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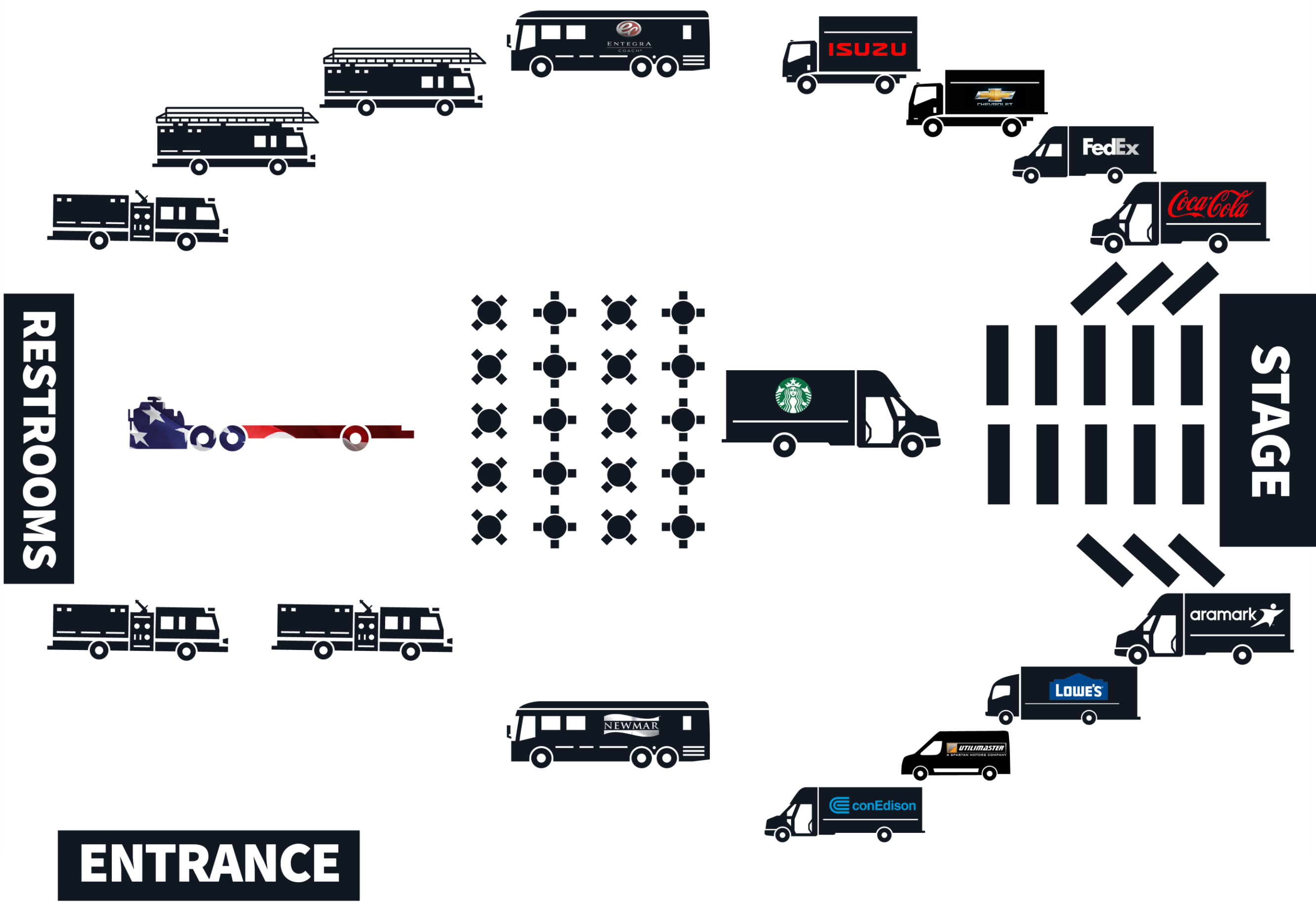
2017 ANALYST AND INVESTOR DAY



WELCOME AND HOUSEKEEPING



Juris Pagrabs
Group Treasurer and Director of Investor Relations



EVENT TIMELINE

8:00 a.m. – 12:00 p.m.

Business Model & Growth Strategy

45 minutes



Daryl Adams, President & CEO

Emergency Response

30 minutes



John Slawson, President

Specialty Vehicles and Chassis

30 minutes



Steve Guillaume, President

Break (15 minutes)

Fleet Vehicle and Services

30 minutes



Tom Ninneman, President

Financial Review

30 minutes



Rick Sohm, CFO

The Path Forward Starts Now

15 minutes



Daryl Adams, President & CEO

Q&A Panel Discussion (30 minutes)

12:00 p.m. – 3:00 p.m.

Lunch and vehicle showroom tour with management

FORWARD LOOKING STATEMENTS

This presentation contains some forward-looking statements that are not historical facts, including statements concerning our business, financial strength, future plans, objectives, and the performance of our products. These statements can be identified by words such as “believe”, “expect”, “forecast”, “potential”, “project”, “future”, “may”, “will”, and “should”, and similar expressions or words. These forward-looking statements involve various known and unknown risks, uncertainties, and assumptions that are difficult to predict with regard to timing, extent, and likelihood. Therefore, actual performance and results may materially differ from what may be expressed or forecasted in such forward-looking statements. Factors that could contribute to these differences may include operational and other complications that may arise affecting the implementation of our plans and business objectives; continued pressures caused by economic conditions and the pace and extent of the economic recovery; challenges that may arise in connection with the integration of new businesses or assets we acquire or the disposition of assets; issues unique to government contracting, such as competitive bidding processes, qualification requirements, and delays or changes in funding; disruptions within our dealer network; changes in our relationship with major customers or suppliers; changes in the demand or supply of products within our markets or raw materials needed to manufacture those products; and changes in laws and regulations affecting our business. The risk factors disclosed in Part I – Item 1A of our Annual Report on Form 10-K for the year ended December 31, 2016, filed with the Securities and Exchange Commission and available at www.sec.gov or our website, include all known risks our management believes could materially affect the results described by forward-looking statements contained in this presentation. However, those risks may not be the only risks we face. Our business, operations, and financial performance could also be affected by additional factors that are not presently known to us or that we currently consider to be immaterial to our operations. In addition, new risks may emerge from time to time that may cause actual results to differ materially from those contained in any forward-looking statements. All forward-looking statements in this presentation are qualified by this paragraph. Investors should not place undue reliance on forward-looking statements as a prediction of actual results. All dividends are considered and declared by our Board of Directors, in its discretion. We undertake no obligation to publicly update or revise any forward-looking statements in this presentation, whether as a result of new information, future events, or otherwise.

DARYL ADAMS

PRESIDENT & CHIEF EXECUTIVE OFFICER



“In my time here at Spartan, I’m most proud of what the team has accomplished on behalf of our shareholders.”

Returning \$30M to shareholders and achieving nearly 250% market cap growth in 30 months is a sure sign that we’re doing things the right way here, and we’re paving the road ahead for even more success.”*

Background

- 25 year automotive executive
 - Lear Corporation
 - Midway Products Group Corporation
 - Domestic and international experience

DNA

- Experienced 17x growth with previous company
- Increased former company’s production by 3x – zero staff increase
- MBA from Michigan State University
- Bachelors of Science in Industrial Management and Manufacturing from Lawrence Technological University

Involvement

- Business Leaders for Michigan (BLM) – Board
- Detroit Public Safety Foundation (DPSF) – Board
- Lansing Economic Area Association (LEAP)
- Michigan Manufacturers Association (MMA)
- Autonomous Vehicle Alliance (AVA)

* Shareholder return calculated by combining total dividends + share repurchases

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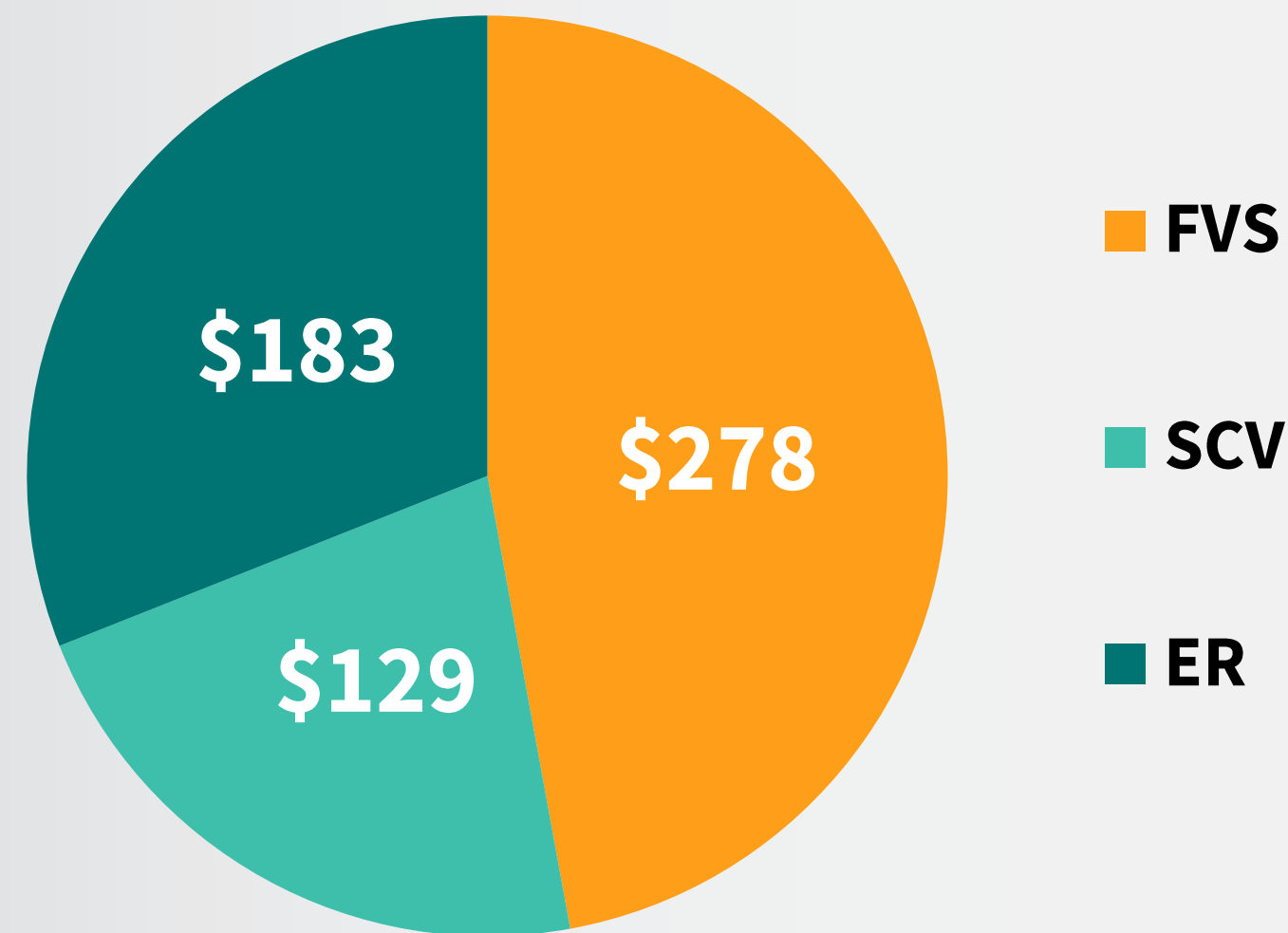
BUSINESS MODEL & GROWTH STRATEGY




SPARTAN AT A GLANCE

Global leader in the design, engineering, manufacture, and service of purpose built specialty vehicles and chassis.

SEGMENT OVERVIEW (\$M)



\$591M
IN 2016 SALES



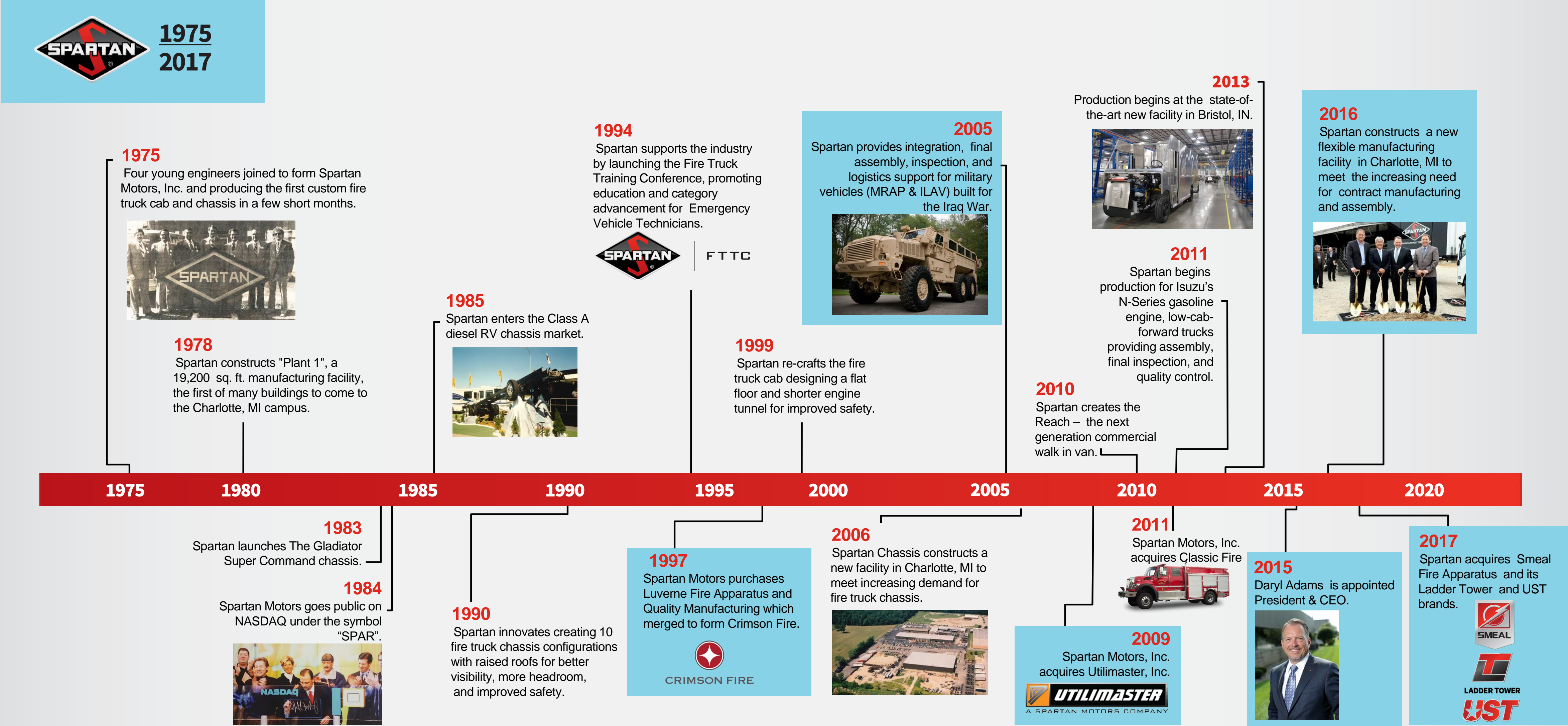
\$23M
2016 ADJ. EBITDA



26 OPERATIONS
WITH FACILITIES IN 7
STATES & 3 COUNTRIES



COMPANY TIMELINE



WHAT'S DIFFERENT



**Turnaround ER
business**



**Improve operational
discipline and
performance**



**Increase level of
accountability**



**Improve quality
and reduce
warranty expense**



**Strengthen and
develop the team**



**Institutionalized
standard processes**

EFFICIENCIES = OPPORTUNITIES

Streamlined processes uniquely position us to capitalize on growing end markets and pent-up demand.

MANUFACTURING PROCESSES & SYSTEMS

MATERIAL COSTS

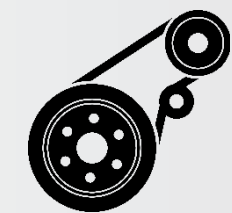
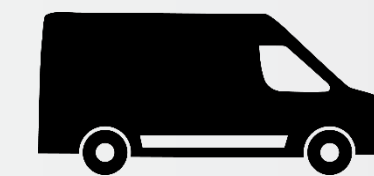
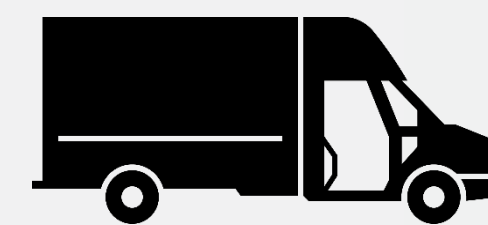
COMMON PRACTICES

DISTRIBUTION

CULTURE SHIFT

SOPHISTICATED BRAND MARKETERS

OPTIMIZE VALUE

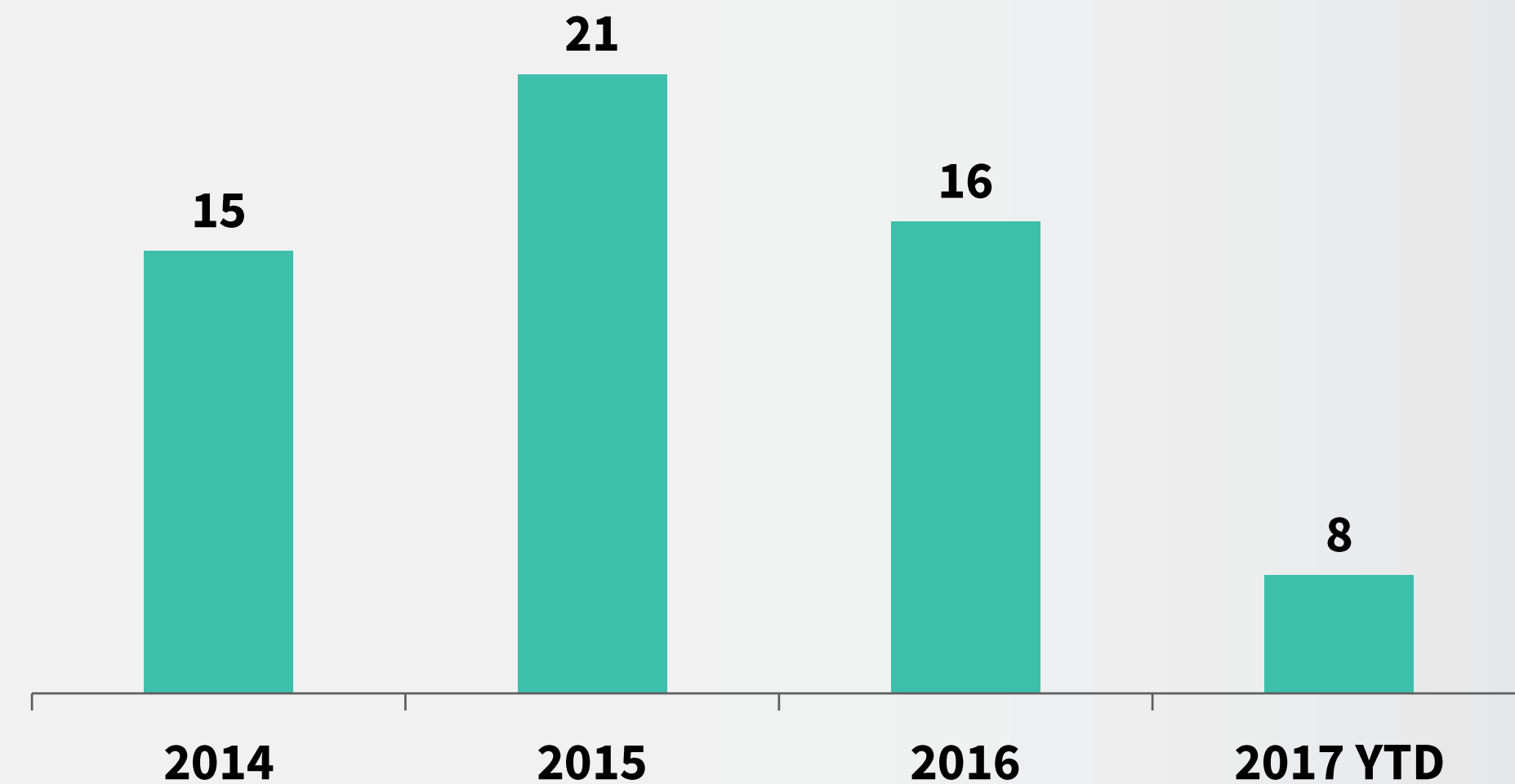


MANUFACTURING IMPROVEMENTS GAINING TRACTION

SPS – KEY PERFORMANCE INITIATIVES	
KPI	2017 YTD vs. 2016 FY
First Pass Yield	41 % improvement
On-Time Delivery	14 % improvement
Direct Labor Efficiency	8 % improvement
Cost of Poor Quality	110 bps improvement

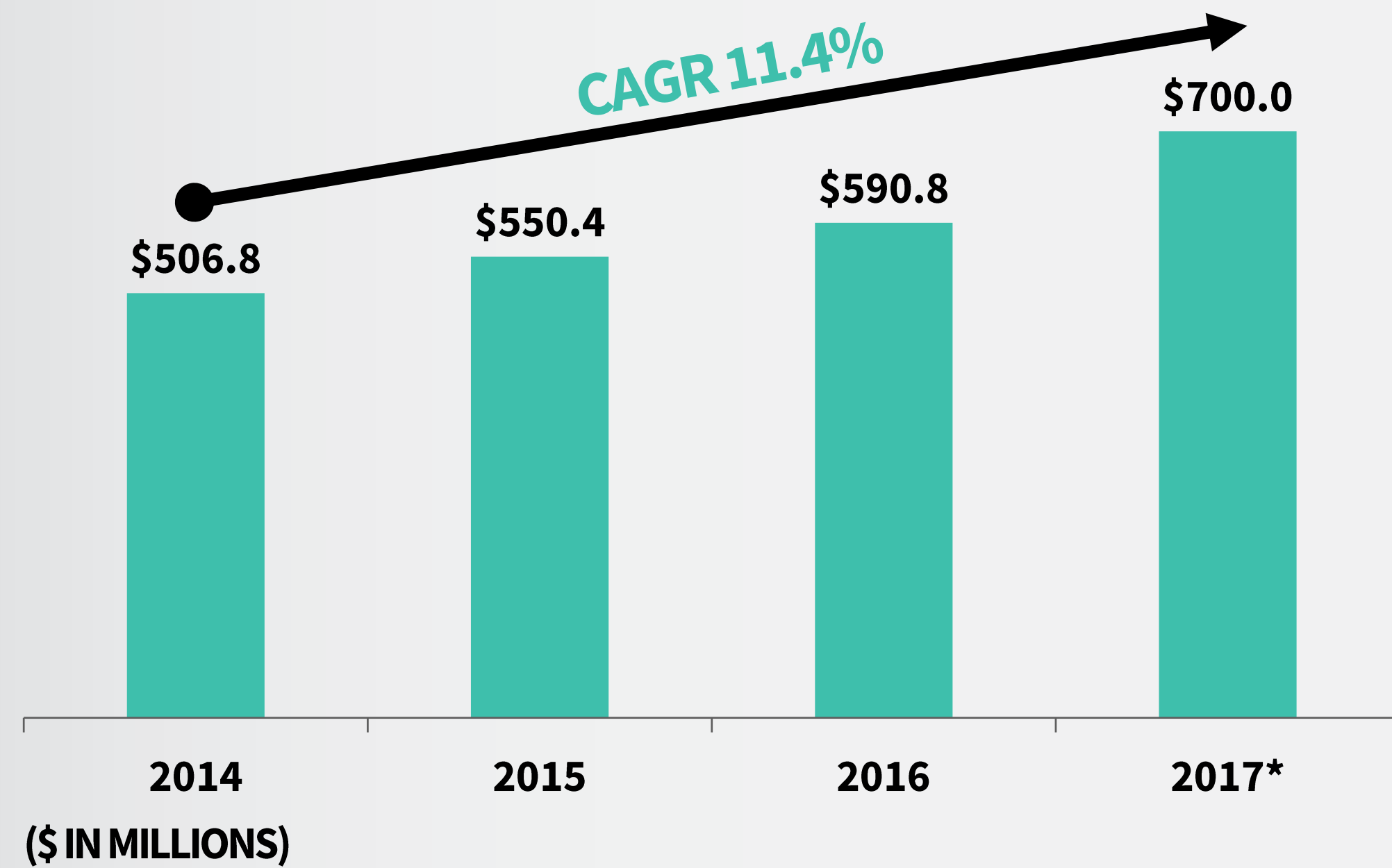


PRODUCT RECALLS

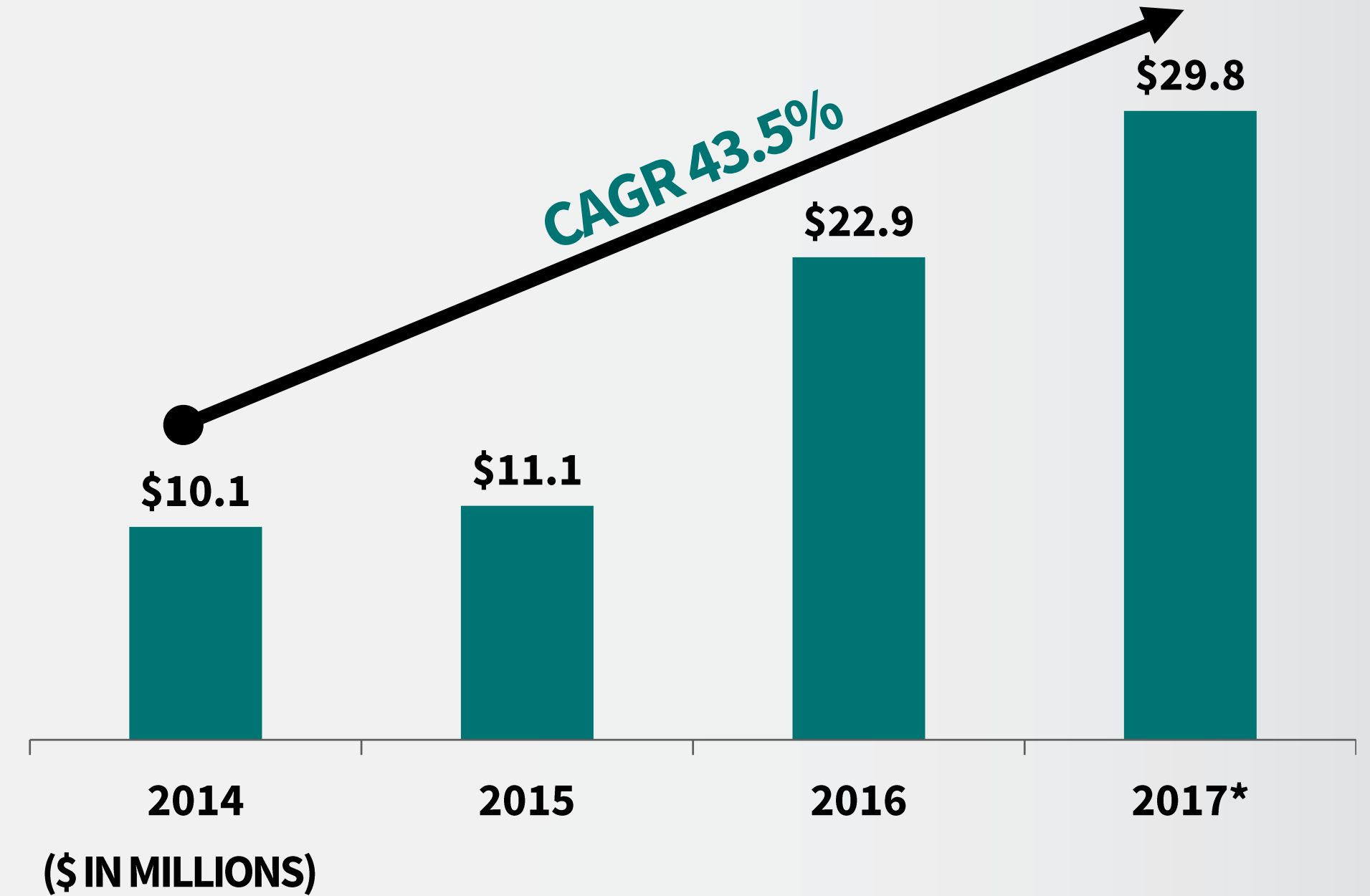


IMPROVED FINANCIAL PERFORMANCE

REVENUE



ADJ. EBITDA



* Based on 2017 guidance

THE PATH FORWARD



Our goal

To become #1 or #2 in each market we serve

Leading purpose-built vehicle manufacturer



Strategic priorities

Investing for Growth

- Product expansion
- Last mile delivery
- Market share growth

- Material cost

Expand Total Addressable Market

- M&A

Strengthen and grow the core business



Financial objectives

\$1 Billion in Sales

~10% Adj. EBITDA Margins

Improved Cash Flows

Increase ROIC

Enhance shareholder returns

Accelerate the path forward

SPARTAN MOTORS PRODUCT PORTFOLIO

~\$5B Market Opportunity



FVS
\$3.4B

A leader in truck bodies, walk-in-vans, highly customized global fleets, and vocation-specific up-fits



ER
\$1.2B

A top three fire truck and cab & chassis manufacturer with an emphasis on broad categorical coverage



SCV
\$420M

The "Premier Foundation" (custom chassis) for class A luxury diesel RVs

MACRO TRENDS DRIVE SUSTAINABLE GROWTH



- eCommerce to grow 3x rate of GDP
- Upfit market valued at \$1.2B with 8% CAGR



- Aging fleet equates to 11,000 units of pent-up demand
- New vehicles and refurb



- 10% CAGR in new RV unit shipments
- Increasing customer diversity
- More potential RV buyers

ECOMMERCE INFLUENCES CONSUMER BEHAVIOR

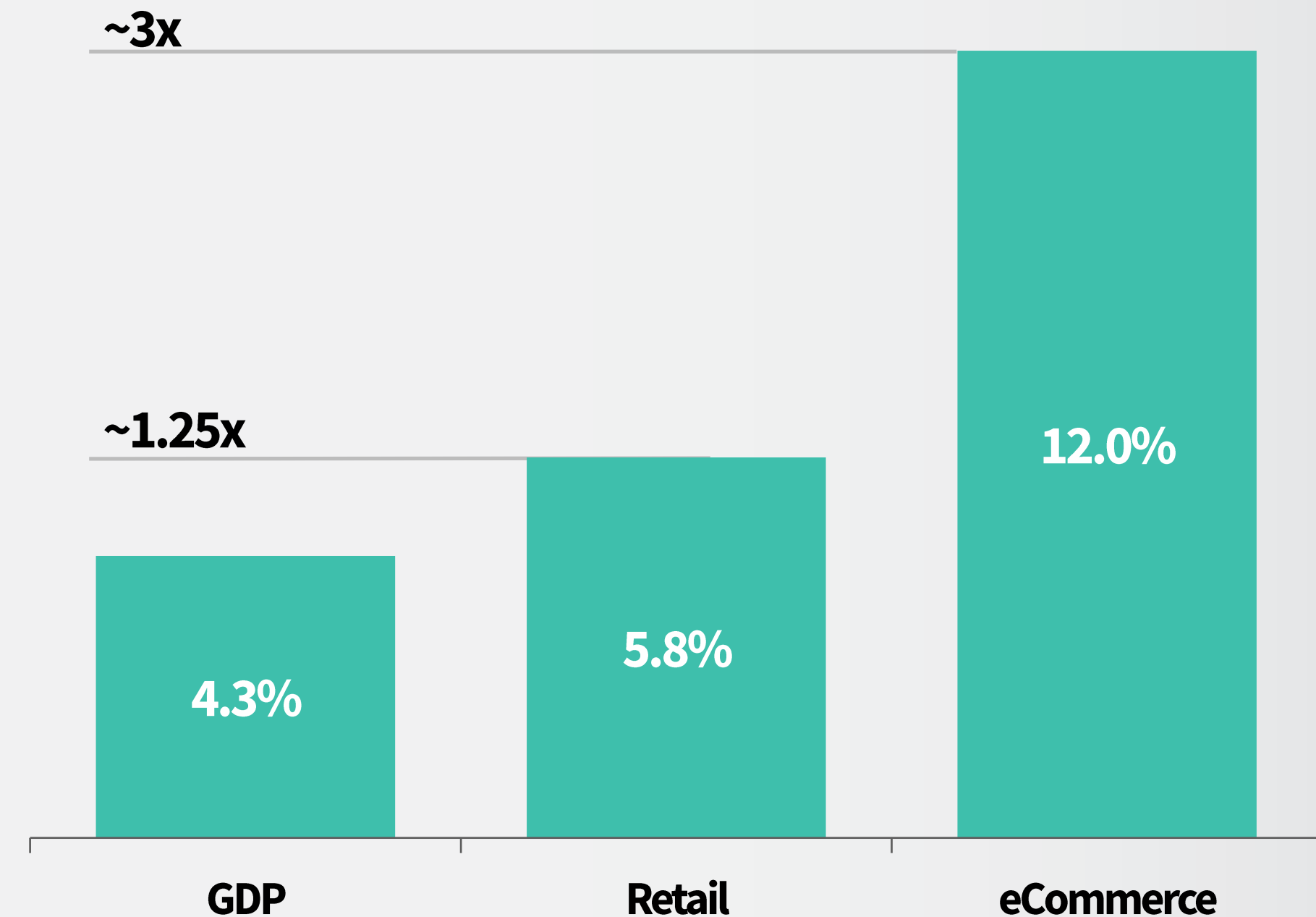
64 MILLION
PACKAGES DELIVERED DAILY
IN 2026

Note: Nominal GDP

Sources: FedEx, UPS Rates & Forecasting, eMarketer, Forrester

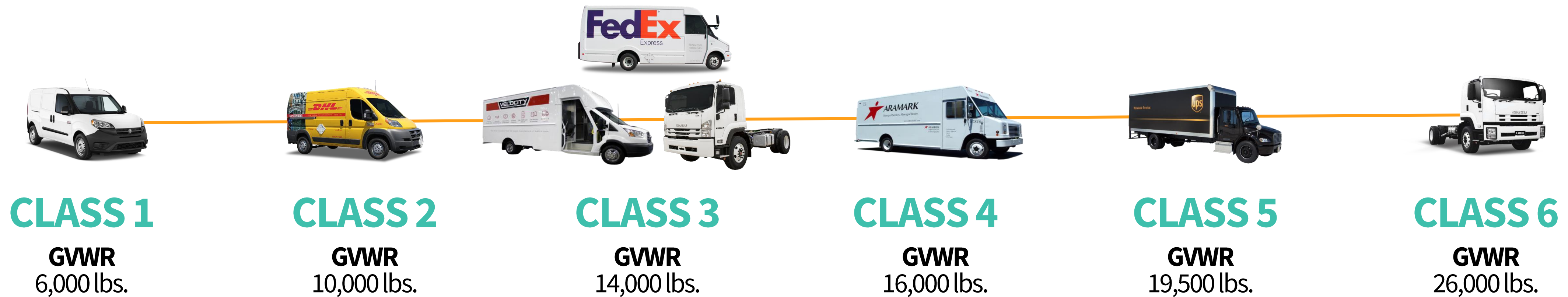
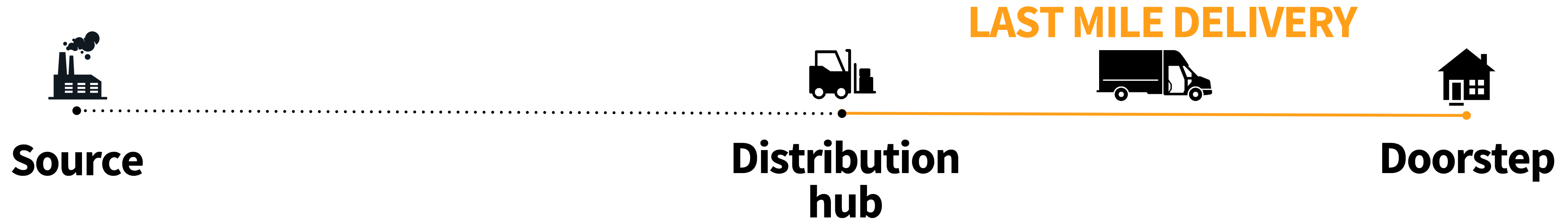
**eCommerce forecasted to grow
3x the rate of GDP**

EXPECTED GROWTH (CAGR) 2016-2020



FLEET GROWTH OPPORTUNITIES

\$3.4B Market Opportunity



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ACCELERATING GROWTH



SOLUTION-BASED FOCUS



Starbucks



Coca-Cola



UPS



FedEx



Keyless entry

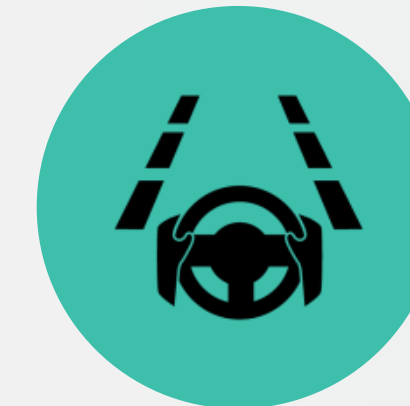
DISRUPTIVE INNOVATION



Adaptive cruise control



Spartan safe haul



Lane departure warning*



Collision mitigation



Air bags



Tire pressure monitoring system*



Electronic stability control



Rollover mitigation



Digital dash*

** Model year 2019*

FUTURE INNOVATION



**Alternative fuel
vehicles**



**Autonomous
vehicles**



**Tech
Transfer**



**Drone
delivery**

SIMPLIFIED AND STREAMLINED

- Reduced order to delivery time by more than half of any competitor
- Significant dealer interest
- Addressable custom pumper market of 30-40%

S-180



180 DAYS
ORDER TO DELIVERY TIME

M&A BOLSTERS MARKET PRESENCE

Disciplined Approach

- **High growth opportunities**
 - Smaller, bolt on acquisitions
 - Leverage existing competitive advantage and scale
- **Build scale**
 - Category leadership
 - Financial and operational synergies

Smeal Acquisition Update

- Closed on Jan 1, 2017 for \$32.5M
- ER business to achieve profitability on an adjusted basis in 2017
- Now a top-3 North American fire apparatus and cab & chassis manufacturer



SPARTAN. SMEAL.
**STRONGER
TOGETHER.**

ACCELERATING GROWTH



Customer-centric focus



Disruptive innovation



Solutions based



Streamlined operations



M&A

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EMERGENCY RESPONSE



JOHN SLAWSON

PRESIDENT, EMERGENCY RESPONSE



“Returning the business to profitability mode took demonstrable successes in order to lend the business the stability and in turn the credibility it deserved. In turn, we developed a culture around customer centricity and winning in the market.

The path to profitability is underfoot and the future looks incredibly bright.”

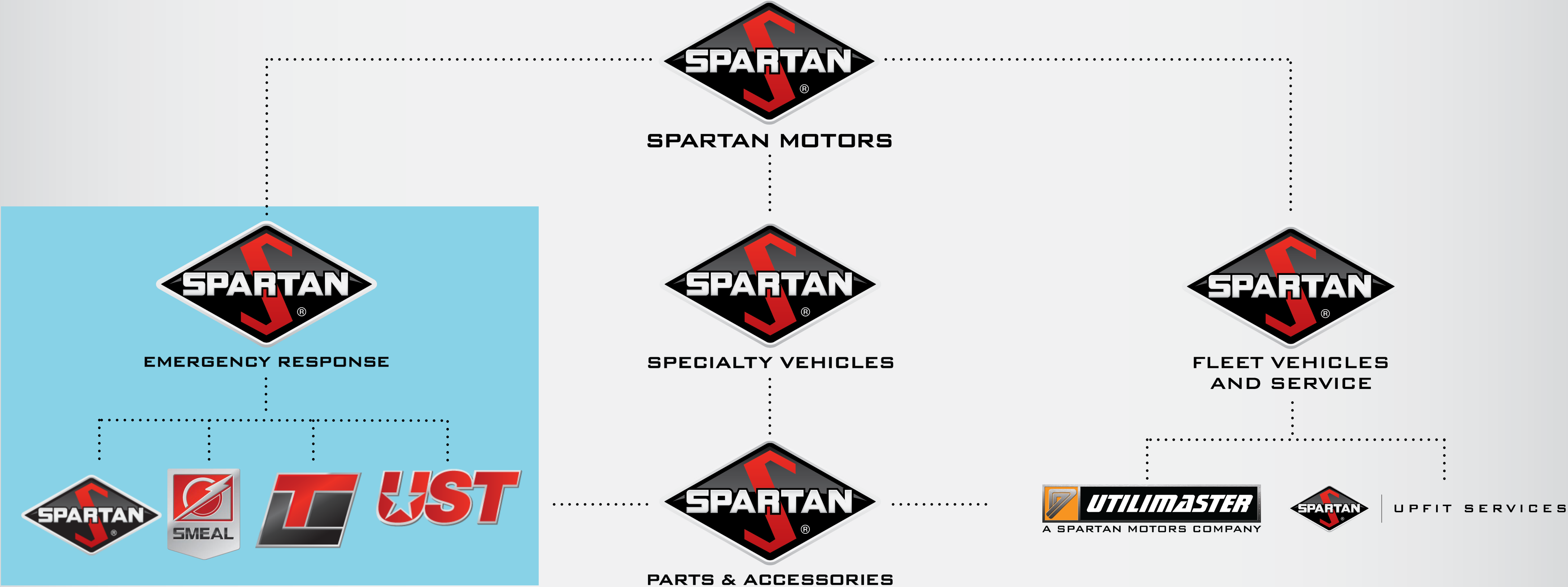
- **Background**

- Over 25 years of experience Emergency Vehicles & Truck Equipment
- Oshkosh Corporation- Pierce Fire Trucks
- Private Equity – Ambulance market- ASV
- Horton Ambulance
- Founding Principal of UST (formerly U.S. Tanker)

- **DNA**

- Progressive Positions
- M&A
- P&L Management
- Dealer Development
- Sales and Marketing Leadership
- MBA from Loyola University
- Bachelors of Arts from Marquette University

WHO WE ARE



EMERGENCY RESPONSE (ER)

- A top three fire truck and cab & chassis manufacturer with an emphasis on broad categorical coverage
- Provides cabs & chassis to 43 different OEMs

CABS & CHASSIS



COMPLETE APPARATUS



CUSTOMERS WE SERVE



Toronto, ON



Detroit, MI



Calgary, AB



China



Dallas, TX



Houston, TX



Fort Worth, TX



Riverside Co., CA



Peru



Quito, EC



Junta, CL



Sau Paulo, BR

EMERGENCY RESPONSE (ER)

CABS & CHASSIS



COMPLETE APPARATUS



SERVES 43 OEMS



Tractor Drawn Aerials



Platforms



Aerials



Pumpers



Tankers



Chassis

ER STRATEGY SUMMARY



Aggressive growth



6-8% Adj. EBITDA



**Increasing share in
growth markets**

EMERGENCY RESPONSE MANUFACTURING LOCATIONS



BRANDON, SD



NELIGH, NE



SNYDER, NE

UST DELAVAN, WI



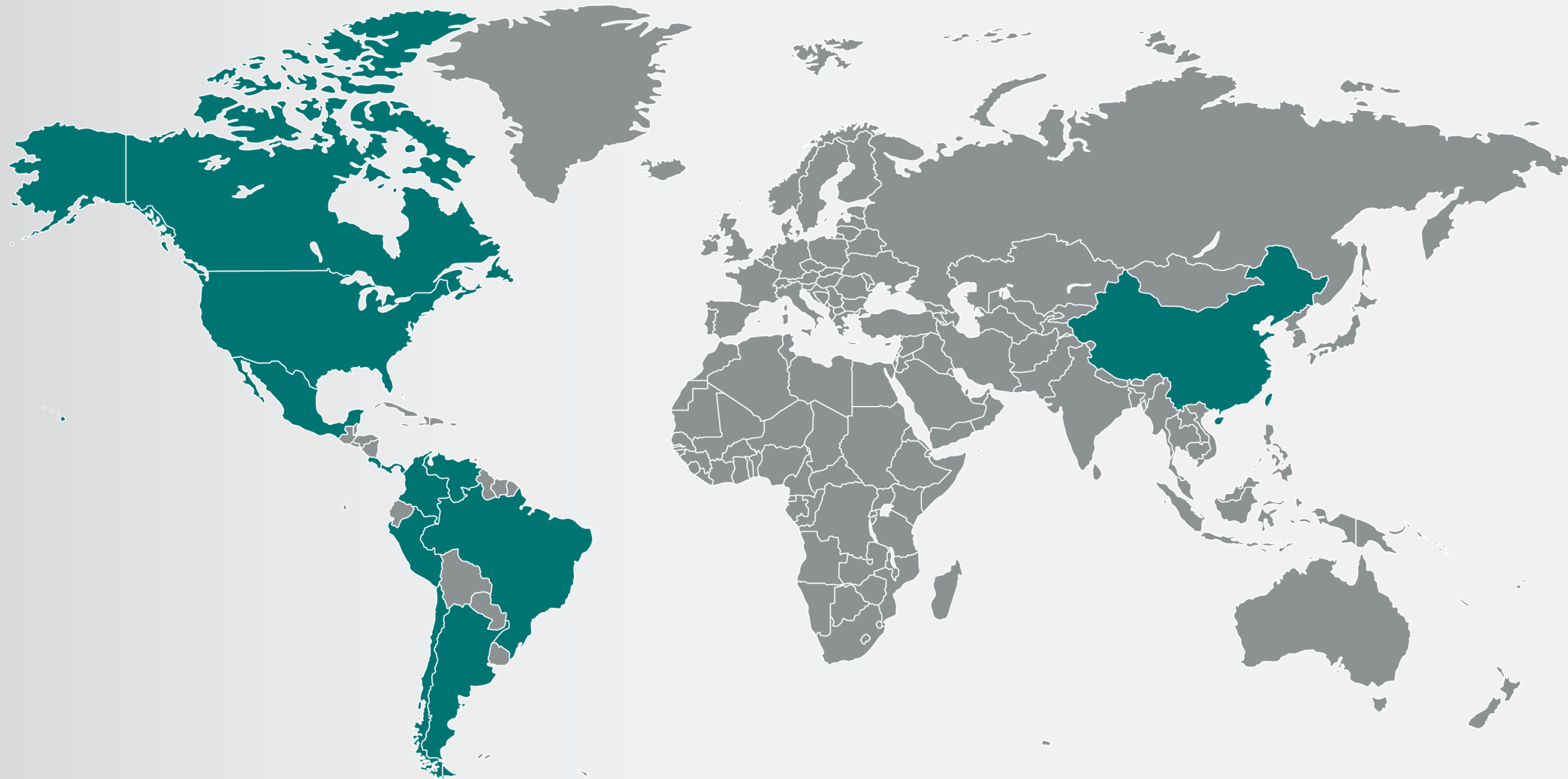
CHARLOTTE, MI



EPHRATA, PA

ER DEALERS: SALES & SERVICE

SPARTAN DEALER NETWORK



- **North American**
 - Added strategic dealers through Smeal
- **Latin America**
- **China**
 - Chinese Compulsory Certification (CCC)
 - Strengthen already recognized leader
- **Significant aftermarket parts growth**
- **Strong business partners**
- **Continue to support OEM – builders**

EMERGENCY RESPONSE

Historical issues

- Adjusted EBITDA loss of (\$8.7) million in 2015

Fundamental problems

- Products
- Volume
- Gross margin
- SG&A
- Discounts-concession
- Dealers
- Penalties- OTD
- Labor efficiencies



WHAT DID WE NEED TO FIX?

- **Everything**
- **Focus on profitable products**
- **Distribution and OEM channel**
- **Sales and Marketing transformation**
- **Quality**
- **Gross margin**
- **SG&A**
- **Operations**

STRATEGIC CHANGES



Stability

- Leadership
- Distribution
- Team building-adding talent



Predictability

- Quality
- Customer service
- Forecast
- Winning culture

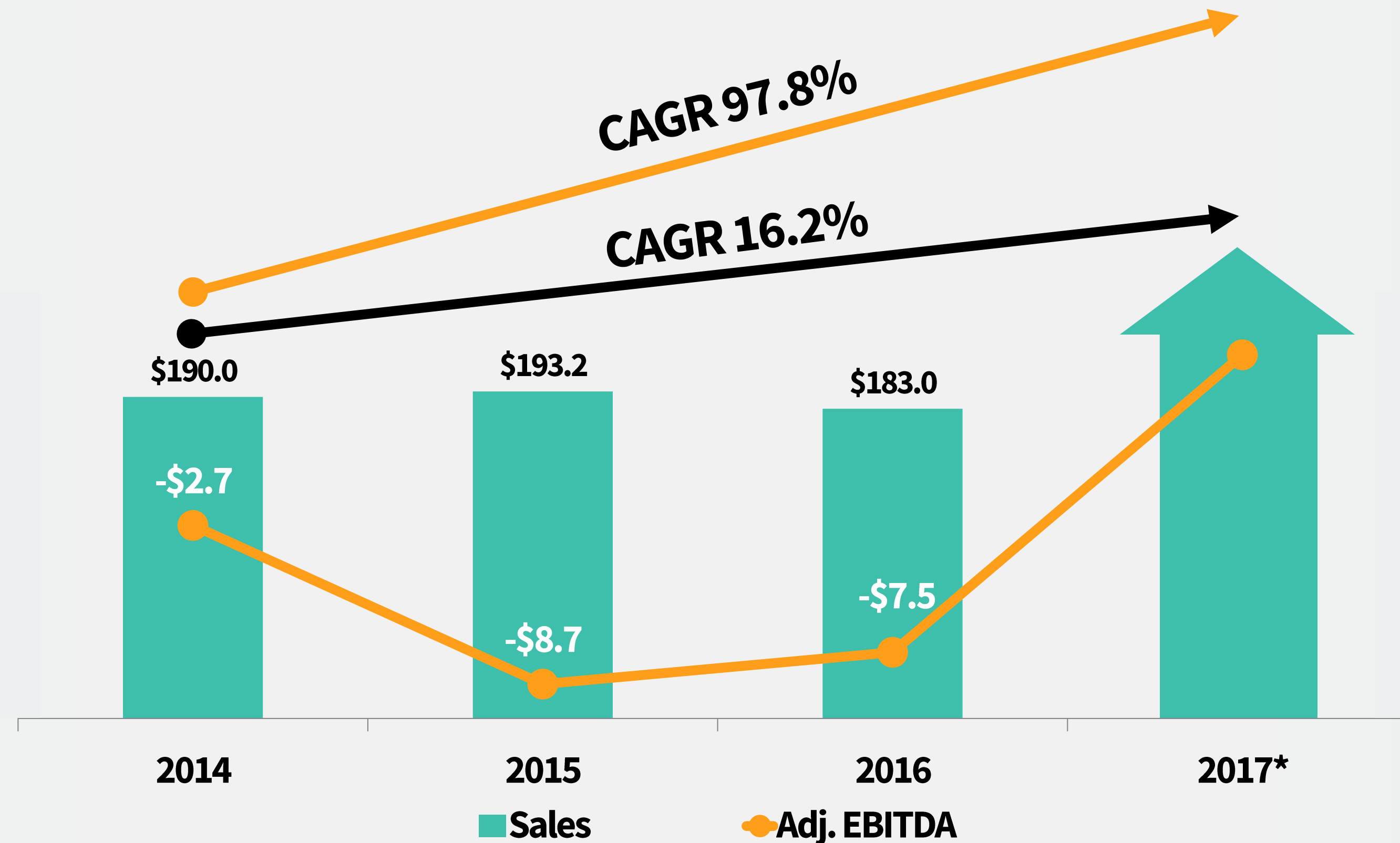


Profitability

- (\$8.7) million adjusted EBITDA loss in 2015
- Profitable culture

IMPROVED FINANCIAL PERFORMANCE

- **Profitable for the first time in six years**
 - ~400 bps improvement gross margin
 - Significant improvement in warranty expense
 - ~300 bps improvement in SGA
 - ~ \$10M improvement in adjusted EBITDA



* Based on 2017 guidance

SMEAL ACQUISITION



- **Big impact**

- **SECURES** the Spartan Motors' market leadership in an increasingly consolidating industry
- **POSITIONS** Spartan Emergency Response as a top-three chassis and fire apparatus manufacturer in North America
- **DIVERSIFIES** and expands the Company's product portfolio as well as geographic reach across 44 states in the U.S., 10 provinces and 3 territories in Canada
- **INCREASES** shared technology, product innovation, and manufacturing best practices
- **ACCELERATES** Spartan Motors' turnaround plan for its ER business unit
- **INTEGRATES** operational leadership team and R&D talent of Smeal with Spartan Emergency Response team

SMEAL ACQUISITION



~\$100M net annual
revenue



Improved
margins



Improved
shareholder value



SPARTAN. SMEAL.
**STRONGER
TOGETHER.**

COMPLIMENTARY PRODUCT PORTFOLIO



Tractor Drawn Aerials



Platforms



Aerials



Pumpers

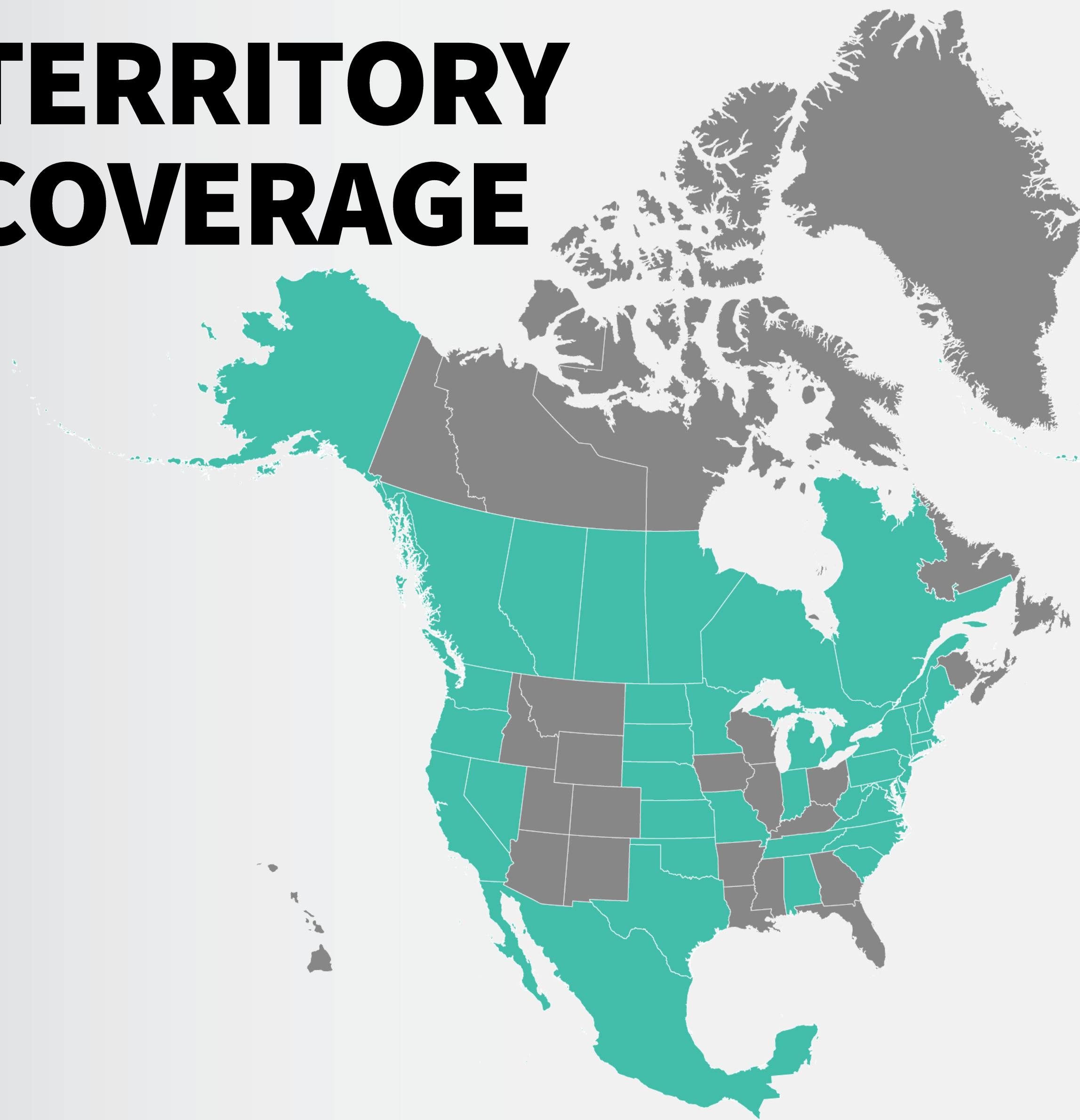


Tankers



Cab & Chassis

TERRITORY COVERAGE



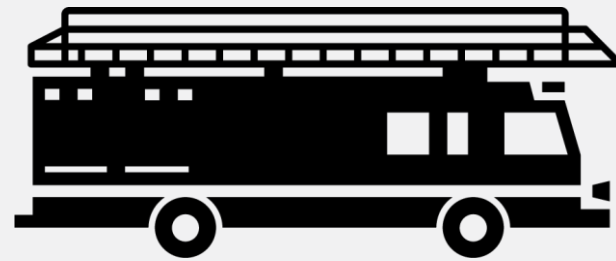
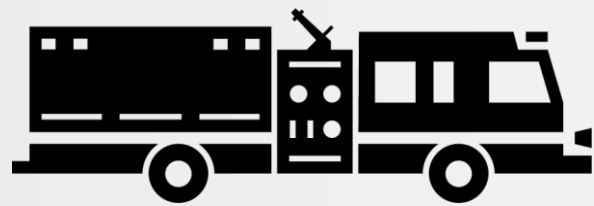
2016 SPARTAN DEALER COVERAGE



2017 COMBINED DEALER COVERAGE

MARKET SHARE

\$1.2 Billion Total Addressable Market



PUMPERS

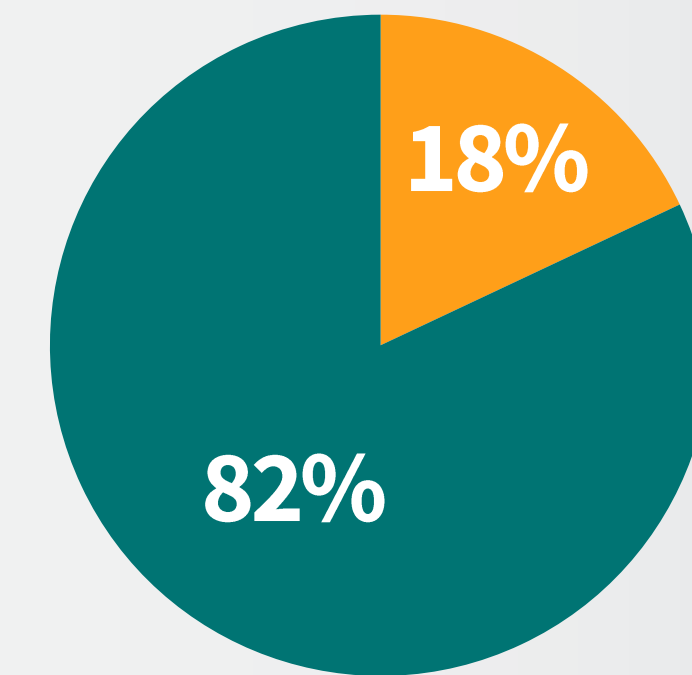
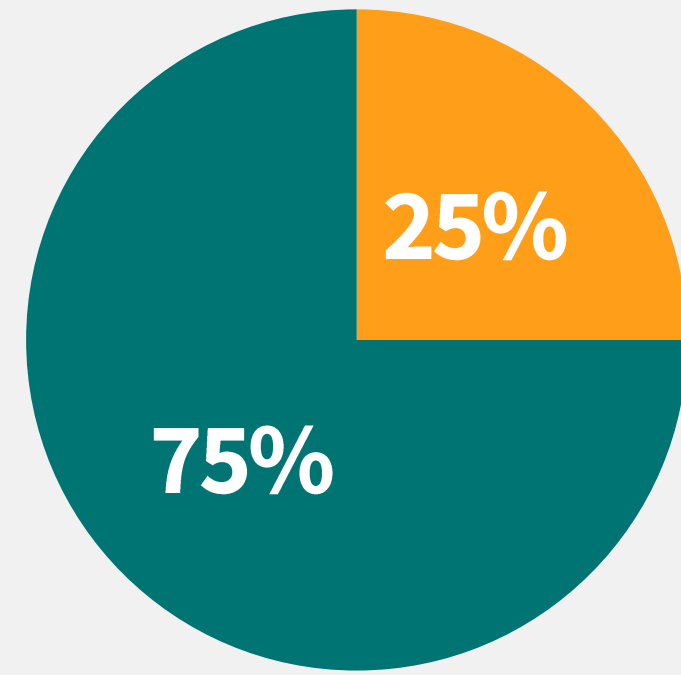
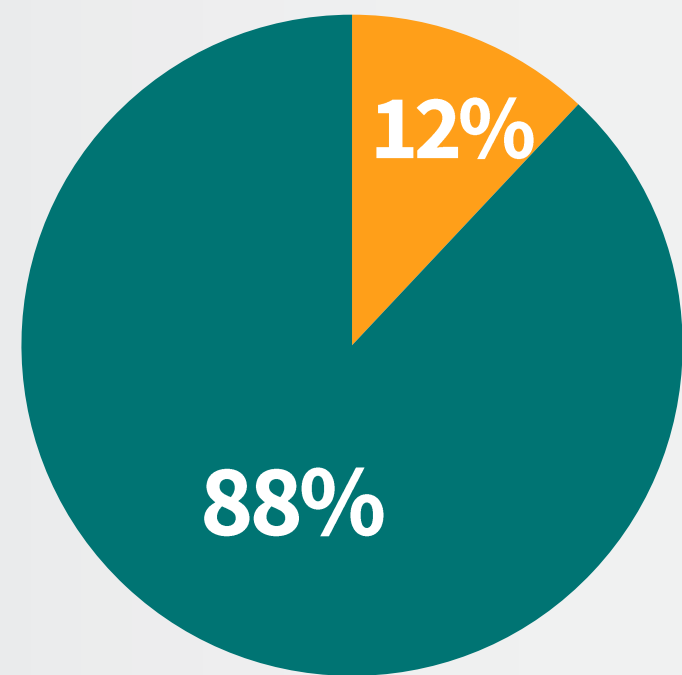
AERIALS

FIRE TRUCK CABS & CHASSIS

Pumper Market Share

Aerial Market Share

Chassis Market Share



- Spartan/Smeal
- Pierce, REV, Resenbauer, Other

- Spartan/Smeal
- Pierce, REV, Resenbauer, Other

- Spartan/Smeal
- Pierce, REV, Resenbauer, Other

Source: FAMA and Management's estimates



CUSTOMER CENTRIC MODEL



Sales & marketing alignment



Customer service leverage



Personal relationship with customers & OEM's



Listening & reacting



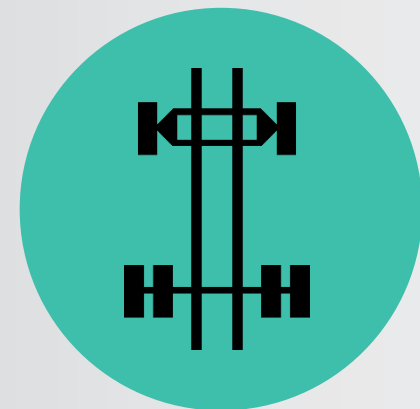
New products & innovation

DISRUPTIVE INNOVATION



- **80/20 rule**
- **Quick response speed-to-market**
- **11 models**
- **Custom cab with structured content**
- **Reduce delivery time: 180 days or less**
- **Optimizes value chain**
- **Profitable vehicles**

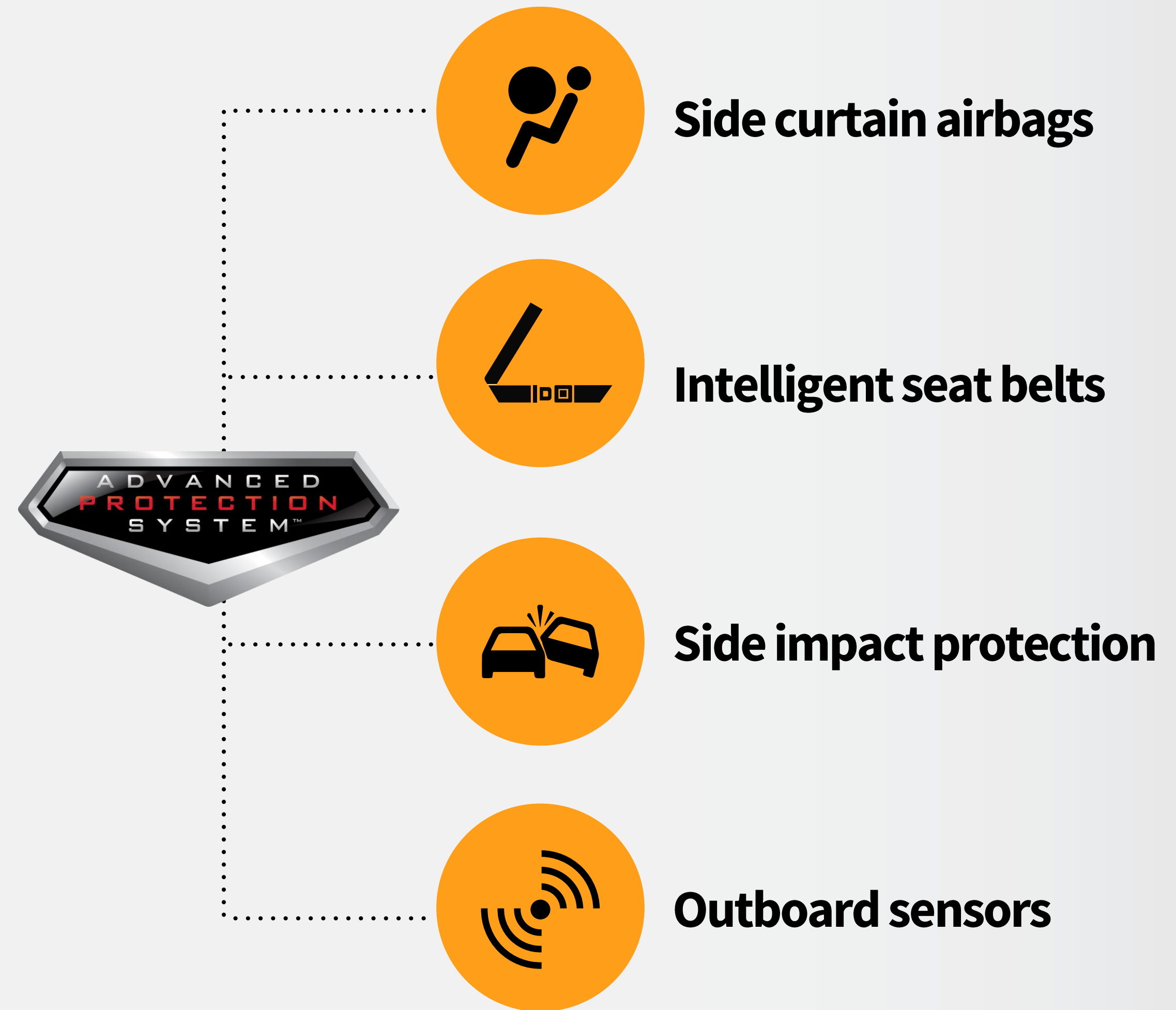
TECH TRANSFER AND INDUSTRY BEST



Spartan Independent Front Suspension (IFS)

- Outperforms category leader
 - Product performance
 - Value equation

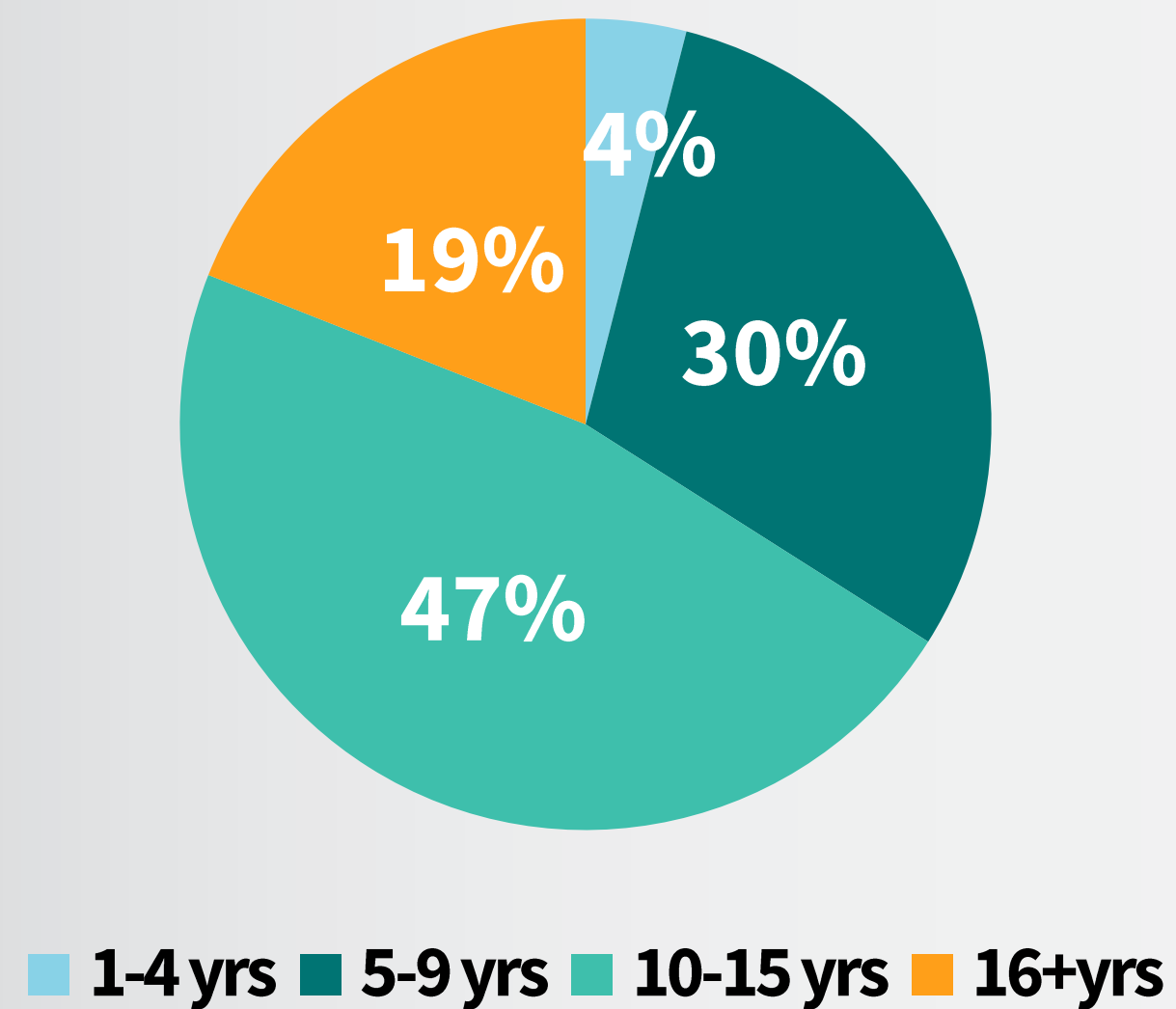
Spartan Advanced Protection System®



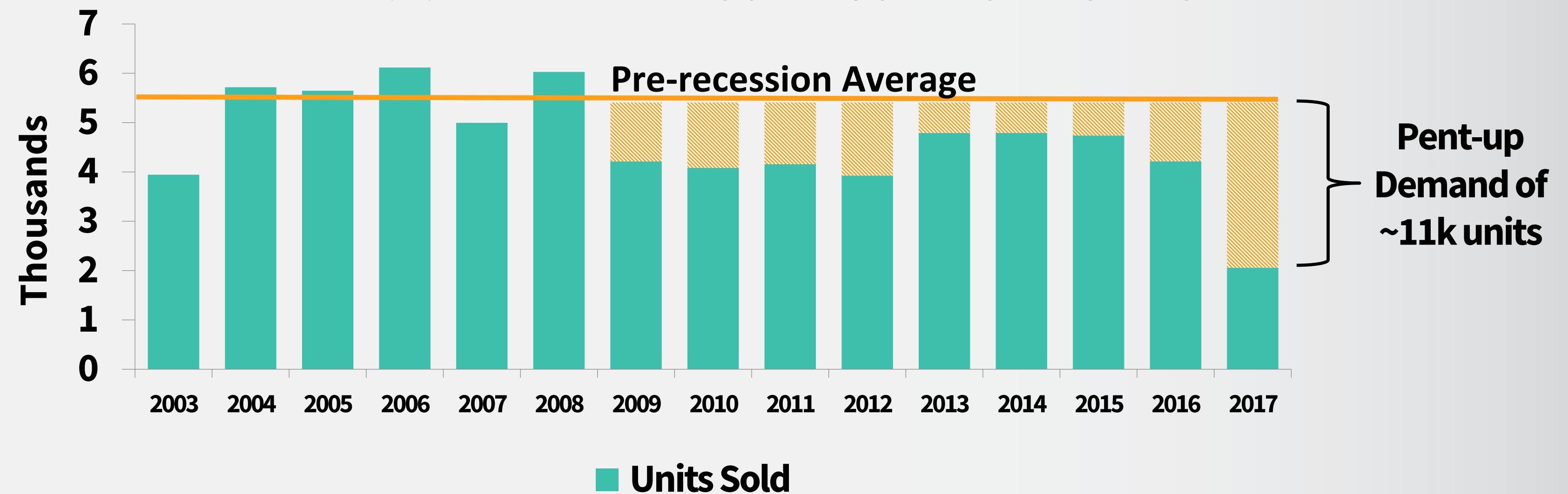
DEMOGRAPHIC DRIVERS

- **Lower-than-average buying since 2009**
 - Created an estimated 11k units of pent-up demand versus pre-recession levels
 - Sales to return over the next decade
 - 66% of all fire trucks are ten years or older

AVERAGE FLEET AGE



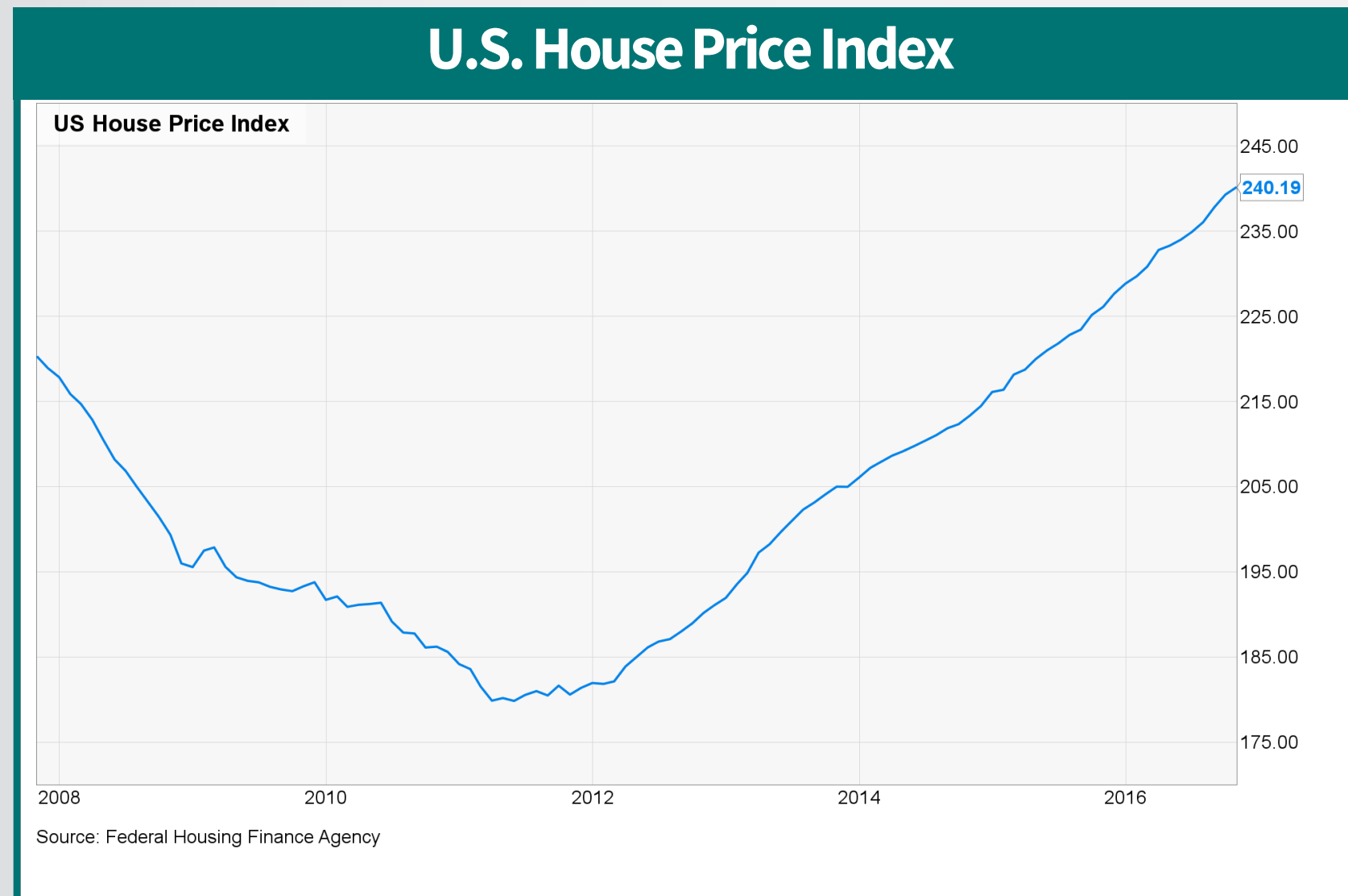
N.A. FIRE APPARATUS INDUSTRY UNIT SALES



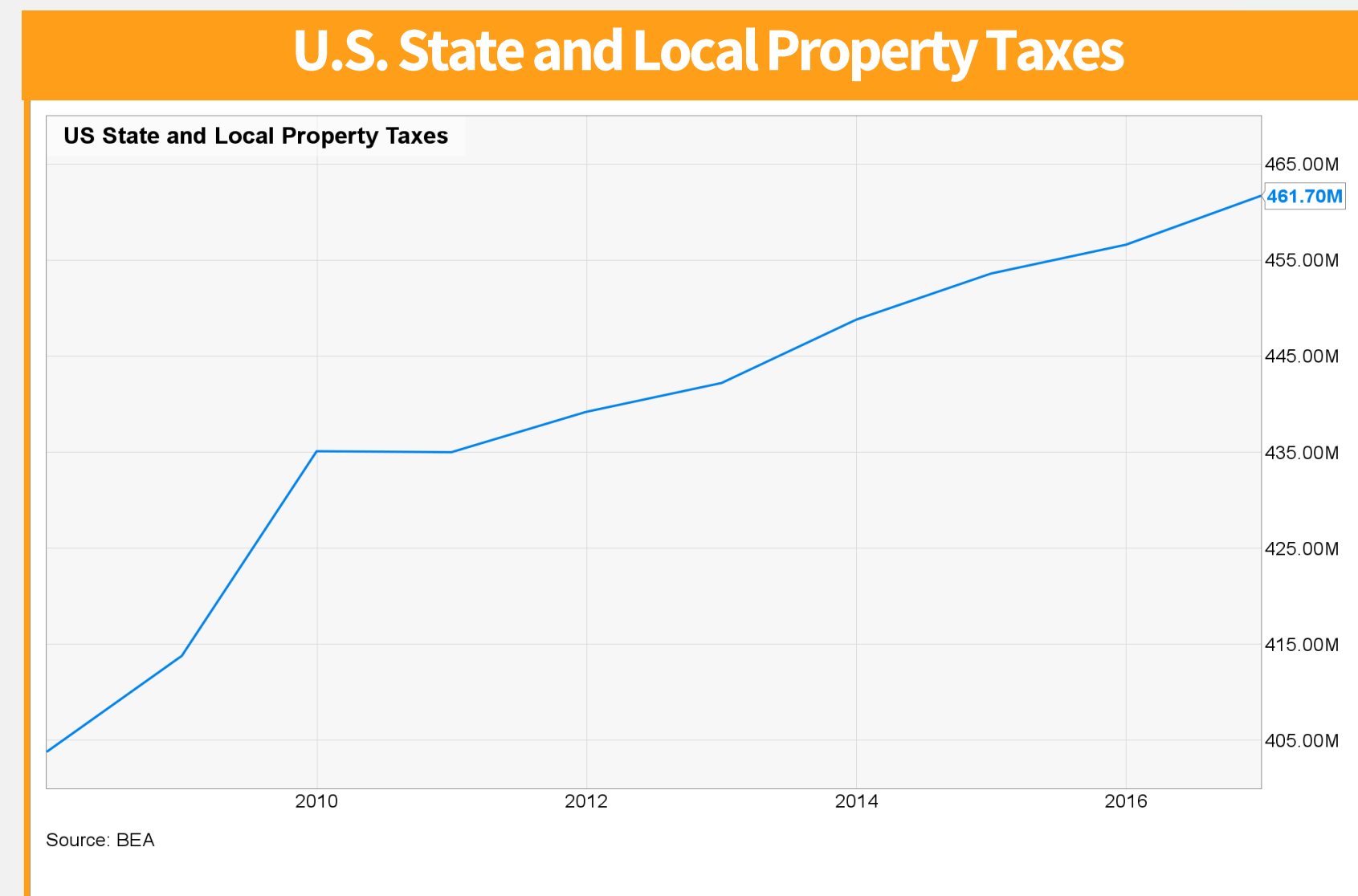
MARKET DRIVERS

- **Economic housing recovery**

- U.S. Housing prices on steady rise, trend expected to continue*
- Property taxes increasing at a rate exceeding housing price index, resulting in a greater tax base**
- Pent up demand, starting to break free as aging fleets require replacement



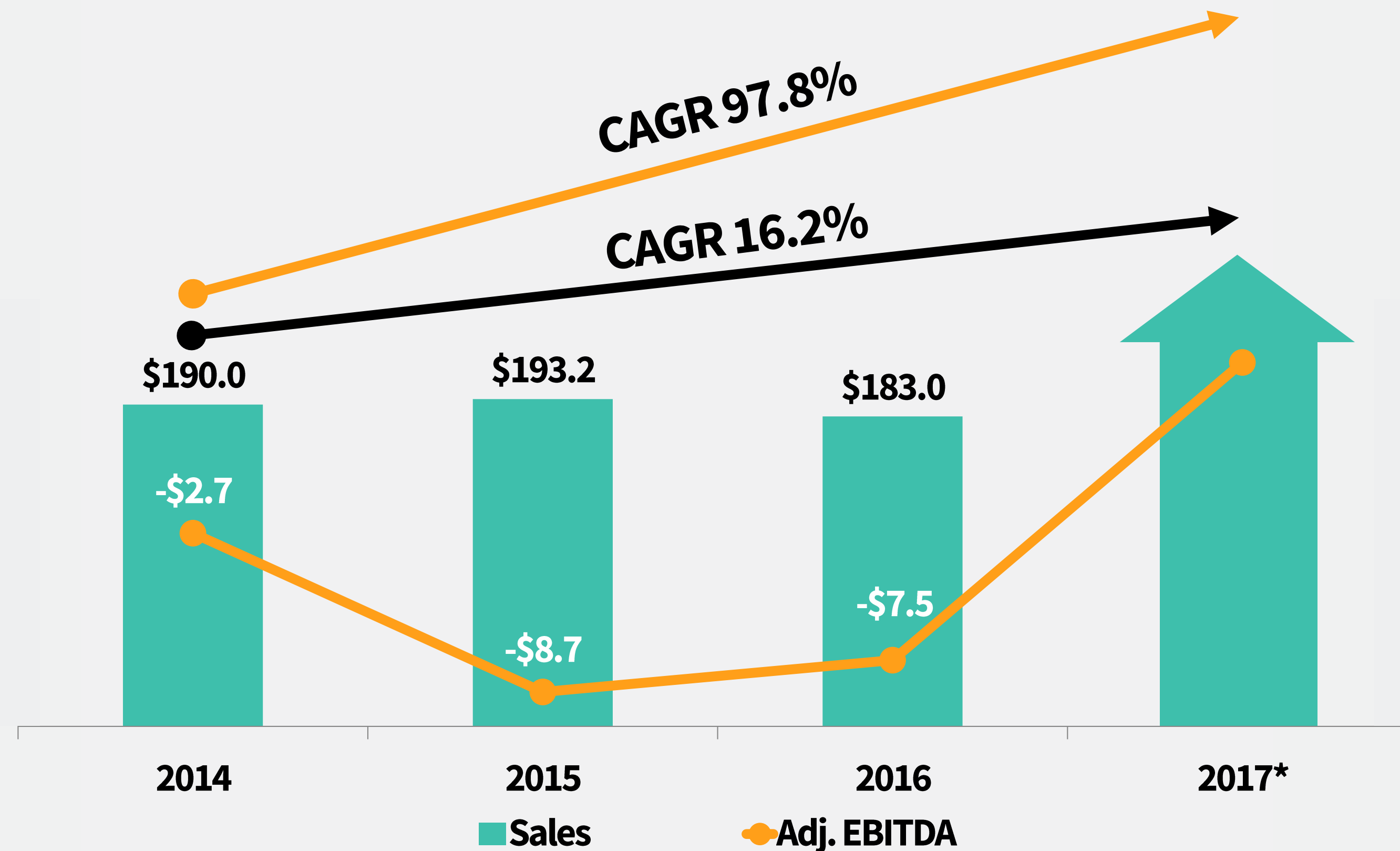
*Source: Federal Housing Finance Agency | Report: FHFA House Price Index



**Source: Bureau of Economic Analysis | Report: Gross Domestic Product (GDP)

RESULTS ARE DEMONSTRATING OUR SUCCESS

- **The path forward**
 - Strong Q3 and finishing strong 2017
 - Turned the corner
 - ER path forward begins now!



*Based on 2017 guidance

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SPECIALTY VEHICLES



STEVE GUILLAUME

PRESIDENT, SPECIALTY VEHICLES



“My first priority is developing a motivated and engaged team focused on achieving the highest levels of customer satisfaction. We will push hard to drive market innovations with fast speed to market. Our growth will be fueled by continued expansion in our current segments while executing opportunities in adjacent markets.”

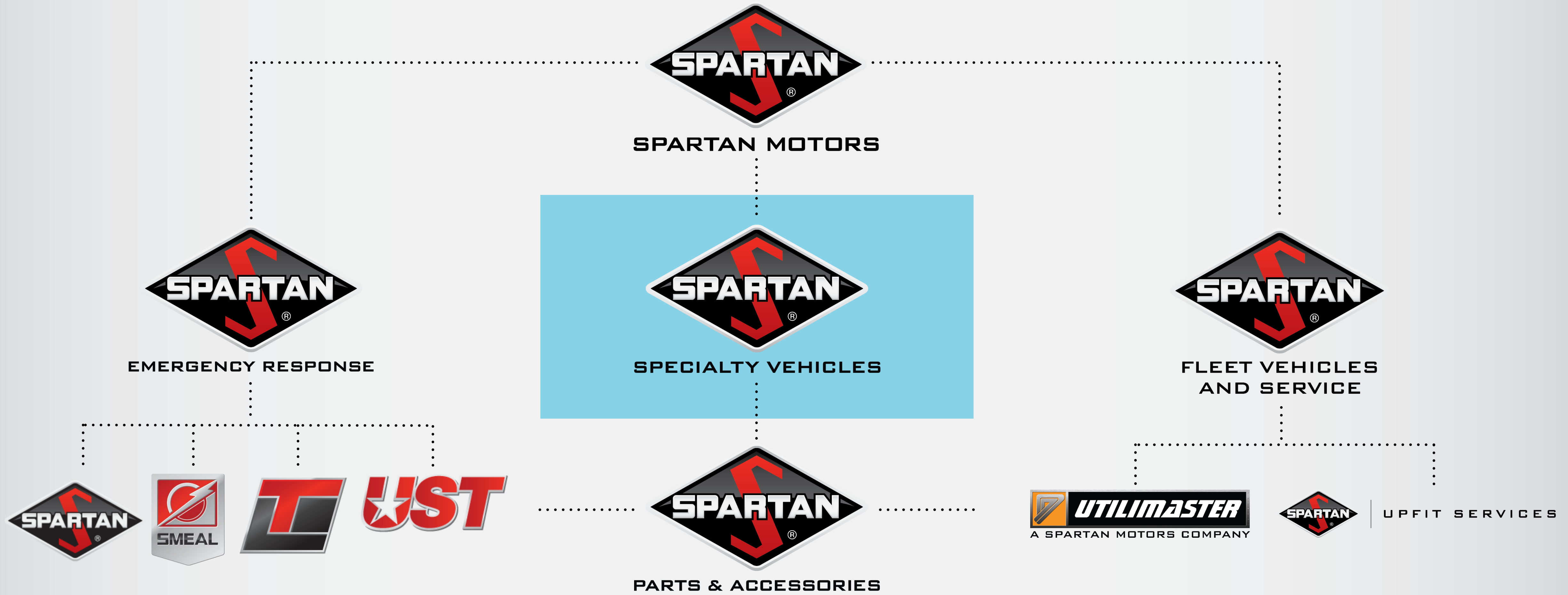
Background

- Over 25 years of progressive management experience
- Executive leadership at Navistar with numerous progressive positions

DNA

- P&L leadership
 - Diesel engines - \$1B
 - Commercial trucks - \$2B
 - Specialty vehicles - \$100M
- M&A
- Dealer development
- Program management
- Accounting to controller
- Sales and marketing leadership
- MBA from Northwestern
- Bachelors of Science in Finance from Baylor University

WHO WE ARE

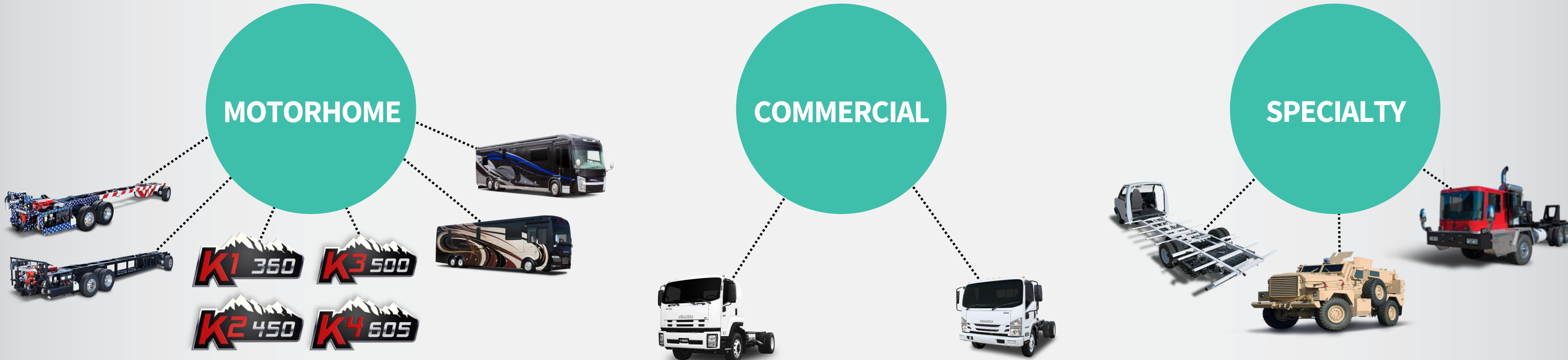


SPECIALTY CHASSIS & VEHICLES (SCV)

MOTORHOME

COMMERCIAL

SPECIALTY



CUSTOMERS WE SERVE



SV STRATEGY SUMMARY

Providing an industry leading products and services through an enhanced customer experience and sustained relationships, support before and after the sale, high product quality, and continuous innovation.



Aggressive growth



>10% Adj. EBITDA



Increasing share in growth markets

TWO YEARS AGO, WE FACED CHALLENGES



**Lack of customer
intimacy & brand vision**



**Legacy warranty
issues**



**Market share
erosion**

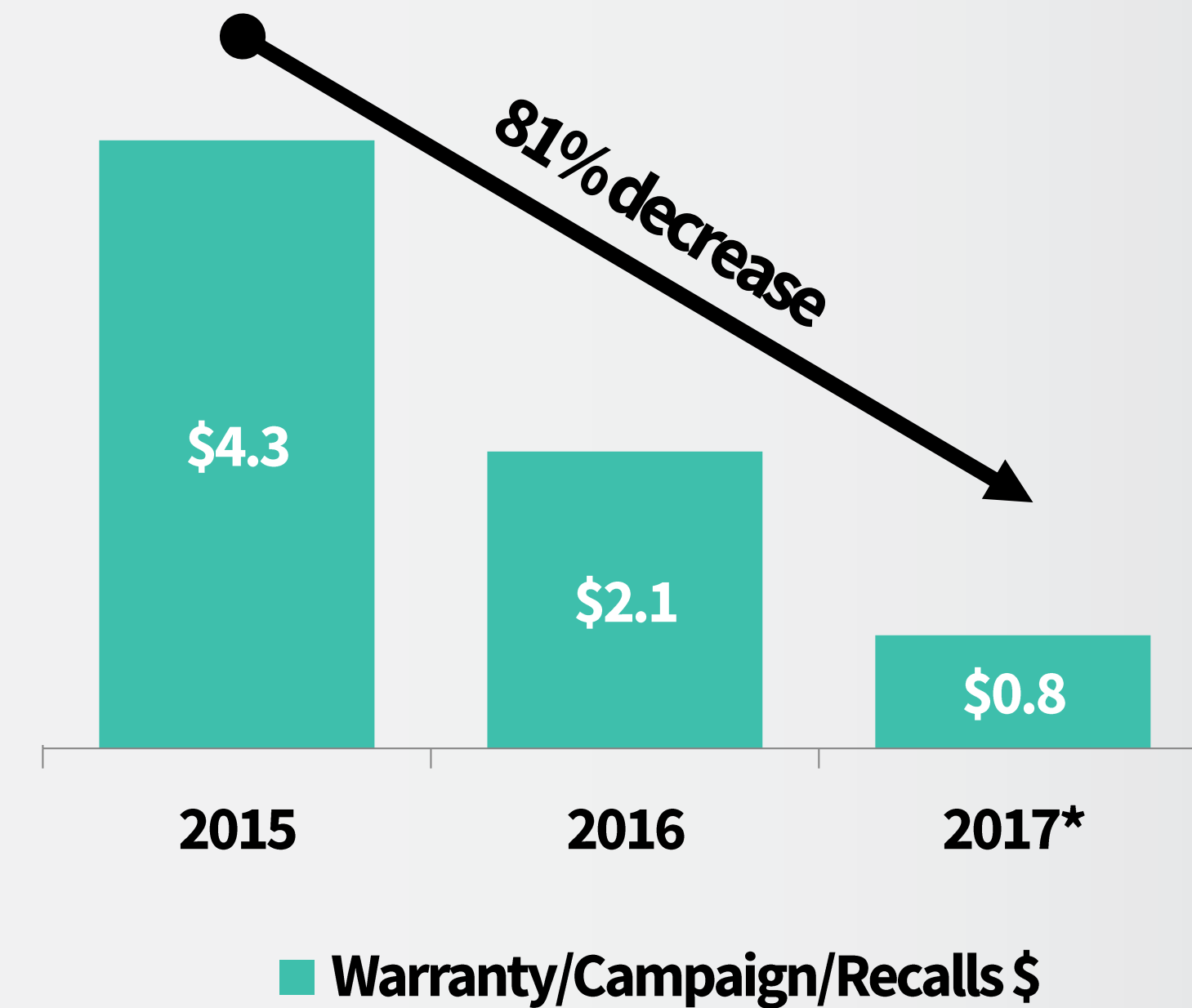


**Deteriorating
financial performance**

PROBLEMS SOLVED

>200 bps improvement in Adj. EBITDA margin since 2015

NEW PLATFORMS



* Based on 2017 guidance

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2018 - 2020 WHAT'S NEXT



CONTINUED FAVORABLE MACRO ENVIRONMENT



**10 year low fuel
prices and wide
availability**



**Strong consumer
confidence**



**Accessible credit and
consistently low
interest rates**



**Continued favorable
employment and
wage trends***



**Dow Jones
322% increase
since 2009****



**Increased
wealth**

**Source: US Bureau of Labor Statistics*

***Source: Marketwatch*

STRONG CONSUMER MARKET TRENDS



Population ↑ 159% since 1970

- Two-fold Increase in drivers
- More potential RV buyers**



34% of new RVs sold to first time buyers

- 8 in 10 of those new buyers were under age 65*



10% CAGR in new RV unit shipments since 2010



3.4 million new households started camping since 2014

- Demographic is interested in trying different accommodations, including RVs*



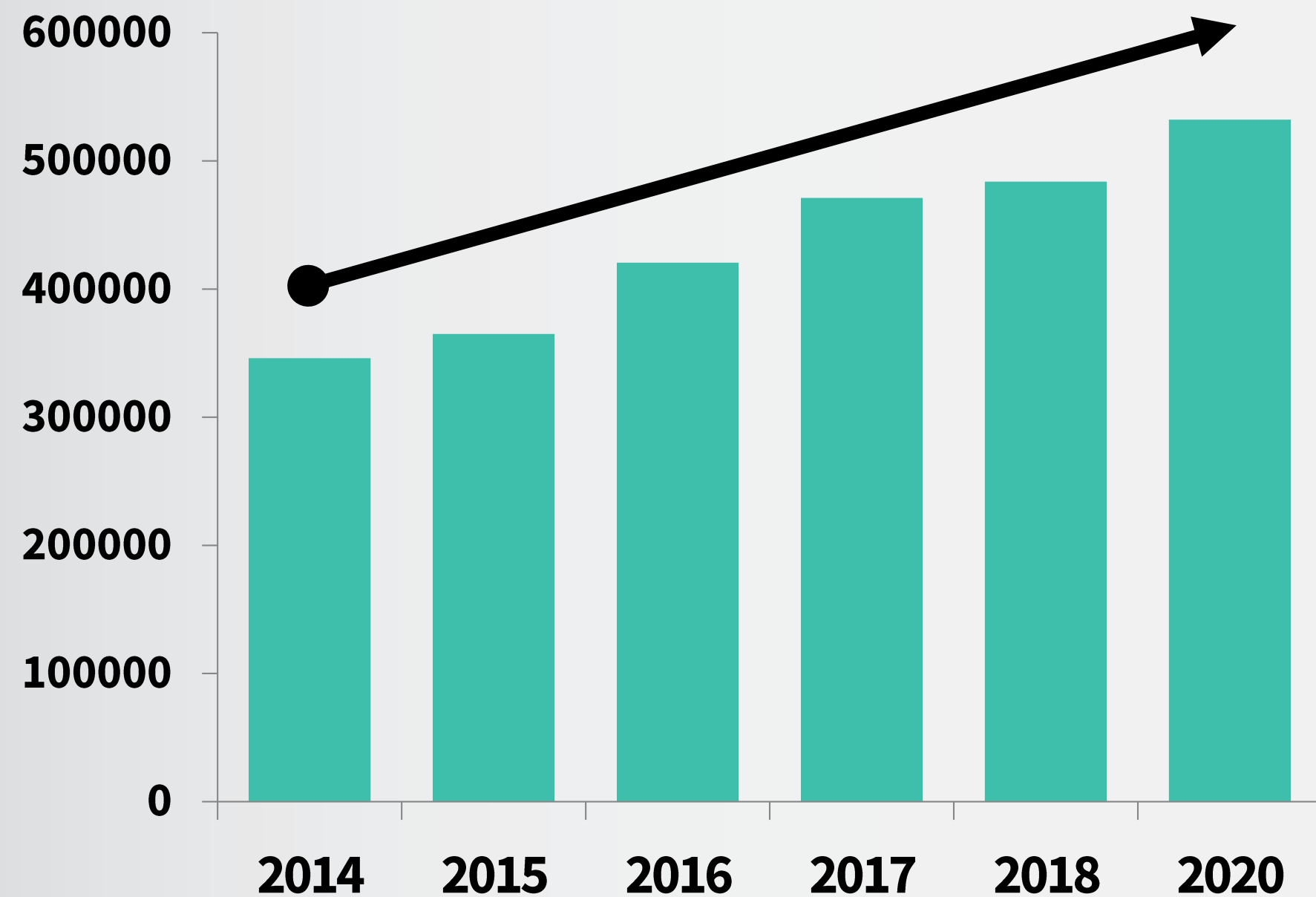
16.6 million potential buyers interested in new RVs

* Source: RVIA, RV Industry Power Breakfast Presentation, May 2017

** Source: RVIA Go RVing Communications Study 2016

GROWTH: MOTORHOME

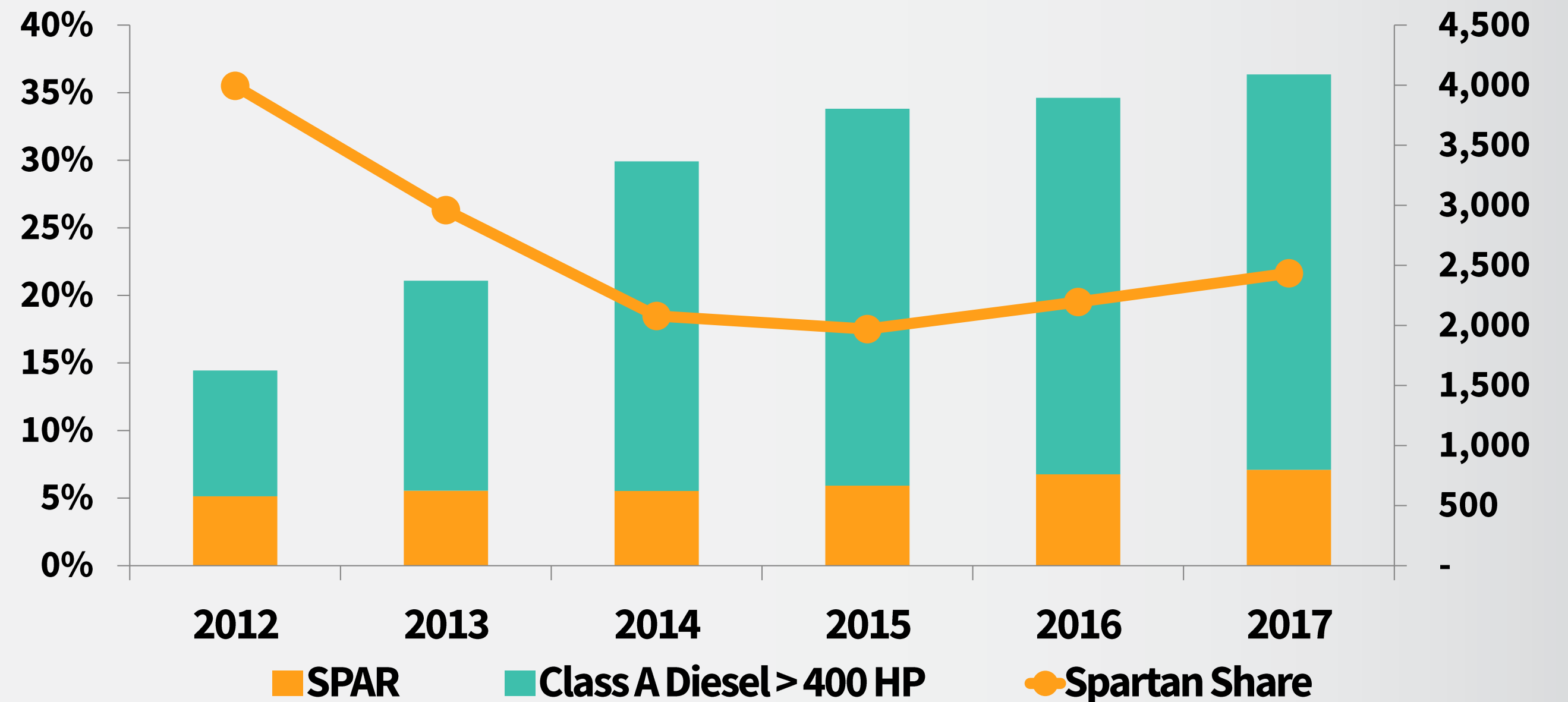
RV SHIPMENT FORECAST*



\$420 Million Total Addressable Market

SPARTAN MARKET SHARE
CLASS A DIESEL > 400 HP**

Spartan has seen 22% market share growth, since 2014.

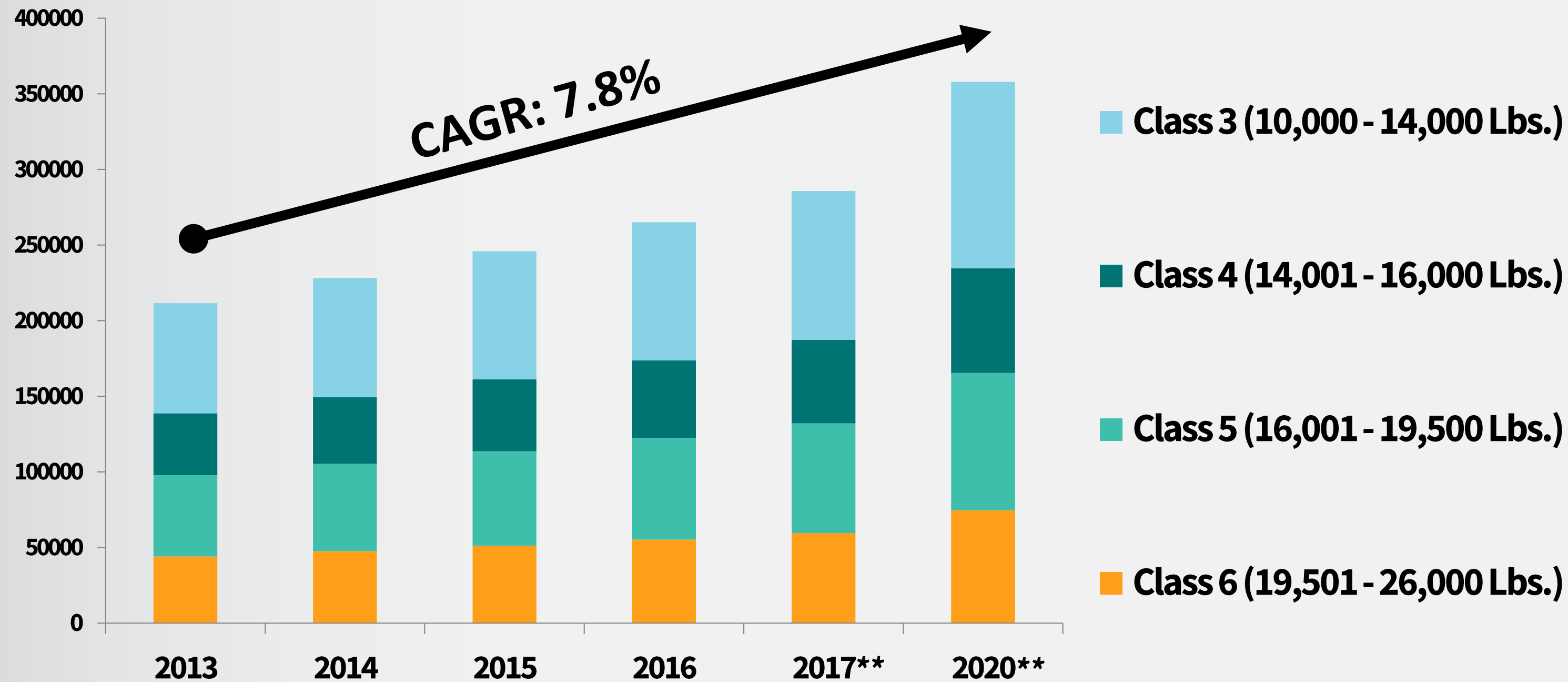


*Source: RVIA Quarterly Newsletter, Fall 2017

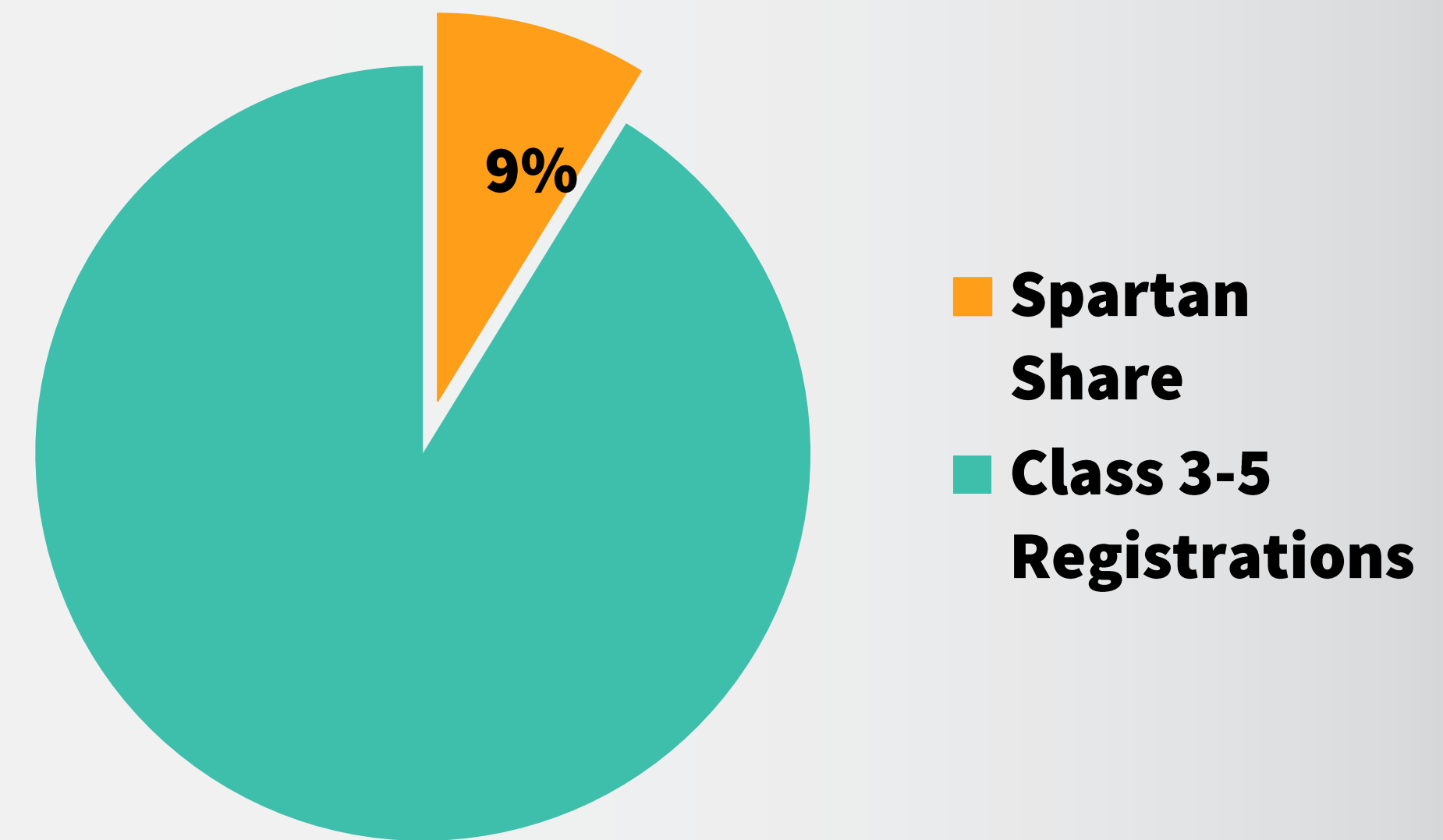
**Source: Statistical Surveys MarketScope

GROWTH: COMMERCIAL

CLASS 3-6 REGISTRATIONS *



MARKET PENETRATION*



*Excludes pick-ups & vans

**Company estimates

Source: IHS Markit, Excludes pick-ups & vans, Polk

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WHY WE'RE LEADERS



CROSS FUNCTIONAL CUSTOMER SUPPORT



**Sales &
Marketing**



**Customer
Service**



**Product
Development**



Operations

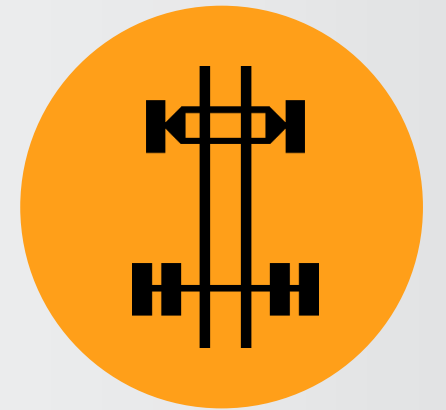
FIRST TO MARKET INNOVATION



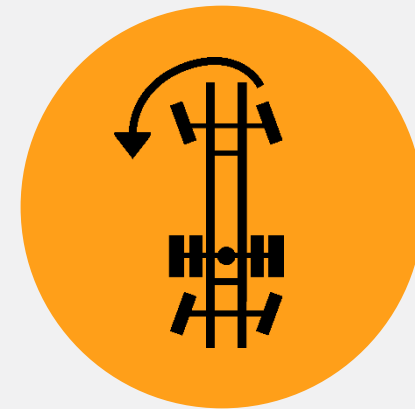
**Custom tuned
suspension**



**Automatic
air leveling**



**Independent Front
Suspension (IFS)**



**Passive steer
tag axle**



**Tire pressure
monitoring system**



**Rollover
mitigation**

FIRST TO MARKET INNOVATION



Adaptive cruise control



Collision mitigation



Electronic stability control



Lane departure warning



Spartan Safe Haul™

FUTURE INNOVATION

TODAY



**Digital dash
gen. I**



Key entry



**Manual
driving**

TOMORROW



**Digital dash
gen. II**

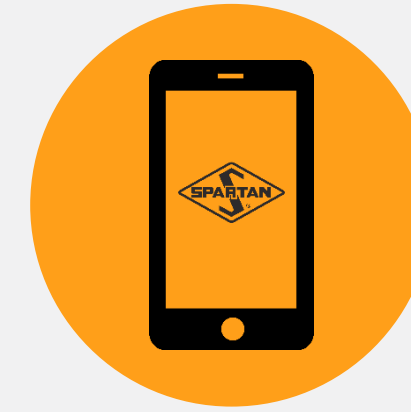
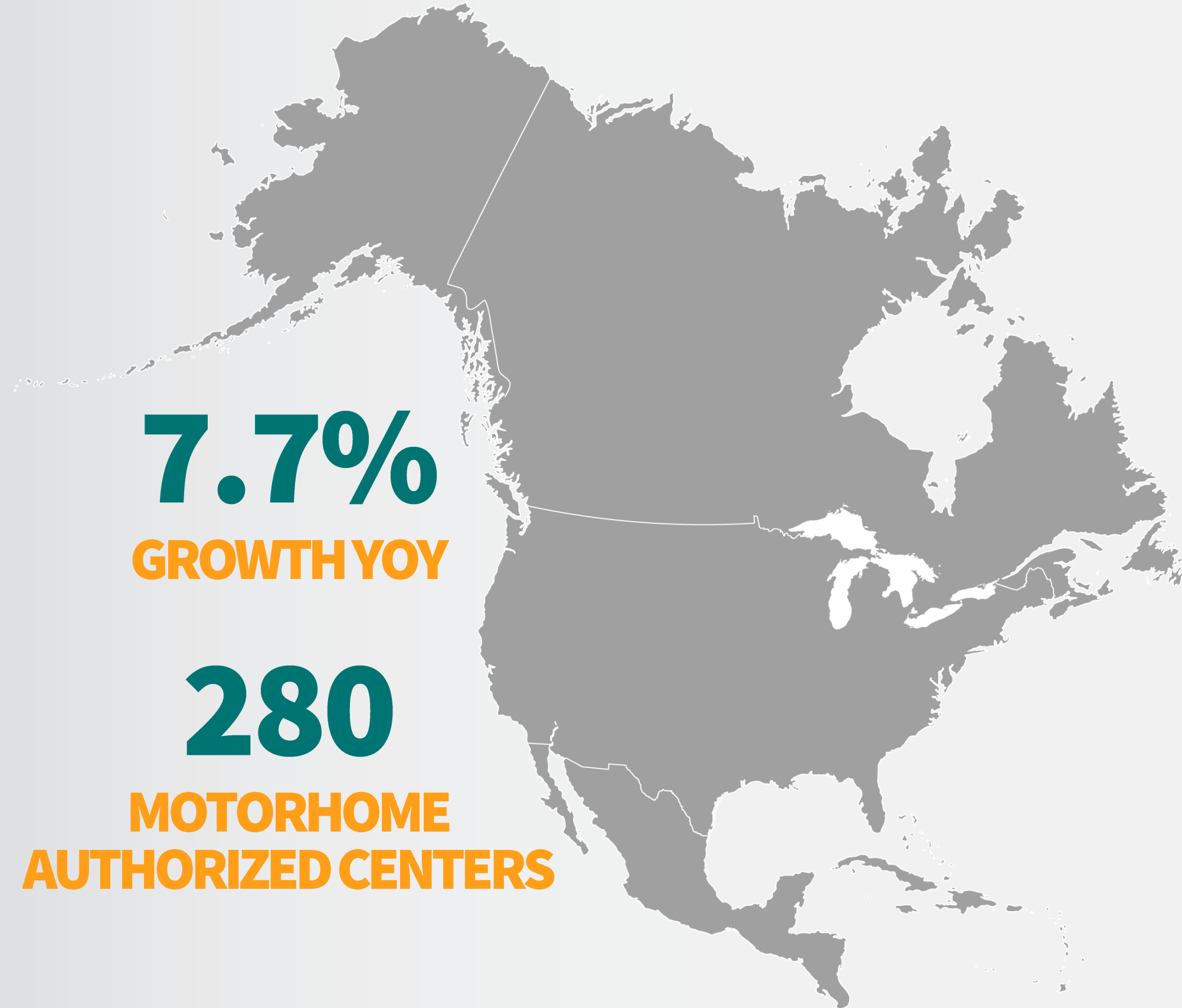


Passive entry/start



**Autonomous
vehicles**

CUSTOMER SUPPORT AS A DIFFERENTIATOR



Customer-facing mobile app



Parts and accessories growth



Spartan service center expansion



Dealer scorecard

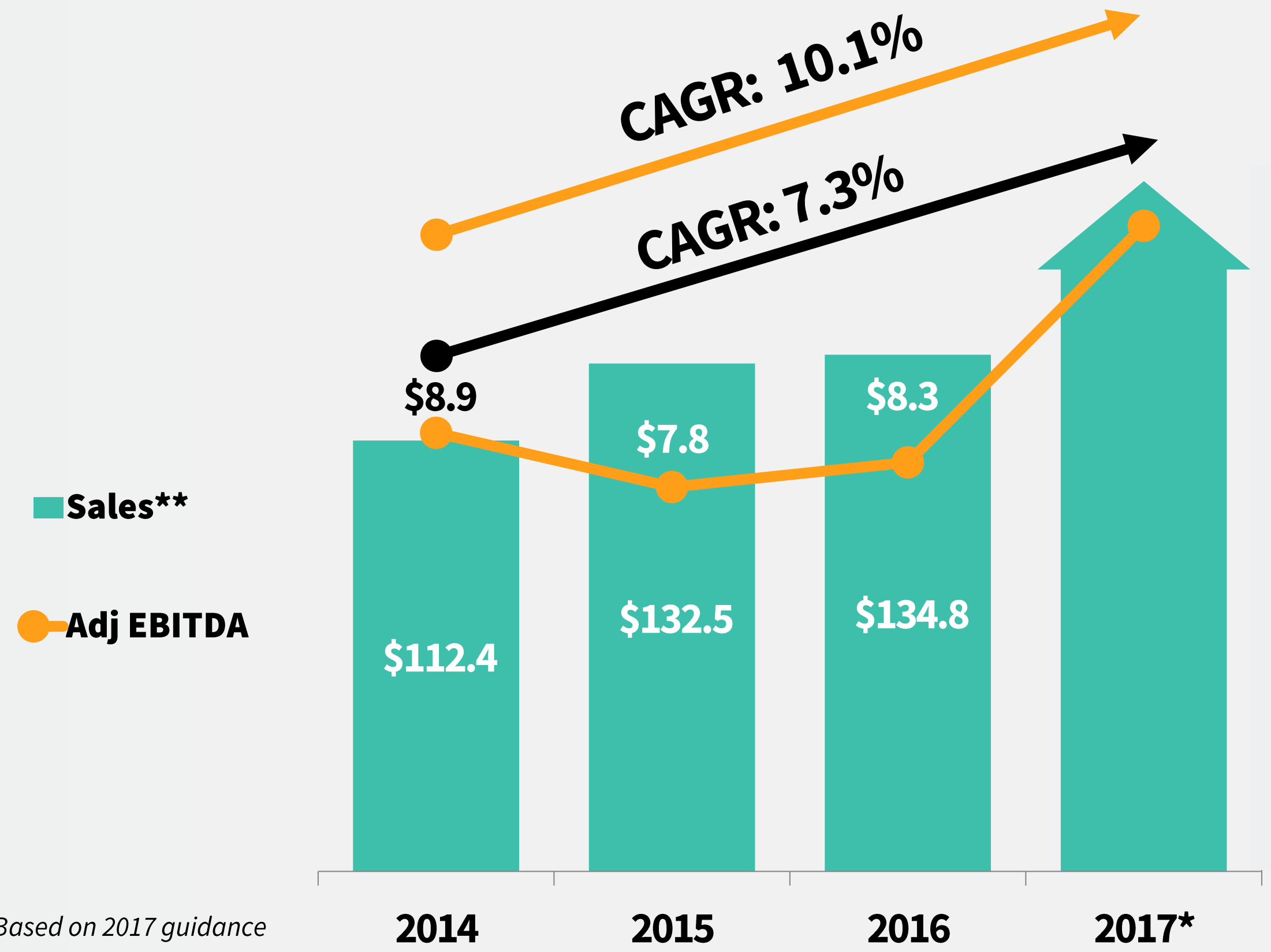
▲ SPAR

RESULTS AND THE FUTURE



BOTTOM LINE ENHANCEMENT

SALES & ADJ EBIDTA
(\$ IN MILLIONS)



* Based on 2017 guidance

** Restated to reflect Reach units being manufactured by SCV

TREMENDOUS OPPORTUNITY AHEAD

- **Talented team now in place**
- **Favorable industry trends**
- **Platform & customer expansion**
- **Thought leadership across product verticals**
- **Market expansion**
- **New vehicle platforms**
- **Improved bottom line with increasing slope**



▲ SPAR

FLEET VEHICLES & SERVICES



TOM NINNEMAN

PRESIDENT, FLEET VEHICLES & SERVICES



“Growing this business is going to take more than just an eye toward operational improvements. It’s going to take an ear to the ground, and our attention keenly focused on our customers—always listening and learning their business and their ecosystem so that we’ve earned a seat at the table when vehicles, upfits, or field services are needed.”

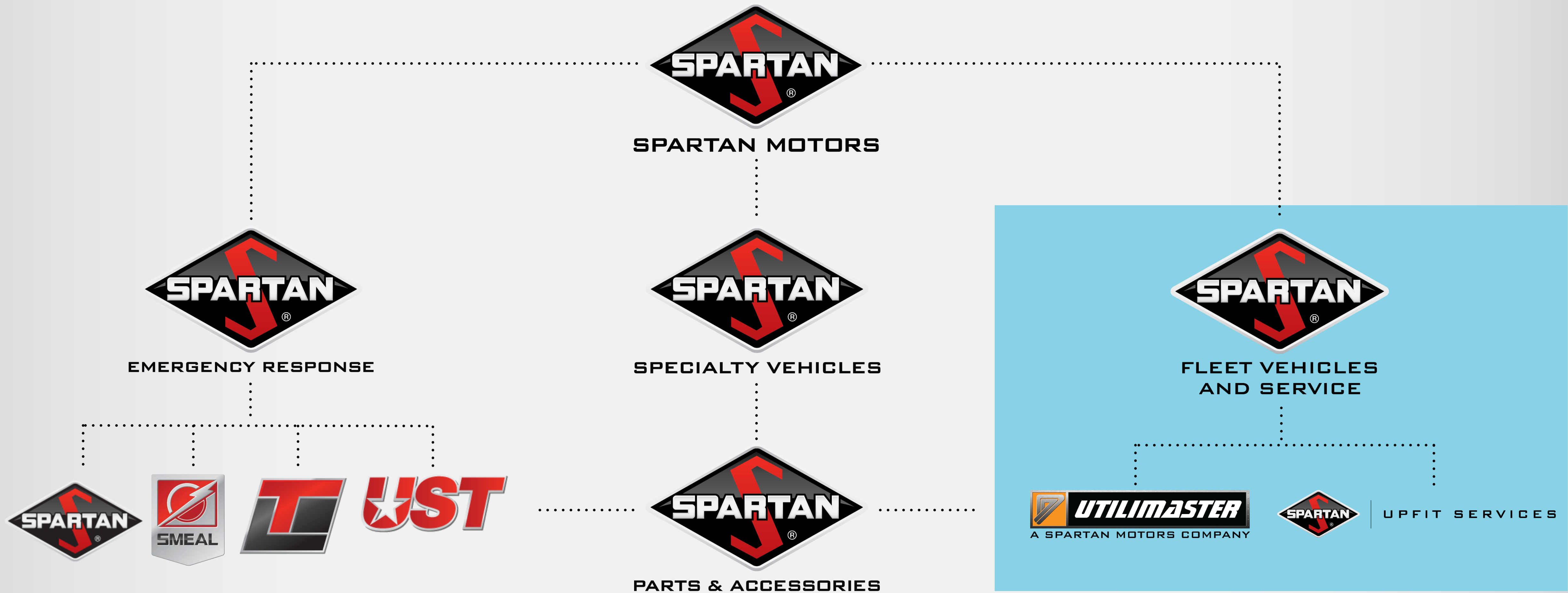
Background

- Over 25 years of business leadership
- Smeal Fire Apparatus
- Taylor Corporation
- Oshkosh Corporation

DNA

- 17 years in mass customization
- 11 years in truck/body building
- Progressive positions
- M&A
- Domestic and international operations
- P&L management
- Large client
- Sales and marketing leadership
- BBA in Accounting from the University of Notre Dame
- U.S. Army Officer

WHO WE ARE



FLEET VEHICLES AND SERVICES (FVS)

A leader in the fleet vehicle market, including truck bodies, walk-in-vans, highly customized global fleets, and vocation-specific upfits.

WALK-IN VANS



TRUCK BODIES



CARGO VAN UPFITS



FVS STRATEGY SUMMARY



Aggressive growth



>15% Adj. EBITDA



Increasing share in growth markets

GO-TO-MARKET STRATEGY

NATIONAL ACCOUNTS / LARGE BUSINESS FLEETS



LEASING COMPANIES



OEM DEALERSHIPS



FIAT CHRYSLER AUTOMOBILES



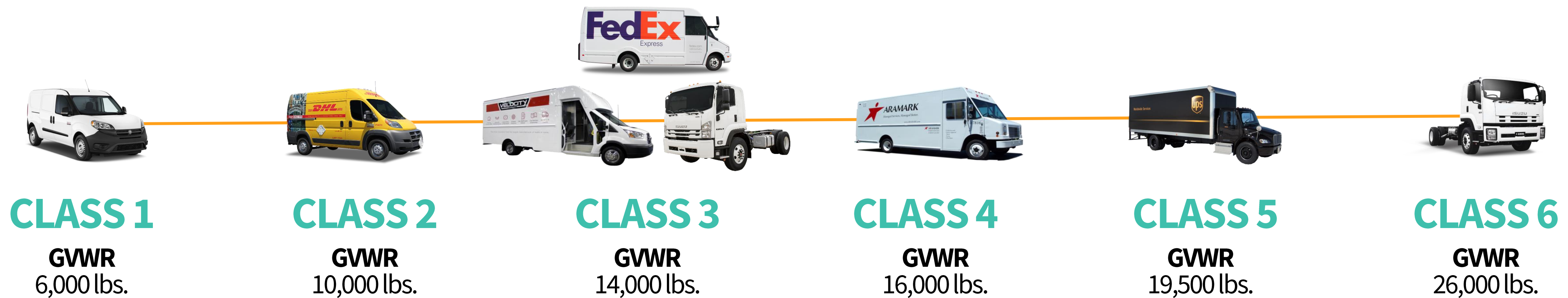
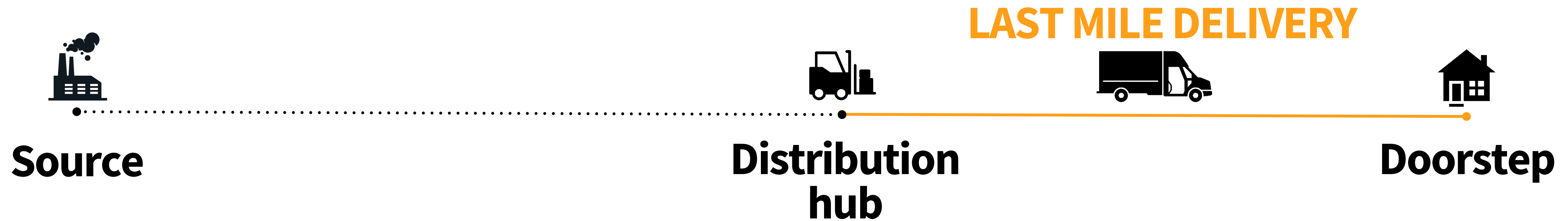
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WHY WE'RE LEADERS



FLEET GROWTH OPPORTUNITIES

\$3.4B Market Opportunity



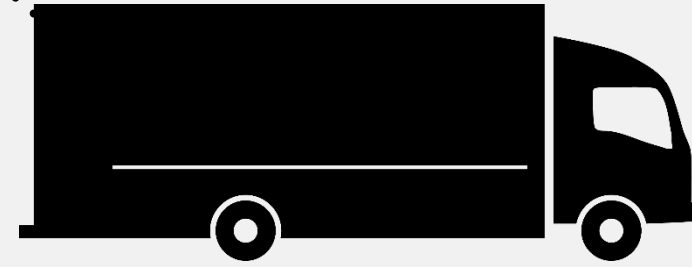
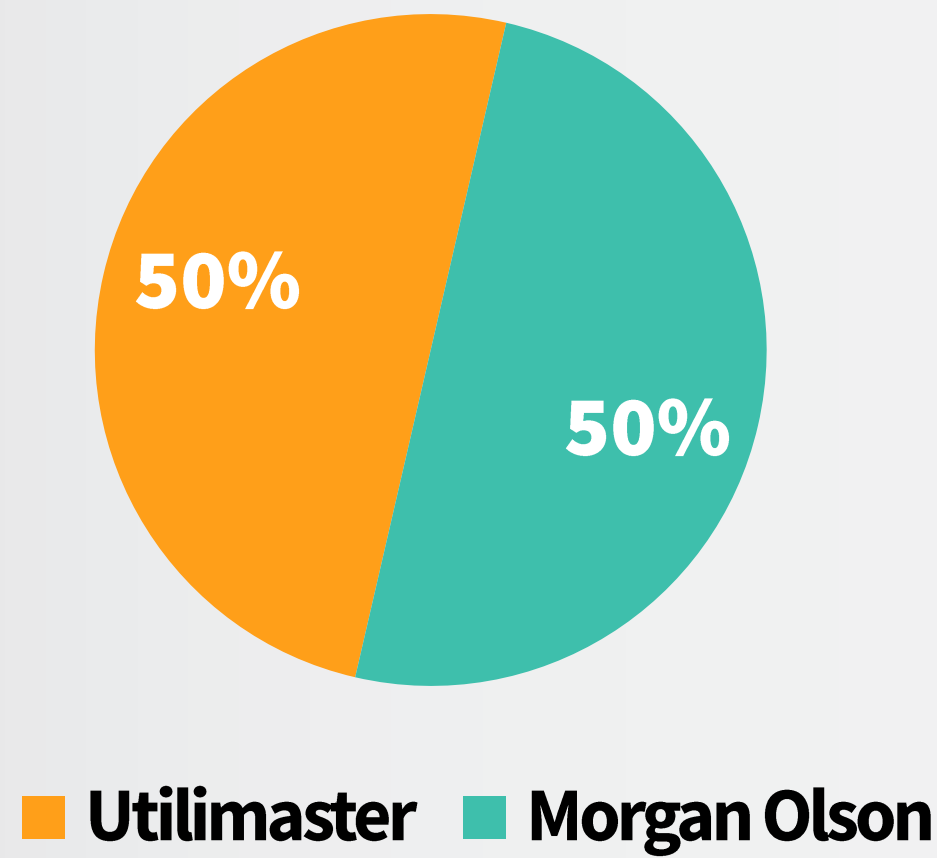
FVS MARKET SHARE

TAM: \$2.2 Billion



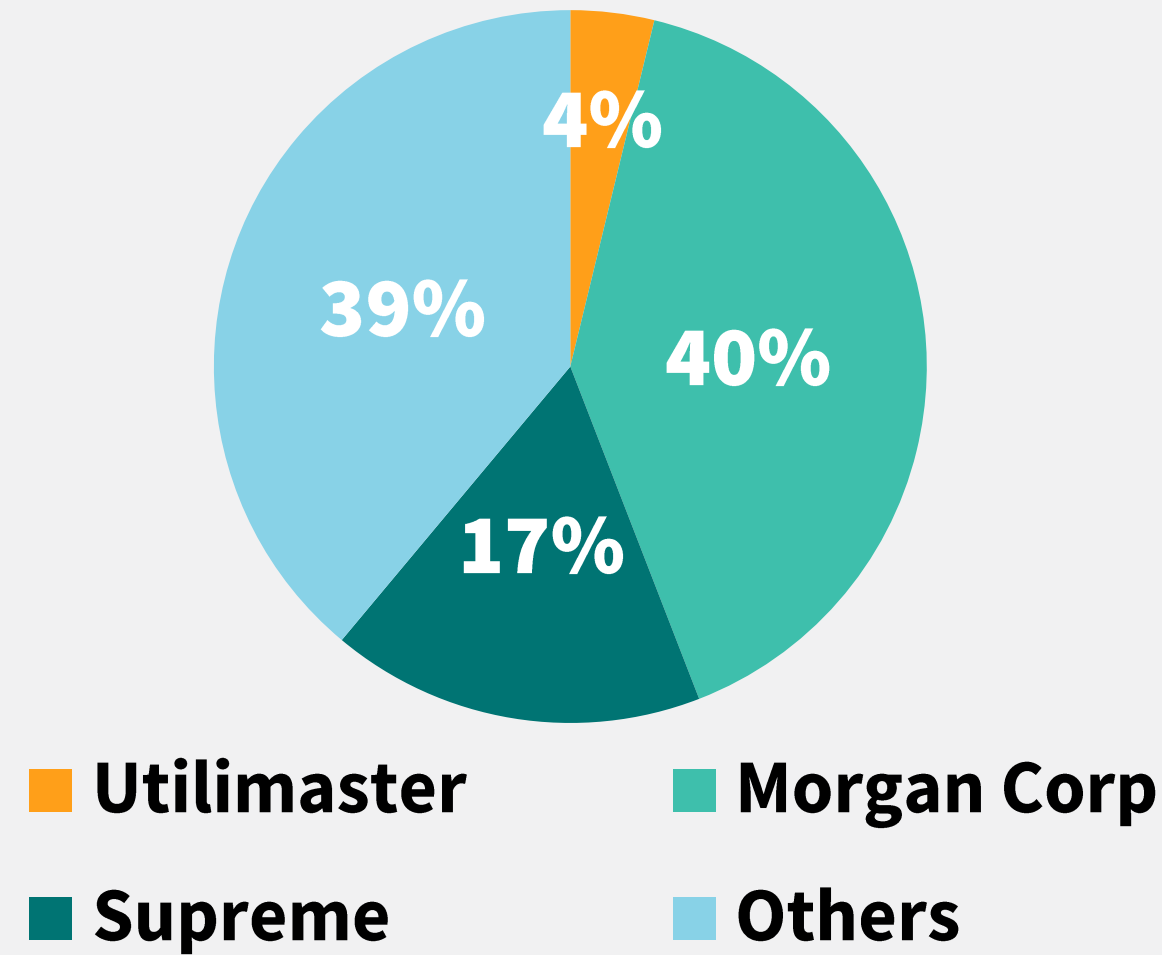
WALK-IN VANS

Walk-in Van Market Share

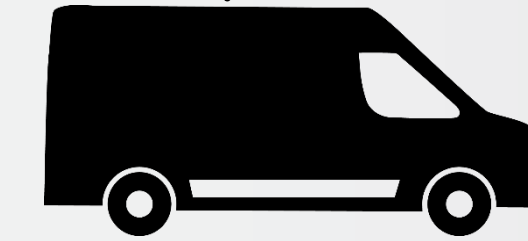


TRUCK BODIES

Truck Body Market Share

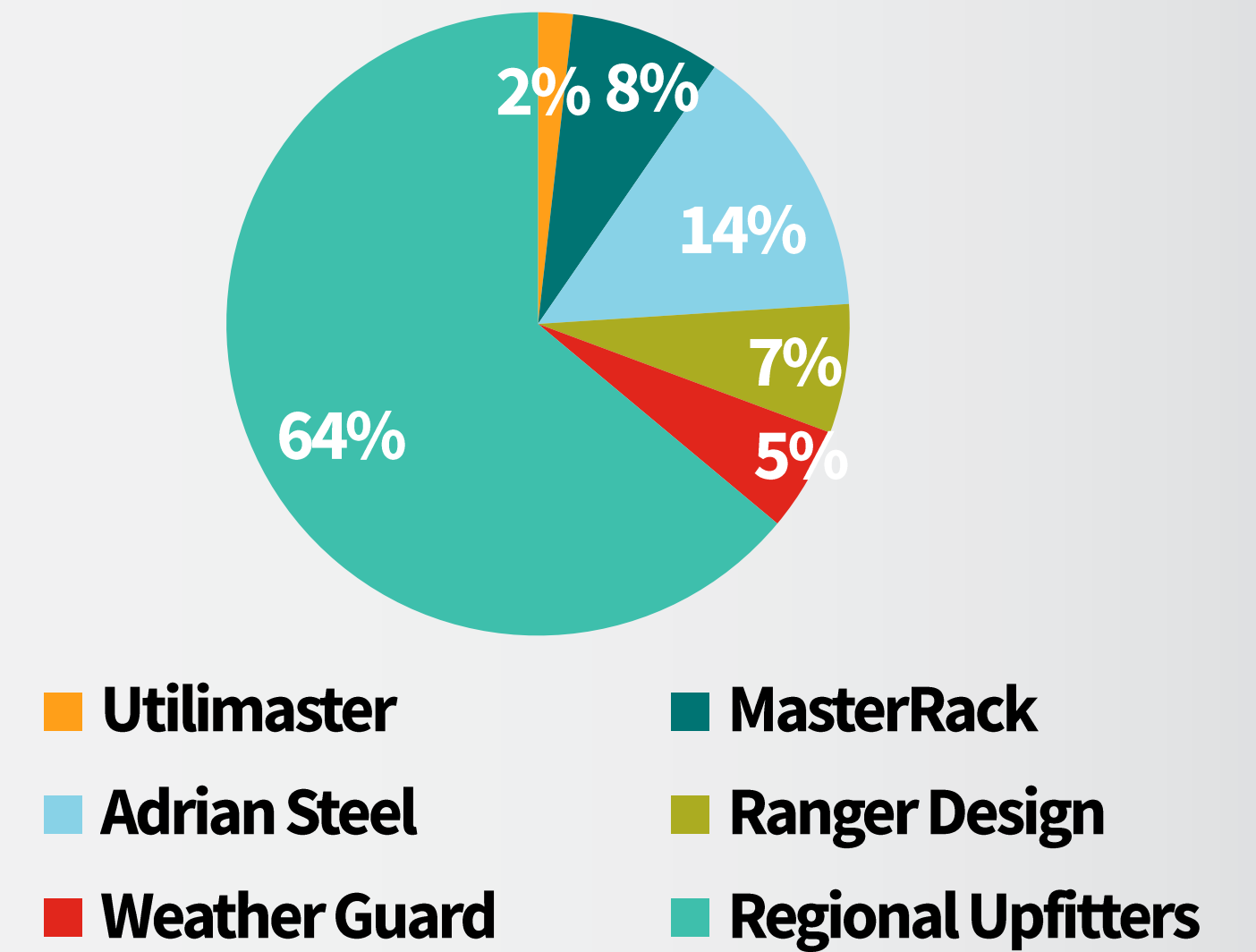


TAM: \$1.2 Billion



CARGO VAN UPFITS

Van Upfit Market Share



Utilimaster #3 in Van/Truck Body Market

Source: SpecialtyTransportation.net

FVS – VAN/TRUCK BODY MARKET OUTLOOK

2020 Total Addressable Van/Truck Body Market: \$2.2 Billion



Van/truck body segment

- FVS participates in the 3 largest product segments driven by fleet customers



Walk-in style

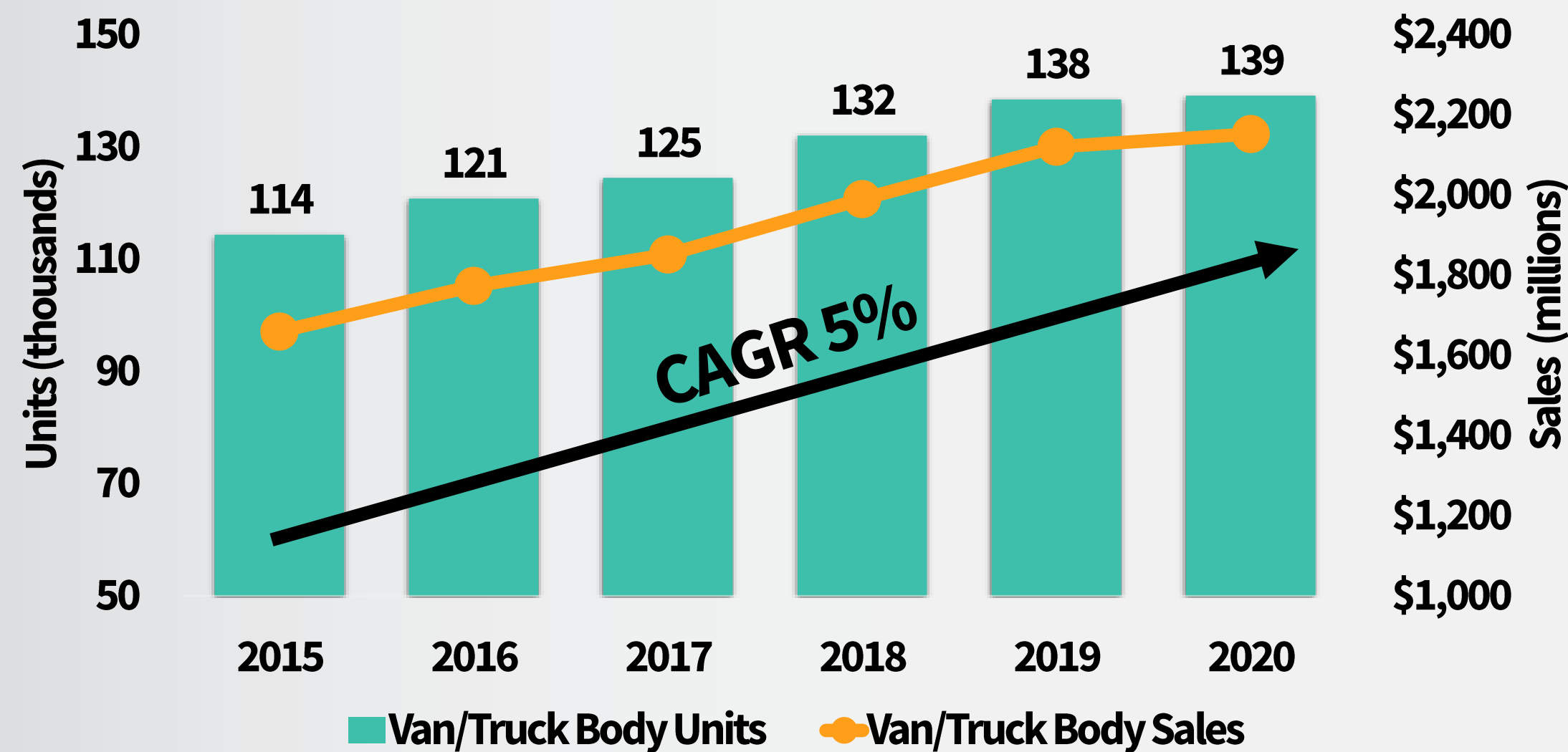


Parcel Delivery



Dry Freight

VAN/TRUCK BODY MARKET GROWTH



Growth driven by Last Mile delivery vehicles and purpose built solutions



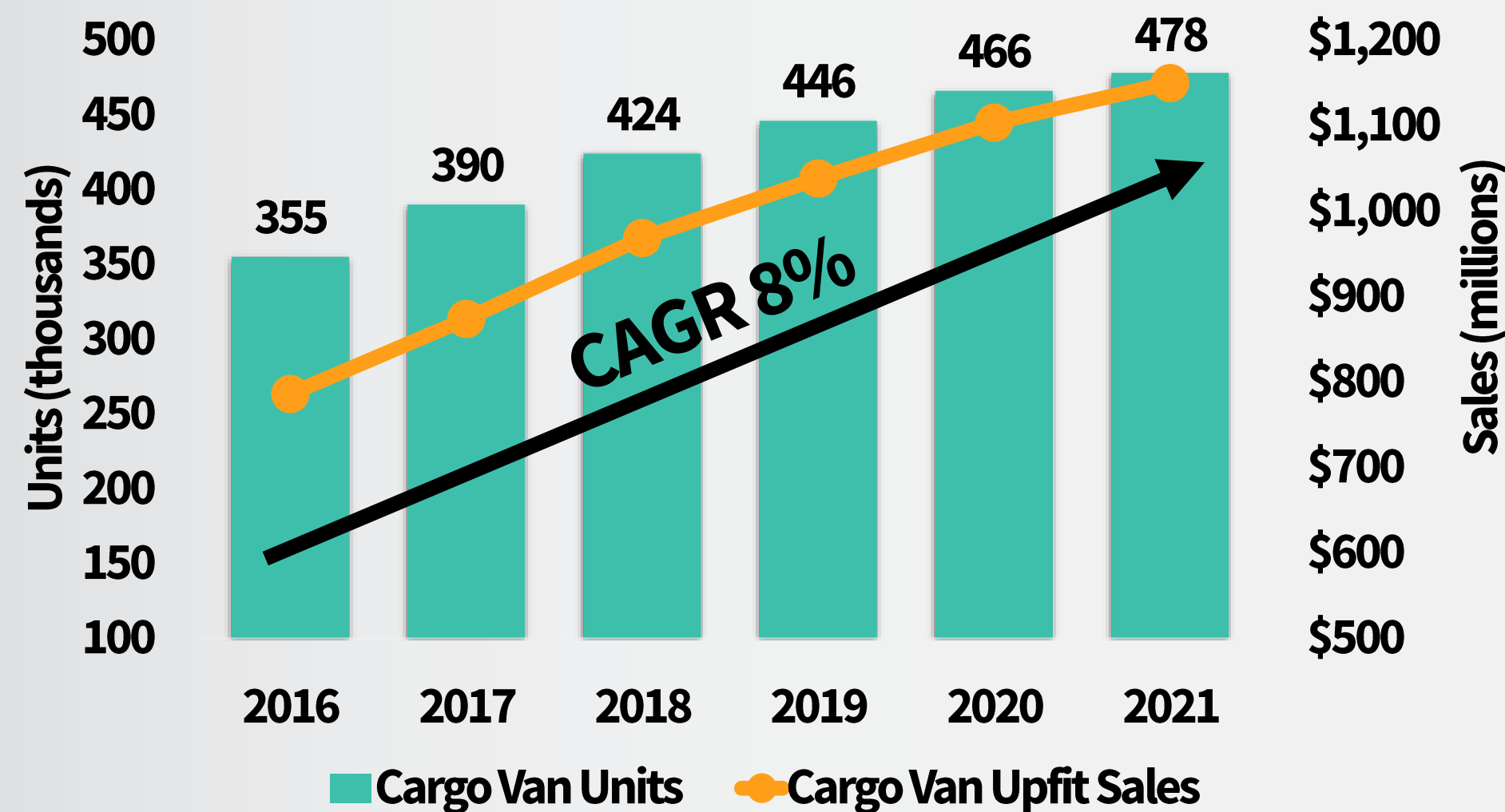
FVS 2Q17 backlog up 15% to \$131.3M compared to \$114.0M at 1Q17

Source: 2016specialtytransportation.net report

FVS – CARGO VAN UPFIT MARKET OUTLOOK

2021 Total Addressable Cargo Van Upfit Market \$1.2 Billion

CARGO VAN UPFIT MARKET GROWTH



FVS participates in OEM ship-thru Channel; opportunity in Dealer and Direct Channels



Capability to upfit all North American OEM Cargo Vans



Growth driven by Last Mile delivery vehicles and purpose built solutions



Year-over year growth over 3X market CAGR

Source: 2017specialtytransportation.net report

COMPETITIVE ADVANTAGE



UTILITY

Coned | SDG&E



FOOD & BEVERAGE

Coca-Cola | Frito Lay



PARCEL

UPS | FedEx | USPS



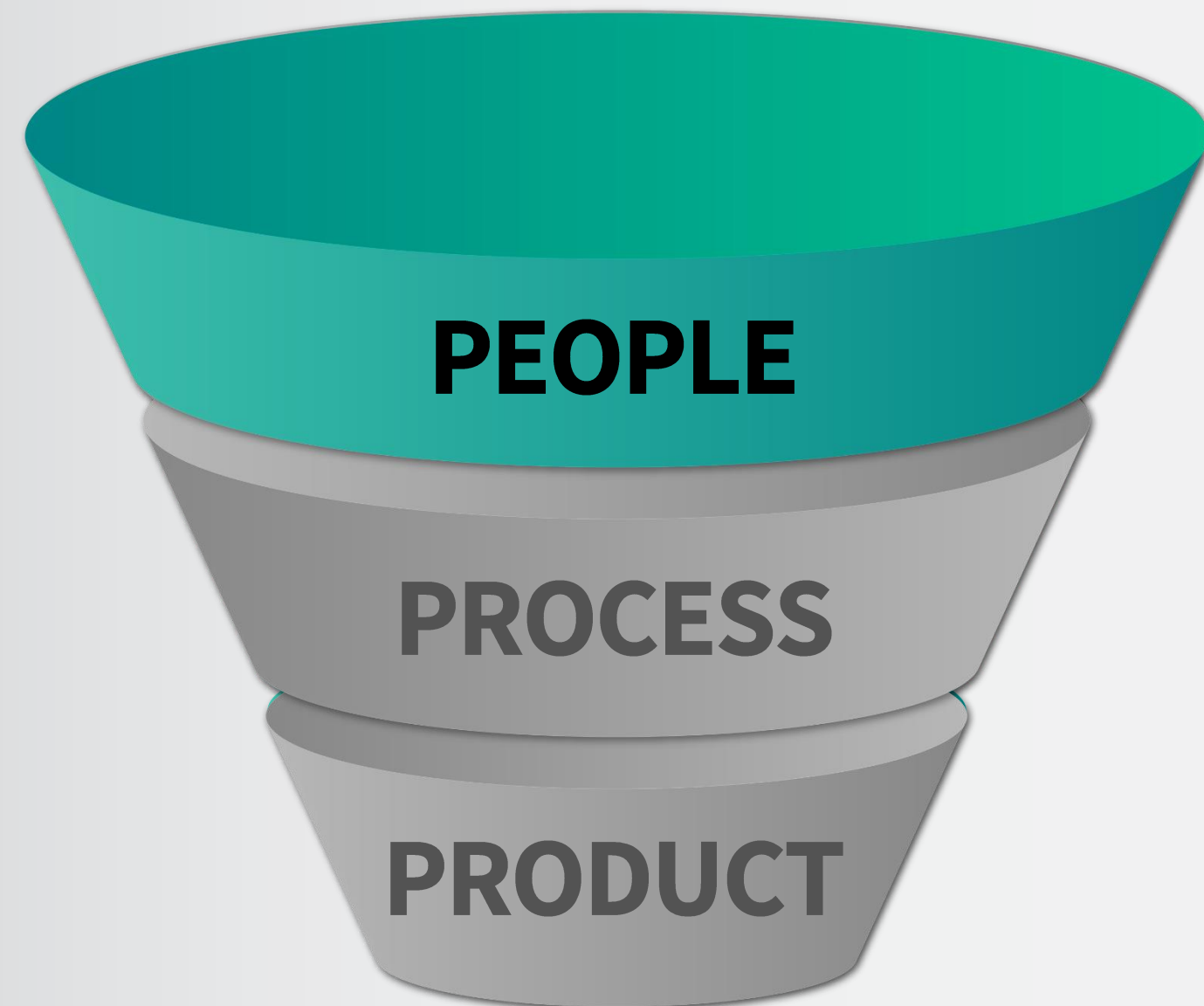
LINEN & LAUNDRY

Cintas | Aramark



RETAIL

Amazon | Sysco | Starbucks



Account Team “Solution Experts”

- Client Development Manager
- Solutions Engineer
- Client Relations Specialist
- Technical Support Team
- Customer Support Team
- Parts & Warranty Team
- Field Service Team



COMPETITIVE ADVANTAGE



UTILITY

Coned | SDG&E



FOOD & BEVERAGE

Coca-Cola | Frito Lay



PARCEL

UPS | FedEx | USPS



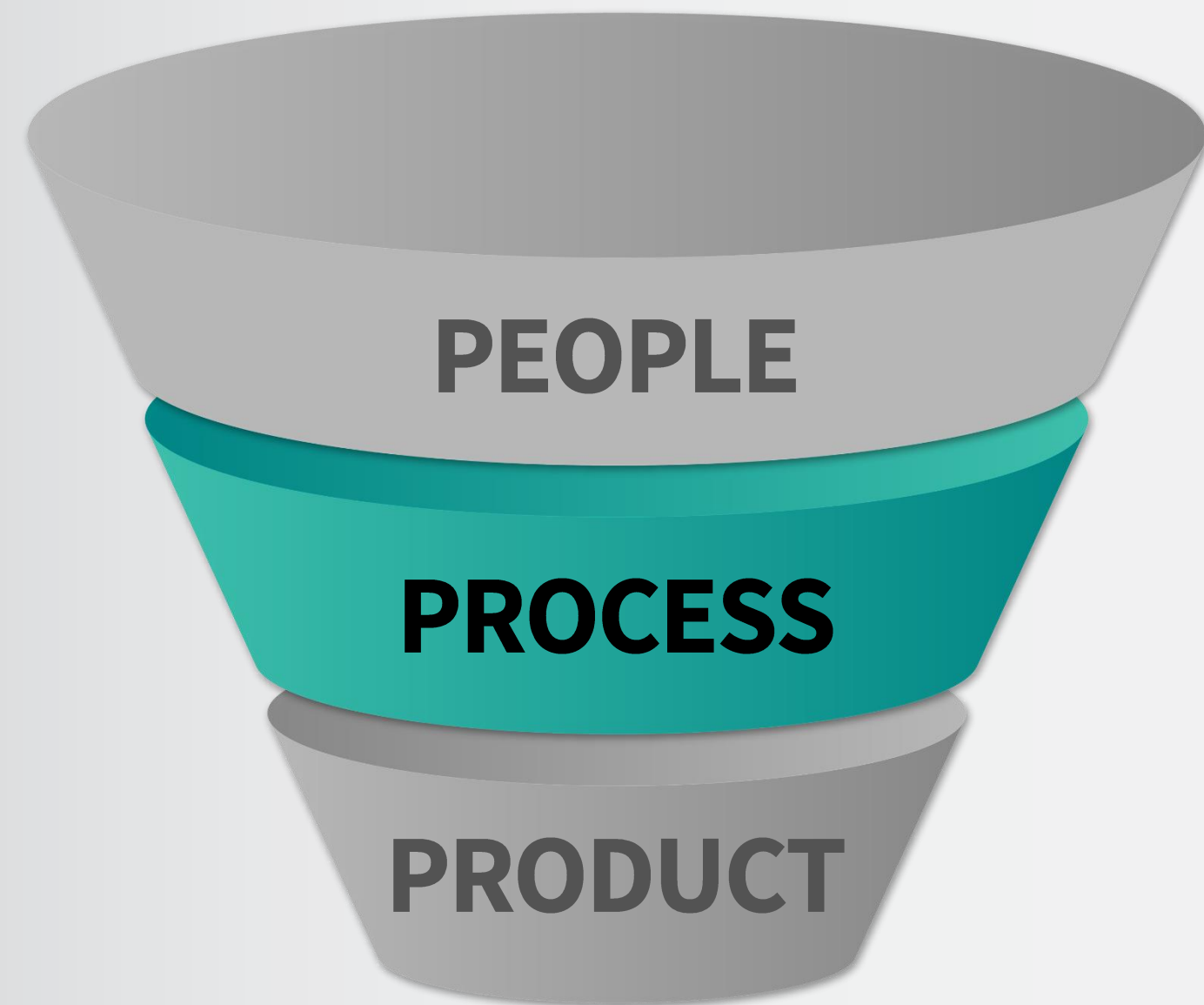
LINEN & LAUNDRY

Cintas | Aramark

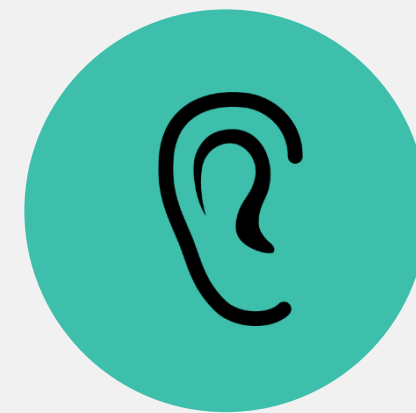


RETAIL

Amazon | Sysco | Starbucks



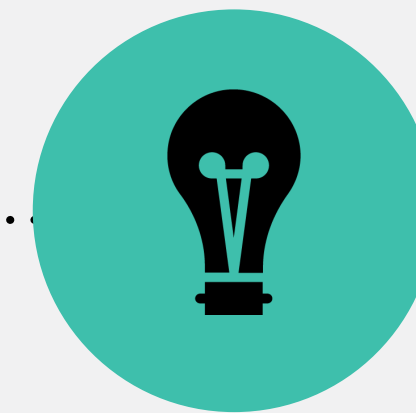
Work-Driven Design = “The Utilimaster Difference”



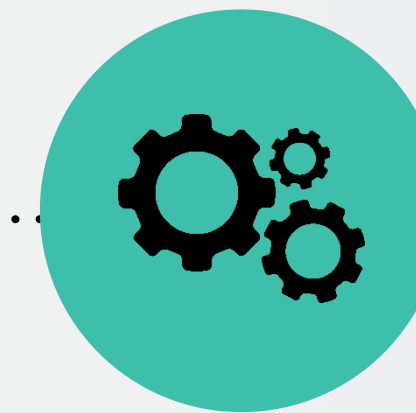
Listen & learn



Needs assessment



Design & innovate



Build & implement



Optimized partnership

COMPETITIVE ADVANTAGE



UTILITY

Coned | SDG&E



FOOD & BEVERAGE

Coca-Cola | Frito Lay



PARCEL

UPS | FedEx | USPS



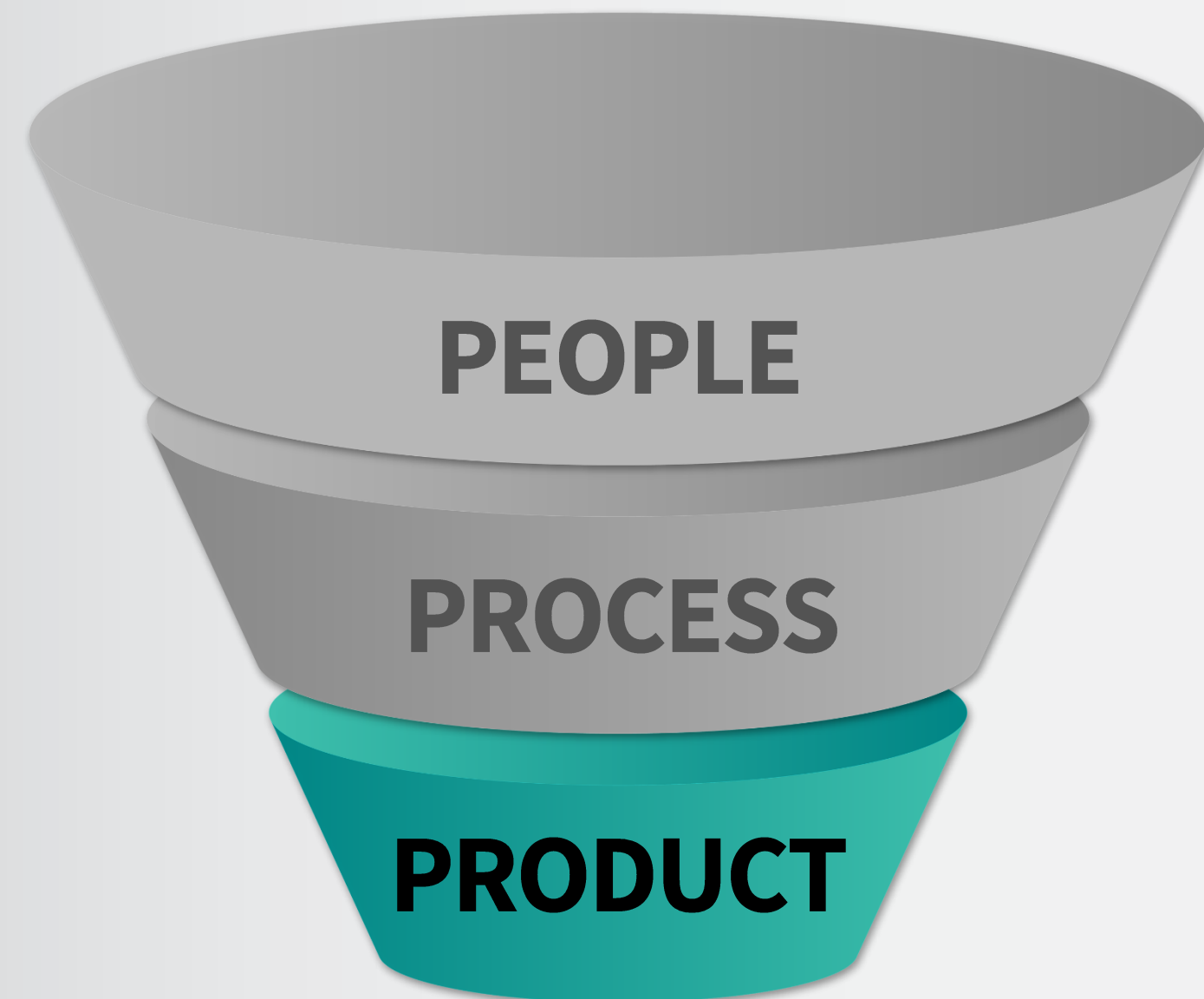
LINEN & LAUNDRY

Cintas | Aramark



RETAIL

Amazon | Sysco | Starbucks



Product Customization Continuum

- Out-of-the-box
- Pre-engineered
- 100% custom



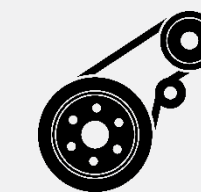
Walk-in Van



Truck Body



Van Upfit



Parts

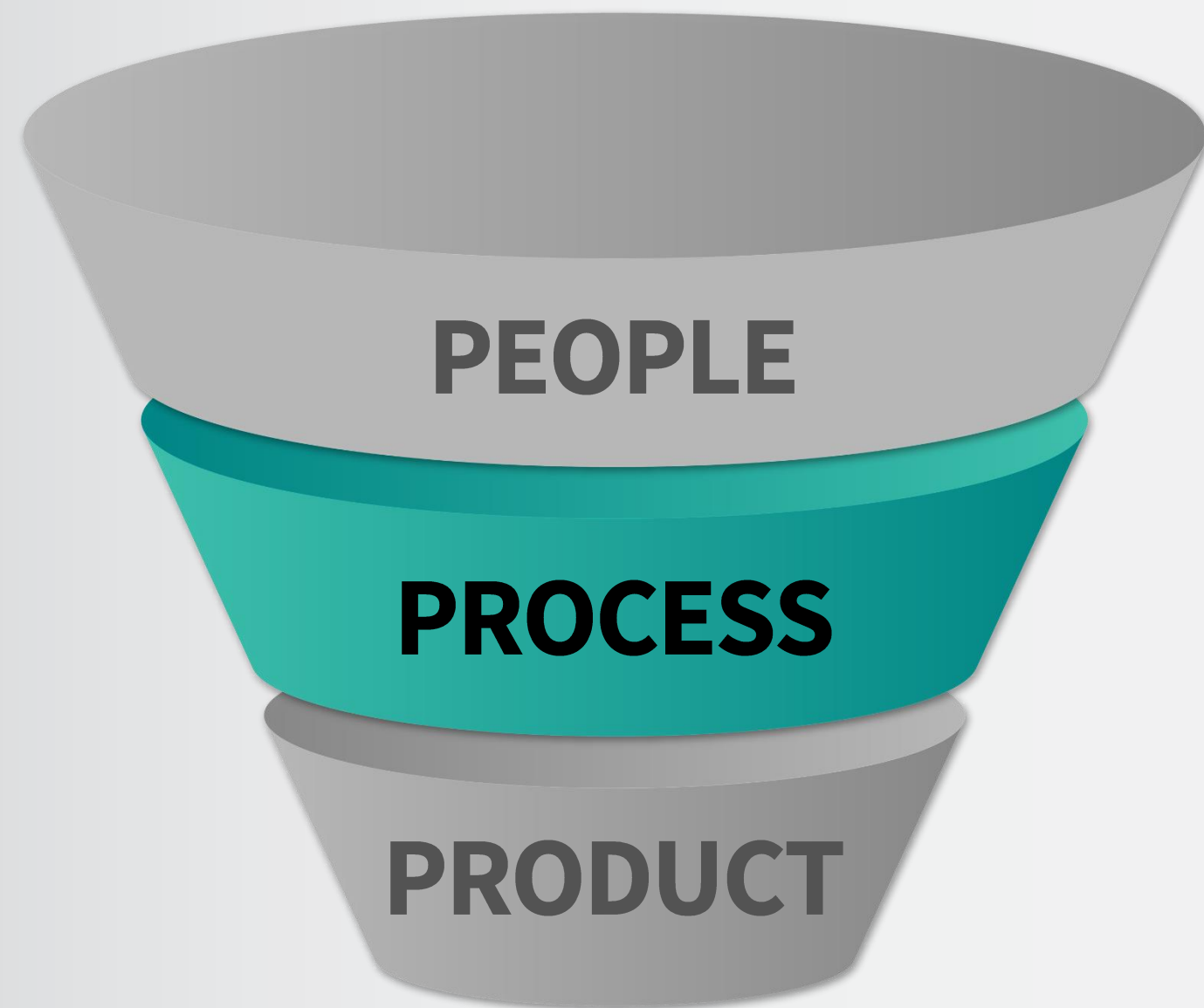


Field Service

CINTAS

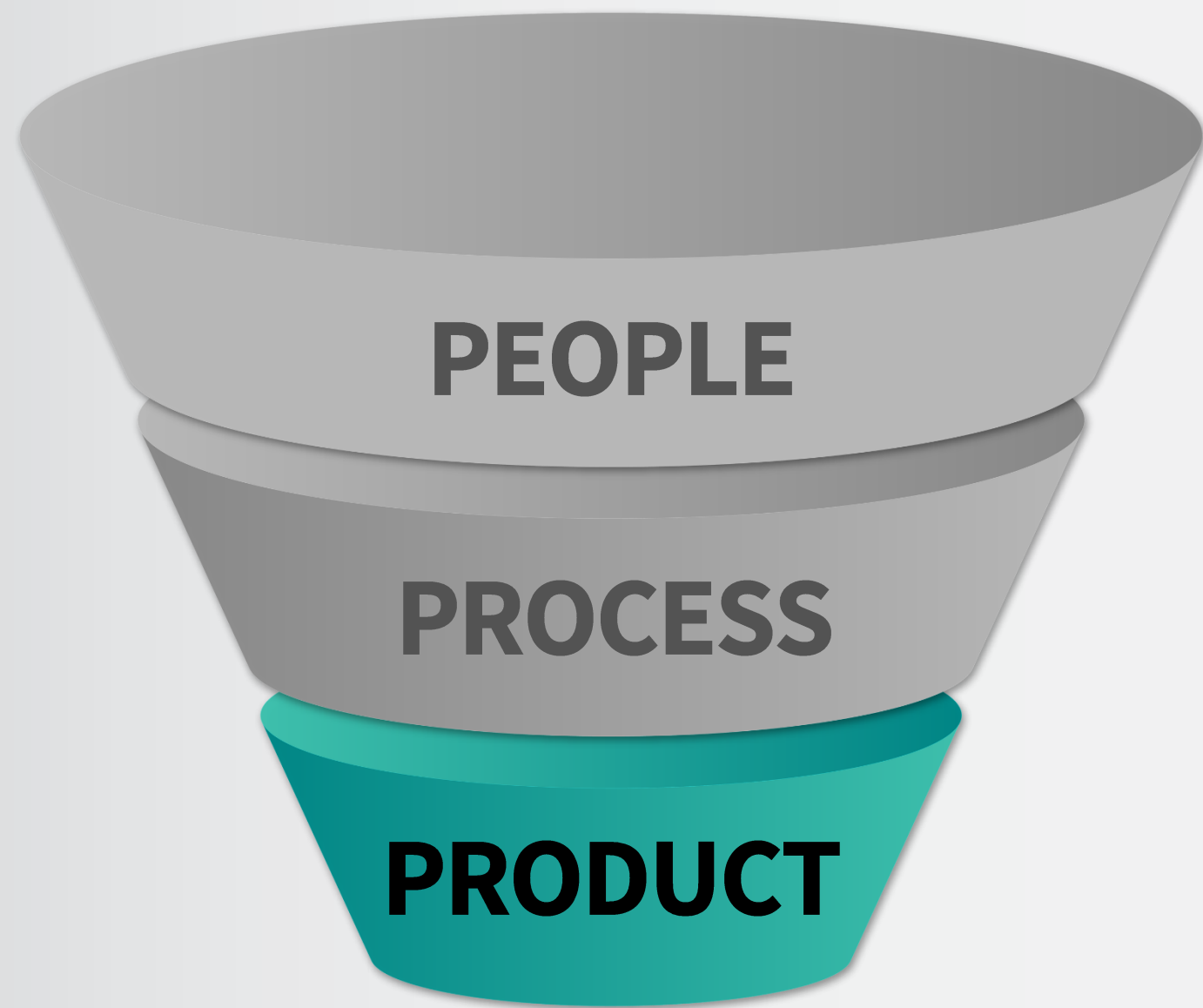
the uniform people

BEFORE → **AFTER**



CINTAS

the uniform people



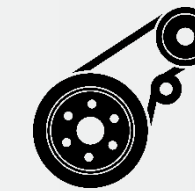
Walk-in Van



Truck Body



Van Upfit



Parts



Field Service



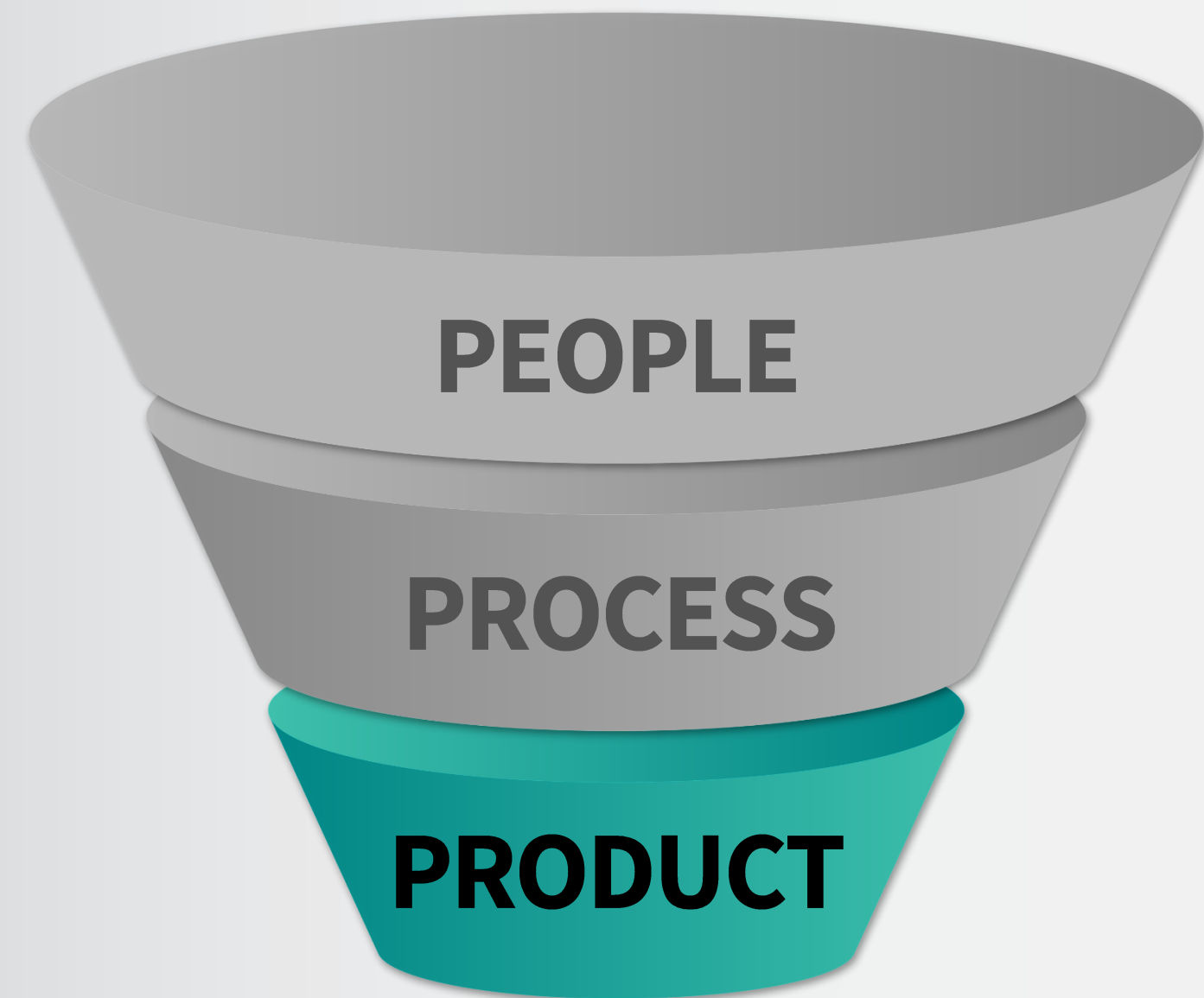
Coca-Cola

“Your willingness to partner, to listen, and offer innovative solutions is what sets you apart...your competition isn’t doing that.”

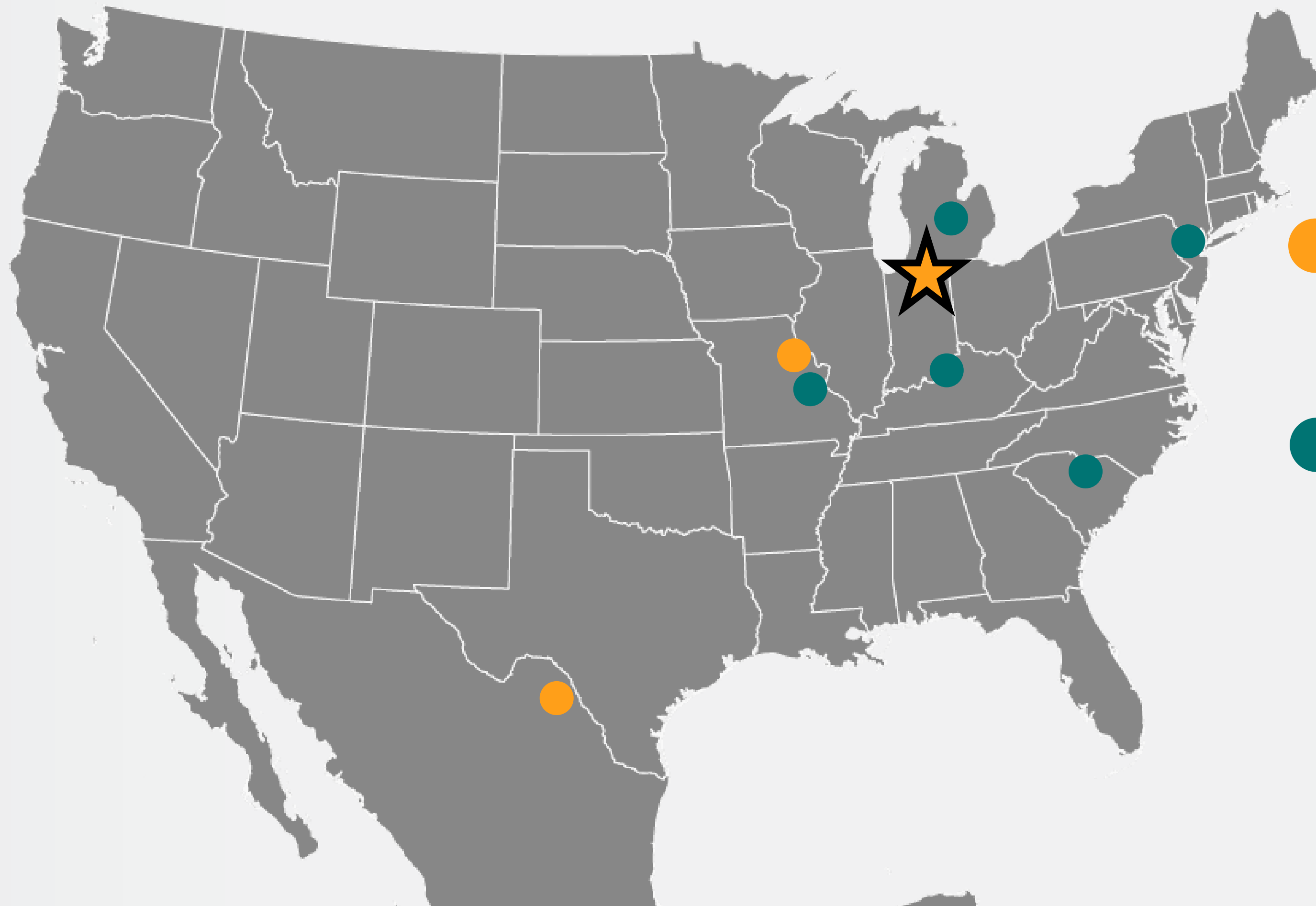
Stefan Freeman
VP Fleet, Coca-Cola Refreshments

BEFORE

AFTER



ACCELERATING SUPPORT PLATFORMS



● Utilimaster ship thru:

- Saltillo, MX: RAM
- Kansas City, MO: Ford

● Contract ship thru:

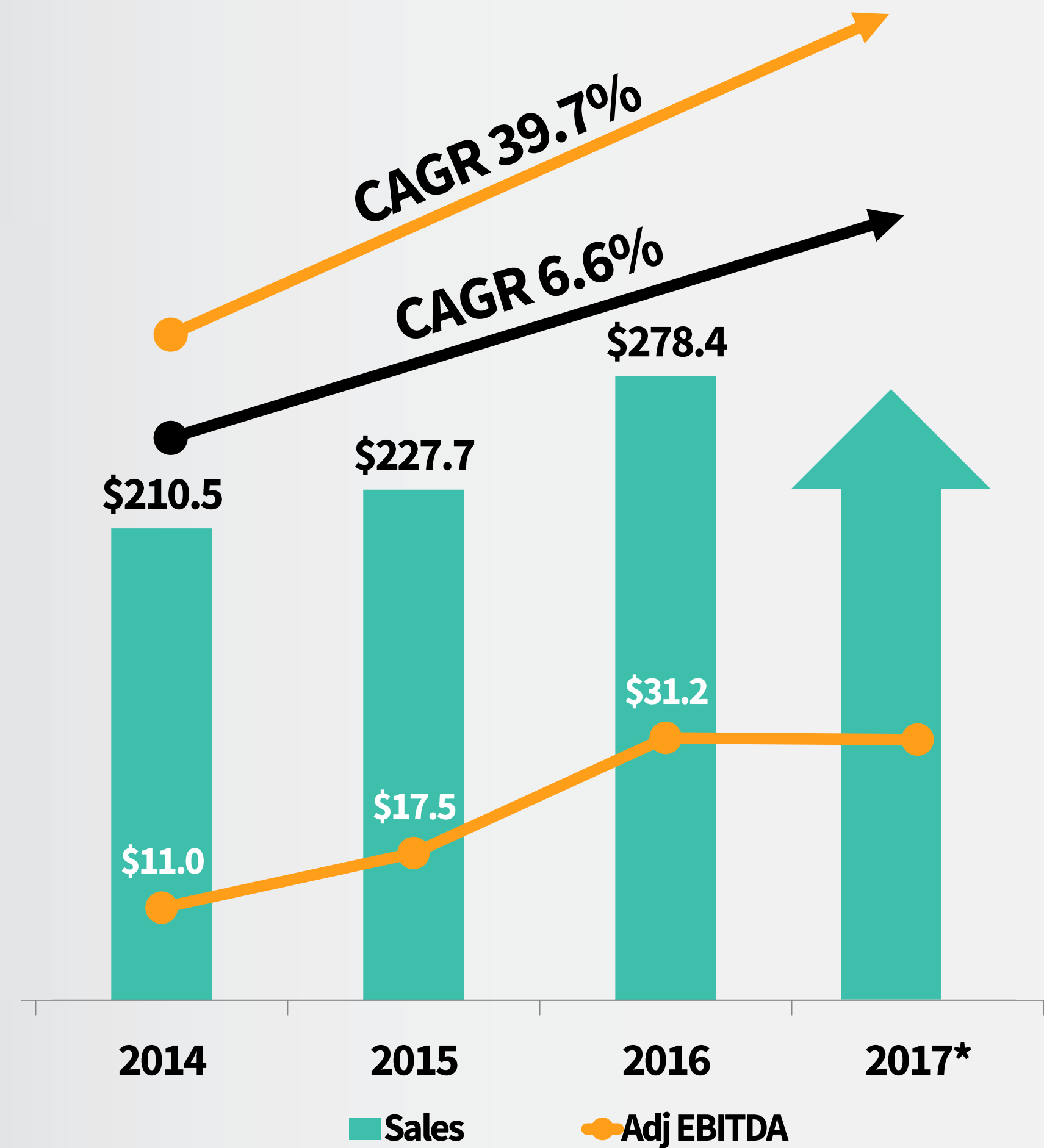
- Ladson: Mercedes
- Newark: Ford
- Wentzville: Chevy
- Louisville: Ford
- Flint: Chevy/RAM

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LEADING TOWARD 2020



TRENDS TO BUILD ON



Revenue:

- Well established in Growth Markets
- Vocation and Work-Driven Design focus increase share
- One-stop customer approach to Upsell and Cross Selling

Margins:

- Margin growth to outpace revenue!
- Customization = Value
- Leverage costs with volume
- Productivity & integration gains

* Based on 2017 guidance
See GAAP reconciliation in Appendix

TREMENDOUS OPPORTUNITY AHEAD



Product innovation



Electrification



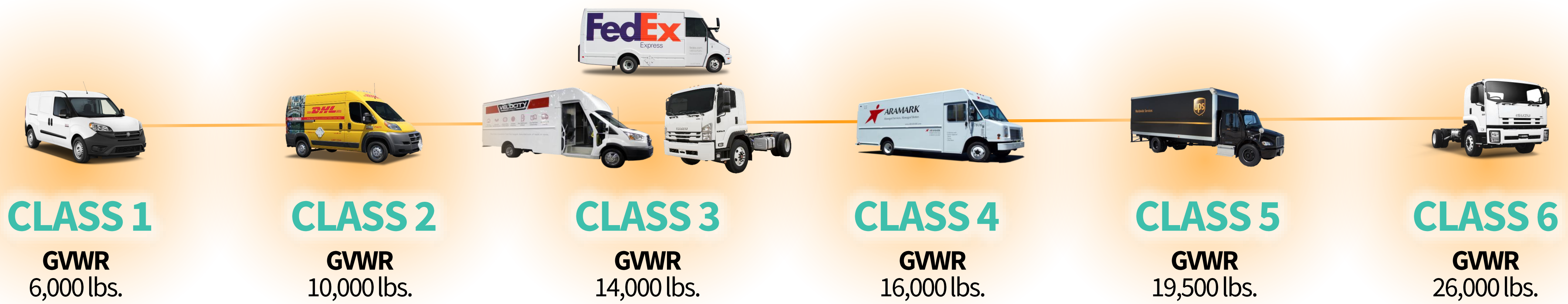
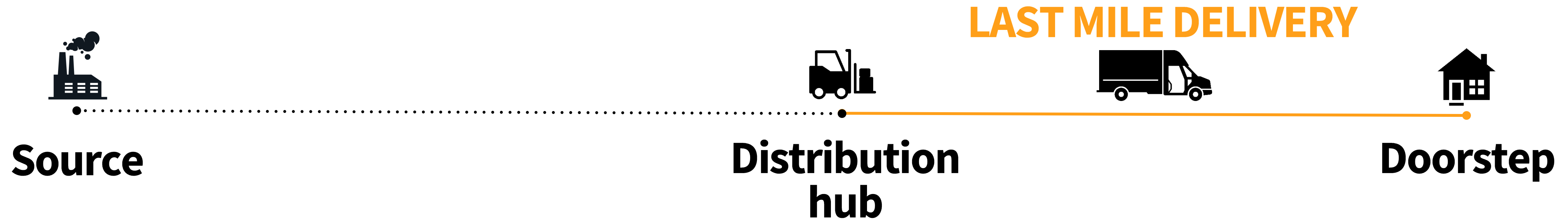
Cold & dry goods



**Autonomous
vehicles**

FLEET GROWTH OPPORTUNITIES

\$3.4B Market Opportunity



▲ SPAR

FINANCIAL REVIEW



RICK SOHM

CHIEF FINANCIAL OFFICER



“Spartan has come a long way in the last two years...we returned to profitability in 2016 and we are positioned to grow earnings more than 50% in 2017.

Our initial success has only strengthened our confidence that we have the right plans in place to accelerate both revenue and earnings growth, which will create significant shareholder value by 2020.

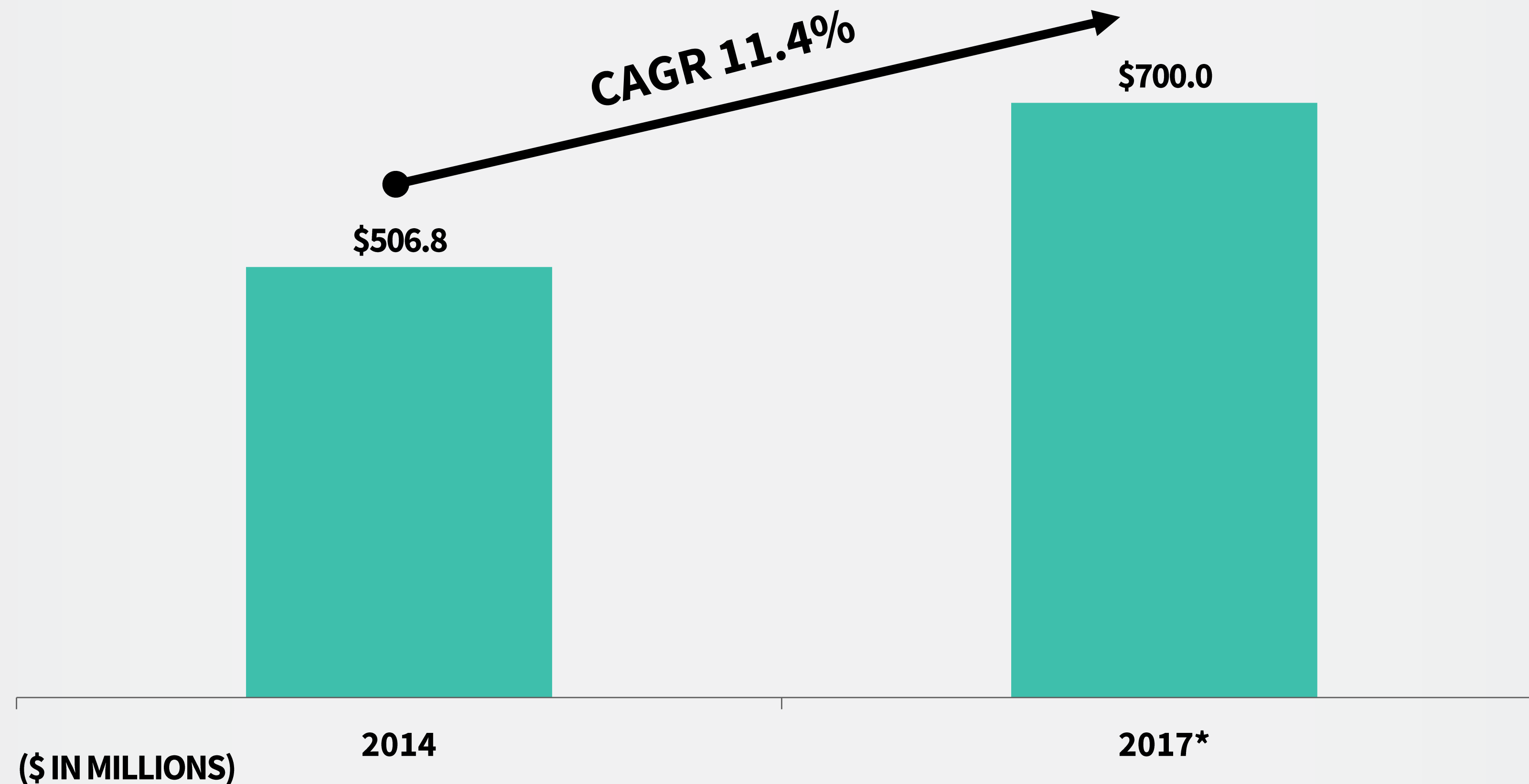
Background

- 25+ years as a finance executive
- Daimler Chrysler Corporation
- ArvinMeritor, Inc.
- Warrior Sports

DNA

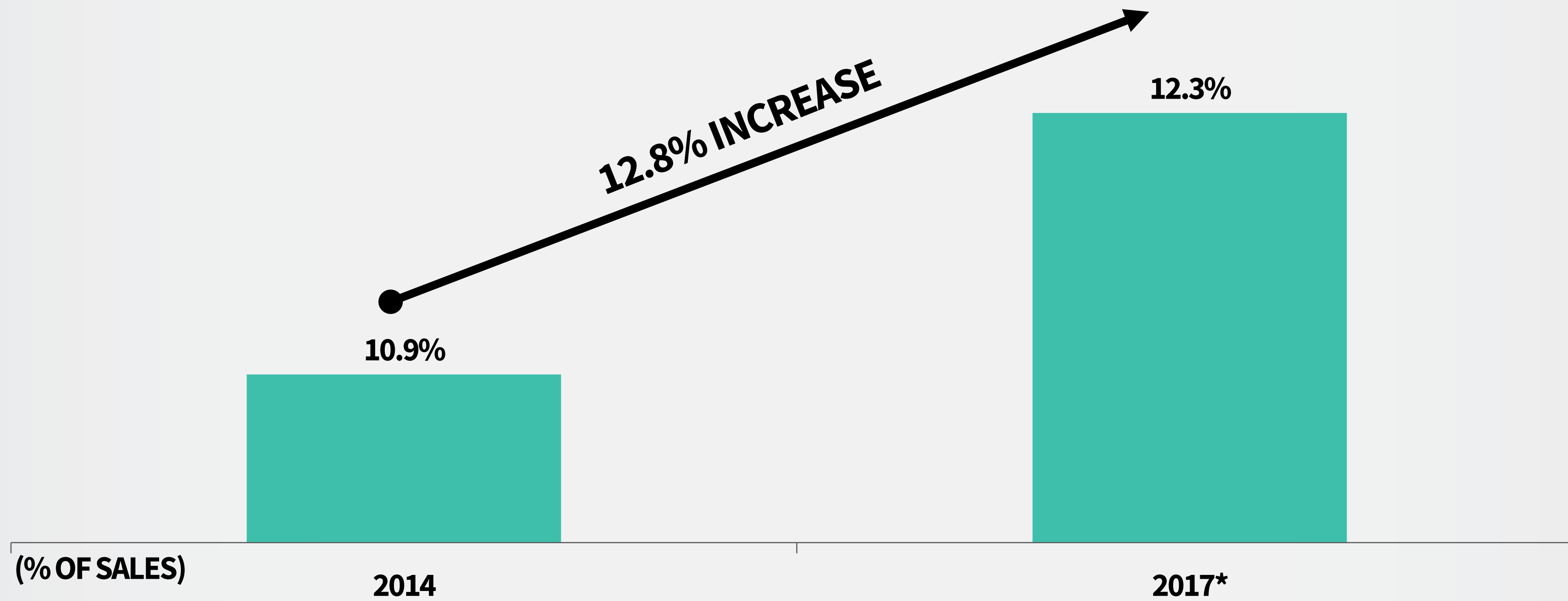
- Domestic and global experience in both the manufacturing and non-manufacturing sectors
- Turnaround and restructuring experience
- M&A experience
- Start-up experience that produces alternative fuel systems for the commercial vehicle market
- MBA from University of Detroit-Mercy
- Bachelor of Business Administration degree in Finance from Oakland University

GROWING SALES



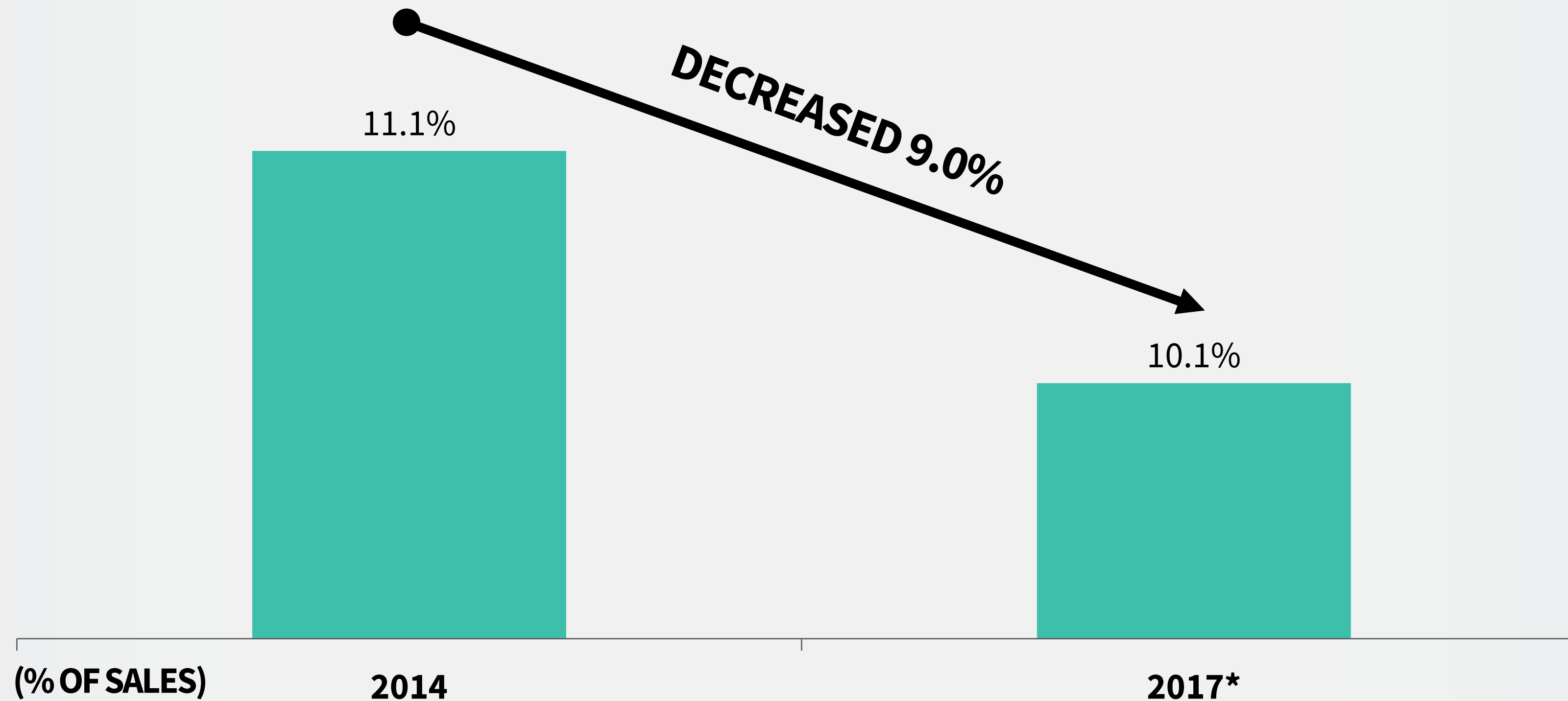
* Based on 2017 guidance

IMPROVED GROSS MARGIN



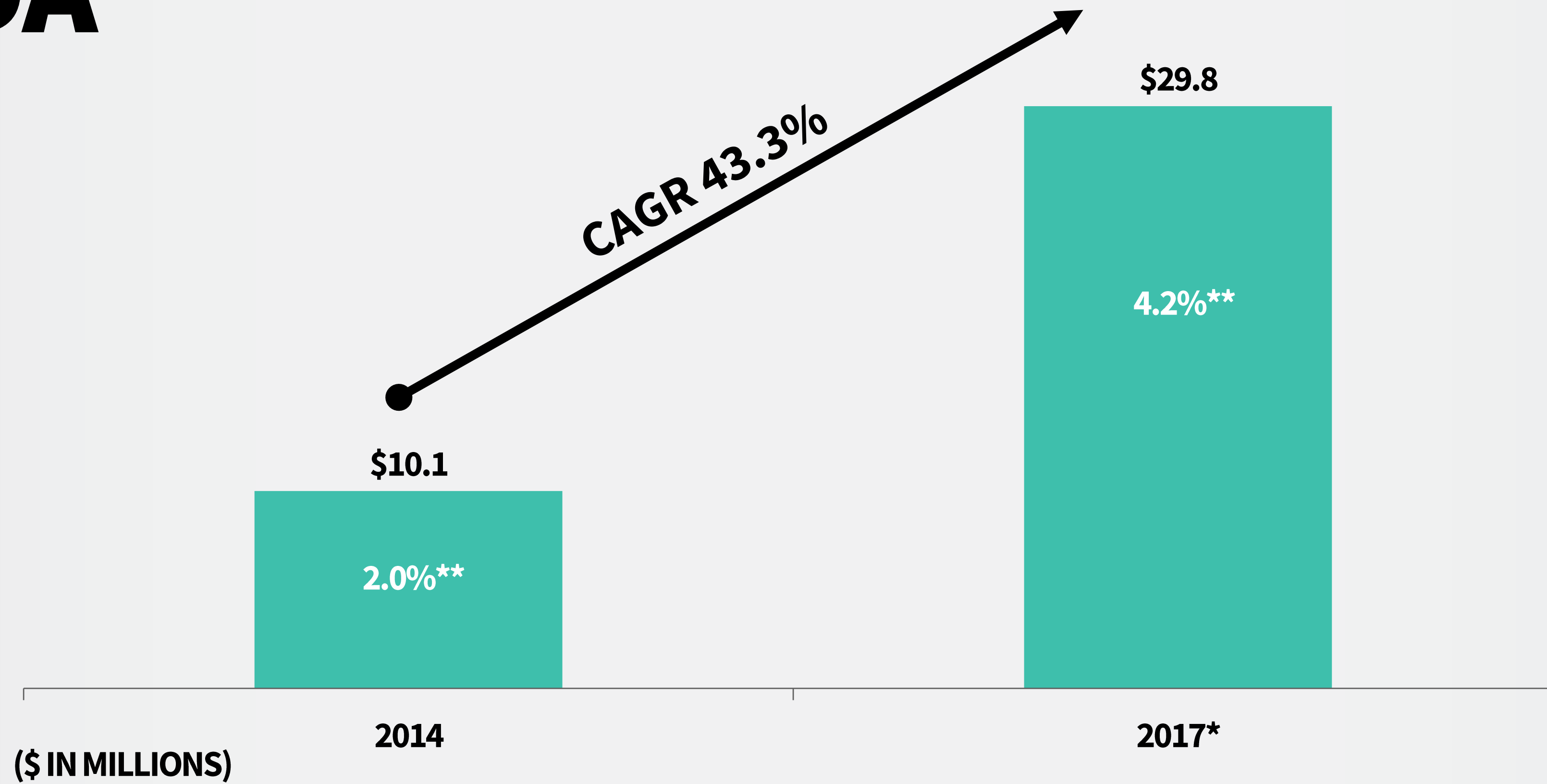
* Based on 2017 guidance

DISCIPLINED CONTROL OF SG&A



* Based on 2017 guidance

IMPROVED ADJUSTED EBITDA



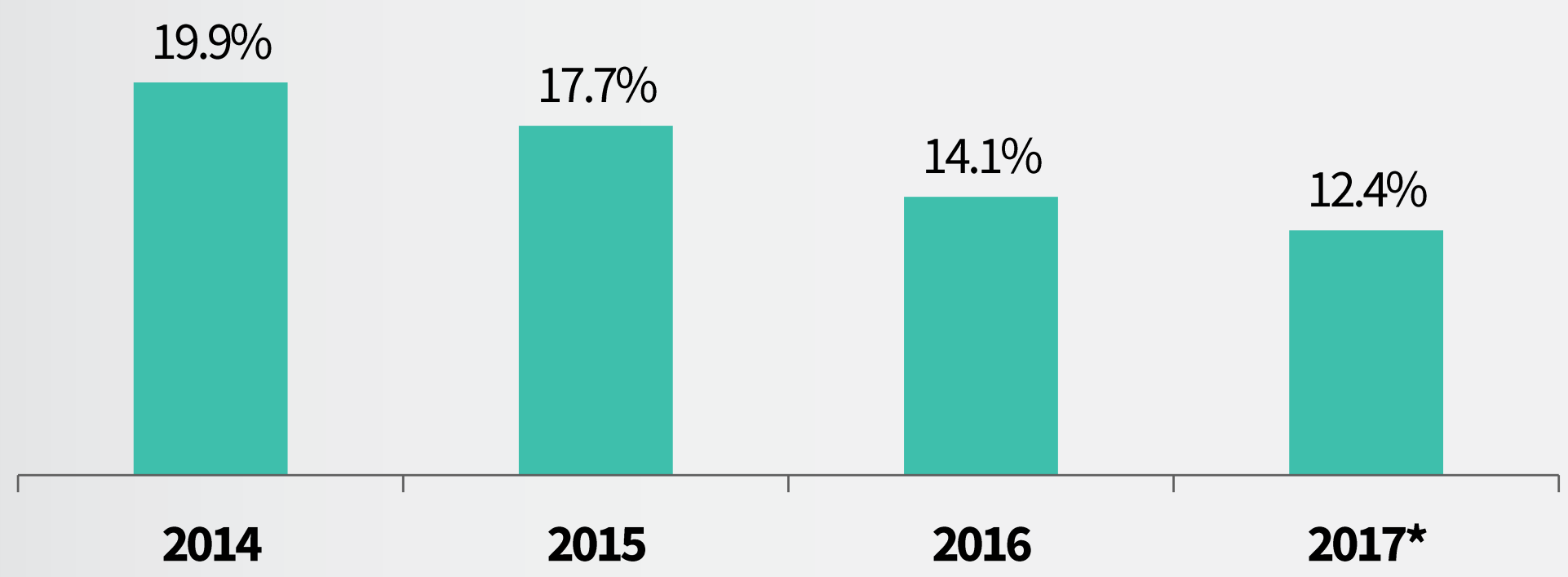
Based on 2017 guidance

**Adj. EBITDA margin

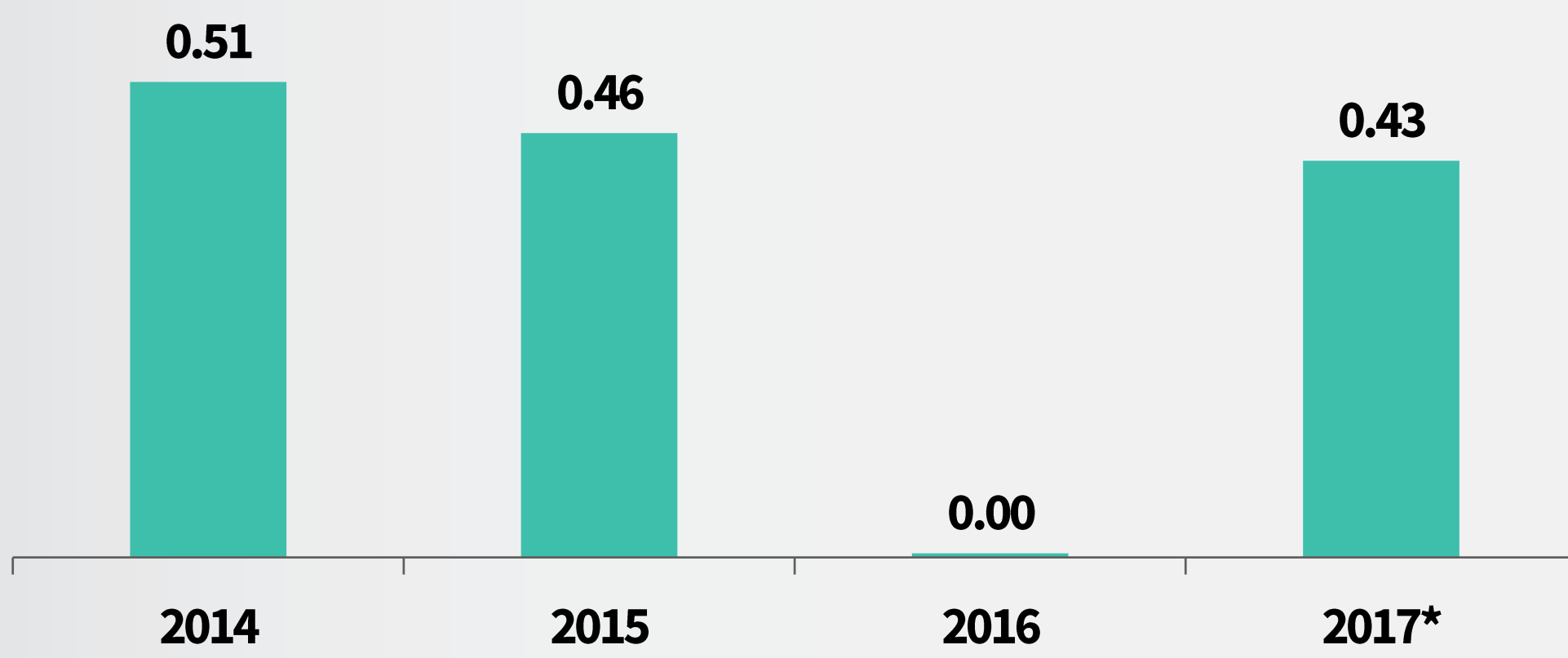
BALANCE SHEET STRENGTH & LIQUIDITY

- Significant progress made in converting working capital to cash
- Existing debt reduced with excess cash
- Earnings growth drives increased liquidity
- Capacity to pursue opportunistic acquisitions

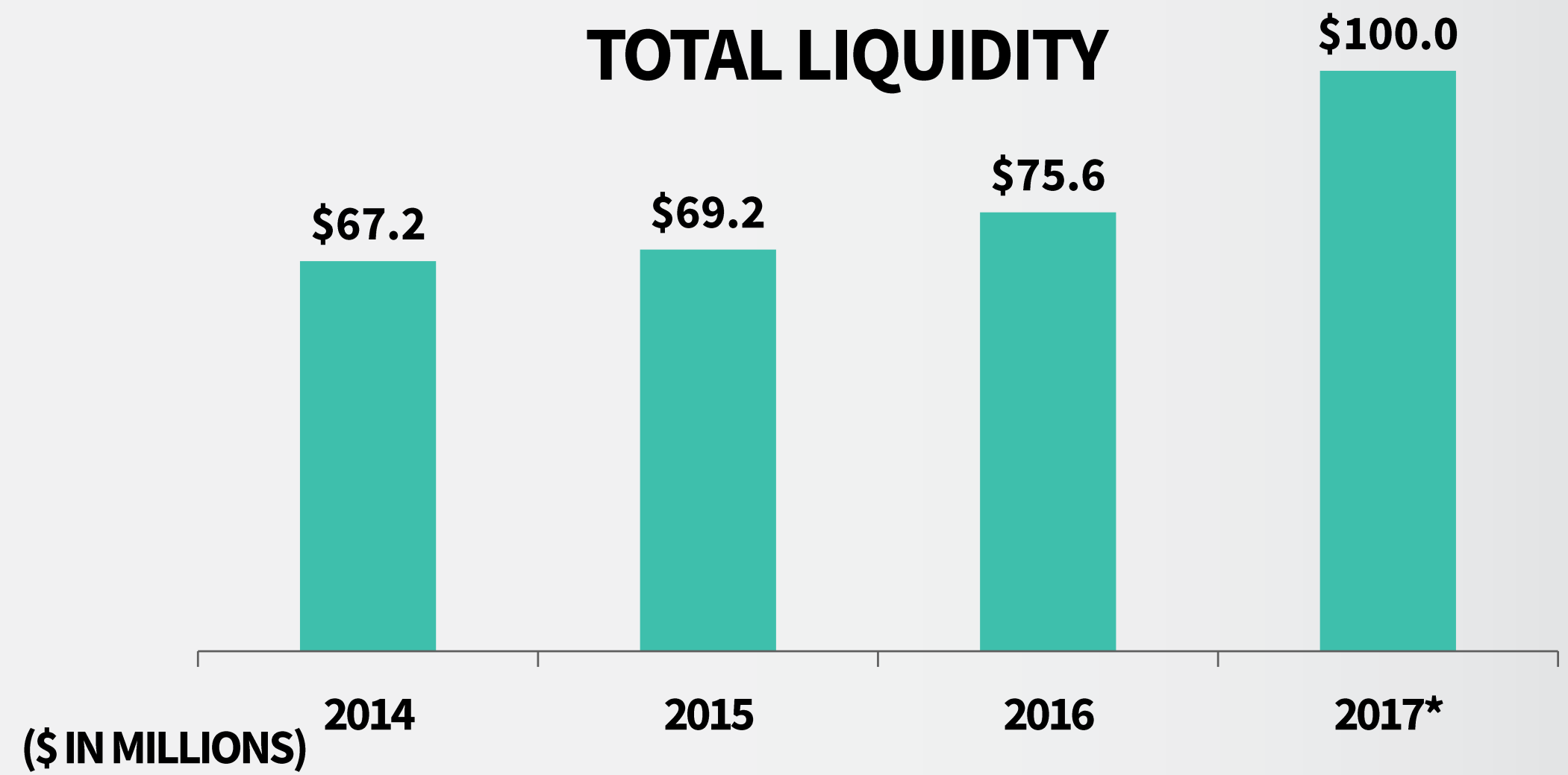
WORKING CAPITAL % OF SALES



DEBT TO EBITDA



TOTAL LIQUIDITY

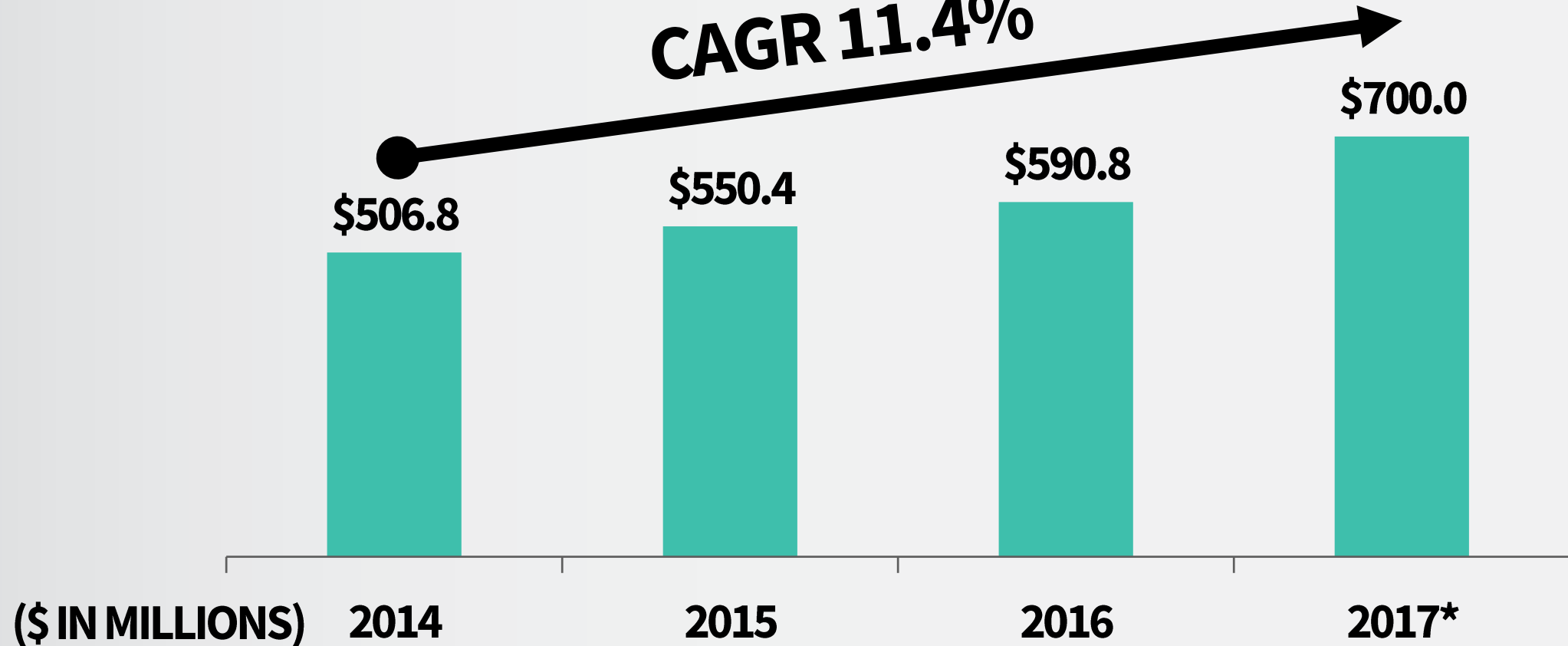


* Based on 2017 guidance

FINANCIAL STRENGTH

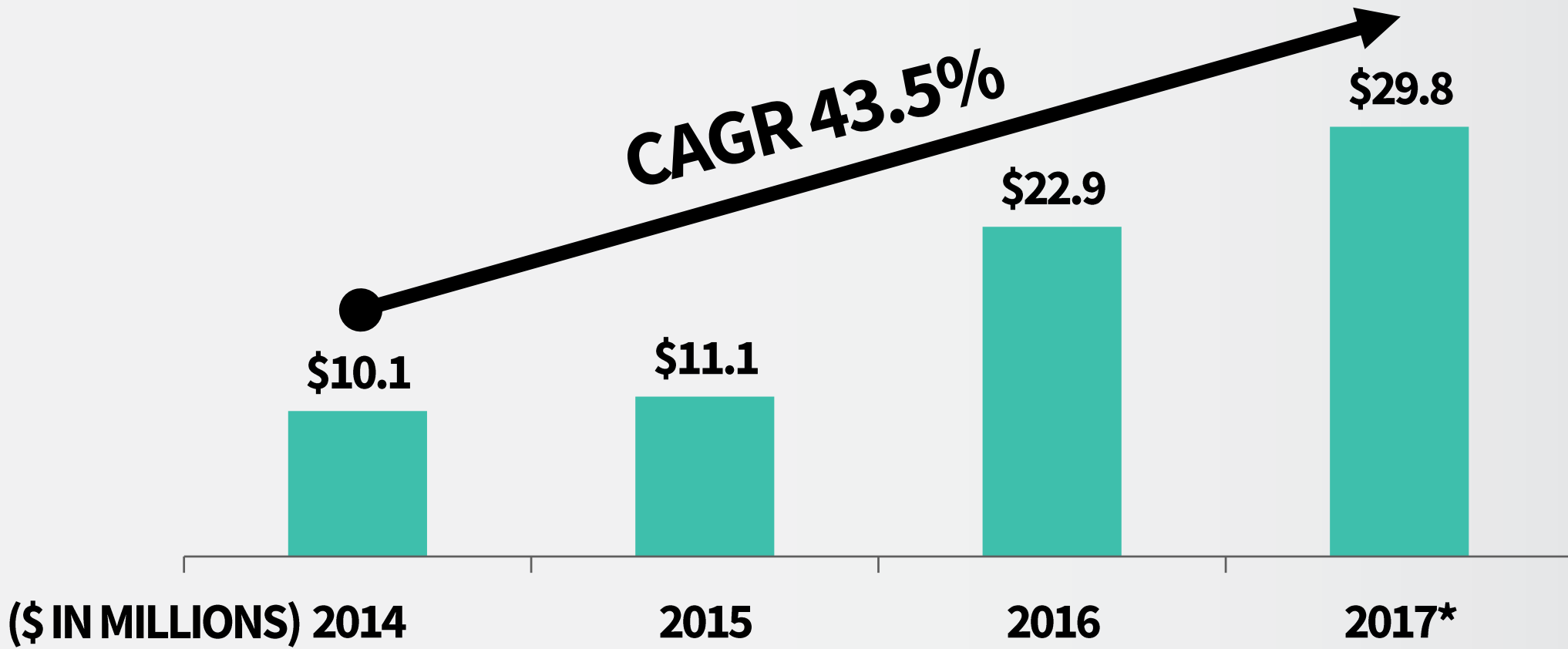
REVENUE

CAGR 11.4%



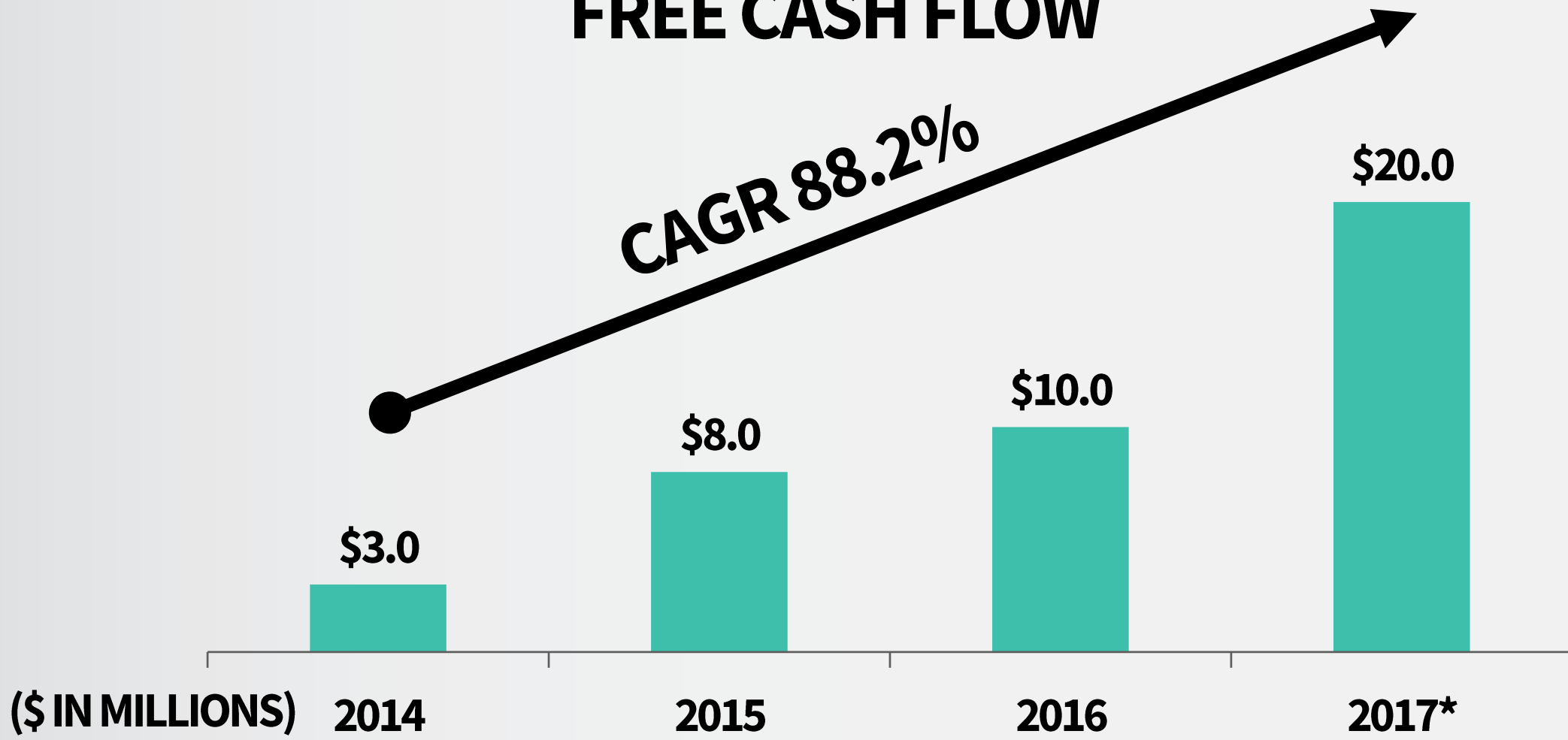
ADJ. EBITDA

CAGR 43.5%

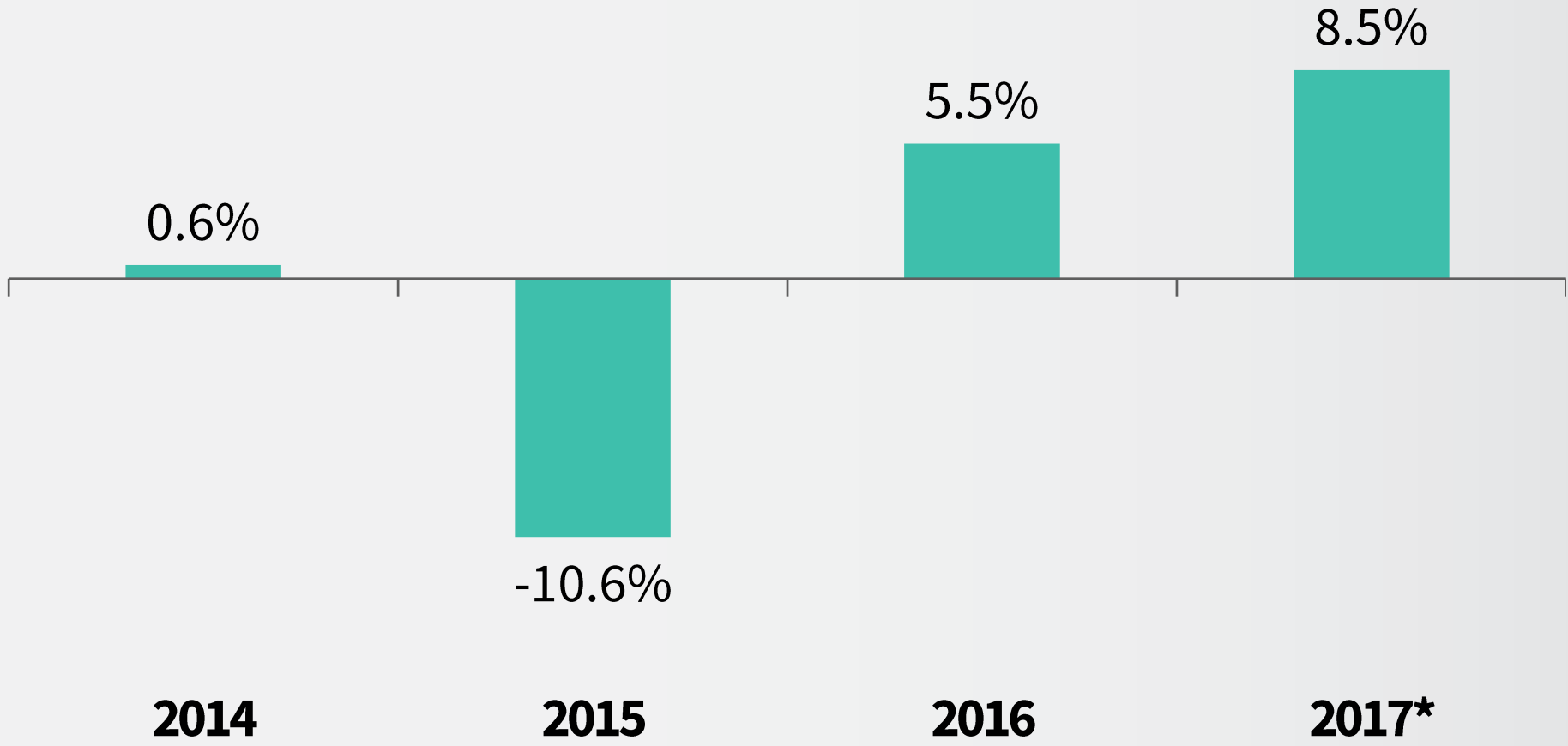


FREE CASH FLOW

CAGR 88.2%



RETURN ON INVESTED CAPITAL**



* Based on 2017 guidance

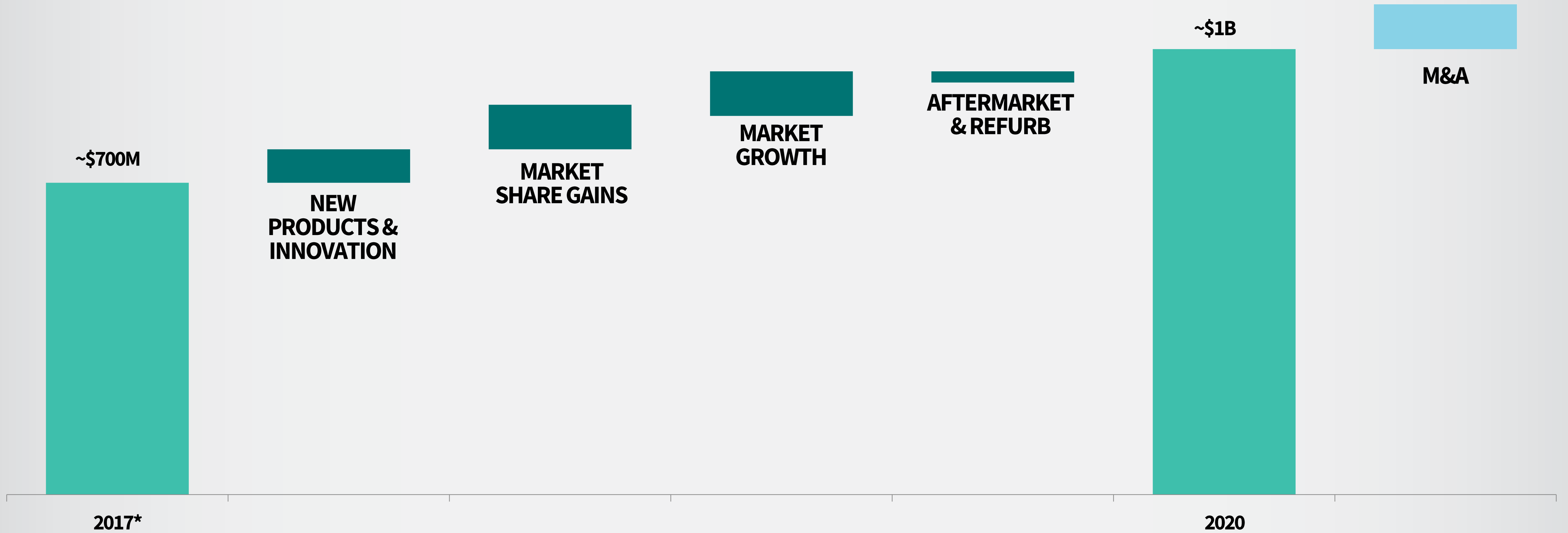
** Net operating profit after taxes / average invested capital balance



FY2017 GUIDANCE

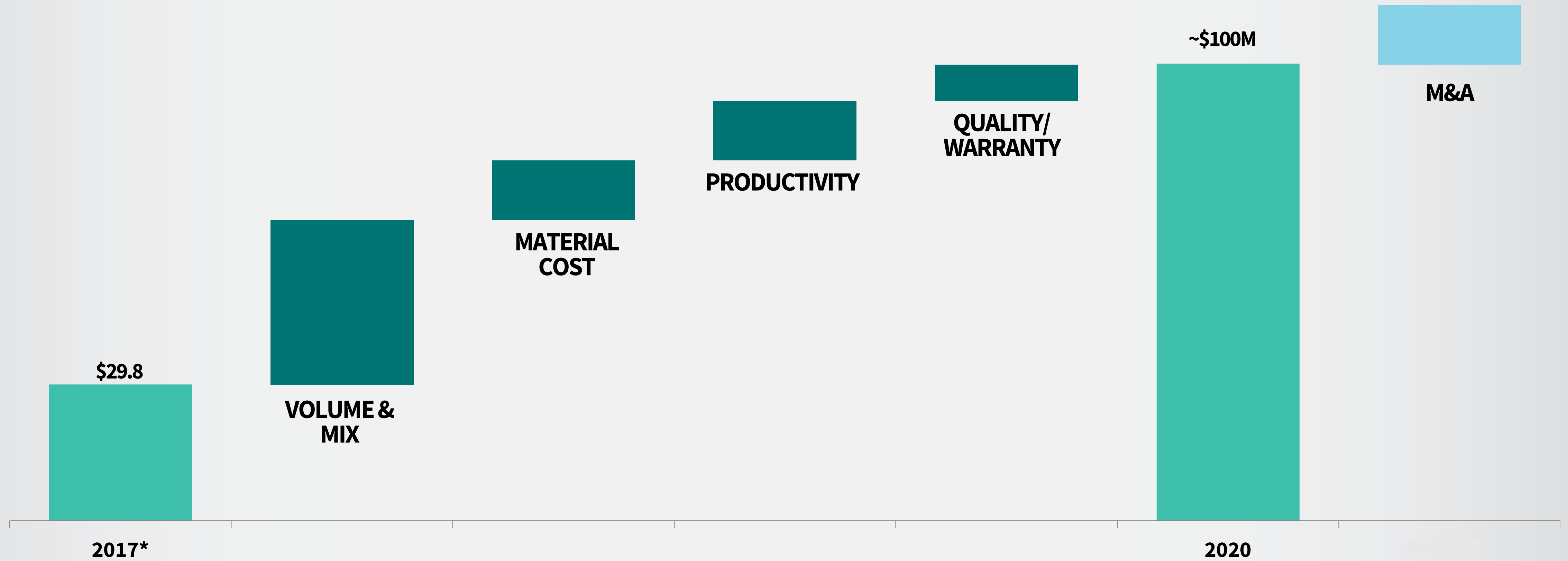
2017 GUIDANCE			
(\$M EXCEPT PER SHARE)	LOW	MID-POINT	HIGH
Revenue	\$680.0	\$700.0	\$720.0
Restructuring /Acq Costs	\$3.7		
Adjusted EBITDA	\$28.3	\$29.8	\$31.3
Income Tax Expense	\$0.7	\$1.5	\$2.2
Interest Expense	\$0.6		
Adjusted EPS	\$0.48	\$0.50	\$0.52
Shares Outstanding	35,000		

LONG-TERM SALES TARGETS



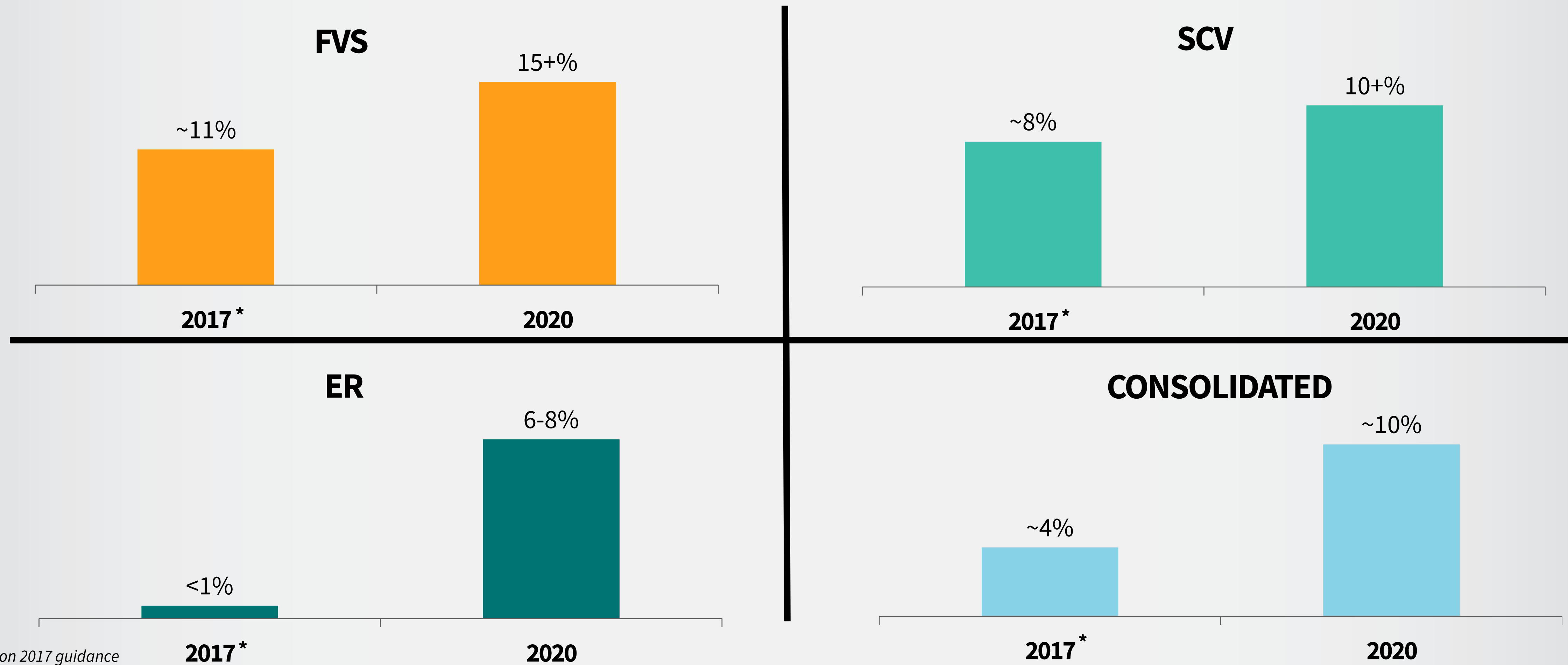
* Based on 2017 guidance

LONG-TERM ADJ. EBITDA TARGETS



* Based on 2017 guidance

BUSINESS UNITS' LONG-TERM ADJ. EBITDA TARGETS



* Based on 2017 guidance

▲ SPAR

THE PATH FORWARD STARTS NOW



COMMAND YOUR ROAD



Our goal

To become #1 or #2 in each market we serve

Leading purpose-built vehicle manufacturer



Well-positioned

New management team
Operational improvements
Improved product portfolio
Customer-centric focus
Financial strength

Strengthen and grow the core business



Financial objectives

\$1 Billion in Sales
~10% Adj. EBITDA Margins
Improved Cash Flows
Increase ROIC
Enhance shareholder returns

Accelerate the path forward



Shareholder Alignment

Management's long-term goals closely aligned with shareholders

Increase shareholder value

▲ SPAR

THANK YOU



▲ SPAR

Q&A PANEL



Q&A PANEL DISCUSSION

Moderator



Juris Pagrabs
*Group Treasurer and Director
of Investor Relations*
Spartan Motors, Inc.



Daryl Adams, President & CEO
Spartan Motors, Inc.



Tom Ninneman, President
Spartan Fleet Vehicles and Services



Steve Guillaume, President
Spartan Specialty Vehicles

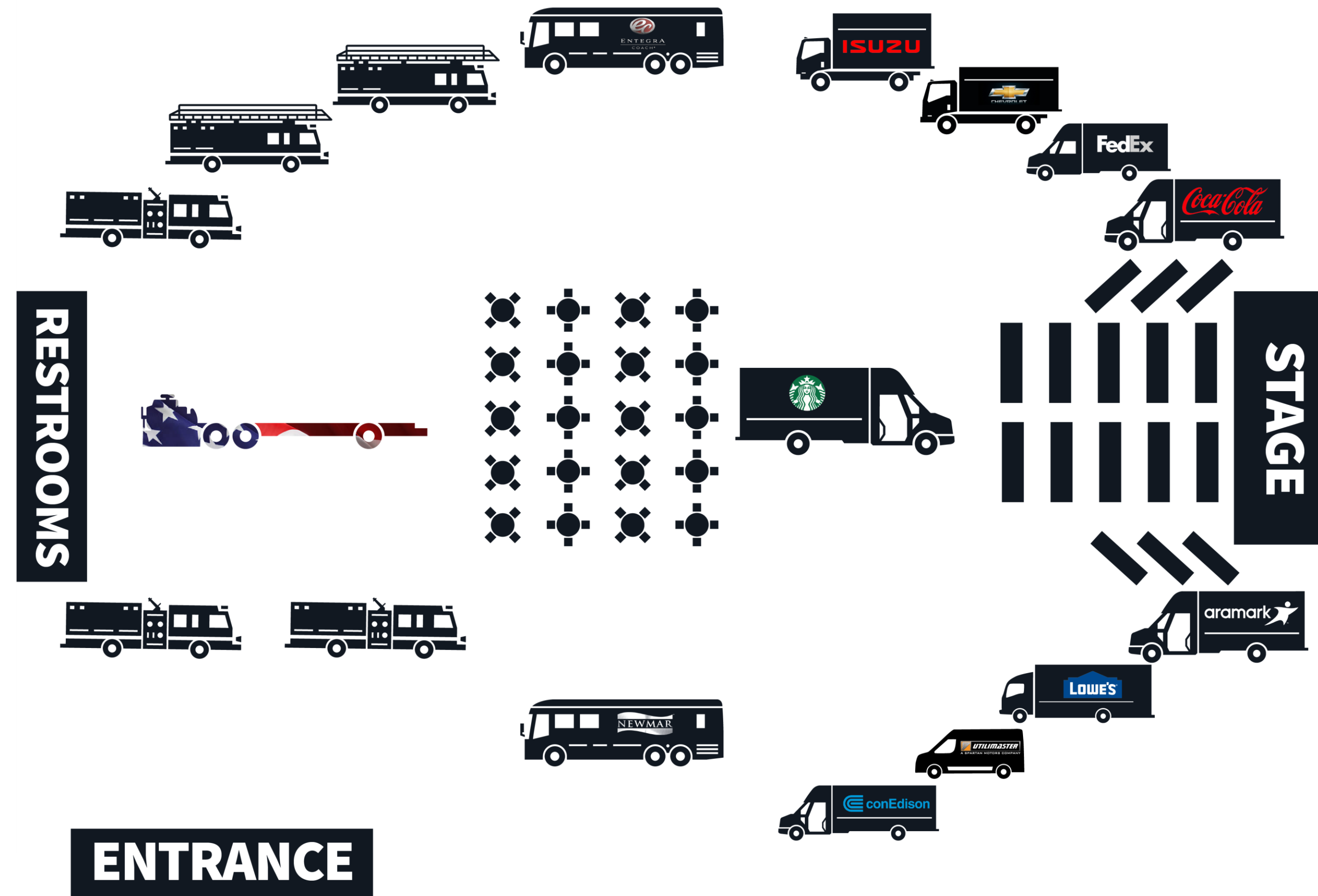


Rick Sohm, CFO
Spartan Motors, Inc.



John Slawson, President
Spartan Emergency Response

LUNCH AND VEHICLE SHOWROOM TOUR



▲ SPAR

THANK YOU



▲ SPAR

APPENDIX



RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

This presentation contains Adjusted EBITDA (earnings before interest, taxes, depreciation, and amortization), adjusted earnings per share, forecasted Adjusted EBITDA, and forecasted adjusted earnings per share, which are all non-GAAP financial measures. Our management uses Adjusted EBITDA to evaluate the performance of and allocate resources to our segments. These non-GAAP measures are calculated by excluding items that we believe to be infrequent or not indicative of our operating performance. For the periods covered by this release, such items consist of expenses associated with restructuring, actions taken to improve the efficiency and profitability of certain manufacturing operations, expenses related to a recent business acquisition, the impact of the step-up in inventory value associated with the recent business acquisition, and the impact of the business acquisition on the timing of chassis revenue recognition. We present these adjusted Non-GAAP measures because we consider them to be important supplemental measures of our performance, and believe them to be useful to improve the comparability of our results from period to period and with our competitors, as well as to show ongoing results from operations distinct from items that are infrequent or not indicative of our operating performance.

The adjusted non-GAAP measures are not measurements of our financial performance under GAAP and should not be considered as an alternative to net income or earnings per share under GAAP. These adjusted non-GAAP measures have limitations as analytical tools and should not be considered in isolation or as a substitute for analysis of our results as reported under GAAP. In addition, in evaluating the adjusted non-GAAP measures, you should be aware that in the future we may incur expenses similar to the adjustments in this presentation, despite our assessment that such expenses are infrequent or not indicative of our operating performance. Our presentation of the adjusted non-GAAP measures should not be construed as an inference that our future results will be unaffected by unusual or infrequent items. We compensate for these limitations by providing equal prominence of our GAAP results and using adjusted non-GAAP measures only as a supplement.

The following tables reconcile net income to Adjusted EBITDA, earnings per share to adjusted earnings per share, forecasted net income to Adjusted EBITDA, and forecasted earnings per share to adjusted earnings per share for the periods indicated.

RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

Financial Summary (Non-GAAP) Consolidated (In thousands, except per share data) (Unaudited)

Spartan Motors, Inc	Twelve Months Ended December 31,					
	2016	% of sales	2015	% of sales	2014	% of sales
Net income (loss)	\$ 8,603	1.4%	\$ (17,480)	-3.2%	\$ 1,029	0.2%
Add (subtract):						
Depreciation and amortization	7,903		7,437		8,378	
Taxes on income	100		4,880		(2,103)	
Interest expense	410		365		341	
EBITDA	\$ 17,016	2.9%	\$ (4,798)	-0.9%	\$ 7,645	1.5%
Add (subtract):						
Restructuring	1,095	-	2,855	-	2,157	0.0%
Asset impairment	406		2,234		-	
Product recall	3,457		8,600		-	
Acquisition related expenses	882		-		-	
NHTSA settlement	-		1,184		-	
Joint venture	14		1,015		289	
Adjusted EBITDA	\$ 22,870	3.8%	\$ 11,090	2.0%	\$ 10,091	2.0%

Emergency Response Vehicles Segment (In thousands, unaudited)

	Twelve Months Ended December 31,					
	2016	% of sales	2015	% of sales	2014	% of sales
Net income (loss) attributable to Emergency Response	\$ (13,722)	-7.5%	\$ (14,838)	-7.7%	\$ (1,236)	-0.7%
Add (subtract):						
Depreciation and amortization	1,144		914		1,030	
Taxes on income	70		(8,853)		(4,982)	
Interest expense	-		-		-	
Earnings before interest, taxes, depreciation and amortization	\$ (12,508)	-6.8%	\$ (22,777)	-11.8%	\$ (5,188)	-2.7%
Earnings before interest, taxes, depreciation and amortization	\$ (12,508)	-6.8%	\$ (22,777)	-11.8%	\$ (5,188)	-2.7%
Restructuring	1,095		2,855		2,157	
Asset impairment	406		2,234		-	
Product recall	3,457		7,300		-	
NHTSA settlement	-		684		-	
Joint venture expenses	7		1,015		289	
Adjusted earnings before interest, taxes, depreciation and amortization	\$ (7,543)	-4.1%	\$ (8,689)	-4.5%	\$ (2,742)	-1.4%

RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

Fleet Vehicles and Services Segment (In thousands, unaudited)

	Twelve Months Ended December 31,					
	2016	% of sales	2015	% of sales	2014	% of sales
Net income (loss) attributable to Fleet Vehicles and Services	\$ 27,888	10.0%	\$ 9,847	4.3%	\$ 6,224	3.0%
Add (subtract):						
Depreciation and amortization	3,185		3,309		3,468	
Taxes on income	-		4,249		1,260	
Interest expense	162		85		54	
Earnings before interest, taxes, depreciation and amortization	\$ 31,235	11.2%	\$ 17,490	7.7%	\$ 11,006	5.2%
Earnings before interest, taxes, depreciation and amortization	\$ 31,235	11.2%	\$ 17,490	7.7%	\$ 11,006	5.2%
Restructuring	-		-		-	
Adjusted earnings before interest, taxes, depreciation and amortization	\$ 31,235	11.2%	\$ 17,490	7.7%	\$ 11,006	5.2%

Specialty Chassis and Vehicles Segment (In thousands, unaudited)

	Twelve Months Ended December 31,					
	2016	% of sales	2015	% of sales	2014	% of sales
Net income (loss) attributable to Specialty Chassis and Vehicles	\$ 7,544	5.6%	\$ 5,297	4.0%	\$ 7,414	6.6%
Add (subtract):						
Depreciation and amortization	787		730		1,497	
Taxes on income	-		-		-	
Interest expense	-		-		-	
Earnings before interest, taxes, depreciation and amortization	\$ 8,331	6.2%	\$ 6,027	4.5%	\$ 8,911	7.9%
Earnings before interest, taxes, depreciation and amortization	\$ 8,331	6.2%	\$ 6,027	4.5%	\$ 8,911	7.9%
Restructuring	-		-		-	
Product recall	-		1,300		-	
NHTSA settlement	-		500		-	
Adjusted earnings before interest, taxes, depreciation and amortization	\$ 8,331	6.2%	\$ 7,827	5.9%	\$ 8,911	7.9%

RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

Financial Summary (Non-GAAP)

Consolidated

(In thousands, except per share data)

(Unaudited)

	2017 Fcst	2016	2015	2014
Operating Activities				
Net earnings (loss)	\$13,000 - \$14,500	\$ 8,603	\$ (17,480)	\$ 1,029
Depreciation & amortization	10,278	7,903	7,437	8,378
Accruals for warranty	11,203	12,989	15,388	6,533
Asset impairments	-	406	2,234	-
Other non-cash charges	1,816	(1,020)	6,365	10
Change in working capital	(7,047)	(5,430)	(1,044)	(9,444)
Net cash provided by operating activities (A)	29,250 - 30,750	23,451	12,900	6,506
Capital expenditures (B)	(9,000) - (11,000)	(13,410)	(4,895)	(3,463)
Payments on long-term debt	(20,000)	(5,058)	(75)	(80)
Purchase and retirement of common stock	-	(2,000)	-	(2,000)
Dividends	(3,450)	(3,444)	(3,426)	(3,427)
Other	-	(199)	(373)	327
Net increase (decrease) in cash and cash equivalents	\$(5,200) - \$(1,700)	\$ (660)	\$ 4,131	\$ (2,137)
Free cash flow (A-B)	\$18,250 - \$21,750	\$ 10,041	\$ 8,005	\$ 3,043

RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

	Previous Guidance Forecast Year Ending December 31, 2017		
	Low	Mid	High
Net income	\$ 13,000	\$ 13,750	\$ 14,500
Add:			
Depreciation and amortization	10,278	10,278	10,278
Interest expense	600	600	600
Taxes	700	1,450	2,200
EBITDA	\$ 24,578	\$ 26,078	\$ 27,578
Add (subtract):			
Restructuring charges	965	965	965
Chassis shipment delay	2,725	2,725	2,725
Adjusted EBITDA	\$ 28,268	\$ 29,768	\$ 31,268
Earnings per share	\$ 0.37	\$ 0.39	\$ 0.41
Add:			
Acquisition expenses	0.03	0.03	0.03
Chassis shipment delay	0.08	0.08	0.08
Adjusted earnings per share	\$ 0.48	\$ 0.50	\$ 0.52

▲ SPAR

THANK YOU

