



| Driving Sustainable Long-term Value

Investor Presentation
September 2026



Forward-Looking Statements

This presentation includes “forward-looking statements” within the meaning of U.S. federal securities laws, and we intend that such forward-looking statements be subject to the safe harbor created thereby. Our use of words “estimate,” “expect,” “anticipate,” “project,” “plan,” “intend,” “believe,” “outlook,” “guidance,” “forecast,” or future or conditional verbs, such as “will,” “should,” “could,” “would,” or “may,” and variations of such words or similar expressions are intended to identify forward-looking statements. All forward-looking statements are based upon our current expectations and various assumptions. Our expectations, beliefs, and projections are expressed in good faith and we believe there is a reasonable basis for them. However, we cannot assure you that these expectations, beliefs and projections will be achieved. Forward-looking statements are not guarantees of future performance and are subject to significant risks and uncertainties that may cause actual results or achievements to be materially different from the future results or achievements expressed or implied by the forward-looking statements. Among other items, such factors may include: volatility or decline of the Company’s stock price, or absence of stock price appreciation; impacts and disruptions related to the wars in Ukraine and the Middle East; our ability to achieve commercial recoveries and to offset the adverse impact of higher commodity and other costs through pricing and other negotiations with our customers; work stoppages or other labor disruptions with our employees or our customers’ employees; prolonged or material contractions in automotive sales and production volumes; our inability to realize sales represented by awarded business; escalating pricing pressures; loss of large customers or significant platforms; our ability to successfully compete in the automotive parts industry; availability and increasing volatility in costs of manufactured components and raw materials; disruption in our supply base; competitive threats and commercial risks associated with our diversification strategy; possible variability of our working capital requirements; risks associated with our international operations, including changes in laws, regulations, and policies governing the terms of foreign trade such as increased trade restrictions and tariffs; foreign currency exchange rate fluctuations; our ability to control the operations of our joint ventures for our sole benefit; our substantial amount of indebtedness and rates of interest; our ability to obtain adequate financing sources in the future; operating and financial restrictions imposed on us under our debt instruments; the underfunding of our pension plans; significant changes in discount rates and the actual return on pension assets; effectiveness of continuous improvement programs and other cost savings plans; significant costs related to manufacturing facility closings or consolidation; our ability to execute new program launches; our ability to meet customers’ needs for new and improved products; the possibility that our acquisitions and divestitures may not be successful; product liability, warranty and recall claims brought against us; laws and regulations, including environmental, health and safety laws and regulations; legal and regulatory proceedings, claims or investigations against us; the potential impact of any future public health events on our financial condition and results of operations; the ability of our intellectual property to withstand legal challenges; cyber-attacks, data privacy concerns, other disruptions in, or the inability to implement upgrades to, our information technology systems; the possible volatility of our annual effective tax rate; the possibility of a failure to maintain effective controls and procedures; the possibility of future impairment charges to our goodwill and long-lived assets; our ability to identify, attract, develop and retain a skilled, engaged and diverse workforce; our ability to procure insurance at reasonable rates; and our dependence on our subsidiaries for cash to satisfy our obligations; and other risks and uncertainties, including those detailed from time to time in our periodic reports filed with the securities and exchange commission.

You should not place undue reliance on these forward-looking statements. Our forward-looking statements speak only as of the date of this presentation, and we undertake no obligation to publicly update or otherwise revise any forward-looking statement, whether as a result of new information, future events or otherwise, except where we are expressly required to do so by law.

This presentation also contains estimates and other information that is based on industry publications, surveys, and forecasts. This information involves a number of assumptions and limitations, and we have not independently verified the accuracy or completeness of the information.

Certain non-GAAP financial measures are used throughout this presentation and the reconciliations to the most directly comparable GAAP measures are included in the appendix to this presentation.

This presentation is not an offer, nor a solicitation of an offer, of the sale or purchase of securities, nor shall any securities of ours or any of our subsidiaries be offered or sold, in any jurisdiction in which such an offer, solicitation or sale would be unlawful.

| Company Overview

A Trusted Partner With a Strong Global Customer Base

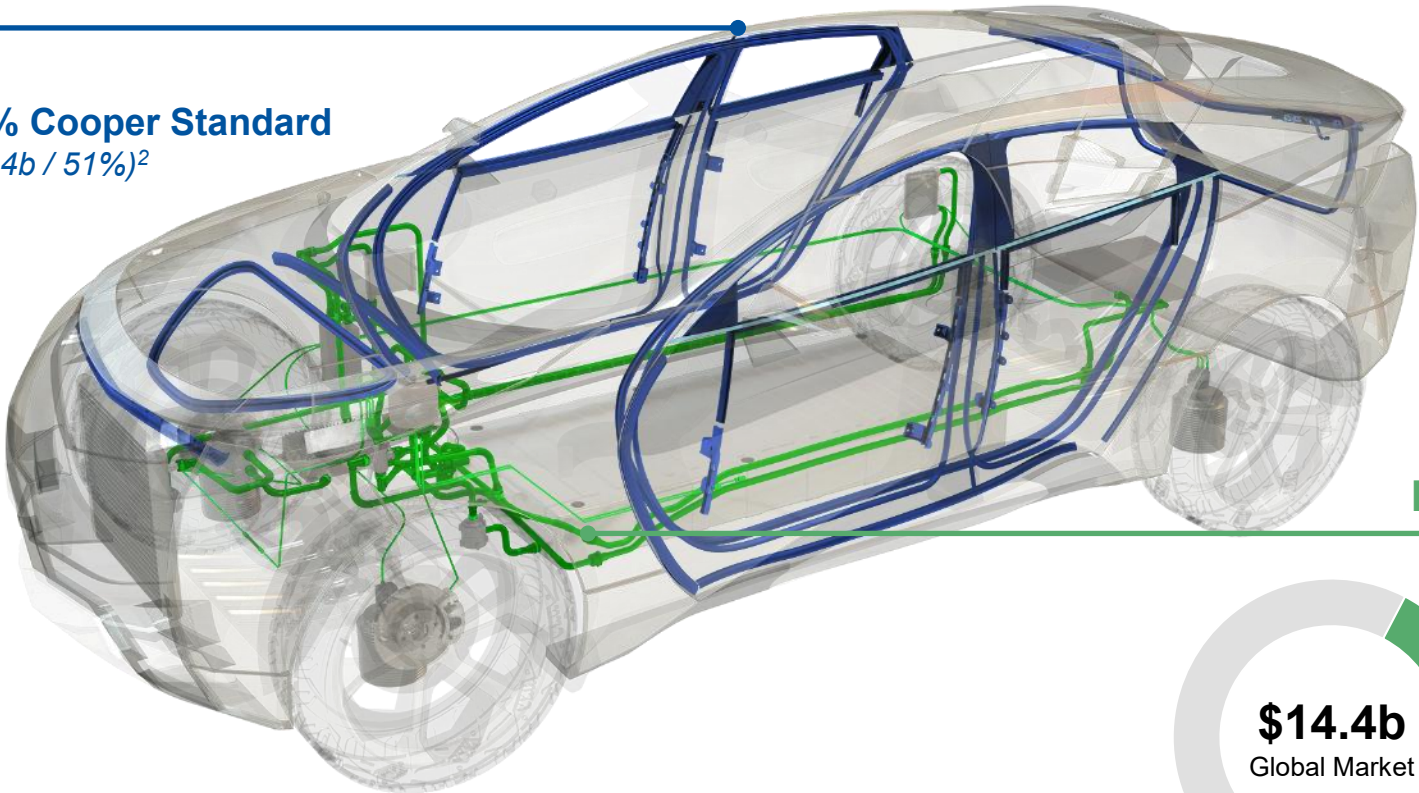


Leading Market Position Across Core Product Lines

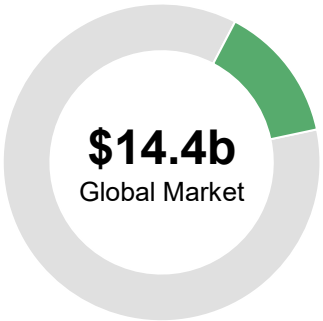
#1 GLOBAL LEADER¹
Sealing Systems



14% Cooper Standard
(\$1.4b / 51%)²



#2 GLOBALLY¹
Fluid Handling Systems



8.3% Cooper Standard
(\$1.3b / 46%)²

Product Lines Essential for Consumer Comfort and Safety

Customers Trust Us to Deliver Top Quality Products to Sustain Brand Image

Fluid System Performance is Safety Critical

- ⊗ **Brake Line Systems:** Leaks could result in loss of braking ability and potential accidents
- ⊗ **Cooling Systems:** Leaks could result in overheating, systems failures and costly warranty claims

Sealing Performance is Non-Negotiable

- ⊗ **Water Intrusion:** Leaks erode customer confidence and drive costly warranty claims
- ⊗ **Wind Noise:** Cabin noise disrupts conversation and degrades the driving experience

COMMITMENT TO **EXCELLENCE**

Continually Recognized for Quality, Service and Sustainability



| Strategy for Profitable Growth

Sealing Systems: Accelerating Profitable Growth



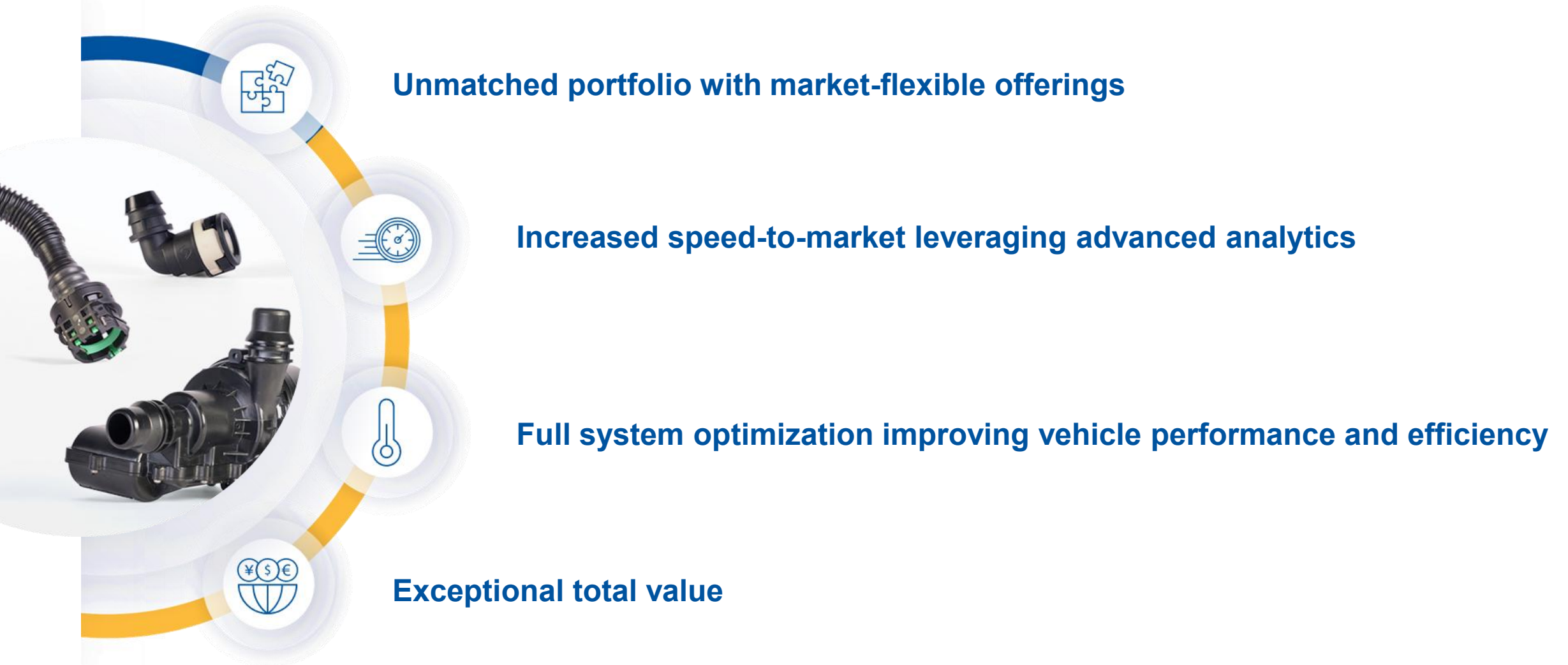
Business discipline delivering financial health and a strong foundation

Harnessing expertise worldwide to propel profitable growth

Leveraging digital transformation and automation for higher asset utilization

Driving CPV growth through value-add innovation

Fluid Handling: Becoming the Undisputed Supplier of Choice



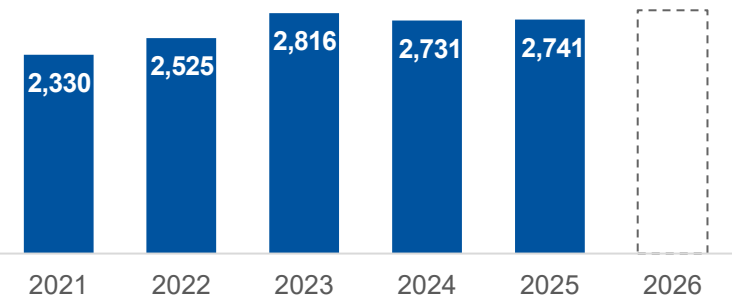
| Strategic Financial Targets

Consistent Progress Toward Strategic Financial Targets

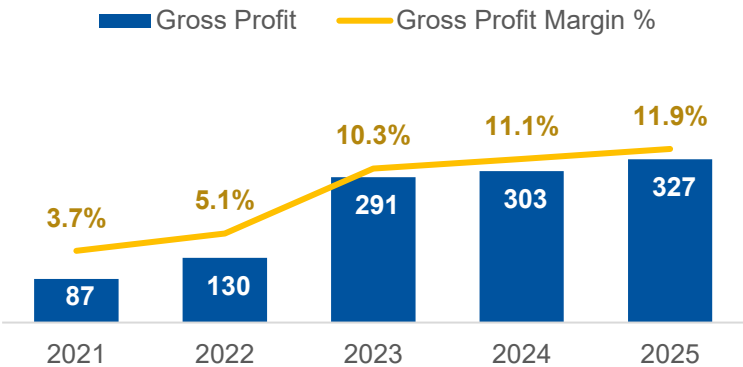
Continued Focus on Growth and Margin Expansion

(USD millions, except for %)

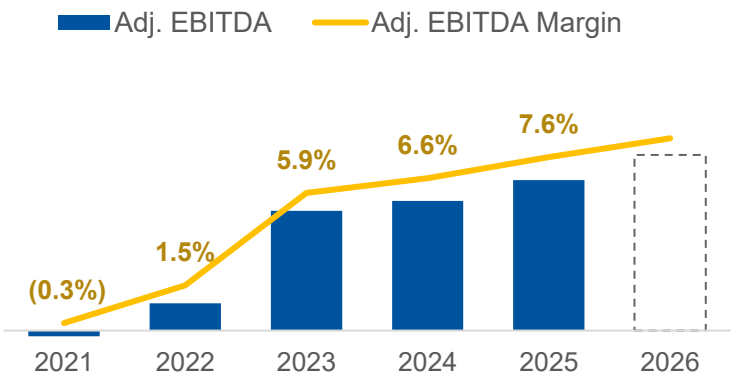
Revenue



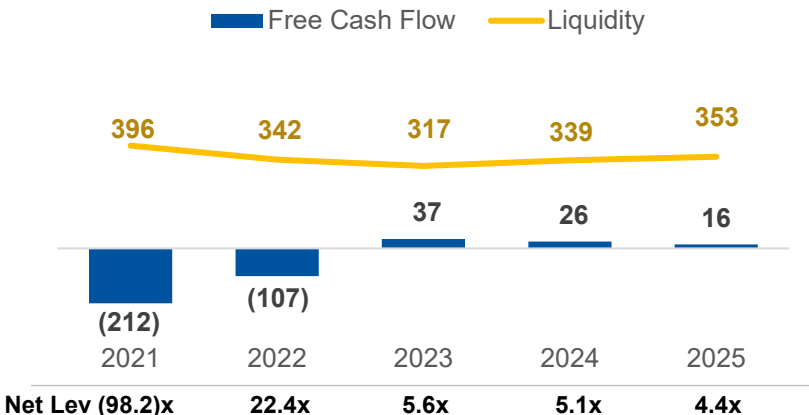
Gross Profit and Margin %



Adj. EBITDA and Margin %¹



Free Cash Flow¹ / Liquidity / Net Leverage

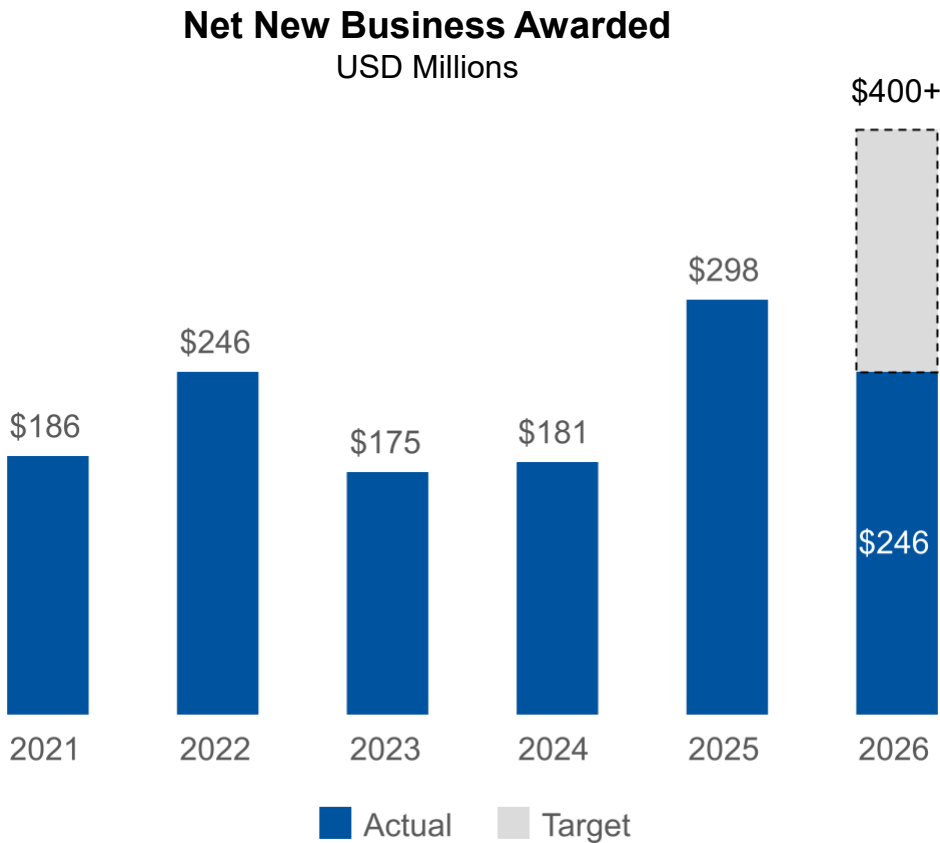


Key Points

- Enhanced commercial and supply agreements
- Continued focus on cost optimization
- Launching higher VCM programs
- Adj. EBITDA continues to improve despite the impact of weak production volume and flat revenue
- Delivered positive cash flow for past three consecutive years

Strong Net New Business Awards¹ Continue

Consistent with Strategy for Long-term Profitable Growth



For 2026 Awards:

- Strong actual first half awards ahead of plan
- 34% related to innovation products
- 28% related to battery electric or hybrid programs
- 20% related to high-growth Chinese OEMs
- Targeting more than \$400 million in the full year
- Strong VCMs support strategic financial targets

Leveraging AI for Profitable Growth: Proven, Now Accelerating

Growing the Business Without Scaling Cost and Headcount



**Executing Across
the CS Value Chain**

Quoting

Design / Validation

Purchasing

Manufacturing

Account Management

CREATING VALUE:

Personal Productivity (broad reach, near-term efficiency)

Business Process Orchestration (end-to-end workflow efficiencies compound)

*Cooper Standard proprietary solution

Strategic Financial Targets: 3-5 Year Outlook

Sales increasing to \$3.8 Billion

- Booked business 3 years in advance provides good line of sight
- Solid China strategy to grow sales in Asia and globally
- Expect to double the fluids business (organic and potentially inorganic growth)

Adjusted EBITDA margins approaching 15%

- Strong VCM on current book of business
- Continuing fixed costs optimization
- AI Orchestration supports growth without scaling costs and headcount

Return on invested capital (ROIC) more than tripling to approximately 25%

Net leverage reduced to less than 2X annual adjusted EBITDA



| Appendix

Non-GAAP Financial Measures

EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income (loss), adjusted earnings (loss) per share and free cash flow are measures not recognized under U.S. GAAP and which exclude certain non-cash and special items that may obscure trends and operating performance not indicative of the Company's core financial activities. Net new business is a measure not recognized under U.S. GAAP which is a representation of potential incremental future revenue but which may not fully reflect all external impacts to future revenue. Management considers EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income (loss), adjusted earnings (loss) per share, free cash flow and net new business to be key indicators of the Company's operating performance and believes that these and similar measures are widely used by investors, securities analysts and other interested parties in evaluating the Company's performance. In addition, similar measures are utilized in the calculation of the financial covenants and ratios contained in the Company's financing arrangements and management uses these measures for developing internal budgets and forecasting purposes. EBITDA is defined as net income (loss) adjusted to reflect income tax expense (benefit), interest expense net of interest income, depreciation and amortization, and adjusted EBITDA is defined as EBITDA further adjusted to reflect certain items that management does not consider to be reflective of the Company's core operating performance. Adjusted net income (loss) is defined as net income (loss) adjusted to reflect certain items that management does not consider to be reflective of the Company's core operating performance. Adjusted EBITDA margin is defined as adjusted EBITDA as a percentage of sales. Adjusted basic and diluted earnings (loss) per share is defined as adjusted net income (loss) divided by the weighted average number of basic and diluted shares, respectively, outstanding during the period. Free cash flow is defined as net cash provided by operating activities minus capital expenditures and is useful to both management and investors in evaluating the Company's ability to service and repay its debt. Net new business reflects anticipated sales from formally awarded programs, less lost business, discontinued programs and replacement programs and is based on S&P Global (IHS Markit) forecast production volumes. The calculation of "net new business" does not reflect customer price reductions on existing programs and may be impacted by various assumptions embedded in the respective calculation, including actual vehicle production levels on new programs, foreign exchange rates and the timing of major program launches.

When analyzing the Company's operating performance, investors should use EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income (loss), adjusted earnings (loss) per share, free cash flow and net new business as supplements to, and not as alternatives for, net income (loss), operating income, or any other performance measure derived in accordance with U.S. GAAP, and not as an alternative to cash flow from operating activities as a measure of the Company's liquidity. EBITDA, adjusted EBITDA, adjusted net income (loss), adjusted earnings (loss) per share, free cash flow and net new business have limitations as analytical tools and should not be considered in isolation or as substitutes for analysis of the Company's results of operations as reported under U.S. GAAP. Other companies may report EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income (loss), adjusted earnings (loss) per share, free cash flow and net new business differently and therefore the Company's results may not be comparable to other similarly titled measures of other companies. In addition, in evaluating adjusted EBITDA and adjusted net income (loss), it should be noted that in the future the Company may incur expenses similar to or in excess of the adjustments in the below presentation. This presentation of adjusted EBITDA and adjusted net income (loss) should not be construed as an inference that the Company's future results will be unaffected by special items. Reconciliations of EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income (loss) and free cash flow follow.

Adjusted EBITDA Margin, Free Cash Flow, Financial Ratios

(Unaudited, dollar amounts in thousands)

	Year Ended December 31,				
	2025	2024	2023	2022	2021
Net income (loss) attributable to Cooper-Standard Holdings Inc.	\$ (4,165)	\$ (78,746)	\$ (201,985)	\$ (215,384)	\$ (322,835)
Income tax (benefit) expense	(19,205)	(23,348)	8,933	17,291	39,392
Interest expense, net of interest income	114,676	115,639	130,077	78,514	72,511
Depreciation and amortization	97,975	103,565	109,931	122,476	139,008
EBITDA	\$ 189,281	\$ 117,110	\$ 46,956	\$ 2,897	\$ (71,924)
Restructuring charges	19,981	23,601	18,018	18,304	36,950
Impairment charges ⁽¹⁾	369	713	4,768	43,710	25,609
Gain on sale of businesses, net ⁽²⁾	(98)	(1,971)	(586)	--	(696)
Gain on sale of buildings and land, net ⁽³⁾	--	(3,317)	--	(33,391)	--
Loss on refinancing and extinguishment of debt ⁽⁴⁾	--	--	81,885	--	--
Deconsolidation of joint venture	--	--	--	2,257	--
Indirect tax and customs adjustments	--	--	--	1,409	--
Lease termination costs	--	--	--	--	748
Pension settlement and curtailment (credit) charges ⁽⁵⁾	134	44,553	16,035	2,682	1,279
Adjusted EBITDA	\$ 209,667	\$ 180,689	\$ 167,076	\$ 37,868	\$ (8,034)
Cash Flow from Operations	\$ 64,442	\$ 76,369	\$ 117,277	\$ (36,150)	\$ (115,510)
Capital Expenditures ("CapEx")	(48,192)	(50,498)	(80,743)	(71,150)	(96,107)
Free Cash Flow ⁽⁶⁾	\$ 16,250	\$ 25,871	\$ 36,534	\$ (107,300)	\$ (211,617)
Total Debt	\$ 1,104,604	\$ 1,100,267	\$ 1,095,448	\$ 1,036,184	\$ 1,036,715
Cash	(191,699)	(170,035)	(154,801)	(186,875)	(248,010)
Net Debt	912,905	930,232	940,647	849,309	788,705
Net Leverage Ratio (Net Debt / Adjusted EBITDA)	4.4x	5.1x	5.6x	22.4x	(98.2x)
Sales	\$ 2,740,915	\$ 2,730,893	\$ 2,815,879	\$ 2,525,391	\$ 2,330,191
Adjusted EBITDA Margin (Adjusted EBITDA / Sales)	7.6%	6.6%	5.9%	1.5%	(0.3%)

1. Non-cash impairment charges in 2025 and 2024 related to idle assets in certain locations in Asia Pacific. Non-cash impairment charges in 2023 related to certain assets in Europe and Asia Pacific.
2. Gain on sale of businesses related to divestitures in 2024 and 2023. Gain recognized in 2025 related to final purchase price adjustments associated with the divestiture in 2024.
3. In 2024, the Company recognized a gain on the sale of building and land related to a Canadian facility.
4. Loss on refinancing and extinguishment of debt related to refinancing transaction in 2023.
5. Non-cash net pension settlement and curtailment charges and administrative fees incurred related to certain U.S. and non-U.S. pension plans.
6. Free cash flow is defined as Cash Flow from Operations less Capital Expenditures.