increased pricing. Cost of revenues decreased \$11.8 million \$22.1 million, or 5.3% 9.7%, as a result of a decrease in raw material and purchased component costs of \$16.1 million \$22.9 million, or 10.6% 15.5%, offset by an increase in labor and overhead expenses of \$4.3 million \$0.8 million, or 5.8% 0.9%. As a percentage of revenues, gross profit margin was 13.8% 11.5% for the three months ended September 30, 2023 March 31, 2024 compared to 10.7% 13.4% for the three months ended September 30, 2022 March 31, 2023.

Other Expense. Other expenses decreased \$1.5 million increased \$0.4 million in the three months ended September 30, 2023 March 31, 2024 as compared to the three months ended September 30, 2022 March 31, 2023 due primarily to partial settlement of the Company's U.S. Pension Plan liabilities of \$1.1 million completed an unfavorable change in the three months ended September 30, 2022 as well as favorable change in fair value of foreign currency of \$0.5 million. forward exchange contracts.

Interest Expense. Interest associated with our debt was **\$2.6 million** **\$2.3 million** and **\$2.8 million** **\$2.9 million** for the three months ended **September 30, 2023** **March 31, 2024** and **2022** **2023**, respectively. The decrease in interest expense primarily related to lower average debt balances during the respective comparative periods, offset by higher and lower interest rates on variable rate debt during the respective comparative periods.

Provision for Income Taxes. An income tax provision expense of \$2.2 million, \$1.2 million and \$1.3 million were recorded for the three months ended September 30, 2023, March 31, 2024 and 2022, respectively. The period over period change in income tax was primarily attributable to a \$4.7 million increase, \$7.8 million decrease in pre-tax income versus the prior year period.

In 2021, as part of the Organization for Economic Co-operation and Development's ("OECD") Inclusive Framework, 140 member countries agreed to the implementation of the Pillar Two Global Minimum Tax ("Pillar Two") of 15%. The OECD continues to release additional guidance, including administrative guidance on how Pillar Two rules should be interpreted and applied by jurisdictions as they adopt Pillar Two. These changes, when enacted by various countries in which we do business, may increase our taxes in these countries. Changes to these and other areas in relation to international tax reform, including future actions taken by foreign governments in response to Pillar Two, could increase uncertainty and may adversely affect our tax rate and cash flow in future years. We continue to evaluate the potential impact on future periods of Pillar Two, pending legislative adoption by individual countries.

Net Income. Net income was **\$7.3 million** **\$2.9 million** for the three months ended **September 30, 2023** **March 31, 2024** compared to **\$3.6 million** **\$8.7 million** for the three months ended **September 30, 2022** **March 31, 2023**. The **increase** **decrease** in net income is attributable to the factors noted above.

Segment Results

Vehicle Solutions Segment Results

Three Months Ended September 30, 2023 **March 31, 2024** Compared to **Three Months Ended September 30, 2022** **March 31, 2023**

The table below sets forth certain Vehicle Solutions Segment operating data for the three months ended **September 30** **March 31** (dollars are in thousands):

		2023	2022	\$ Change	% Change		2024	2023	\$ Change	% Change		% Change
Revenues	Revenues	\$145,393	\$154,024	\$(8,631)	(5.6)%	Revenues	\$137,910	\$160,584	\$(22,674)	(14.1)%		(14.1)%
Gross profit	Gross profit	17,661	13,839	3,822	27.6	Gross profit	16,229	19,471	(3,242)	(16.7)		(16.7)
Selling, general & administrative expenses	Selling, general & administrative expenses	6,761	4,279	2,482	58.0	Selling, general & administrative expenses	5,877	6,077	(200)	(3.3)		(3.3)
Operating income	Operating income	10,900	9,560	1,340	14.0	Operating income	10,352	13,394	(3,042)	(22.7)		(22.7)

Revenues. The decrease in Vehicle Solutions Segment revenues of \$22.7 million was primarily as driven by a result lower customer demand and the wind-down of high APAC sales volume in 2022 generated from COVID backlog production in region, certain programs.

Gross Profit. The **increase** **decrease** in gross profit of \$3.2 million was primarily attributable to price increases with customers lower customer demand and cost reduction initiatives, partially increased freight offset by volume decreases. Included a decrease in gross profit is cost of revenues which decreased \$12.5 million, or 8.9%, as a result of driven by a decrease in raw material and purchased component costs of **\$15.8 million** **\$15.6 million**, or **15.8%** **16.4%**, offset by an increase and a decrease in labor and overhead expenses of **\$3.3 million** **\$3.8 million**, or **8.1%** **8.4%**.

As a percentage of revenues, gross profit margin was **11.8%** for the three months ended **March 31, 2024** compared to **12.1%** for the three months ended **September 30, 2023** compared **March 31, 2023**. The decrease in gross profit margin was primarily due to 9.0% for the lower customer demand and increased freight. The three months ended **September 30, 2022**, driven by increased pricing and material & freight cost reduction improvements, **March 31, 2024** results include charges of \$0.5 million associated with the restructuring program.

Selling, General and Administrative Expenses. SG&A expenses **increased** **\$2.5 million** **decreased** **\$0.2 million** for the three months ended **September 30, 2023** **March 31, 2024** compared to the three months ended **September 30, 2022**, primarily due to an increase in employee benefit costs and professional service, **March 31, 2023**.

Electrical Systems Segment Results

Three Months Ended September 30, 2023 **March 31, 2024** Compared to **Three Months Ended September 30, 2022** **March 31, 2023**

The table below sets forth certain Electrical Systems Segment operating data for the three months ended **September 30** **March 31** (dollars are in thousands):

		2023	2022	\$ Change	% Change		2024	2023	\$ Change	% Change		% Change
Revenues	Revenues	\$53,862	\$46,129	\$7,733	16.8%	Revenues	\$55,795	\$54,749	\$1,046	1.9%		1.9%
Gross profit	Gross profit	7,881	6,210	1,671	26.9	Gross profit	4,553	8,297	(3,744)	(45.1)		(45.1)
Selling, general & administrative expenses	Selling, general & administrative expenses	2,018	1,055	963	91.3	Selling, general & administrative expenses	2,542	2,227	315	14.1		14.1
Operating income	Operating income	5,863	5,155	708	13.7	Operating income	2,011	6,070	(4,059)	(66.9)		(66.9)

Revenues. The increase in Electrical Systems Segment revenues of \$1.0 million primarily resulted from increased sales volume, pricing to offset material cost pass-through and favorable foreign exchange, labor inflationary items.

Gross Profit. The increase/decrease in gross profit of \$3.7 million is primarily attributable to increased sales volume restructuring activities, labor inflation and pricing, unfavorable foreign exchange impacts, partially offset by startup costs related increased pricing to new facilities. Included in gross profit is offset material cost through and labor inflationary items. Cost of revenues which increased \$6.1 million increase was driven by an increase in labor and overhead expenses of \$5.1 million, or 15.2%, as 24.5%; partially offset by a result of an increase/decrease in raw material and purchased component costs of \$1.6 million \$0.3 million, or 6.7%, and an increase in labor and overhead expenses of \$4.5 million, or 27.1% 1.3%.

As a percentage of revenues, gross profit margin was 14.6% 8.2% for the three months ended September 30, 2023 March 31, 2024 compared to 13.5% 15.2% for the three months ended September 30, 2022, driven by increased pricing March 31, 2023. The decrease in gross profit margin was primarily due to restructuring activities, labor inflation, and volume leverage, unfavorable foreign exchange impacts. The three months ended March 31, 2024 results include charges of \$1.1 million associated with the restructuring program.

Selling, General and Administrative Expenses. SG&A expenses increased \$1.0 million \$0.3 million for the three months ended September 30, 2023 March 31, 2024 compared to the three months ended September 30, 2022, primarily driven by increased employee benefit costs and salaries including an increase in incentive compensation expenses. March 31, 2023.

Aftermarket & Accessories Segment Results

Three Months Ended September 30, 2023 March 31, 2024 Compared to Three Months Ended September 30, 2022 March 31, 2023

The table below sets forth certain Aftermarket & Accessories Segment operating data for the three months ended September 30 March 31 (dollars are in thousands):

		2023	2022	\$ Change	% Change		2024	2023	\$ Change	% Change		% Change
Revenues	Revenues	\$34,412	\$37,143	\$(2,731)	(7.4)%	Revenues	\$34,061	\$37,629	\$(3,568)	(9.5)%	Revenues	(9.5)%
Gross profit	Gross profit	6,605	6,389	216	3.4	Gross profit	6,439	7,227	(788)	(10.9)	Gross profit	(10.9)
Selling, general & administrative expenses	Selling, general & administrative expenses	2,104	1,436	668	46.5	Selling, general & administrative expenses	1,907	1,650	257	15.6	Selling, general & administrative expenses	15.6
Operating income	Operating income	4,501	4,953	\$(452)	(9.1)	Operating income	4,532	5,577	\$(1,045)	(18.7)	Operating income	(18.7)

Revenues. The decrease in Aftermarket & Accessories Segment revenues of \$3.6 million primarily resulted from lower sales volume due to decreased volume, customer demand and the reduction of backlog in the prior period.

Gross Profit. The increase/decrease in gross profit is primarily attributable to increased pricing and cost reduction. Included in gross profit is cost lower sales volume. Cost of revenues which decreased \$2.9 million in line with the sales decrease of 9.5%, or 9.6%, as a result of driven by a decrease in raw material and purchased component costs of \$1.1 million \$2.7 million, or 6.1%, 13.6%; and a decrease in labor and overhead expenses of \$1.8 million \$0.1 million, or 15.1% 1.1%.

As a percentage of revenues, gross profit margin was 18.9% for the three months ended March 31, 2024 compared to 19.2% for the three months ended September 30, 2023 compared to 17.2% for the three months ended September 30, 2022 March 31, 2023. The increase/decrease in gross profit margin is was primarily due to increased pricing offsetting moderating cost inflation, lower sales volume and product mix.

Selling, General and Administrative Expenses. SG&A expenses increased \$0.7 million \$0.3 million for the three months ended September 30, 2023 March 31, 2024 compared to the three months ended September 30, 2022, primarily driven by increased employee benefit costs and salaries including an increase in incentive compensation expenses. March 31, 2023.

Industrial Automation Segment Results

Three Months Ended September 30, 2023 March 31, 2024 Compared to Three Months Ended September 30, 2022 March 31, 2023

The table below sets forth certain Industrial Automation Segment operating data for the three months ended September 30 March 31 (dollars are in thousands):

		2023	2022	\$ Change	% Change		2024	2023	\$ Change	% Change
Revenues	Revenues	\$13,020	\$14,116	\$(1,096)	(7.8)%	Revenues	\$4,302	\$9,747	\$(5,445)	(55.9)%
Gross profit	Gross profit	1,777	404	1,373	339.9	Gross profit	(556)	214	(770)	NM ₁
Selling, general & administrative expenses	Selling, general & administrative expenses	1,087	1,371	(284)	(20.7)	Selling, general & administrative expenses	1,439	1,076	363	33.7
Operating income (loss)		690	(967)	1,657	NM ₁					
Operating loss	Operating loss						(1,995)	(862)	(1,133)	131.4

1. Not meaningful

Revenues. The decrease in Industrial Automation Segment revenues of \$5.4 million primarily resulted from lower sales volume due to decreased customer demand.

Gross Profit. The increase decrease in gross profit is of \$0.8 million was primarily attributable to profit reported from the liquidation of certain excess inventories. Included in gross profit is cost lower sales volume. Cost of revenues which decreased \$2.5 million in line with the sales decrease of 55.9%, or 18.0%, as a result of driven by a decrease in raw material and purchased component costs of \$0.8 million \$4.2 million, or 7.6%, 62.2%; and a decrease in labor and overhead expenses of \$1.7 million \$0.4 million, or 46.1% 15.8%.

As a percentage of revenues, gross profit margin was 13.6% (12.9)% for the three months ended September 30, 2023 March 31, 2024 compared to 2.9% 2.2% for the three months ended September 30, 2022 March 31, 2023. The increase decrease in gross profit margin is primarily due to the previously noted the liquidation of certain excess inventories, lower sales volume. The three months ended September 30, 2023 March 31, 2024 results include charges of \$0.1 million associated with the restructuring program.

Selling, General and Administrative Expenses. SG&A expenses decreased \$0.3 million increased \$0.4 million for the three months ended September 30, 2023 March 31, 2024 compared to the three months ended September 30, 2022. March 31, 2023 primarily attributable to investment in new product development.

Consolidated Results of Operations

Nine Months Ended September 30, 2023 Compared to Nine Months Ended September 30, 2022

The table below sets forth certain consolidated operating data for the nine months ended September 30, (dollars are in thousands):

	2023	2022	\$ Change	% Change
Revenues	\$ 771,590	\$ 746,635	\$ 24,955	3.3%
Gross profit	107,534	74,104	33,430	45.1
Selling, general and administrative expenses	64,498	49,955	14,543	29.1
Other expense	488	2,798	(2,310)	(82.6)
Interest expense	8,308	6,892	1,416	20.5
Loss on extinguishment of debt	—	921	(921)	(100.0)
Provision for income taxes	8,110	3,520	4,590	130.4
Net income	26,130	10,018	16,112	160.8

Revenues. The increase in consolidated revenues resulted from:

- a \$60.6 million, or 10.6%, increase in OEM and other revenues;
- a \$9.3 million, or 9.4%, increase in aftermarket and OES sales; and
- a \$45.0 million, or 58.6%, decrease in industrial automation sales.

Nine months ended 2023 revenues were unfavorably impacted by foreign currency exchange translation of \$0.2 million, which is reflected in the change in revenues above. The increase in revenues is primarily driven by increased pricing to offset material cost increases and increased sales volume from the Electrical Systems business, offset by lower sales volume in the Industrial Automation segment and Aftermarket & Accessories.

Gross Profit. The \$33.4 million increase in gross profit is primarily attributable to price increases with customers and cost reduction initiatives. Cost of revenues decreased \$8.5 million, or 1.3%, as a result of a decrease in raw material and purchased component costs of \$21.9 million, or 4.9%, offset by an increase in labor and overhead expenses of \$13.4 million, or 5.9%. As a percentage of revenues, gross profit margin was 13.9% for the nine months ended September 30, 2023 compared to 9.9% for the nine months ended September 30, 2022. The nine months ended September 30, 2023 results include charges of \$1.4 million associated with the restructuring program.

Selling, General and Administrative Expenses. SG&A expenses increased \$14.5 million compared to the nine months ended September 30, 2022, primarily as a result of increased employee salaries and professional services. As a percentage of revenues, SG&A expense was 8.4% for the nine months ended September 30, 2023 compared to 6.7% for the nine months ended September 30, 2022.

Other Expense. Other expenses decreased \$2.3 million in the nine months ended September 30, 2023 as compared to the nine months ended September 30, 2022 due primarily to partial settlement of the Company's U.S. Pension Plan liabilities of \$1.1 million completed in three months ended September 30, 2022 as well as a favorable change in foreign currency of \$1.4 million.

Interest Expense. Interest associated with our debt was \$8.3 million and \$6.9 million for the nine months ended September 30, 2023 and 2022, respectively. The increase in interest expense primarily related to higher interest rates on variable rate debt, offset by lower average debt balances during the respective comparative periods.

Loss on extinguishment of debt. On May 12, 2022, the Company refinanced its long-term debt, which resulted in a loss of \$0.9 million, including a \$0.6 million non-cash write off relating to deferred financing costs of the Term loan facility due 2026 and \$0.3 million of other associated fees.

Provision for Income Taxes. An income tax provision of \$8.1 million and \$3.5 million were recorded for the nine months ended September 30, 2023 and 2022, respectively. The period over period change in income tax was primarily attributable to the \$20.7 million increase in pre-tax income versus the prior year period.

Net Income. Net income was \$26.1 million for the nine months ended September 30, 2023 compared to \$10.0 million for the nine months ended September 30, 2022. The increase in net income is attributable to the factors noted above.

Segment Results

Vehicle Solutions Segment Results

Nine Months Ended September 30, 2023 Compared to Nine Months Ended September 30, 2022

The table below sets forth certain Vehicle Solutions Segment operating data for the nine months ended September 30, (dollars are in thousands):

	2023	2022	\$ Change	% Change
Revenues	\$ 458,707	\$ 436,966	\$ 21,741	5.0%
Gross profit	58,035	35,657	22,378	62.8
Selling, general & administrative expenses	19,609	18,269	1,340	7.3
Operating income	38,426	17,388	21,038	121.0

Revenues. The increase in Vehicle Solutions Segment revenues primarily resulted from increased sales volume and increased pricing to offset material cost increases.

Gross Profit. The increase in gross profit was primarily attributable to price increases with customers and cost reduction initiatives. Included in gross profit is cost of revenues, which decreased \$0.6 million, or 0.2%, as a result of a decrease in raw

material and purchased component costs of \$10.8 million, or 3.9%, offset by an increase in labor and overhead expenses of \$10.2 million, or 8.1%.

As a percentage of revenues, gross profit margin was 12.7% for the nine months ended September 30, 2023 compared to 8.2% for the nine months ended September 30, 2022, driven by lower startup costs, improved manufacturing efficiencies, increased pricing to offset material cost inflation and freight costs. The nine months ended September 30, 2023 results include charges of \$0.4 million associated with the restructuring program.

Selling, General and Administrative Expenses. SG&A expenses increased \$1.3 million for the nine months ended September 30, 2023 compared to the nine months ended September 30, 2022, primarily due to an increase in employee benefit costs and salaries including an increase in incentive compensation expenses.

Electrical Systems Segment Results

Nine Months Ended September 30, 2023 Compared to Nine Months Ended September 30, 2022

The table below sets forth certain Electrical Systems Segment operating data for the nine months ended September 30, (dollars are in thousands):

	2023	2022	\$ Change	% Change
Revenues	\$ 172,236	\$ 133,350	\$ 38,886	29.2%
Gross profit	26,524	16,857	9,667	57.3
Selling, general & administrative expenses	6,932	3,998	2,934	73.4
Operating income	19,592	12,859	6,733	52.4

Revenues. The increase in Electrical Systems Segment revenues resulted from sales volume, increased pricing to offset material cost pass-through and other inflationary items.

Gross Profit. The increase in gross profit is primarily attributable to volume leverage and increased pricing to offset material cost pass-through and other inflationary items. Included in gross profit is cost of revenues, which increased \$29.2 million, or 25.1%, as a result of an increase in raw material and purchased component costs of \$16.5 million, or 25.4%, and an increase in labor and overhead expenses of \$12.7 million, or 24.7%.

As a percentage of revenues, gross profit margin was 15.4% for the nine months ended September 30, 2023 compared to 12.6% for the nine months ended September 30, 2022, driven by volume leverage and increased pricing.

Selling, General and Administrative Expenses. SG&A expenses increased \$2.9 million for the nine months ended September 30, 2023 compared to the nine months ended September 30, 2022, primarily driven by increased headcount and quarterly incentive adjustments.

Aftermarket & Accessories Segment Results

Nine Months Ended September 30, 2023 Compared to Nine Months Ended September 30, 2022

The table below sets forth certain Aftermarket & Accessories Segment operating data for the nine months ended September 30, (dollars are in thousands):

	2023	2022	\$ Change	% Change
Revenues	\$ 108,870	\$ 99,530	\$ 9,340	9.4%
Gross profit	21,620	13,341	8,279	62.1
Selling, general & administrative expenses	6,017	4,636	1,381	29.8
Operating income	15,603	8,705	6,898	79.2

Revenues. The increase in Aftermarket & Accessories Segment revenues primarily resulted from increased pricing to offset material cost pass-through and increased sales volume.

Gross Profit. The increase in gross profit is primarily attributable to the increased pricing to offset material cost inflation and freight costs. Included in gross profit is cost of revenues, which increased \$1.1 million, or 1.2%, as a result of an increase in raw material and purchased component costs of \$1.9 million, or 3.5%, offset by a decrease in labor and overhead expenses of \$0.8 million, or 2.5%.

As a percentage of revenues, gross profit margin was 19.9% for the nine months ended September 30, 2023 compared to 13.4% for the nine months ended September 30, 2022. This was primarily due to increased pricing offsetting moderating cost inflation.

Selling, General and Administrative Expenses. SG&A expenses increased \$1.4 million for the nine months ended September 30, 2023 compared to the nine months ended September 30, 2022, consistent with the prior year amount on a percent of sales basis.

Industrial Automation Segment Results

Nine Months Ended September 30, 2023 Compared to Nine Months Ended September 30, 2022

The table below sets forth certain Industrial Automation Segment operating data for the nine months ended September 30, (dollars are in thousands):

	2023	2022	\$ Change	% Change
Revenues	\$ 31,777	\$ 76,789	\$ (45,012)	(58.6)%
Gross profit	1,355	8,249	(6,894)	(83.6)
Selling, general & administrative expenses	3,588	4,242	(654)	(15.4)
Operating (loss) income	(2,233)	4,007	(6,240)	NM ₁

¹ Not meaningful

Revenues. The decrease in Industrial Automation Segment revenues primarily resulted from lower sales volume due to decreased customer demand.

Gross Profit. The decrease in gross profit is primarily attributable to lower sales volume. Included in gross profit is cost of revenues, which decreased \$38.1 million, or 55.6%, as a result of a decrease in raw material and purchased component costs of \$29.5 million, or 55.5%, and a decrease in labor and overhead expenses of \$8.6 million, or 55.8%.

As a percentage of revenues, gross profit margin was 4.3% for the nine months ended September 30, 2023 compared to gross profit margin of 10.7% for the nine months ended September 30, 2022 due to volume reduction and restructuring expenses. The nine months ended September 30, 2023 results include charges of \$1.1 million associated with the restructuring program.

Selling, General and Administrative Expenses. SG&A expenses decreased \$0.7 million for the nine months ended September 30, 2023 compared to the nine months ended September 30, 2022, primarily driven by overhead reduction.

Liquidity and Capital Resources

As of **September 30, 2023** **March 31, 2024**, the Company had total liquidity of **\$198.3 million** **\$189.3 million**, including **\$46.3 million** **\$46.8 million** of cash and **\$152.0 million** **\$142.5 million** of availability from its U.S. and China credit facilities.

Our primary sources of liquidity as of **September 30, 2023** **March 31, 2024** were operating income, cash **reserves** and availability under our credit **facilities**. **facility**. We believe that these sources of liquidity will provide adequate funds for our working capital needs, capital expenditures and debt service throughout the next twelve months. However, no assurance can be given that this will be the case. **We also rely on the timely collection of receivables as a source of liquidity. As of March 31, 2024, we had outstanding letters of credit of \$1.1 million and borrowing availability of \$142.5 million from our U.S. and China credit facilities.**

As of **September 30, 2023** **March 31, 2024**, cash of **\$43.5 million** **\$46.8 million** was held by foreign subsidiaries. The Company had a **\$0.9** **0.5** million deferred tax liability as of **September 30, 2023** **March 31, 2024** for the expected future income tax implications of repatriating cash from the foreign subsidiaries for which **no** indefinite reinvestment **assertion** **has been made.** **is not expected.**

Covenants and Liquidity

On May 12, 2022, the Company entered into an amendment to increase its existing senior secured credit facilities to \$325 million from \$275 million consisting of a \$175 million Term Loan A and a \$150 million Revolving Credit Facility. The

amendment provides the Company with additional capital flexibility to execute upon its transformation and growth initiatives. As part of the amended terms of the agreement, the maturity date of the Senior Secured Credit Facilities has been extended by twelve months to May 12, 2027, the interest rate decreased by 50 bps at various leverage ratios based on SOFR, and the maximum consolidated total leverage ratio increased from 3.25x to 3.75x until December 31, 2022 with a quarterly step down of 25 bps to 3.00x leverage by September 30, 2023 and the maximum consolidated total leverage ratio will remain at this level thereafter. Further, separate from the Company's annual \$35 million capital spending cap, a one-time \$45 million capital project basket was included in the amendment. All other key provisions, including the \$75 million accordion, acquisition holiday, and other baskets remain unchanged.

Our ability to comply with the covenants in the Credit Agreement, as discussed in Note 4, Debt, may be affected by economic or business conditions beyond our control. Based on our current forecast, we believe that we will be able to maintain compliance with the financial maintenance covenants and the fixed charge coverage ratio covenant and other covenants in the Credit Agreement for the next twelve months; however, no assurances can be given that we will be able to comply. We base our forecasts on historical experience, industry forecasts and other assumptions that we believe are reasonable under the circumstances. If actual results are substantially different than our current forecast, we may not be able to comply with our financial covenants.

Sources and Uses of Cash

	September 30, 2023	September 30, 2022
	(In thousands)	
Net cash provided by operating activities	\$ 29,990	\$ 33,794

Three Months Ended March 31,		Three Months Ended March 31,	
2024		2023	
	(In thousands)		(In thousands)
Net cash (used in) provided by operating activities			
Net cash used in investing activities			
Net cash provided by (used in) financing activities			

Net cash used in investing activities	(15,196)	(12,525)
Net cash provided by (used in) financing activities	531	(13,031)

Net cash provided by financing activities		
Effect of currency exchange rate changes on cash	Effect of currency exchange rate changes on cash	
		(857) (4,483)
Net increase in cash	Net increase in cash	\$ 14,468 \$ 3,755

Operating activities. For the nine three months ended September 30, 2023 March 31, 2024, net cash used in operating activities was \$2.4 million compared to net cash provided by operating activities was \$30.0 million compared to \$33.8 million of \$0.1 million for the nine three months ended September 30, 2022 March 31, 2023. Net cash provided by used in operating activities is primarily attributable to a smaller increase in working capital offset by the improved financial results during decrease in net income from the nine three months ended September 30, 2023 March 31, 2024 as compared to the nine three months ended September 30, 2022 March 31, 2023.

Investing activities. For the nine three months ended September 30, 2023 March 31, 2024, net cash used in investing activities of \$1.9 million compared to \$3.3 million for the three months ended March 31, 2023 was mainly due to timing of an increase in capital expenditures, offset by \$3.2 million proceeds from sale of \$15.2 million compared to \$12.5 million for the nine months ended September 30, 2022. Company's FinishTEK business during the quarter. In 2023, 2024, we expect capital expenditures to be in the range of \$20 million \$25 million to \$25 million \$30 million.

Financing activities. For the nine three months ended September 30, 2023 March 31, 2024, net cash provided by financing activities was \$0.5 million \$14.2 million compared to net cash used in financing activities of \$13.0 million \$12.4 million for the nine three months ended September 30, 2022 March 31, 2023. Net cash used in provided by financing activities for the nine three months ended September 30, 2022 March 31, 2024 is primarily attributable to \$11.3 million of net repayments borrowings under our the revolving credit facilities. facility to fund the working capital increase.

Debt and Credit Facilities

The debt and credit facilities descriptions in Note 4, Debt are incorporated in this section by reference.

Critical Accounting Policies and Estimates

Our consolidated financial statements are prepared in conformity with accounting principles generally accepted in the United States of America ("U.S. GAAP"). For a comprehensive discussion of our significant accounting policies, see "Note 1. Significant Accounting Policies", to our consolidated financial statements in Item 8 in our 2022 2023 Form 10-K.

Critical accounting estimates are those that are most important to the portrayal of our financial condition and results. These estimates require management's most difficult, subjective, or complex judgments, often as a result of the need to estimate matters that are inherently uncertain. We review the development, selection, and disclosure of our critical accounting estimates with the Audit Committee of our board of directors. For information about critical accounting estimates, see Critical Accounting Estimates in "Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations" in

our 2022 2023 Form 10-K. At September 30, 2023 March 31, 2024, there have been no material changes to our critical accounting estimates from those disclosed in our 2022 2023 Form 10-K.

Forward-Looking Statements

This Quarter Report on Form 10-Q contains forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, and Section 27A of the Securities Act of 1933, as amended. For this purpose, any statements contained herein that are not statements of historical fact, including without limitation, certain statements under "Item 2 - Management's Discussion and Analysis of Financial Condition and Results of Operations" and located elsewhere herein regarding industry outlook, 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 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, including inflation and labor shortages, financial covenant compliance, anticipated effects of acquisitions, production of new products, plans for capital expenditures and our results of operations or financial position and liquidity, may be deemed to be forward-looking statements. Without limiting the foregoing, the words "believe", "anticipate", "plan", "expect", "intend", "will", "should", "could", "would", "project", "continue", "likely", and similar expressions, as they relate to us, are intended to identify forward-looking statements. The important factors discussed in "Item 1A - Risk Factors", among others, could cause actual results to differ materially from those indicated by forward-looking statements made herein and presented elsewhere by management from time to time. Such forward-looking statements represent management's current expectations and are inherently uncertain. Investors are warned that actual results may differ from management's expectations. Additionally, various economic and competitive factors could cause actual results to differ materially from those discussed in such forward-looking statements, including, but not limited to, factors which are outside our control.

Any forward-looking statement that we make in this report speaks only as of the date of such statement, and we undertake no obligation to update any forward-looking statement or to publicly announce the results of any revision to any of those statements to reflect future events or developments. Comparisons of results for current and any prior periods are not intended to express any future trends or indications of future performance, unless specifically expressed as such, and should only be viewed as historical data.

ITEM 3 – QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

For information relating to quantitative and qualitative disclosures about market risk, see the discussion under "Item 7A. Quantitative and Qualitative Disclosures About Market Risk" in our 2022 2023 Form 10-K. As of September 30, 2023 March 31, 2024, there have been no material changes in our exposure to market risk from those disclosed in our 2022 2023 Form 10-K.

ITEM 4 – CONTROLS AND PROCEDURES

Disclosure Controls and Procedures. Our senior management is responsible for establishing and maintaining disclosure controls and procedures (as defined in Rule 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as amended (the "Exchange Act")), designed to ensure that information required to be disclosed by us in the reports that we file or submit under the Exchange Act is recorded, processed, summarized and reported, within the time periods specified in the Securities and Exchange Commission's rules and forms.

We evaluated, the effectiveness of our disclosure controls and procedures as of September 30, 2023 March 31, 2024. Based on this evaluation, our principal executive officer and principal financial officer have concluded that our disclosure controls and procedures were effective as of September 30, 2023 March 31, 2024 to provide reasonable assurance that information required to be disclosed in our reports under the Exchange Act is recorded, processed, summarized and reported within the time periods specified in the SEC rules and forms and that such information is accumulated and communicated to management as appropriate to allow timely decisions regarding required disclosure.

Changes in Internal Control over Financial Reporting. There were no changes during the quarter ended September 30, 2023 March 31, 2024 in our internal control over financial reporting that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

Inherent Limitations on Effectiveness of Controls. Our management, including our Interim President and Chief Executive Officer and Chief Financial Officer, does not expect that our disclosure controls and procedures or our internal control over financial reporting will prevent or detect all errors and all fraud. A control system, no matter how well designed and operated,

can provide only reasonable, not absolute, assurance that the control system's objectives will be met. The design of a control system must reflect the fact that there are resource constraints, and the benefits of controls must be considered relative to their costs. Further, because of the inherent limitations in control systems, no evaluation of controls can provide absolute assurance that misstatements due to error or fraud will not occur or that all control issues and instances of fraud, if any, within the company have been detected. These inherent limitations include the realities that judgments in decision-making can be faulty and that breakdowns can occur because of error or mistake. Controls also can be circumvented by the individual acts of some persons, by collusion of two or more people, or by management override of the controls. The design of any system of controls is based in part on certain assumptions about the likelihood of future events and there can be no assurance that any design will succeed in achieving its stated goals under all potential future conditions. Projections of any evaluation of controls effectiveness to future periods are subject to risks. Over time, controls may become inadequate because of changes in conditions or deterioration in the degree of compliance with policies or procedures.

PART II. OTHER INFORMATION

ITEM 1 Legal Proceedings

We are subject to various legal proceedings and claims arising in the ordinary course of business, including, but not limited to, product liability claims, customer and supplier disputes, service provider disputes, examinations by taxing authorities, employment disputes, workers' compensation claims, unfair labor practice charges, OSHA investigations, intellectual property disputes and environmental claims arising out of the conduct of our businesses. Based upon the information available to management and discussions with legal counsel, it is the opinion of management that the ultimate outcome of the various legal actions and claims that are incidental to our business are not expected to have a material adverse impact on the consolidated financial position, results of operations, stockholders' equity or cash flows; however, such matters are subject to many uncertainties and the outcomes of individual matters are not predictable with any degree of assurance.

ITEM 1A Risk Factors

You should carefully consider the information in this Form 10-Q, the risk factors discussed in "Risk Factors" and other risks discussed in our 2022 2023 Form 10-K and our filings with the SEC since December 31, 2022 December 31, 2023. These risks could materially and adversely affect our results of operations, financial condition, liquidity and cash flows. Our business also could be affected by risks that we are not presently aware of or that we currently consider immaterial to our operations.

ITEM 2 Unregistered Sales of Equity Securities and Use of Proceeds

We did not sell any equity securities during the nine three months ended September 30, 2023 March 31, 2024 that were not registered under the Securities Act of 1933, as amended. We did not repurchase any equity securities during the nine three months ended September 30, 2023 March 31, 2024.

ITEM 3 Defaults Upon Senior Securities

Not applicable.

ITEM 4 Mine Safety Disclosures

Not applicable.

ITEM 5 Other Information

Neither the Company nor any of our officers or directors adopted or terminated a Rule 10b5-1 or non-Rule 10b5-1 trading arrangement as defined by Item 408(a) and Item 408(d) of Regulation S-K during the last fiscal quarter.

ITEM 6 Exhibits

- 31.1 302 Certification by Robert C. Griffin, Interim James R. Ray, President and Chief Executive Officer.
- 31.2 302 Certification by Andy Cheung, Executive Vice President and Chief Financial Officer.
- 32.1 Certification Pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
- 32.2 Certification Pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
- 101 Interactive Data Files

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

COMMERCIAL VEHICLE GROUP, INC.

Date: November 9, 2023 May 6, 2024 By /s/ Andy Cheung
Chung Kin Cheung ("Andy Cheung")
Chief Financial Officer
(Principal Financial Officer)

Date: November 9, 2023 May 6, 2024 By /s/ Angela M. O'Leary
Angela M. O'Leary
Chief Accounting Officer
(Principal Accounting Officer)

32 26

302 CERTIFICATION

I, Robert C. Griffin, James R. ray, certify that:

1. I have reviewed this quarterly report on Form 10-Q of Commercial Vehicle Group, Inc. and Subsidiaries;
2. Based on my knowledge, this quarterly report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this quarterly report;
3. Based on my knowledge, the financial statements, and other information included in this quarterly report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this quarterly report;
4. The registrant's other certifying officers and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and we have:
 - a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this quarterly report is being prepared;
 - b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this quarterly report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this quarterly report based on such evaluation; and
 - d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officers and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and audit committee of the registrant's board of directors (or persons performing the equivalent function):
 - a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

November 9, 2023 May 6, 2024

/s/ Robert C. Griffin

James R. Ray

Robert C. Griffin James R. Ray

Interim President and Chief Executive Officer

(Principal Executive Officer)

302 CERTIFICATION

I, Andy Cheung, certify that:

1. I have reviewed this quarterly report on Form 10-Q of Commercial Vehicle Group, Inc. and Subsidiaries;
2. Based on my knowledge, this quarterly report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this quarterly report;

3. Based on my knowledge, the financial statements, and other information included in this quarterly report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this quarterly report;
4. The registrant's other certifying officers and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and we have:
 - a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this quarterly report is being prepared;
 - b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this quarterly report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this quarterly report based on such evaluation; and
 - d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officers and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and audit committee of the registrant's board of directors (or persons performing the equivalent function):
 - a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

November 9, 2023 May 6, 2024

/s/ Andy Cheung

Chung Kin Cheung ("Andy Cheung")

Chief Financial Officer

(Principal Financial Officer)

EXHIBIT 32.1

CERTIFICATION PURSUANT TO SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002

In connection with the Quarterly Report of Commercial Vehicle Group, Inc. (the "Company") on Form 10-Q for the period ended September 30, 2023 March 31, 2024 as filed with the Securities and Exchange Commission on the date hereof (the "Report"), I, Robert C. Griffin, Interim James R. Ray, President and Chief Executive Officer (Principal Executive Officer) of the Company, certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

1. The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
2. The information contained in the Report fairly presents, in all material respects, the financial condition and result of operations of the Company.

November 9, 2023 May 6, 2024

/s/ Robert C. Griffin

James R. Ray

Robert C. Griffin James R. Ray

Interim President and Chief Executive Officer

(Principal Executive Officer)

CERTIFICATION PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002

In connection with the Quarterly Report of Commercial Vehicle Group, Inc. (the "Company") on Form 10-Q for the period ended **September 30, 2023** **March 31, 2024** as filed with the Securities and Exchange Commission on the date hereof (the "Report"), I, Andy Cheung, Chief Financial Officer (Principal Financial Officer) of the Company, certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

1. The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
2. The information contained in the Report fairly presents, in all material respects, the financial condition and result of operations of the Company.

November 9, 2023 **May 6, 2024**

/s/ Andy Cheung

Chung Kin Cheung ("Andy Cheung")

Chief Financial Officer

(Principal Financial Officer)

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