



Driving Sustainable Long-term Value

Investor Presentation
June 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.

Key Investment Highlights



1

Global automotive supplier with strong customer relationships, innovative technology and a leading market position across core product lines

2

Solid portfolio of business / content on key customer programs; serving major global OEMs including an expanding position in China

3

Benefitting from growth trends in Hybrid and Battery Electric Vehicles; technical architectures driving increased content per vehicle opportunity

4

Strong new business awards support revenue visibility and continued growth

5

Continuation of multi-year rebound in Adj. EBITDA⁽¹⁾, operating margins and cash flow without reliance on significant industry production growth

6

Recent refinancing transaction reduces interest expense, increases financial flexibility, and significantly extends debt maturity date

7

Experienced management team laser focused on improving cash flow and ROIC; Executive incentive program targets tripling ROIC over the next 3 years



¹ Non-GAAP measure. See appendix for definitions and reconciliation to the most directly comparable GAAP figure

Company Overview

Cooper Standard at a Glance

Key Highlights⁽¹⁾

\$2.74b

2025 REVENUE

~22k

EMPLOYEES

(including contingent workers)

20

COUNTRIES

North America, South America,
Europe and Asia Pacific

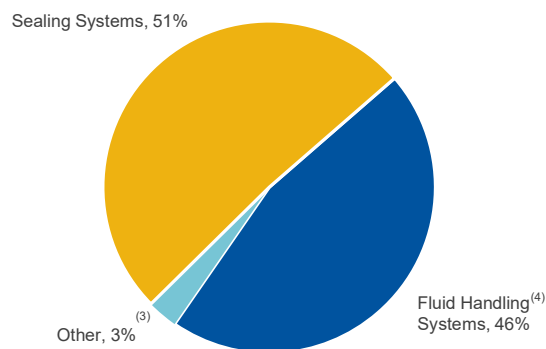
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CORE OFFERINGS

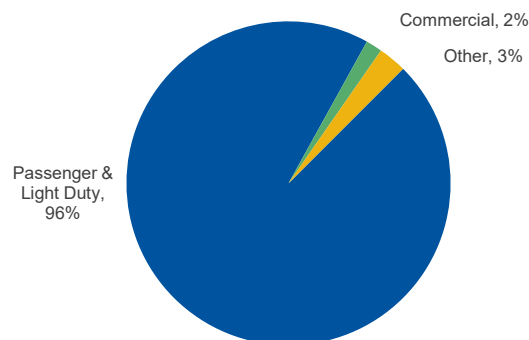
Sealing Systems
Fluid Handling Systems

Revenue Profile⁽¹⁾

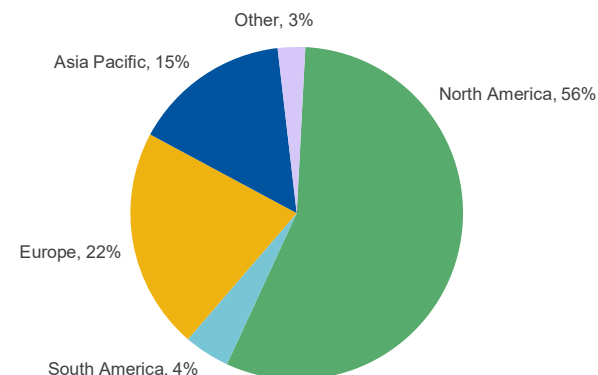
Product



Customer Group⁽²⁾



Geography



¹ Data as of full-year 2025 results.

² Does not sum to 100% due to rounding

³ Other attributable to Industrial and Specialty Group ("ISG") and other business activities and disclosed in a separate category entitled "Corporate, eliminations and other".

⁴ Includes Fuel and brake delivery systems (26%) and Fluid transfer systems (20%).

A Trusted Partner With a Strong Global Customer Base

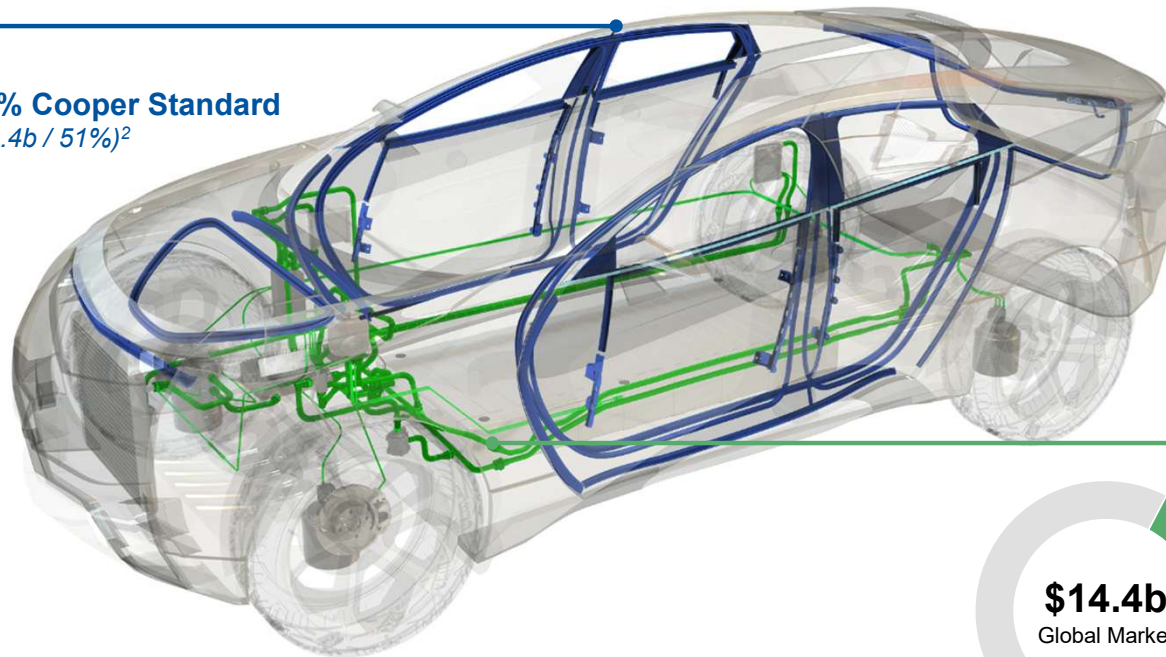


Leading Market Position Across Core Product Lines

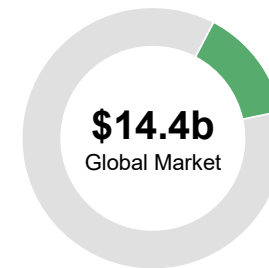
#1 GLOBAL LEADER¹ Sealing Systems



14% Cooper Standard
(\$1.4b / 51%)²



#2 GLOBALLY¹ Fluid Handling Systems



8.3% Cooper Standard
(\$1.3b / 46%)²

Continued Recognition for Service, Culture and Sustainability

Commitment to Excellence

Automotive News
PACE
PILOT
2025 INNOVATION
TO WATCH



Trusted Technology Supplier on Key Customer Programs

Cooper Standard Top Vehicle Platforms for 2026

		Sealing Systems	Fluid Handling Systems
	Ford F-150	●	●
	Chevrolet Equinox	●	●
	Chevrolet Silverado	●	●
	Ford Explorer	●	●
	Ram 1500	●	●
	Chevrolet Traverse	●	●
	BMW X1	●	●
	Fiat Grande Panda	●	●
	Mercedes Benz GLC	●	
	Jeep Cherokee	●	●

- Top 10 platforms account for ~45% of planned 2026 revenue
- Unweighted average content per vehicle (CPV) across top 10 platforms is ~\$190
- Heavily weighted toward high-volume trucks, SUVs and CUVs
- 7/10 top platforms include multiple powertrain options (ICE, FHEV, and/or BEV)

Strategy and Innovation

Sealing Systems Transformation Continues

Delivering on Our 2026 Plan is a Key Step Toward Achieving Our Long-term Target



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 revolutionary innovation

Innovative Sealing Solutions

Delivering Industry-leading Innovations that Meet and Exceed Customer Expectations



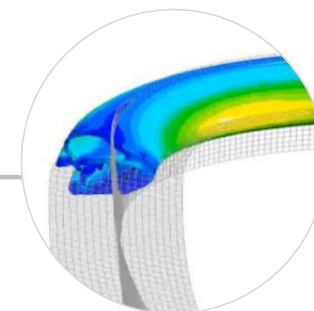
Vehicle Differentiation

FlushSeal™
Frameless Expertise
dEcoFlex Trims
In-Mold Decoration
Tex-a-Fib



Improved Sustainability

FlexiCore™ TPE Body Seal
FORTREX®
Lightweight MicroDense Portfolio
Sustainable EPDM Compounds

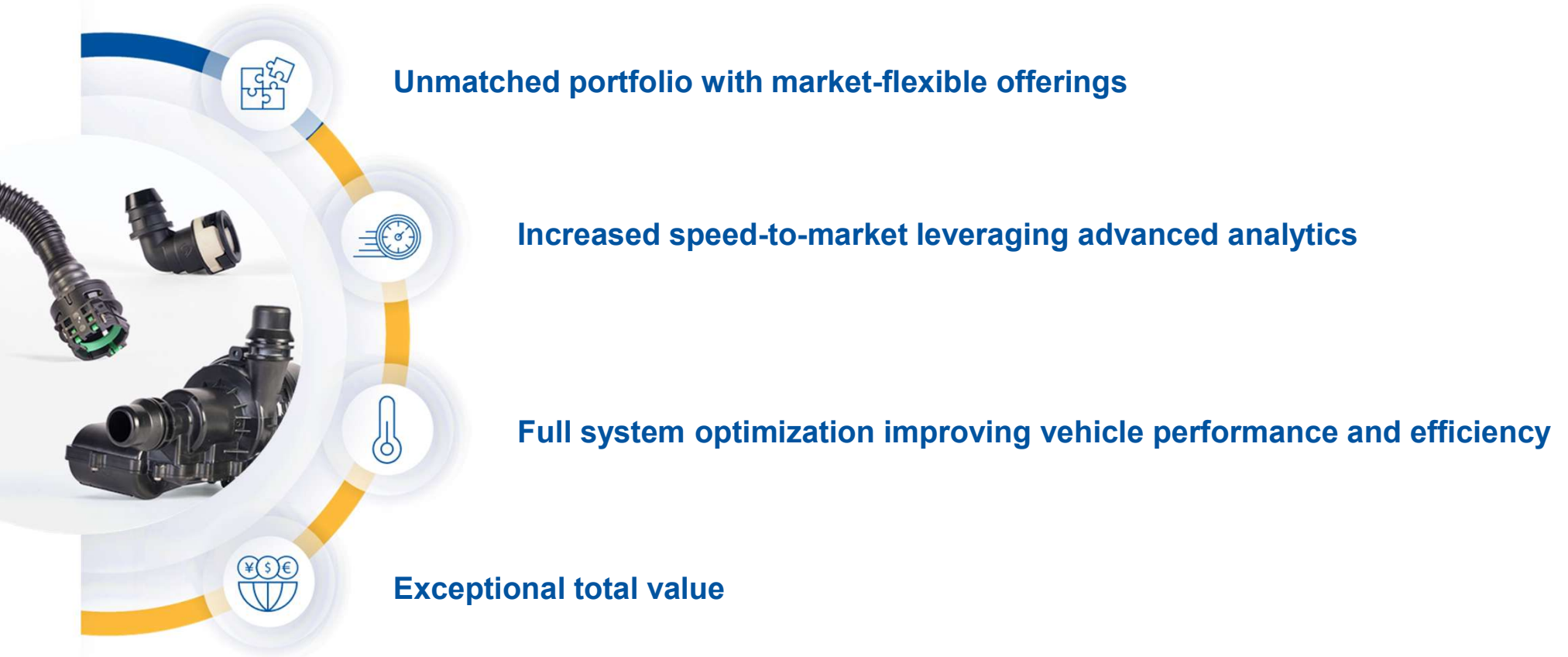


Flexibility/Speed

Virtual Analysis
Virtual Validation
Digital Manufacturing/Connectivity
AI Based Integrations

Fluid Handling Systems: Maximizing Our Value Proposition

Unlocking Our Full Potential to Drive Greater Value for Stakeholders



Innovative Fluid Handling Solutions for All Powertrains

Market-flexible Portfolio Supports All Scenarios for Hybrid and EV Adoption

Business
Impact



Accelerated Adoption & Proliferation

Core

PlastiCool® Multi Layer Tube
Ergo-Lock® Connectors
Easy-Lock® Connectors



Growth & Vertical Integration

Evolutionary

Coolant Hub
Integrated Sensors
Low Elution Fuel Tube
TPV Hose



Portfolio & CPV Expansion

Transformational

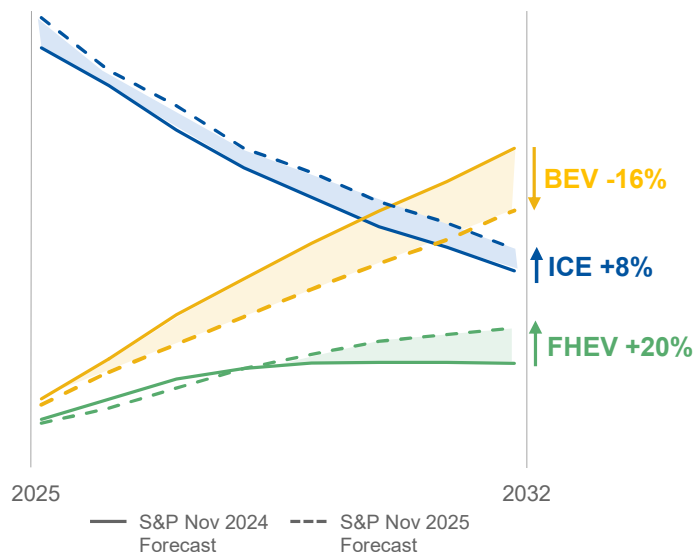
eCoFlow™ Switch Pump
eCoFlow™ Coolant Module
PFAS Free Tubing

Fluid Handling: Powertrain Evolution Driving Increased CPV Opportunity

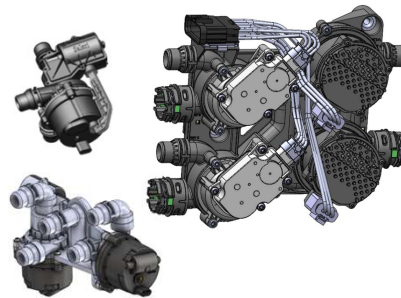
Innovative Solutions Address Increasingly Complex Thermal Management Requirements

Hybrid Demand Growing 20%

Year Over Year Comparison
of Powertrain Mix Forecasts (Global)

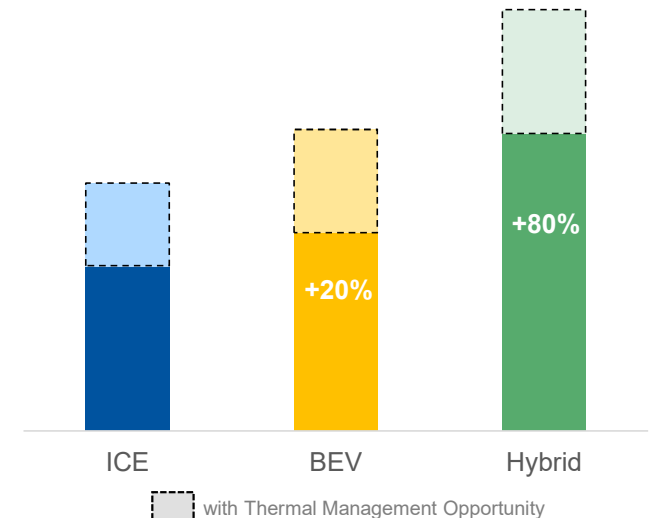


New Thermal Management Products For All Powertrains



eCoFlow™ portfolio, manifolds, coolant hubs, fluid control modules and sensors

Potential CPV¹ Increasing with Shift to EV and Hybrid

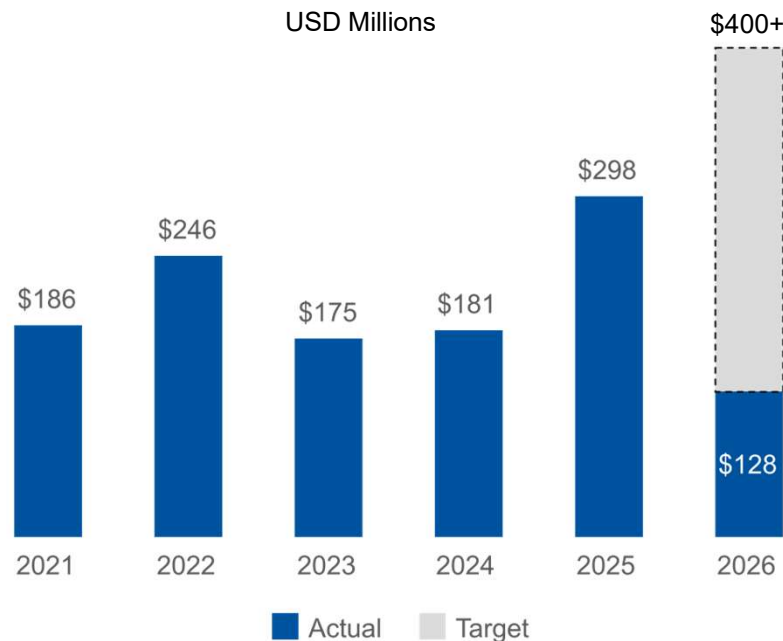


Strong Net New Business Awards¹ Continue

Consistent with Strategy for Long-term Profitable Growth



Net New Business Awarded
USD Millions



For 2025 Awards:

- 74% related to innovation products
- 74% related to battery electric or hybrid programs
- 51% related to high-growth Chinese OEMs

For 2026 Awards:

- Strong actual first quarter awards ahead of plan
- Targeting more than \$400 million in the full year

Financial Highlights; Sustained Progress and Outlook

Solid Liquidity, Extended Debt Maturity

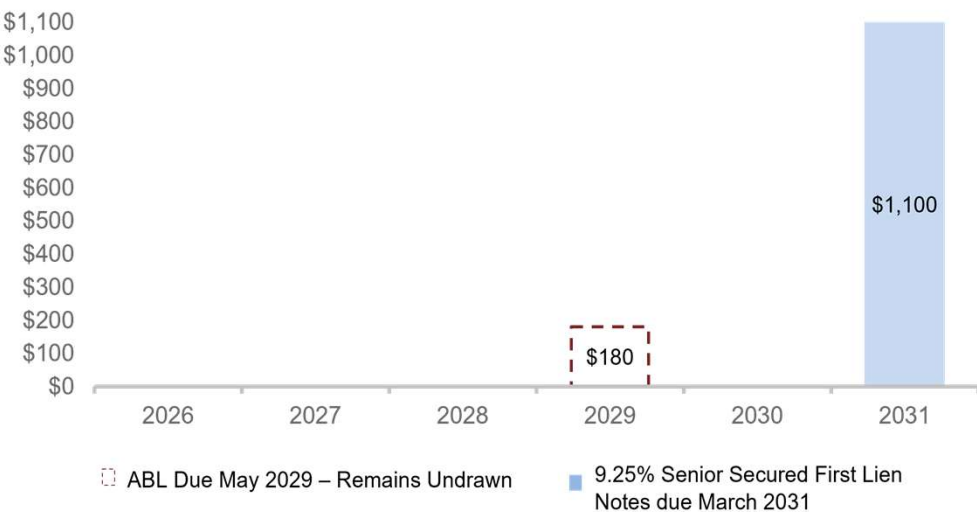
Liquidity - March 31, 2026

(USD, millions)



Debt Maturities

(USD, millions)



Current Liquidity Remains Sufficient to Support Ongoing Operations and Strategic Execution
Successful Refinancing Provided Improved Financial Flexibility and Extended Maturity Profile

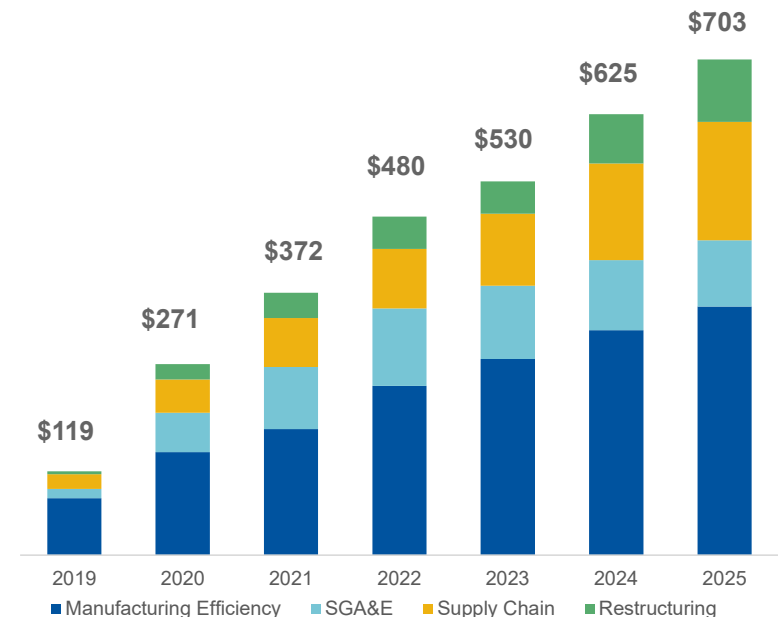
Sustainable Strategic Actions to Address Industry Volatility

Sustainable Actions

- **Rationalized Manufacturing Footprint**
 - Closed over a dozen manufacturing facilities and divested certain underperforming businesses
- **Streamlined Operations**
 - Centralized equipment spec and sourcing decisions
 - Aggressive cost-saving initiatives continue to drive YoY cost improvement
- **Rightsized Headcount**
 - Reduced headcount globally, including at the leadership level
 - Executed 2024 salaried workforce reduction
- **Renegotiated Contracts and Heightened Recovery Efforts**
 - Expanded index-based contracts and supply agreements
 - Pushed back on unjustified price increases
 - Raised minimum VCM hurdle rate on all new bids beginning in 2022
 - Obtained new sustainable pricing on current business
 - Negotiating with customers to recover costs related to reduced volumes and cancelled EV programs

Cumulative Sustainable Cost-Saving Impact to Adjusted EBITDA (2019 – 2025)

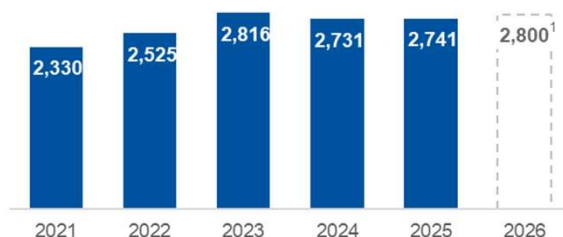
Averaged nearly \$100 Million in Savings Annually



Consistent Progress Toward Strategic Financial Targets

Margin Expansion Expected to Accelerate in 2026

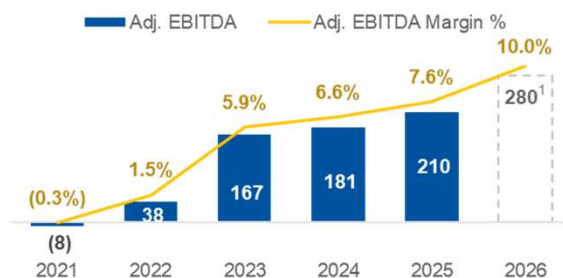
Revenue



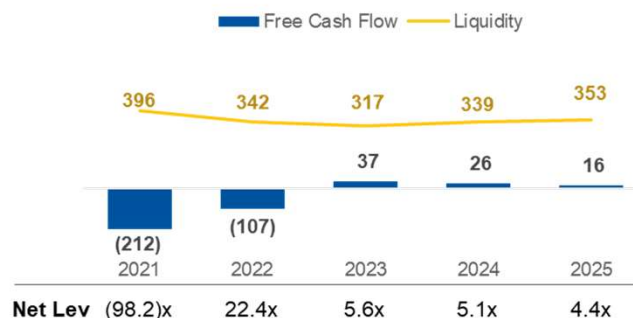
Gross Profit & Margin %



Adj. EBITDA² & Margin %



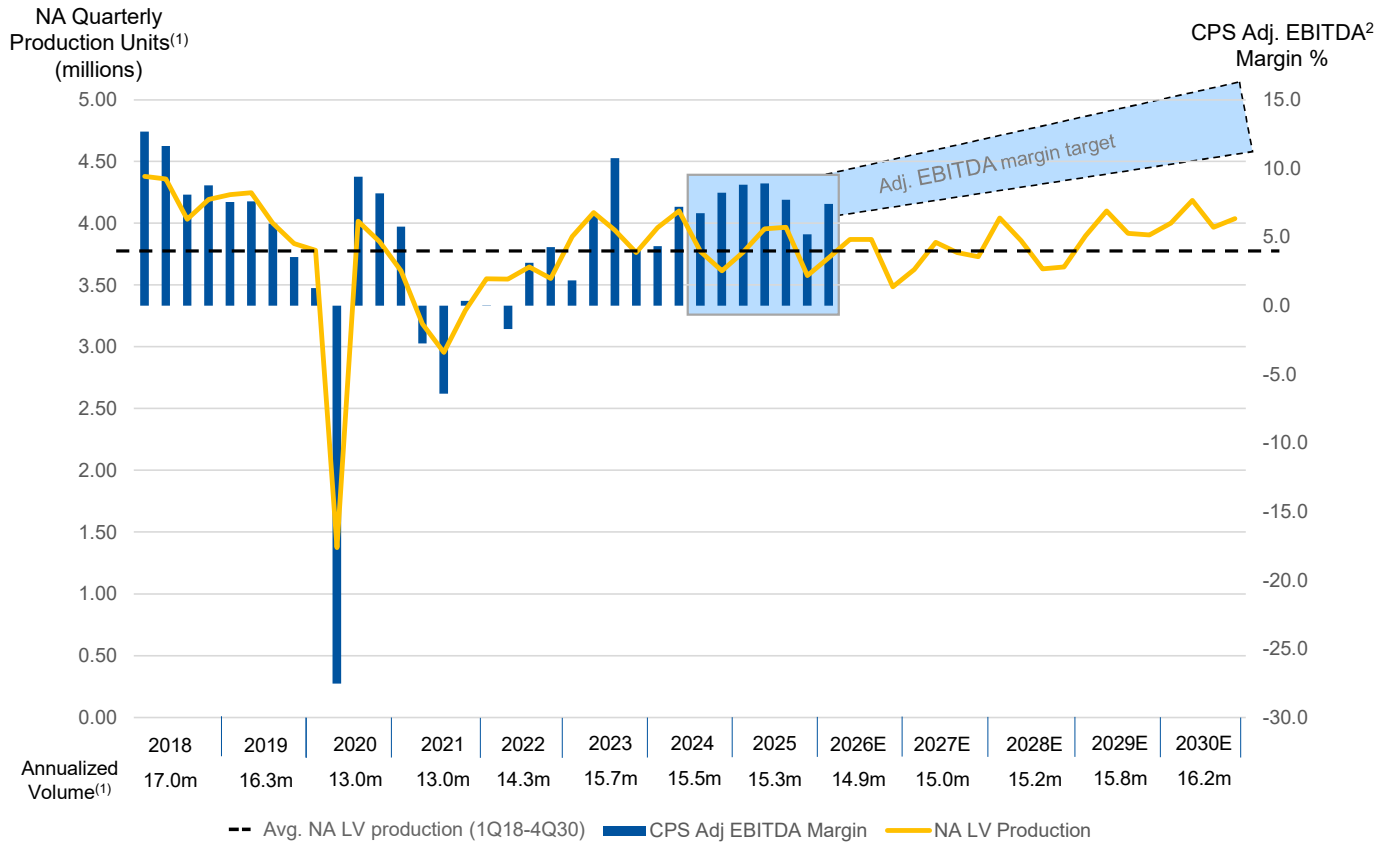
Free Cash Flow / Liquidity / Net Leverage



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

Margins Ramping Up Faster than LV Production Volume



- Margin expansion began to outpace North American production growth in 3Q24 with trend expected to continue
 - Recent margin improvement largely driven by a continued focus on manufacturing & purchasing cost savings and launch of higher VCM business
- Additional production volume or accelerated ramp up beyond current expected levels could drive further and/or faster margin expansion

Outlook: Expect Continued Operational Excellence, Margin Expansion

Currently on track to reach or exceed planned full-year results

- First quarter exceeded plan
- Expect continued successful launches of new programs with enhanced variable contribution margins
- Relentless focus on operational excellence expected to continue driving margin expansion

Timely resolution of geopolitical issues and customer supply chain disruptions could provide tailwinds for the second half of the year

- Potential for increasing production volume on key platforms
- Resolving global market disruptions could unleash pent-up consumer demand
- Aging light vehicle fleet and stable dealer inventories conducive to increased production

Continuing focus on achieving longer-term strategic targets for growth, margin expansion and tripling return on invested capital (ROIC)



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.