



Creating Sustainable Solutions ***TOGETHER***

Third Quarter 2025 Earnings Presentation

October 31, 2025

 **CooperStandard**

Agenda

1. **Introduction**

Roger Hendriksen | Director, Investor Relations

2. **Third Quarter Summary**

Jeff Edwards | Chairman and Chief Executive Officer

3. **Financial Overview**

Jon Banas | Executive VP and Chief Financial Officer

4. **Strategic Overview and Outlook**

Jeff Edwards

5. **Q & A**

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; the effects of the current U.S. government shutdown and its impact on our customers; 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; disruptions in our supply base or our customers' 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.

Third Quarter Summary

Jeff Edwards, Chairman and CEO

Q3 2025 Highlights

Continuing Strong Operating Performance; Consistent Strategic Execution



99%

World-class Quality
Green Customer Scorecards

97%

World-class Service
Green Launch Scorecards

0.28

World-class Safety
Total Incident Rate

\$18m

Manufacturing/Purchasing
Lean Savings

+140bps

YOY Margin Improvement
Gross Profit

\$96m

Net New Business Awards

I Financial Overview

Jon Banas, Executive VP and CFO

Financial Results

(USD millions, except per share amounts)

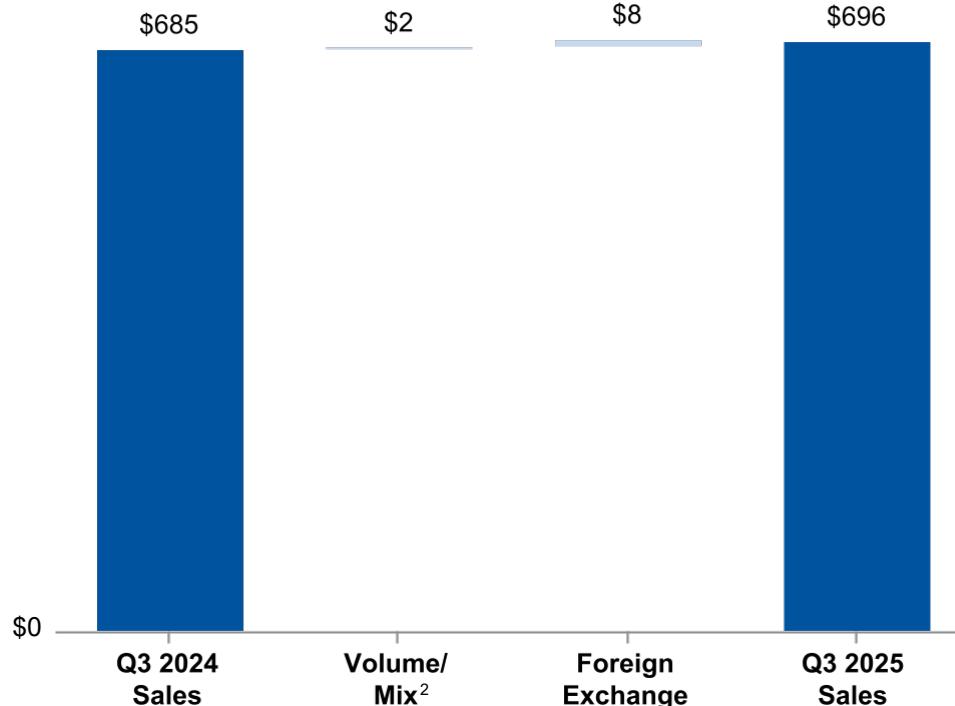
	Three Months Ended September 30,				Nine Months Ended September 30,			
	2025		2024		2025		2024	
	Sales	\$ 695.5	\$ 685.4	\$ 2,068.5	\$ 2,070.1			
Gross Profit	\$ 87.1	\$ 76.3	\$ 257.4	\$ 220.9				
<i>% Margin</i>	12.5 %		11.1 %		12.4 %		10.7 %	
Adjusted EBITDA ¹	\$ 53.3	\$ 46.1	\$ 174.7	\$ 126.4				
<i>% Margin¹</i>	7.7 %		6.7 %		8.4 %		6.1 %	
Income Tax Expense	\$ 3.9	\$ 2.9	\$ 14.6	\$ 15.1				
<i>Effective Tax Rate %</i>	(102.8)%		(35.6)%		204.7 %		(14.6)%	
Net Loss	\$ (7.6)	\$ (11.1)	\$ (7.5)	\$ (119.0)				
<i>EPS (Fully diluted)</i>	\$ (0.43)	\$ (0.63)	\$ (0.42)	\$ (6.78)				
Adjusted Net (Loss) Income ¹	\$ (4.4)	\$ (12.0)	\$ 0.1	\$ (53.9)				
<i>Adjusted EPS (Fully diluted)¹</i>	\$ (0.24)	\$ (0.68)	\$ 0.01	\$ (3.07)				
CAPEX	\$ 11.2	\$ 10.9	\$ 36.5	\$ 39.0				
<i>% of Sales</i>	1.6 %		1.6 %		1.8 %		1.9 %	

¹ See Appendix for definitions and reconciliation to U.S. GAAP.

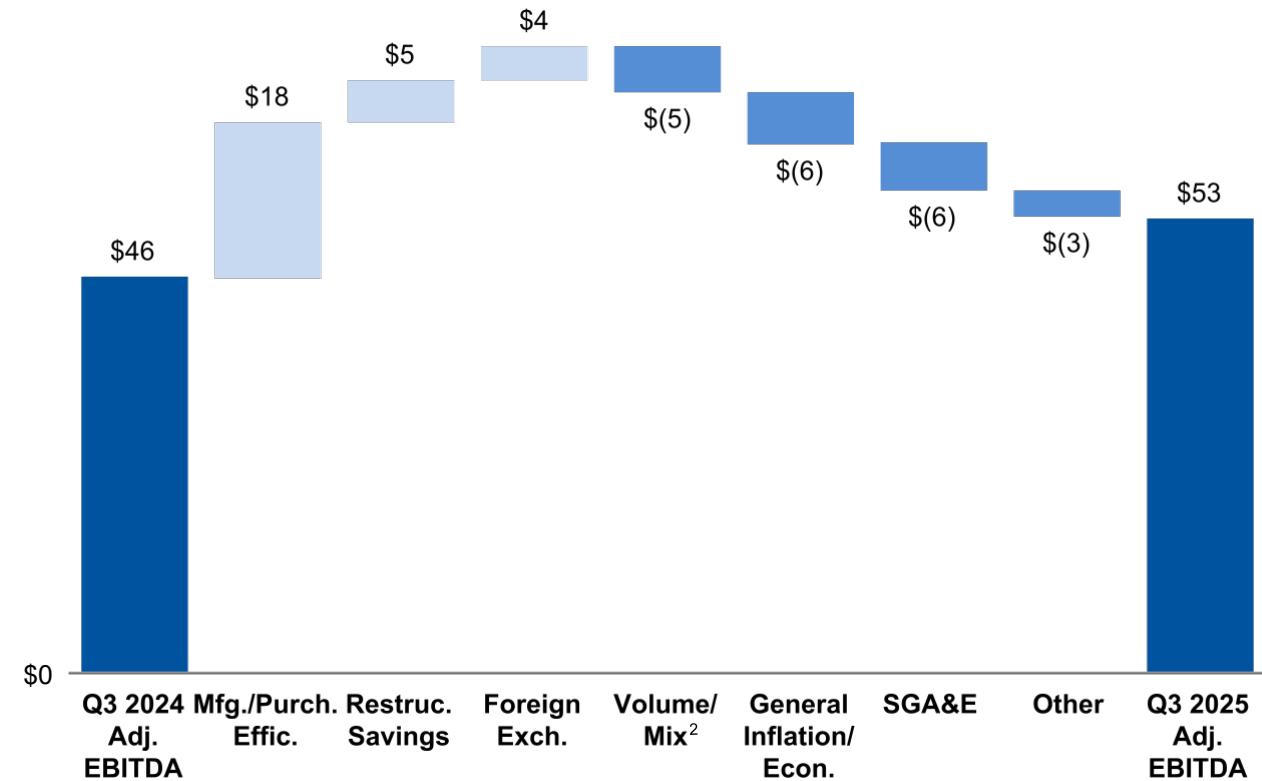
Q3 2025 Bridge Analysis

(USD millions)

Sales



Adjusted EBITDA¹



¹ See Appendix for definitions and reconciliation to U.S. GAAP.

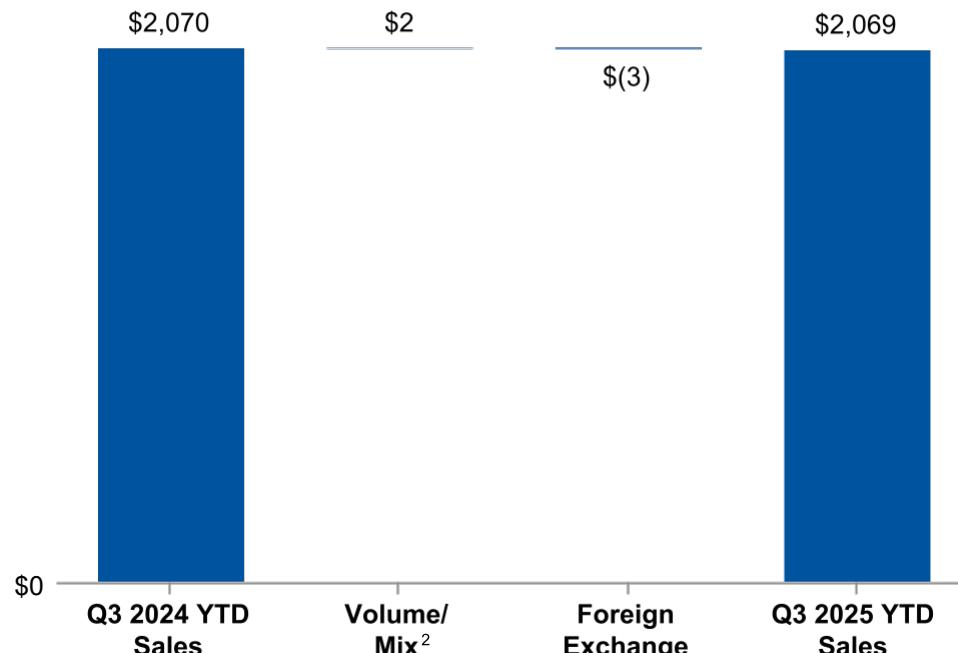
² Net of customer price adjustments. Includes impact of material cost and inflation recoveries.

Totals may not add due to rounding.

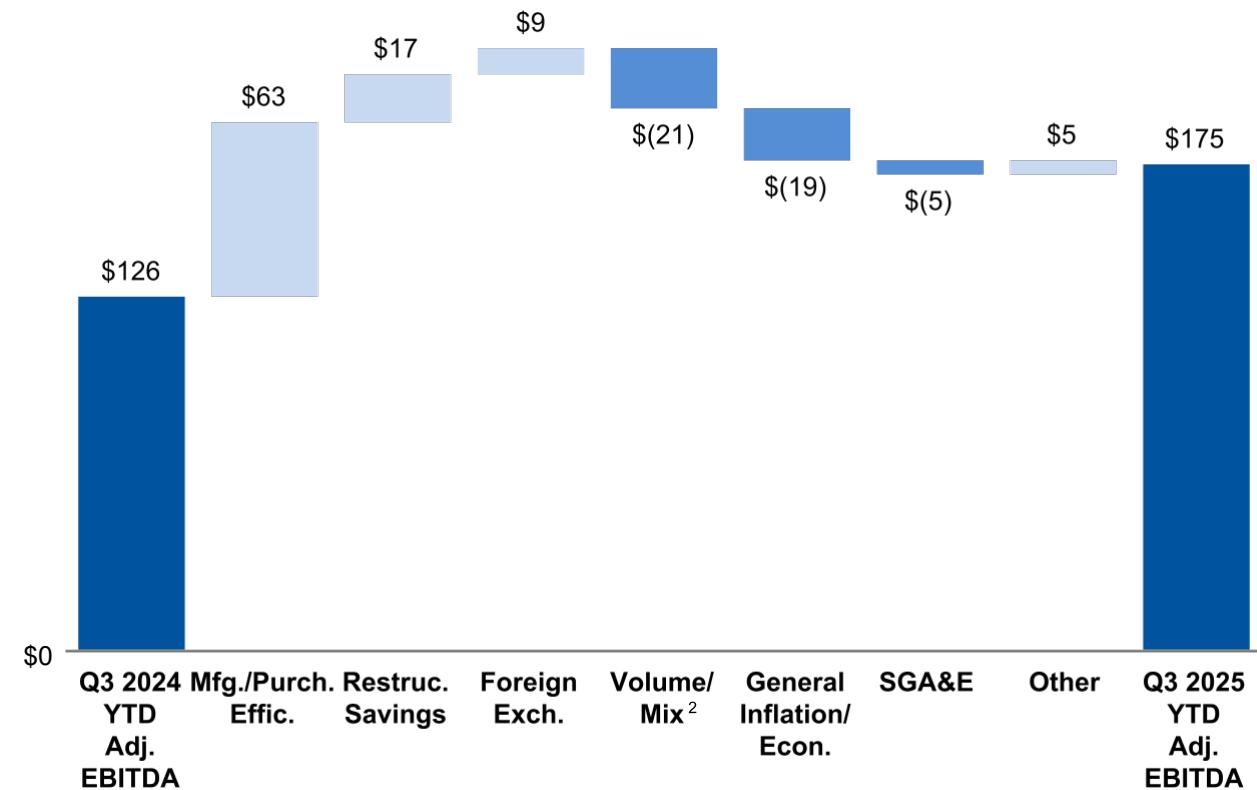
Q3 2025 YTD Bridge Analysis

(USD millions)

Sales



Adjusted EBITDA¹



¹ See Appendix for definitions and reconciliation to U.S. GAAP

² Net of customer price adjustments. Includes impact of material cost and inflation recoveries.

Totals may not add due to rounding

Improving Cash Flow and Continuing Solid Liquidity

Free Cash Flow¹

(USD, millions)

	Three Months Ended September 30,	
	2025	2024
Net cash provided by operating activities	\$ 38.6	\$ 27.9
Capital expenditures	(11.2)	(10.9)
Free cash flow	<u><u>\$ 27.4</u></u>	<u><u>\$ 16.9</u></u>

Liquidity - September 30, 2025

(USD, millions)



Current Liquidity Remains Sufficient to Support Ongoing Operations

¹ See Appendix for definitions and reconciliation to U.S. GAAP.
Note: Numbers may not add due to rounding

I Strategic Overview and Outlook

Jeff Edwards, Chairman and CEO

Relentless Focus on Our Strategic Imperatives



FINANCIAL STRENGTH

Execute our business plans achieving and sustaining double-digit EBITDA margins, ROIC and strong free cash flow generation.



WORLD-CLASS EXECUTION

Attain world-class results across all our business allowing the Company to Be the First Choice of the Stakeholders We Serve.



PROFITABLE GROWTH DRIVEN BY INNOVATION

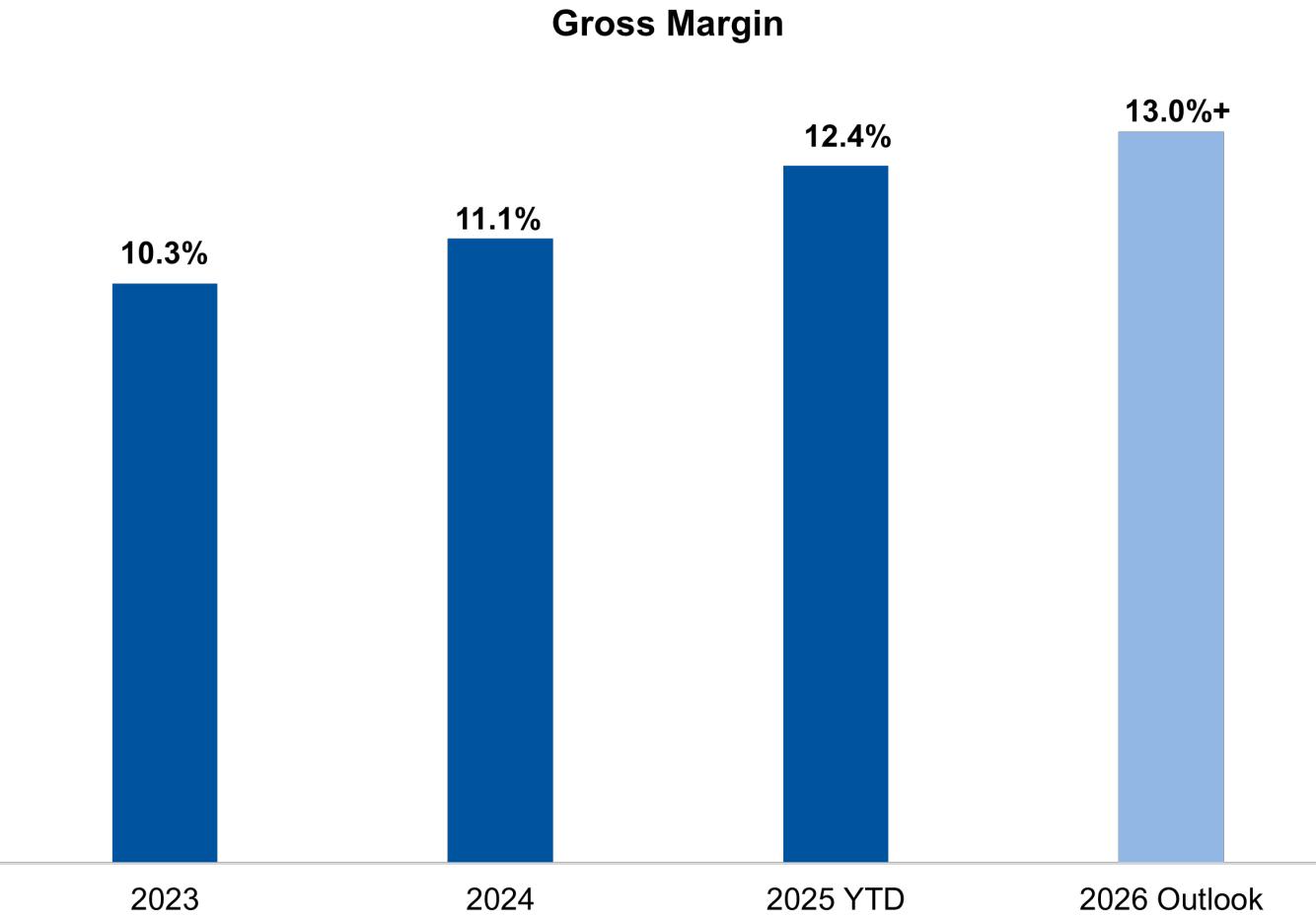
Leverage our materials science and product knowledge, innovation and manufacturing expertise across our product groups in the pursuit of organic and inorganic growth.



CORPORATE RESPONSIBILITY

Deliver value to all our stakeholders through our environmental, social and governance initiatives to ensure the long-term sustainability of the Company.

Driving Margin Expansion in Challenging Market Conditions



- Despite limited growth in production volumes, foundational improvements continue to drive sustainable margin expansion
 - New business launching at higher margins, with innovation as a strong driver
 - Footprint optimization, increasing production in best cost countries
 - Continued focus on fixed cost optimization while maintaining strategic investments
- Incremental Gross Margin improvements expected in 2026, supporting full year double-digit EBITDA margin and ROIC goals

Strong Net New Business Awards Driven by Innovation

Consistent with Strategy for Long-term Profitable Growth



\$228.5 million
net new business awards
in the first 9 months of 2025

87% related to
innovation products

83% battery electric
or hybrid programs

62% high-growth
Chinese OEMs



Q4 2025 Outlook: Continued Operational Excellence, Market Uncertainty



Ongoing impacts from short-term industry disruptions affecting certain customers

- Catastrophic events impacting aluminum supply
- Labor disruptions in select regions
- Cyberattack and natural disasters impacting customer operations

Underlying demand for new light vehicle production remains solid

- Increasing numbers of licensed drivers
- Record age of light vehicle fleet
- Stable dealer inventories in the U.S.

Continued relentless focus on excellence; controlling what we can control

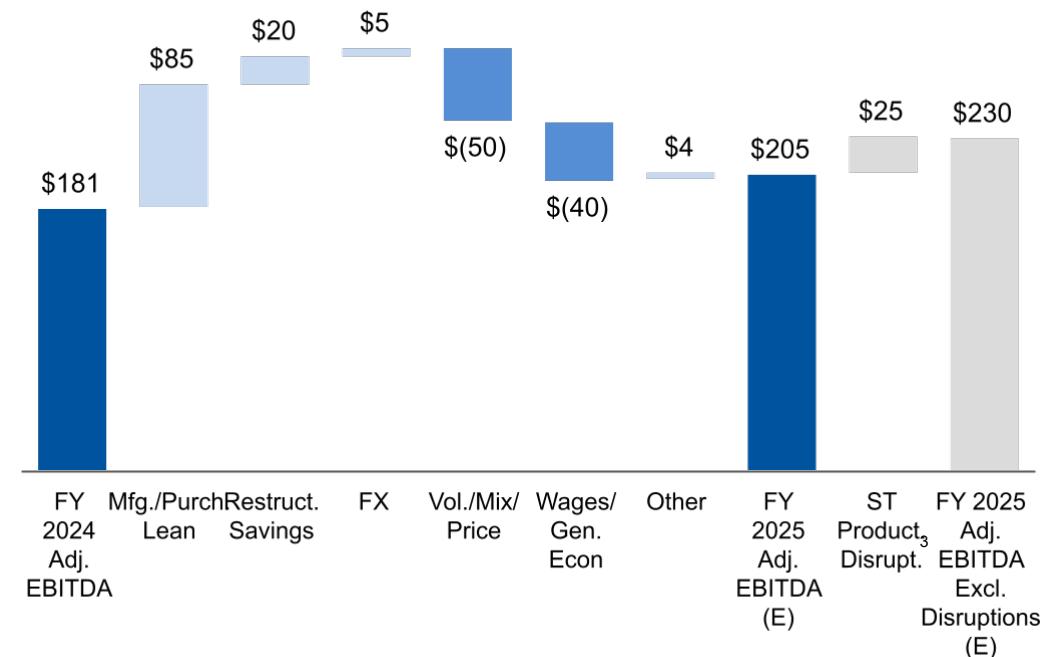
- Confident in our ability to deliver continued world-class service, technology and manufacturing efficiencies
- Expect continued successful launches of new programs with enhanced variable contribution margins

2025 Outlook Update: Margin Expansion Despite Headwinds

	2024 Actuals	FY 2025 Updated Guidance ¹
Key Company Measures	Sales	\$2.73 billion
	Adj. EBITDA ²	\$180.7 million
	Capital Expenditures	\$50.5 million
	Cash Restructuring	\$26.5 million
	Net Cash Interest	\$97.3 million
	Net Cash Taxes	\$19.1 million
Light Vehicle Production (Million Units)	North America	15.5
	Europe	17.1
	Greater China	30.1
	South America	3.0

Adjusted EBITDA² Guidance Bridge Analysis

(Estimates Based on Mid-point of Provided Range)



¹ Guidance is representative of management's estimates and expectations as of the date it is published. Current guidance as presented in this presentation considers October 2025 S&P Global production forecasts for relevant light vehicle platforms and models, customers' planned production schedules and other internal assumptions.

² Adjusted EBITDA is a non-GAAP financial measure. The Company has not provided a reconciliation of projected adjusted EBITDA to projected net income (loss) because full-year net income (loss) will include special items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end. Due to this uncertainty, the Company cannot reconcile projected adjusted EBITDA to U.S. GAAP net income (loss) without unreasonable effort.

³ includes impacts from catastrophic events disrupting aluminum supply, labor disruptions in select regions, cyberattacks and natural disasters that have affected certain customer operations.

Q & A

I 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.

EBITDA and Adjusted EBITDA Reconciliation

(Unaudited, dollar amounts in thousands)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	2024	2025	2024
Net loss attributable to Cooper-Standard Holdings Inc.	\$ (7,644)	\$ (11,057)	\$ (7,493)	\$ (118,960)
Income tax expense	3,864	2,861	14,648	15,072
Interest expense, net of interest income	28,614	29,125	85,945	87,041
Depreciation and amortization	24,883	25,916	73,232	78,252
EBITDA	\$ 49,717	\$ 46,845	\$ 166,332	\$ 61,405
Restructuring charges	3,535	1,516	8,498	20,430
Gain on sale of businesses, net ⁽¹⁾	—	—	(98)	—
Pension settlement (credit) charge ⁽²⁾	—	(2,216)	—	44,571
Adjusted EBITDA	<u>\$ 53,252</u>	<u>\$ 46,145</u>	<u>\$ 174,732</u>	<u>\$ 126,406</u>
Sales	\$ 695,502	\$ 685,353	\$ 2,068,544	\$ 2,070,140
Net loss margin (Net loss/sales)	(1.1)%	(1.6)%	(0.4)%	(5.7)%
Adjusted EBITDA margin (Adjusted EBITDA/sales)	7.7 %	6.7 %	8.4 %	6.1 %

1. Gain on sale of businesses related to divestiture in 2024.

2. Pension credit and one-time, non-cash settlement charge and administrative fees incurred related to the termination of our U.S. Pension Plan in 2024.

Adjusted Net (Loss) Income and Adjusted EPS

(Unaudited, dollar amounts in thousands except share and per share amounts)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	2024	2025	2024
Net loss attributable to Cooper-Standard Holdings Inc.	\$ (7,644)	\$ (11,057)	\$ (7,493)	\$ (118,960)
Restructuring charges	3,535	1,516	8,498	20,430
Gain on sale of businesses, net ⁽¹⁾	—	—	(98)	—
Pension settlement (credit) charge ⁽²⁾	—	(2,216)	—	44,571
Tax impact of adjusting items ⁽³⁾	(274)	(255)	(813)	68
Adjusted net (loss) income	<u>\$ (4,383)</u>	<u>\$ (12,012)</u>	<u>\$ 94</u>	<u>\$ (53,891)</u>
Weighted average shares outstanding:				
Basic	17,925,510	17,612,001	17,840,926	17,546,292
Diluted	17,925,510	17,612,001	17,840,926	17,546,292
Net loss per share:				
Basic	\$ (0.43)	\$ (0.63)	\$ (0.42)	\$ (6.78)
Diluted	\$ (0.43)	\$ (0.63)	\$ (0.42)	\$ (6.78)
Adjusted net (loss) income per share:				
Basic	\$ (0.24)	\$ (0.68)	\$ 0.01	\$ (3.07)
Diluted	\$ (0.24)	\$ (0.68)	\$ 0.01	\$ (3.07)

1. Gain on sale of businesses related to divestiture in 2024.
2. Pension credit and one-time, non-cash settlement charge and administrative fees incurred related to the termination of our U.S. Pension Plan in 2024.
3. Represents the elimination of the income tax impact of the above adjustments by calculating the income tax impact of these adjusting items using the appropriate tax rate for the jurisdiction where the charges were incurred and other discrete tax expense.

Adjusted EBITDA Margin, Financial Ratios

Twelve Months Ended September 30, 2025

(Unaudited, dollar amounts in thousands)

	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Twelve Months Ended September 30, 2025
Net income (loss) attributable to Cooper-Standard Holdings Inc.	\$ 40,214	\$ 1,552	\$ (1,401)	\$ (7,644)	\$ 32,721
Income tax (benefit) expense	(38,420)	2,703	8,081	3,864	(23,772)
Interest expense, net of interest income	28,598	28,619	28,712	28,614	114,543
Depreciation and amortization	25,313	23,828	24,521	24,883	98,545
EBITDA	\$ 55,705	\$ 56,702	\$ 59,913	\$ 49,717	\$ 222,037
Restructuring charges	3,171	2,111	2,852	3,535	11,669
Impairment charges ⁽¹⁾	713	—	—	—	713
Gain on sale of businesses, net ⁽²⁾	(1,971)	(98)	—	—	(2,069)
Gain on sale of buildings and land, net ⁽³⁾	(3,317)	—	—	—	(3,317)
Pension settlement and curtailment credit ⁽⁴⁾	(18)	—	—	—	(18)
Adjusted EBITDA	\$ 54,283	\$ 58,715	\$ 62,765	\$ 53,252	\$ 229,015
Debt					
Debt payable within one year					\$ 43,235
Long-term debt					1,059,804
Total debt					\$ 1,103,039
Less: cash and cash equivalents					147,622
Net debt					\$ 955,417
Leverage ratio (Total debt/TTM Adjusted EBITDA)					4.8
Net leverage ratio (Net debt/TTM Adjusted EBITDA)					4.2
Interest coverage ratio (TTM Adjusted EBITDA/Interest expense)					2.0
Sales	\$ 660,753	\$ 667,069	\$ 705,973	\$ 695,502	\$ 2,729,297
Net income (loss) margin (Net income (loss)/Sales)	6.1 %	0.2 %	(0.2)%	(1.1)%	1.2 %
Adjusted EBITDA margin (Adjusted EBITDA/Sales)	8.2 %	8.8 %	8.9 %	7.7 %	8.4 %

1. Non-cash impairment charges in 2024 related to idle assets in certain locations in Asia Pacific.
2. Gain on sale of businesses related to divestiture in 2024.
3. Gain on sale of building and land related to a Canadian facility.
4. Net pension settlement and curtailment credit related to certain of our non-U.S. pension plans.

Free Cash Flow

(Unaudited, dollar amounts in thousands)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	2024	2025	2024
Net cash provided by operating activities	\$ 38,628	\$ 27,859	\$ 8,197	\$ 1,647
Capital expenditures	(11,191)	(10,937)	(36,506)	(39,014)
Free cash flow	<u>\$ 27,437</u>	<u>\$ 16,922</u>	<u>\$ (28,309)</u>	<u>\$ (37,367)</u>