

BUILT FOR RESILIENCE

Delivering Sustained Value

2025 CORPORATE RESPONSIBILITY REPORT



About This Report

Cooper Standard’s 2025 Corporate Responsibility Report covers the 2025 calendar year, in alignment with our annual reporting cycle, with select references to prior years and, where relevant, 2026. Cooper Standard is also referenced as “the Company,” “CPS,” “we,” “our” and “us” in this report.

Cooper Standard has reported disclosures with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards and the Auto Parts Sector Standard from the Sustainability Accounting Standards Board (SASB), found in a content index in the Appendices. The reported information has not been externally assured.

For more information, contact corporateresponsibility@cooperstandard.com.

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Built for Resilience

Delivering Sustained Value

Resilience is not simply a response to change – it is a capability built over time through consistent execution, strong values and a clear focus on generating long term value. In 2025, Cooper Standard marked 65 years of operation, guided by our Purpose, Core Values and a commitment to our Mission to *Be the First Choice of The Stakeholders We Serve*. In a dynamic global environment, our ability to adapt, execute with excellence and deliver value has been critical to achieving this significant milestone and remains central to our future success.

Throughout 2025, we navigated both opportunities and challenges, from managing tariff impacts to advancing new products and improving efficiency across our global operations. Together, our product line strategies and strong operational execution are generating improved near term performance while reinforcing long term value creation.

Safety First remains the foundation of how we operate. In 2025, we achieved our best safety performance to date, with a Total Incident Rate of 0.24 per 200,000 hours worked and 31 plants completing the year with zero reportable safety incidents.

We also delivered **world-class quality and service**, achieving 99% green customer scorecards across product quality and

program launches, surpassing our target and reinforcing our role as a trusted partner to our customers.

Innovation and sustainability continue to advance together. We piloted lifecycle assessments for two product types to evaluate opportunities for CO₂ reduction, lightweighting and optimized material selection, embedding sustainability earlier in the design process. Digital tools, virtual validation and advanced analytics enable us to support customers from concept through launch with greater speed, agility and efficiency. Our market-leading innovations, quality and service were recognized with multiple industry honors, including:

- GM Supplier of the Year for the eighth consecutive year;
- The Society of Automotive Analysts Innovations in Lightweighting Award for FlexiCore™ thermoplastic body seal;
- *Automotive News*' 2025 PACE Pilot recognition for eCoFlow™ switch pump; and
- Ford Supplier of the Year for crisis management following Hurricane Helene, reflecting our ability to respond quickly while maintaining supply continuity.

We continue to make progress toward our carbon neutrality goals of 2040 in Europe and 2050 globally. In 2025, we invested in high return on investment energy efficiency projects, enhanced climate risk transparency through the Task Force on Climate-Related Financial Disclosures (TCFD)-aligned reporting, and launched a global Business Continuity and Disaster Response plan to strengthen enterprise resilience.

With clear priorities and strong execution, we remain focused on safety, quality, innovation, operational excellence and profitable growth. I am proud of what our team achieved in 2025, and I am confident that we will continue to deliver increasing operational excellence and long-term value for all our stakeholders in 2026 and beyond.

Jeffrey Edwards

**Chairman and CEO
Cooper Standard**



Jon Banas, EVP and CFO, and Jeffrey Edwards, Chairman and CEO, at a recent global employee webcast

ABOUT COOPER STANDARD

Cooper Standard is a global leader in supplying sealing and fluid handling systems and components for diverse transportation and industrial markets, supported by approximately 22,000 team members (including contingent workers) operating in 108 facilities across 20 countries. Our success depends on our team's dedication to continually enhancing our business and communities.

With a rich history spanning more than 65 years, we have cultivated a legacy of developing award-winning and patented technologies. Our workforce pioneers the production of lightweight solutions, leveraging advancements in materials sciences and manufacturing processes. Cooper Standard is built for resilience and is delivering sustainable value for our stakeholders.

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Celebrating 30 years of operation in Brazil



Follow us on social media



Creating Sustainable Solutions Together



Cooper Standard At-a-Glance

1960
established

22,372
total team members

108
facilities

20
countries of operation



Celebrating 65 Years of Growth & Resilience

In 2025, we celebrated our [65th year](#) as a company by recognizing the many achievements we accomplished together with our stakeholders. To the right is a brief timeline of our milestones:



Cooper Standard's Purpose, Mission, Core Values and Capabilities define who we are and guide how we operate across the industries we support.

Aligned with our Mission to *Be the First Choice of the Stakeholders We Serve* we pursue world-class excellence and embody our Purpose of *Creating Sustainable Solutions Together*. These four words unify our Purpose into a single guiding principle:

Creating: Our Company is developing game-changing advancements in materials science and product innovations.

Sustainable: We deliver continued business viability and reducing our environmental footprint.

Solutions: We deliver quality products and services to our stakeholders.

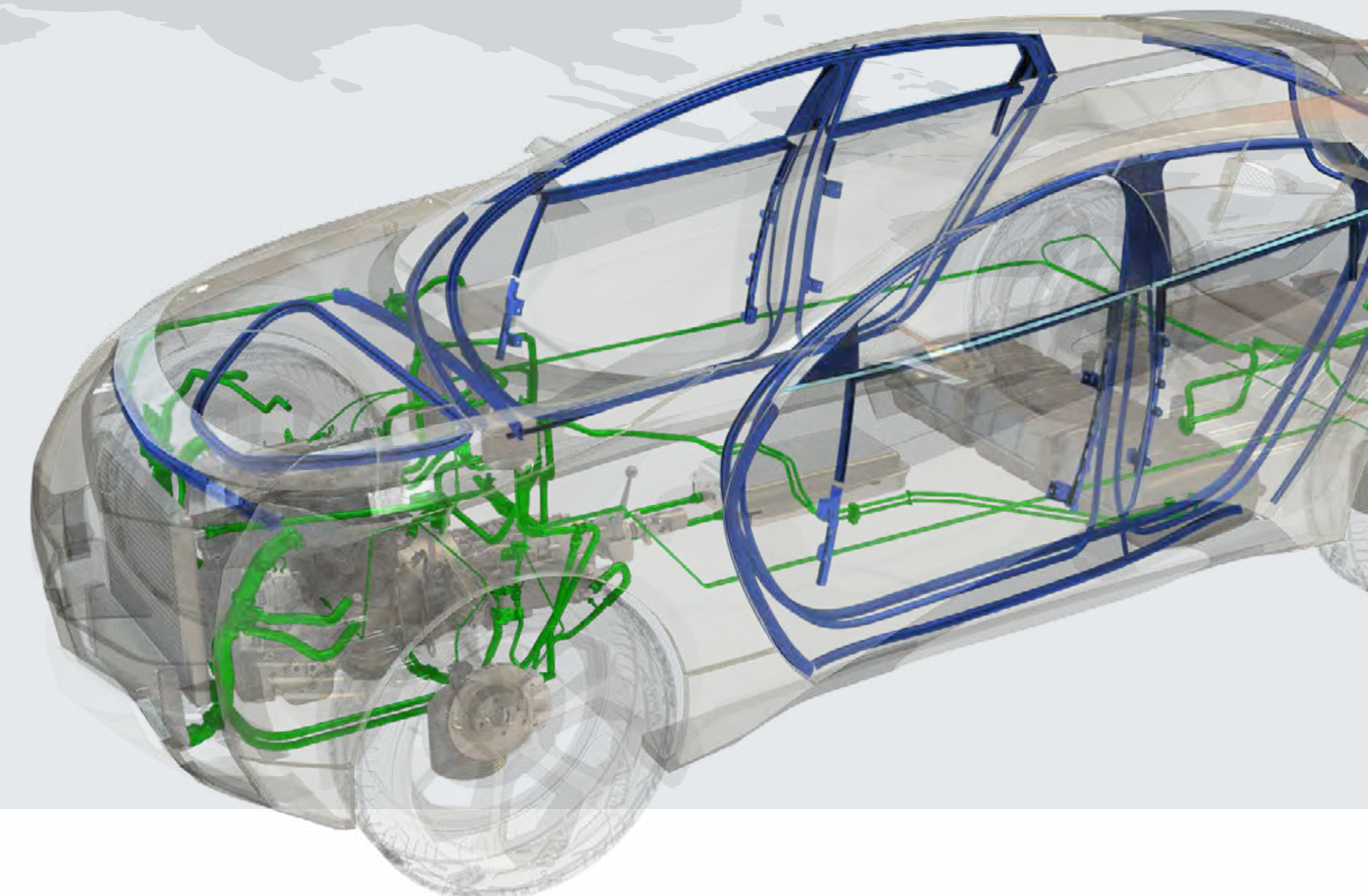
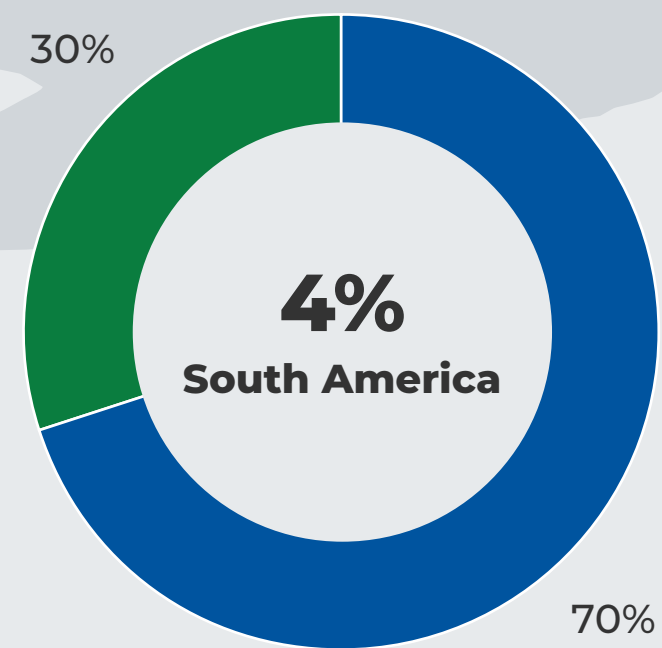
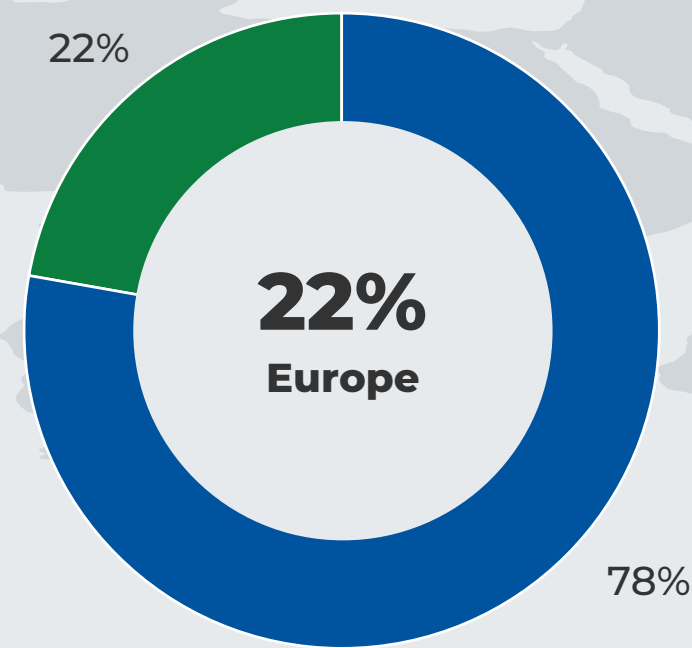
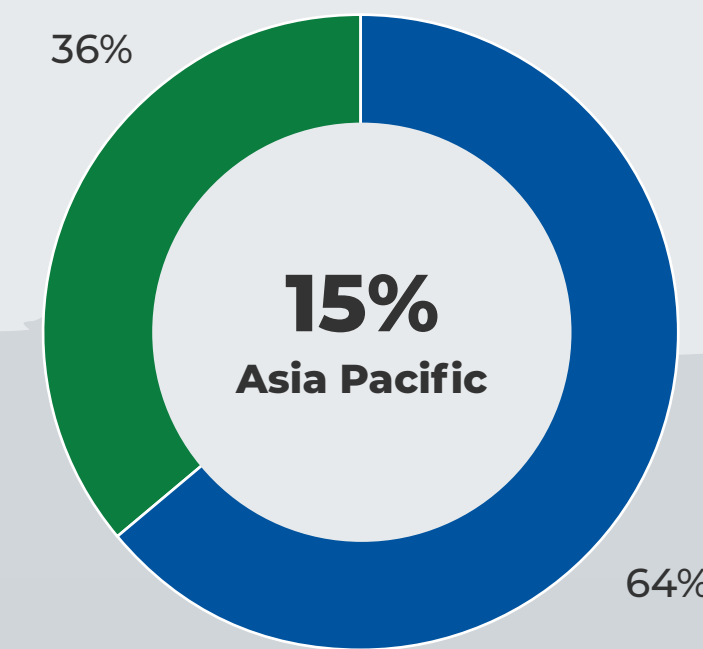
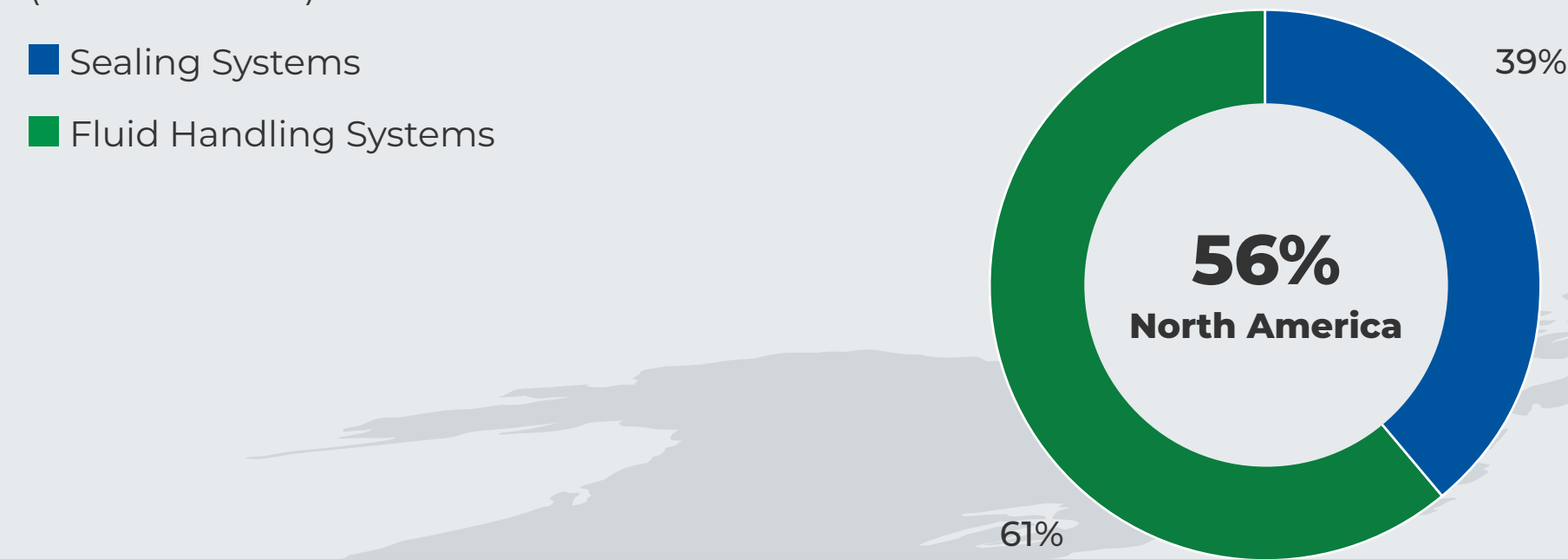
Together: We partner with all of our stakeholders to create a better tomorrow.

Global Footprint

Regional Revenue Composition by Product

(2025 % of sales)

- Sealing Systems
- Fluid Handling Systems



3% of 2025 total revenue attributable to our ISG and AMS businesses is combined and disclosed in a separate category entitled "Corporate, eliminations and other".

Products & Services

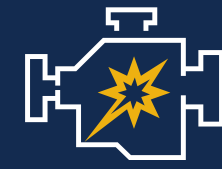
Cooper Standard produces systems and components for diverse transportation and industrial markets. Our dedication to quality materials and customer service has earned us leading positions in automotive [sealing](#) and [fluid handling](#) systems.

Our customers rely on our resilience and agility. We adapt quickly to evolving external conditions to ensure consistent, reliable supply while continuing to innovate in ways that create sustainable value and support industry needs.

Our product line-focused organizational structure that was implemented in 2024 continues to positively impact results. This structure allows:

- Clear profit and loss ownership for each product line to support profitable growth;
- Stronger pricing discipline to protect program margins;
- More strategic capital allocation;
- Streamlined operations and engineering execution; and
- Faster delivery of customer-focused innovations.

Powertrains



Internal Combustion



Hybrid Electric



Battery Electric



Autonomous



Financial & Operating Performance

In 2025, Cooper Standard delivered resilient performance despite persistent inflationary pressure, elevated interest rates and continued industry volatility. We enhanced operational discipline across our global footprint, driving gross profit to \$327.5 million (from \$302.9 million in 2024) and improved operating income to \$86.6 million (from \$69.8 million). While sales remained steady at just over \$2.7 billion, adjusted EBITDA increased to \$209.7 million, expanding margin by 100 bps to 7.6%, reflecting continued savings from manufacturing and purchasing lean initiatives as well as restructuring actions.

Safety is a defining measure of our performance. In 2025, we achieved a Total Recordable Incident Rate (TRIR) of 0.24, surpassing our 2024 results and well below our world-class benchmark of 0.47. This reflects our sustained commitment to hazard prevention, robust training programs and rigorous application of Cooper Standard's Operating System. Our teams continued to deliver world-class launch execution and product quality across the business.

As we look to the future, our priorities remain clear: safeguarding the well-being of our people; driving operational excellence; maintaining disciplined cost management; and advancing innovation to meet evolving customer needs to deliver sustainable value for all stakeholders.



Our Strategic Imperatives



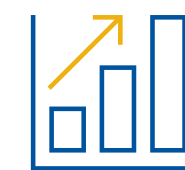
Financial Strength

Execute our business plans, achieving and sustaining double-digit EBITDA margins and return on invested capital (ROIC) as well as strong free cash flow generation.



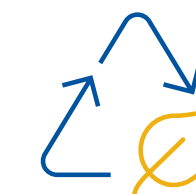
World-Class Execution

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



Profitable Growth Driven by Innovation

Leverage our materials science, 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 (ESG) initiatives to ensure the long-term sustainability of the Company.

Approach to Corporate Responsibility

Our commitment to corporate responsibility continues to strengthen our global teams, partnerships and business performance. It supports our ability to attract and retain talent, maintain a resilient supply base and develop innovative, cost-effective solutions. We remain focused on long-term value creation and continuous improvement across our global operations.

Delivering sustainable value requires a strong foundation. Our approach integrates our Purpose of *Creating Sustainable Solutions Together*, Board level oversight, ongoing stakeholder engagement and a double materiality assessment that informs our strategic priorities and risk management processes.

We align corporate responsibility with our broader strategy by setting goals that complement business objectives and reviewing sustainability-related risks alongside our enterprise risk management (ERM) process. Each year, we enhance our data collection, reporting practices and performance targets to meet evolving stakeholder expectations.

Our reporting is grounded in transparency. We reference global standards to disclose qualitative insights, methodologies and quantitative results. We follow consistent annual cycles through our Corporate Responsibility Report and responses to [EcoVadis](#) and Carbon Disclosure Project.

CORPORATE RESPONSIBILITY STRATEGY

We believe our corporate responsibility efforts create the greatest value when focused on the issues most material to our business and stakeholders. Ongoing engagement with our stakeholders (employees, customers, suppliers, investors and communities) helps inform and strengthen our approach.

Our Global Sustainability Council (GSC) demonstrates our commitment to sustainability and corporate responsibility. The GSC includes subject matter experts from across the organization, providing executive level oversight of the Company's sustainability strategy. The council also:

- Ensures alignment and integration of ESG priorities with business goals and stakeholder expectations;
- Takes a holistic view of ESG initiatives, monitoring evolving regulations and best practices;
- Shapes long-term goals to drive world-class ESG performance; and
- Assigns leadership roles for each material topic to embed ESG considerations across the business.



How we guide our strategy

- Regular stakeholder engagement through discussions, surveys, forums and community outreach to understand expectations and emerging priorities
- Recurring double materiality assessments to evaluate both our impacts on society and the environment, and the sustainability-related risks and opportunities facing our business
- Prioritization of material topics that inform our corporate responsibility strategy, goal setting and reporting



How we track performance

- Annual public reporting on progress against corporate responsibility goals
- Ongoing key performance indicators review and refinement to support continuous improvement and decision-making
- Quarterly oversight of sustainability progress through our GSC



How we strengthen our reporting

- Continuous improvement of reporting practices to align with evolving sustainability expectations and regulatory requirements
- Third-party evaluation of long-term ESG goals, including peer benchmarking and alignment with leading frameworks, with goals validated by our GSC and approved by our Global Leadership Team (GLT)
- 2025 climate risk assessment aligned with the TCFD framework, including initial scenario-based screening of physical and transition risks; further quantification of material risks is planned for 2026 (see [Climate Risk](#) section)
- External gap assessment of GRI and SASB disclosures to enhance alignment and provide consistent, decision-useful information to stakeholders



DOUBLE MATERIALITY ASSESSMENT

We completed our first double materiality assessment (DMA) in 2024, aligned with the Corporate Sustainability Reporting Directive. Working with an independent third party, we identified our most significant impacts, risks and opportunities across our operations and value chain, following European Sustainability Reporting Standards guidelines. To support clear communication, we developed impacts, risks and opportunities (IRO) statements summarizing our findings.

The DMA incorporated input from Cooper Standard leaders and subject matter experts, and reviewed multiple industry resources and frameworks to identify top sustainability issues. The results validated our ongoing priorities, including climate change, circularity, valuing our workforce, customer trust and maintaining an ethical culture. We update our IRO statements incrementally and aim to refresh our DMA results every few years to align with evolving expectations.

Our Double Material Topics

This report addresses these top issues across ESG and product related topics:



Environmental

- Energy
- Greenhouse Gas (GHG) Emissions
- Climate Change Adaptation
- Product Lifecycle, Circularity and Waste
- Responsible Sourcing



Social

- Workforce Engagement and Development
- Workforce Health, Safety and Wellbeing
- Talent Attraction and Retention
- Customer Trust and Satisfaction



Governance

- Human Rights and Labor Relations
- Business Ethics and Integrity
- Business Continuity and Disaster Recovery

Our ESG Goals

Cooper Standard is committed to driving measurable improvements across our corporate responsibility processes and performance. Our current goals support accountability and measurable progress year-over-year (YoY) and long term.

Several of our goals were completed in 2025 and we have set several new targets to continue driving improvements throughout our operations. Goal progress is labeled as follows:

- ✔ **Achieved**
- ➔ **On Track**



Goal ¹	Deadline	2025 Status
Addressing Climate Change		
Lower Scope 1 and Scope 2 GHG emissions indexed to sales 15%	2025	✔ 34% reduction over 2019 baseline
Reduce operational energy consumption (Scope 1 and Scope 2) indexed to sales 15%	2025	✔ 20% reduction over 2019 baseline
Achieve carbon neutral Scope 1 and 2 GHG emissions in European operations	2040	➔ read more on page 19
Achieve carbon neutral Scope 1 and 2 GHG emissions throughout global operations	2050	➔ read more on page 19
Promoting Waste Circularity		
Decrease solid waste generated 25%	2025	✔ 42% reduction compared to 2019 levels
Commit to a 100% waste diversion rate globally	2025	➔ read more on page 25



Goal	Deadline	2025 Status
Putting Safety First		
Achieve better than world-class TIR of 0.47 annually	Ongoing	✔ with a TRIR of 0.24
Implement a next-generation Safety Balanced Scorecard program	Ongoing	✔ read more on page 28
Cultivating Winning Teams		
Increase percentage of female salaried employees YoY	Ongoing	✔ 0.6% YoY increase in 2025
Increase percentage of U.S. racially underrepresented salaried employees YoY	Ongoing	✔ 1% YoY increase in 2025
Increase women in leadership roles to reflect the percentage of women in salaried positions	2027	➔ read more on page 35
Increase U.S. racially underrepresented populations in leadership roles to reflect salaried population	2027	➔ read more on page 35

¹ In prior reporting cycles, we had a goal to annually engage team members and their families equivalent to 50% of our workforce. This target has been retired as we continue to refine our approach to measuring community engagement and prioritize metrics that can be more consistently and reliably tracked across our operations. See [page 39](#) for our 2025 community engagement data and highlights.

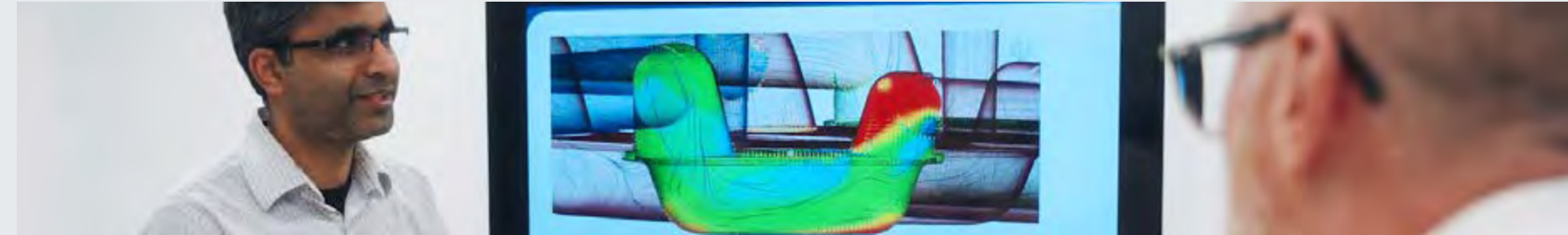
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✔ **Achieved**

➔ **On Track**

² For the purposes of these goals, “products providing improved sustainability” and “new innovations linked to improved sustainability outcomes” refer to sustainability improvements as assessed against relative improvements in the use of lower-carbon materials, material or weight reduction through design optimization, or reduced energy consumption during manufacturing and do not necessarily represent an overall environmental benefit across all impact categories. Percentages are determined based on the Company’s internal product and innovation classification frameworks and management’s assessment of available data. For the product portfolio goal, the percentage reflects the proportion of the portfolio measured by volume as of December 31, 2025. For the innovation goal, the percentage reflects the proportion of qualifying new innovations introduced after January 1, 2025 and assessed during the 2025 CY. Figures represent management estimates and have not been externally assured.

³ Progress against these goals is assessed based on employee responses to the Company’s Ethics and Compliance Culture Assessment, which is conducted on a biennial basis.



Goal	Deadline	2025 Status
Product Stewardship & Innovating Responsibly		
Maintain 98% green or yellow customer scorecards annually	Ongoing	✔ 99% for 2025
By 2028, 30% of the product portfolio (including materials) will provide improved sustainability versus traditional solutions ²	2028	➔ read more on page 43
Commit to linking 75% of new innovations each year to improved sustainability outcomes in the production, use, or end-of-life phases ²	Ongoing	✔ 83% for 2025
Commit to achieving 100% virtual validation	2025	✔ read more on page 44

Product Quality & Safety		
Maintain percentage of potential safety-critical issues below 2%	Ongoing	✔ 0.45% for 2025
Maintain quality incidents per billion (IpB) below 35	Ongoing	✔ 5 quality IpB in 2025

Supply Chain Management		
Achieve 65% of suppliers with a sustainability Sustainability Assessment Questionnaire score above 80%	2027	➔ 12% as of 2025



Goal	Deadline	2025 Status
Ethical Business Conduct³		
Increase the percentage of employees who never feel pressured to compromise Company values YoY	Ongoing	✔ 3% YoY increase in 2024 read more on page 61
Ensure and validate that the percentage of employees who know where to find our Code of Conduct and policies increases YoY	Ongoing	✔ 1% YoY increase in 2024 read more on page 61
Increase the percentage of employees who believe that concerns about unethical behavior or misconduct will be fully investigated YoY	Ongoing	➔ -1% YoY decrease in 2024 read more on page 61
Increase the percentage of employees who feel comfortable reporting misconduct if they observe it YoY	Ongoing	➔ -3% YoY decrease in 2024 read more on page 61

Data Privacy, Security & Responsible IT		
Increase percentage of phishing emails reported annually to 25%	2027	➔ 21.9% as of 2025
Decrease percentage of phishing tests failed to less than 3%	2027	✔ 2.2% as of 2025
Increase hours saved by 20% annually improving efficiency by using Robotic Process Automation	Ongoing	✔ almost 20,000 hours increase over 2024

ESG OVERSIGHT

We set the tone for corporate responsibility at the highest levels of our organization. Oversight begins with our Board of Directors (Board) and extends through our GLT and cross-functional management teams, ensuring ESG is embedded in our strategy, risk management and day-to-day operations.

ESG Governance Structure

Board of Directors:

Highest governance body providing oversight of our ESG strategy

- Oversees the annual Nominating and Corporate Governance Committee review
- Updates key ESG topics according to the standard Board committee calendars

Audit Committee:

Oversees ESG disclosures, processes, controls and their assurance

- Reviews quantitative and qualitative ESG disclosures to meet investor expectations and align with appropriate regulations, standards and/or frameworks
- Establishes and monitors processes and controls to ensure ESG disclosures are accurate, comparable and consistent
- Determines whether independent assurance is required

Compensation Committee:

Oversees ESG accountability and incentives

- When applicable, integrates select ESG goals and milestones into executive compensation plans

Nominating and Corporate Governance Committee:

Provides oversight of ESG engagement, Board composition and education

- Oversees stakeholder engagement on ESG priorities and performance
- Ensures Board members have skills and expertise adequate for evaluating sustainability issues
- Supports the Board with educational resources related to sustainability

Management Roles & Responsibilities



Global Leadership Team:

Company leadership provides executive-level oversight of ESG initiatives

- Reviews programs for adequate oversight of sustainability
- Ensures alignment and integration of sustainability with the Company's strategy
- Prepares GLT meeting updates at least annually



Global Sustainability Council:

Cross-functional employee group responsible for developing and executing Cooper Standard's ESG initiatives

- Evaluates progress toward achievement of long-term action plans
- Addresses emerging risks and opportunities (internal and external)
- Ensures cross-functional alignment of ESG priorities
- Conducts quarterly reviews
- Monitors regulatory developments and maintains compliance in relation to sustainability-related laws and regulations



Material Topic Owners:

Select roles responsible for strategy and execution of material topics within their function and responsibilities

- Monitors and collects information on key performance indicators; implements relevant internal and external changes and action plans to achieve long-term goals
- Provides regular updates in their ESG area

INTEGRATING CRR & ERM RISKS

The Board – through its committees – ensures ESG risks and opportunities are fully integrated into the Company’s long-term strategy and ERM. Management maintains responsibility for strategic risk management, supported by a top-down and bottom-up communication framework that combines enterprise risk processes with active engagement from leaders across all functional areas. This structure, along with involvement from our GLT and Board, reinforces a strong culture of integrity and risk awareness.

Our ERM framework uses ESG materiality assessments as a core input for identifying and prioritizing risks, shaping strategic planning and informing disclosure.

Climate-related risk integration follows the same governance rigor, ensuring sustainability considerations are embedded in decision-making and consistent with our enterprise risk appetite. (See [Elevating Environmental Stewardship](#) section.)

Through our ERM approach, we proactively identify, assess and mitigate risks that could impact our strategic objectives. The process inventories, ranks and evaluates both inherent and residual risks, enabling leadership to determine appropriate responses and ensure alignment with our risk appetite. This comprehensive approach strengthens enterprise resilience and supports effective capital allocation by embedding risk awareness into everyday decision-making.



Double Materiality Assessment

Stakeholder assessment identifying double material topics

Strategic Planning

Initiatives that consider corporate responsibility goals

Risk Inventory

Identification of risks to and of each strategic initiative

Risk Assessment

Prioritization of risks to be monitored/managed

Risk Management

Monitoring and management of risks through documented plans

Responsibility Report

Summary of Cooper Standard’s corporate responsibility goals and activities

Awards & Recognitions

Our performance in sustainability, innovation, customer partnership and operational excellence earned recognition across our industry.

Follow all announcements by signing up for Cooper Standard Newsroom Email Alerts on www.cooperstandard.com

Sustainability & Responsibility

- Earned an [EcoVadis](#)® Silver Medal, placing Cooper Standard among top 15% performing companies in sustainability management
- Named to *Newsweek's* America's Most Responsible Companies 2026 list for the seventh consecutive year
- Recognized by *USA TODAY* as one of America's Best Climate Leaders 2025 and 2026 for the third year in a row
- Received the Nissan Sustainability Award for valued partnership as a responsible supplier



Customer & Operational Excellence

- Recognized as a 2025 Ford Supplier of the Year (Crisis Management) for effective response and operational resilience
- Named a General Motors 2024 Supplier of the Year for the eighth consecutive year
- Received Toyota North America and Toyota Latin America Supplier Excellence Awards for quality, cost and partnership performance



Innovation & Technology Leadership

- Awarded a 2025 *Automotive News* PACE Pilot Award for our eCoFlow™ switch pump; FlexiCore™ thermoplastic body seal was named a finalist
- Recognized as a 2025 Society of Plastics Engineers Automotive Innovation Award finalist for the quick connector with integrated temperature sensor
- Featured in Renault Group's Emblème Project, highlighting low-carbon vehicle innovation



People & Manufacturing Excellence

- Shannon B. Quinn named one of *Automotive News'* 100 Leading Women in the North American Auto Industry
- Record number of facilities with zero reported incidents
- Record number of facilities recognized as Diamond Plants for operational performance
- Bystřice, Czech Republic facility honored as Kaizen Champion of Excellence



ELEVATING ENVIRONMENTAL STEWARDSHIP

At Cooper Standard, we believe environmental stewardship goes hand-in-hand with efficiency, resilience and long-term value creation for our business and stakeholders. We readily explore ways to optimize our operations by reducing our carbon footprint and embracing circularity.

In This Section

[Approach to Environmental Management](#)

[Addressing Climate Change](#)

Important Links

[Global Health, Safety &](#)

[Environmental Policy](#)



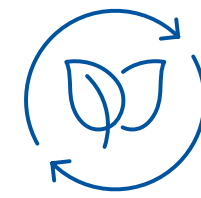
Approach to Environmental Management

Our President, Sealing Systems and Chief Manufacturing Officer leads oversight of health, safety and environmental (HSE) programs within our global manufacturing organization. Operational environmental management is directed by our Senior Director of Central Quality and HSE, with global program leadership provided by our Director of Global HSE.

Our Carbon Neutrality Action Committee, a cross-functional leadership group, supports our transition toward a low-carbon economy. Working closely with the Global Sustainability Council, the committee helps to:



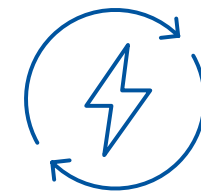
Review environmental priorities and progress with senior leadership



Align sustainability initiatives with business strategy and enterprise risk management (ERM)



Drive product innovation through lower carbon materials



Support site level improvements in energy efficiency and waste reduction



Our [HSE Policy](#) reinforces commitments to energy efficiency, waste reduction and climate risk management. The policy applies to employees, supervised contractors and majority-owned joint ventures globally and is implemented through aligned management systems such as:

- ISO 14001-certified Environmental Management Systems at 54 of 59 plants; and
- ISO 50001 energy management certification at select facilities, with nine certified locations to date.



Addressing Climate Change

Climate action is important to our resilience and long-term value creation. As a global manufacturer, we recognize our operations and products can help support the transition to a lower carbon economy.

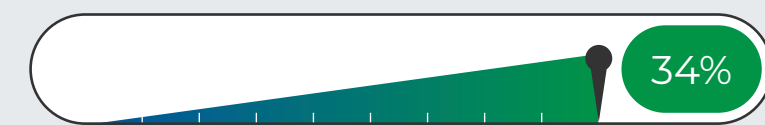
Energy is essential to our manufacturing processes, and Scope 2 emissions from purchased electricity represent the largest share of our operational footprint. We also monitor Scope 1 emissions from onsite combustion and fleet fuel use. Energy needs vary by facility and product group, so we track usage closely to identify efficiency opportunities.

Measuring ESG Performance

Year-over-Year

✔ Achieved

Lower Scope 1 and Scope 2 GHG emissions indexed to sales 15%



Reduce operational energy consumption (Scope 1 and Scope 2) indexed to sales 15%



➔ On Track

Achieve carbon neutral Scope 1 and 2 GHG emissions in European operations

Achieve carbon neutral Scope 1 and 2 GHG emissions throughout global operations

[Read about supportive initiatives on page 19](#)

New ESG Goals

We have developed new near-term greenhouse gas (GHG) emissions reduction targets that define measurable reductions across our operations and value chain. In line with recognized best practice, the targets have been submitted to the Science Based Targets initiative (SBTi). Once validated, the approved targets will be publicly disclosed and incorporated into our sustainability reporting

Our emissions-reduction efforts focus on several key areas:

- Decarbonizing operations through energy efficiency and process improvements;
- Expanding renewable energy adoption where feasible;
- Collaborating with partners and suppliers to address value chain emissions; and
- Investing in innovation that supports lower-carbon products and manufacturing.

In 2025, we surpassed our previously established near-term emissions reduction target, achieving a 34% reduction in Scope 1 and Scope 2 GHG emissions compared to our 2019 baseline. We aim to sustain this momentum as we work toward our long-term goal of carbon-neutral Scope 1 and 2 GHG emissions globally. Continued progress will depend on advancing operational efficiency, thoughtfully expanding renewable energy sourcing and adopting new technologies and solutions as they mature.

As part of our climate strategy, we have developed near-term GHG emissions reduction targets informed by climate science and the ambition to limit global warming to 1.5°C. The near-term targets define measurable emissions reductions across our operations and value chain, and provide a clear framework for tracking progress over time.

The new near-term targets have been submitted to the SBTi. Once validated, we will publicly disclose the approved targets and report progress through our corporate responsibility reporting and other relevant disclosures. Upon completion of validation, we will publicly disclose the approved targets and report progress against them through our corporate responsibility reporting and other disclosures.

SCOPE 3 EMISSIONS

Scope 3 emissions represent a key portion of our overall footprint, and progress will require visibility across our value chain, collaboration with suppliers and customers, and innovation in product design.

To better understand emissions beyond our direct operations, we completed a comprehensive Scope 3 inventory with support from a third-party consultancy. This assessment helped identify key value chain emissions sources and inform where actions outside our operational boundary may be most relevant. The results of this assessment helped inform our new near-term target, which has been submitted to the SBTi. Once validated, we will publicly disclose the approved target and report progress through our corporate responsibility reporting and other relevant disclosures.

Opportunities to influence Scope 3 emissions are primarily associated with our product design, material selection, manufacturing inputs and supplier practices. In 2025, we made progress on initiatives that support lower lifecycle emissions, including:

- Product and materials changes to improve recyclability and reduce material- and energy-related impacts;
- Process improvements at select facilities to reduce energy intensity associated with manufacturing inputs;
- A lifecycle assessment pilot evaluating the carbon footprint of selected materials and alternatives; and
- Ongoing supplier engagement through assessment questionnaires covering emissions management and climate targets.

See our [Innovating with Purpose](#) section for a more detailed overview of our product-related initiatives.

ENERGY EFFICIENCY & MANAGEMENT

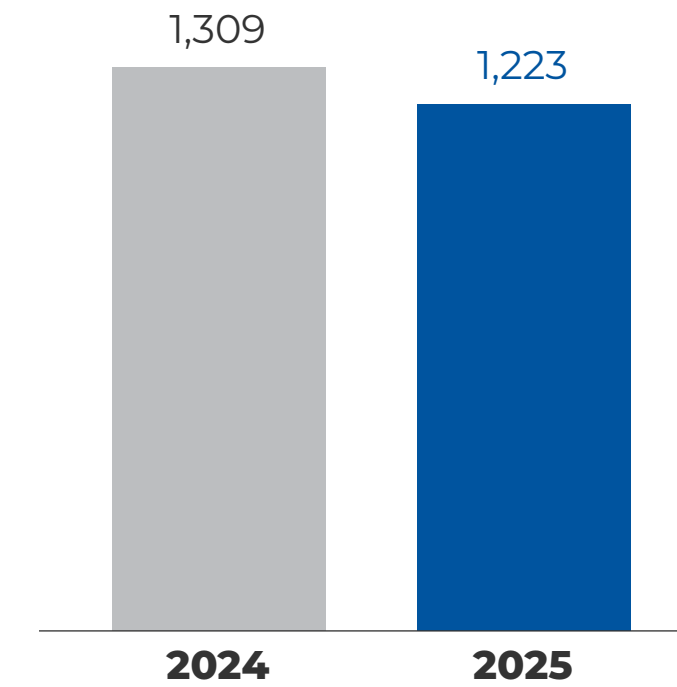
Energy efficiency is a key lever in reducing our operational footprint and supporting emissions reductions across our manufacturing footprint. Our focus is on practical improvements to processes that deliver environmental, financial and operational benefits.

Building on a 2024 facility-level energy assessment, we implemented efficiency initiatives in 2025 to improve energy performance and prioritize high-impact opportunities. Actions taken during the year included:

- Identifying and addressing efficiency gaps related to equipment age, system performance and process optimization;
- Evaluating upgrade opportunities using return on investment and payback criteria; and
- Advancing site level improvements that contribute to lower energy consumption and operating costs.

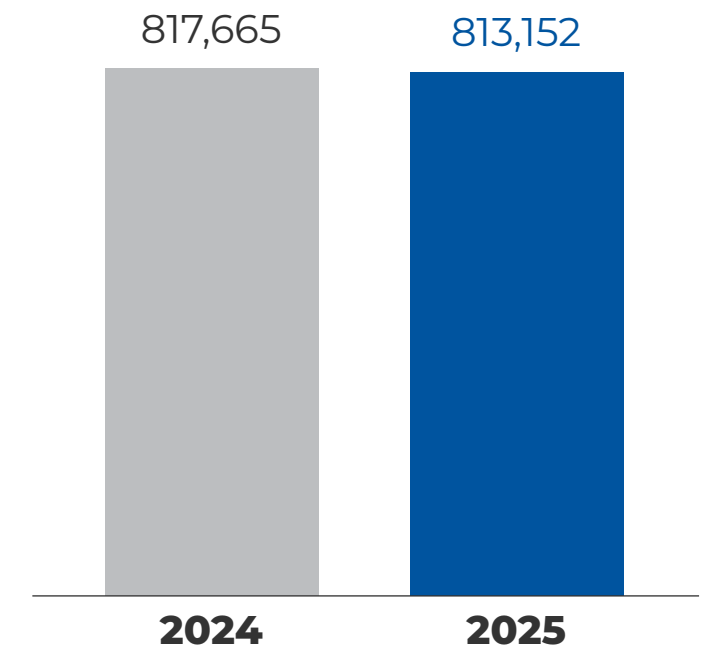
Absolute Emissions

Total Scopes 1, 2 (market-based) and 3 thousand Tonnes



Total Energy Consumption

megawatt-hour



Making Strides Toward Carbon Neutrality

What does Carbon Neutral mean for us?

Carbon neutral means reducing our Scope 1 and 2 GHG emissions through energy efficiency, renewable energy and operational improvements, and addressing emissions that may remain so that our net operational carbon emissions equal zero by 2050 globally.

2040
Carbon neutral in Europe

2050
Carbon neutral globally



To strengthen execution and coordination, we established a global Energy Team to identify, prioritize and drive energy reduction projects based on feasibility and financial impact. As a result, we identified projects with the potential to reduce energy use and emissions by approximately 15%, while delivering substantial cost savings. Upgrades implemented in 2025 generated approximately 590 megawatt-hour (MWh) in energy savings, and progress is being tracked across our operations.

We also updated our capital allocation approach to support energy efficiency investments. In 2025, we introduced a dedicated project finance budget to enable longer payback efficiency projects, with approximately 1% of total capital expenditure allocated to energy reduction initiatives in 2026. This approach supports consistent project evaluation and funding decisions across facilities and enables aggregation of high-impact upgrades, such as motor replacements and equipment purchases, to leverage scale and cost efficiencies.

Collaboration supports our efforts. In the United States, we have participated in the U.S. Department of Energy's Better Plants program for several years, advancing initiatives such as LED lighting upgrades, compressed air optimization, heat recovery and air leak management.

INVESTING IN RENEWABLE ENERGY

Renewable energy is an important part of our decarbonization approach, supporting efforts to address Scope 2 emissions and increase use of cleaner electricity sources, such as solar and wind.

Where market conditions allow, we use renewable energy contracts to increase the share of electricity from renewable sources across our operations. In 2025, we secured renewable energy attribute contracts for facilities in: Aguascalientes, Atlacomulco, El Jarudo and Juarez, Mexico; Bielsko-Biala and Myślenice, Poland; Atibaia (São Paulo), São Bento and Varginha, Brazil; and Kunshan and Wuhu, China. These include Guarantees of Origin (GoOs) in Europe, renewable energy certificates (RECs) in the United States (effective in 2026), and similar instruments across Brazil, China and Mexico. We take a market-specific approach, exercising caution in regions where renewable generation cannot be substantiated at the grid level.

We also evaluate on-site renewable generation opportunities. In 2025, we signed a contract to build a photovoltaic array at our facility in Bystřice, Czech Republic in the future and are finalizing a 15-year contract for associated GoOs from the project. Once operational in 2027, the installation is expected to supply approximately 14% of the facility's electricity demand, equivalent to more than 1,000 MWh annually.

11%
purchased electricity
sourced from renewable energy in 2025

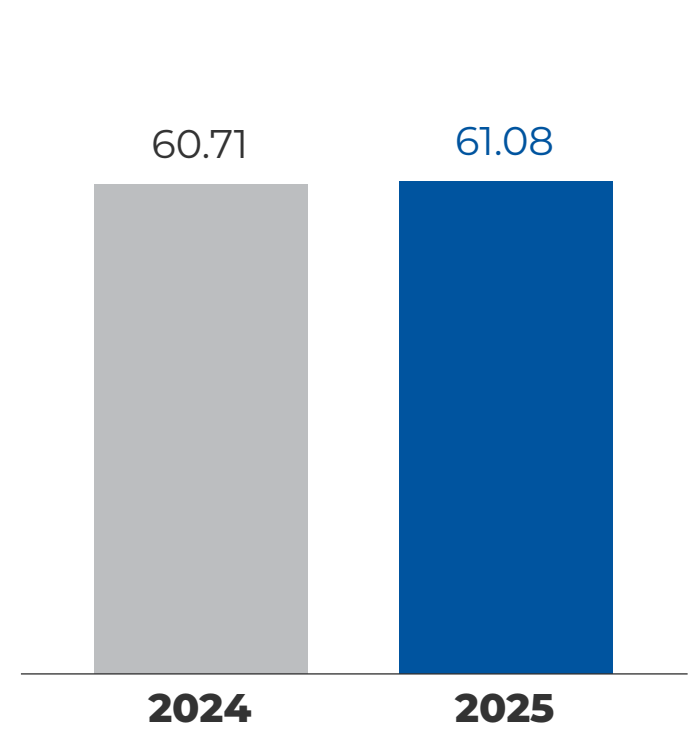
13
renewable
energy contracts
at 13 facilities across 3 regions

100%
renewable energy
achieved at our Brazil sites

Environmental Performance

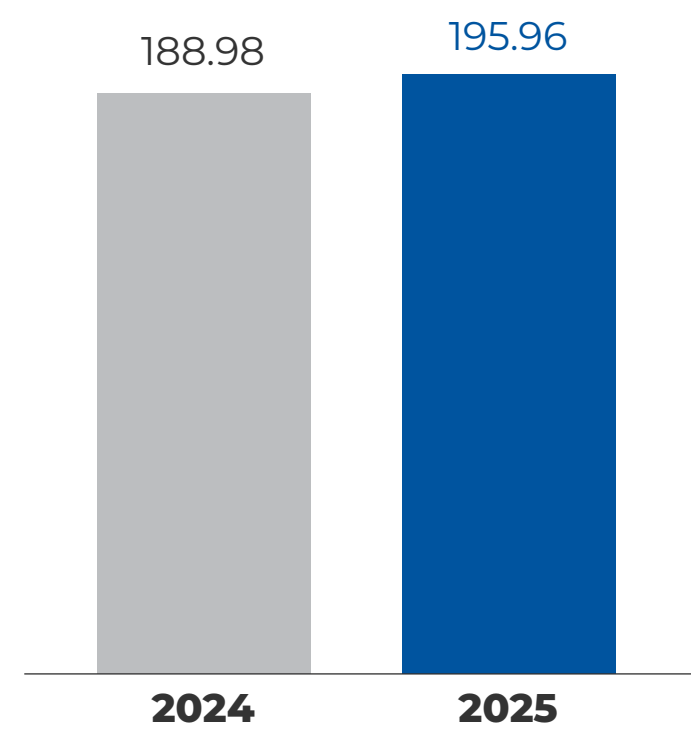
GHG Emissions (thousand metric tonnes CO₂e)

Scope 1

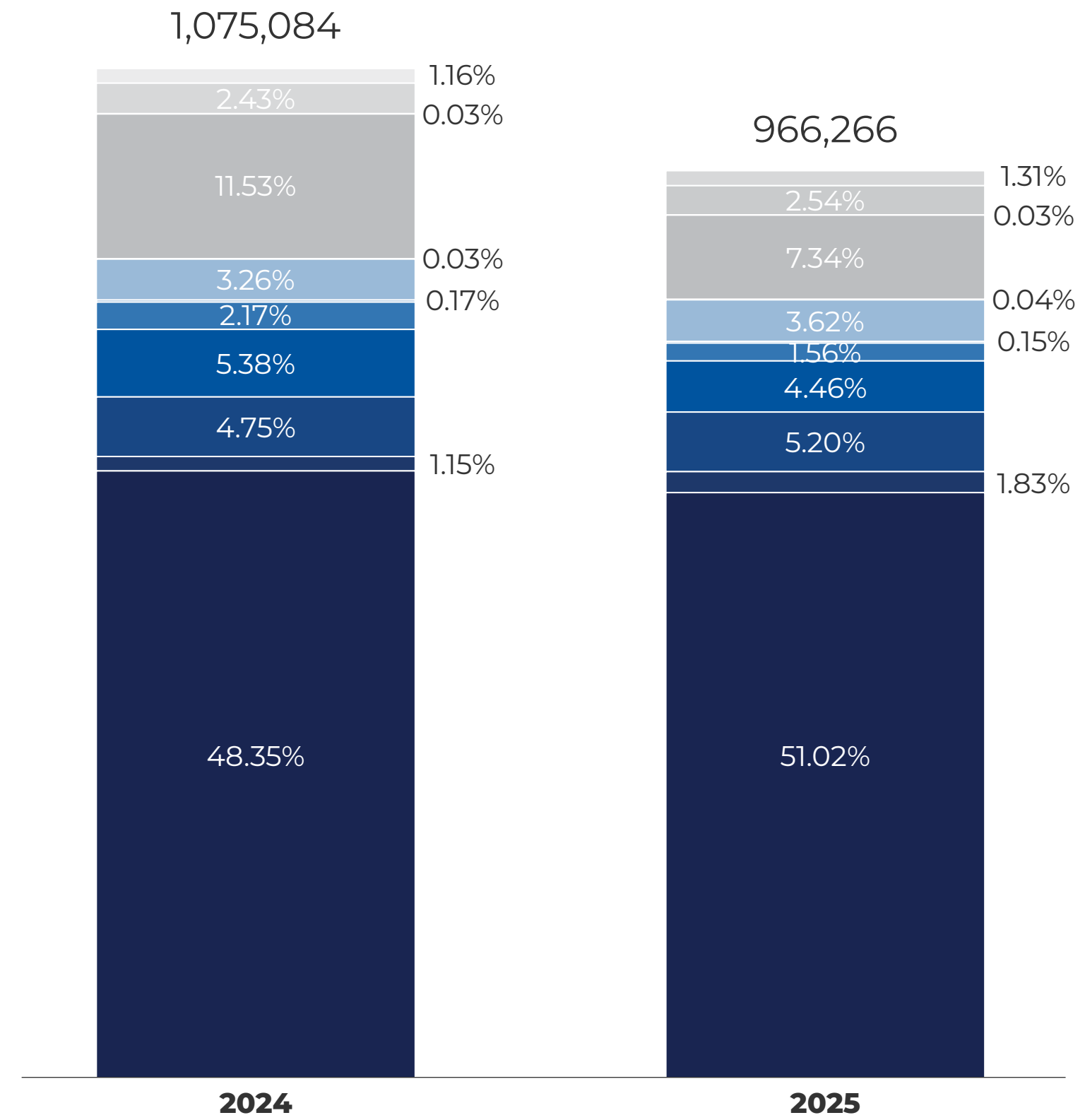


Scope 2

Market-based

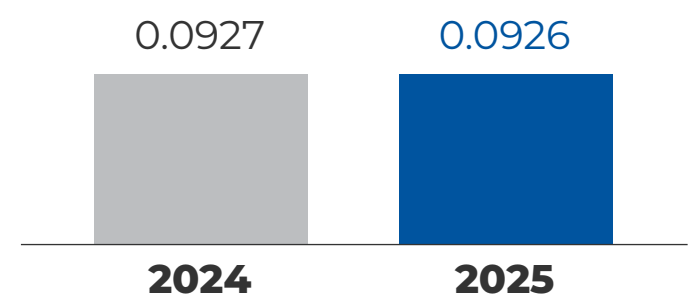


Scope 3

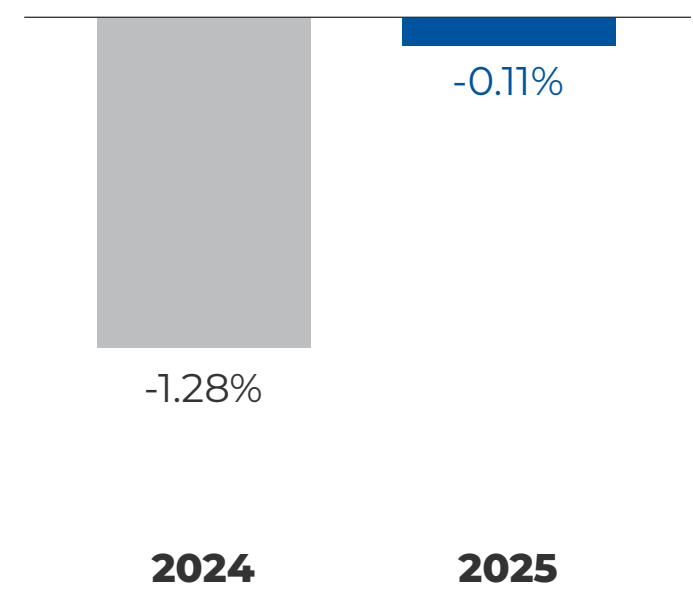


Scope 1 and 2 Emissions Intensity

(tCO₂e / \$1,000 revenue)



Year-over-year % Change in Emissions Intensity



92% facilities
ISO 14001 certified

Our GHG inventory has been prepared and reported in accordance with the Greenhouse Gas Protocol Corporate Standard. See the [Appendix](#) for additional data and details regarding our calculation methodology.

KEY

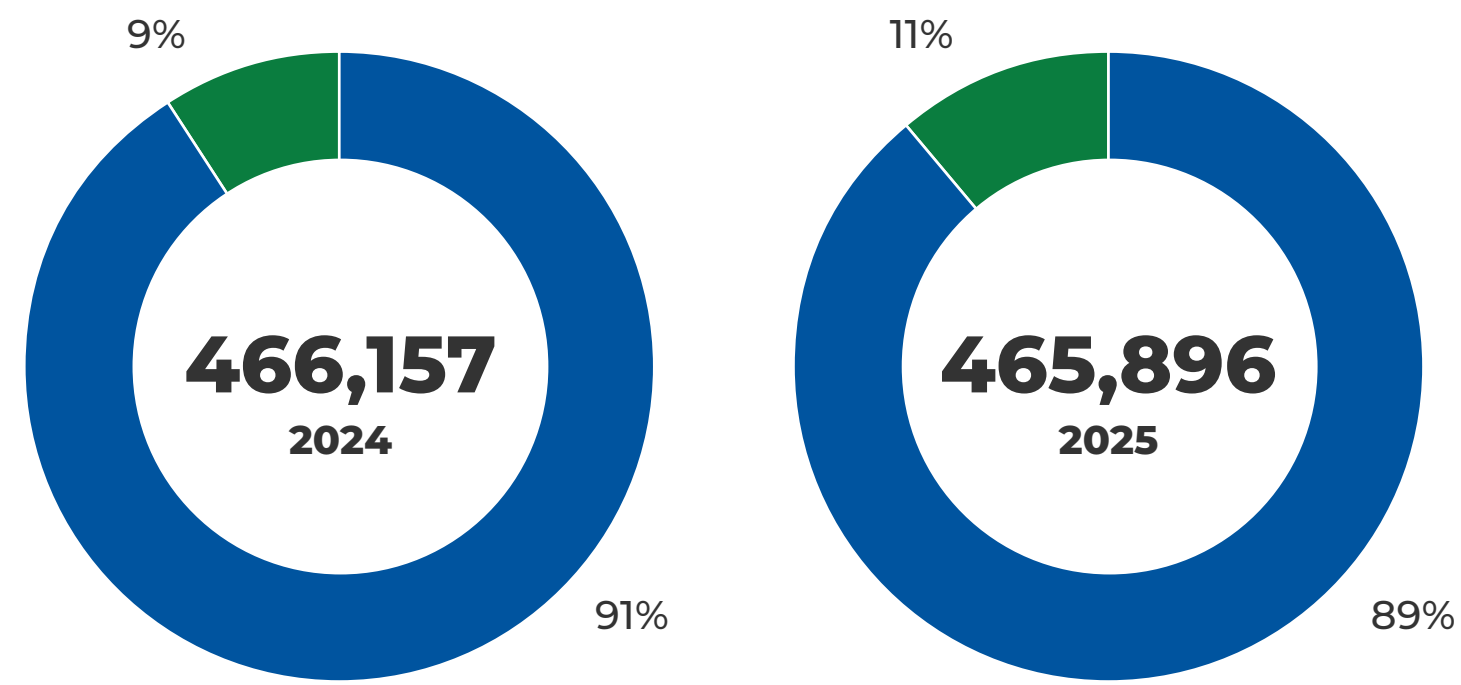
- **Category 1:** Purchased Goods and Services
- **Category 2:** Capital Goods
- **Category 3:** Fuel & Energy-related Activities
- **Category 4:** Upstream Transportation & Distribution
- **Category 5:** Waste Generated in Operations
- **Category 6:** Business Travel
- **Category 7:** Employee Commuting
- **Category 8:** Upstream Leased Assets
- **Category 9:** Downstream Transportation & Distribution
- **Category 10:** Processing of Sold Products
- **Category 12:** End-of-Life Treatment of Sold Products
- **Category 15:** Investments

Environmental Performance

Energy Consumption (megawatt-hour)

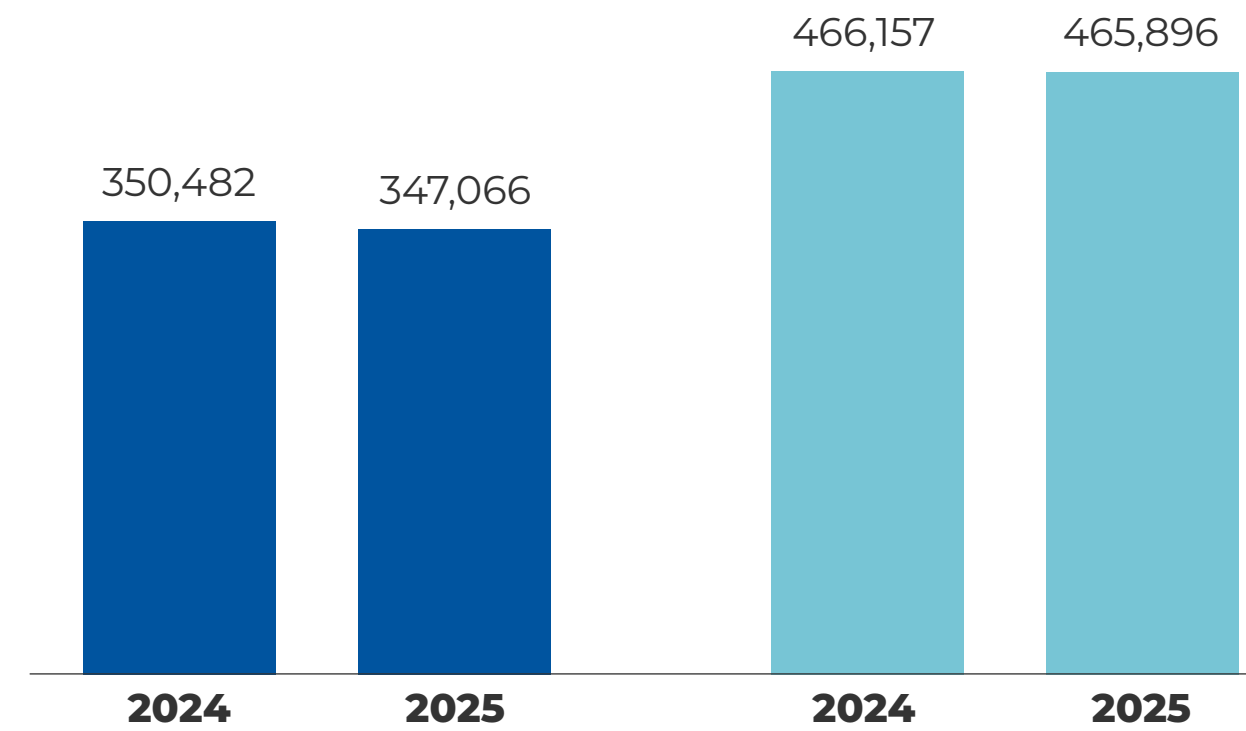
Total Electricity Consumption

- Non-renewable Sources
- Renewable Sources



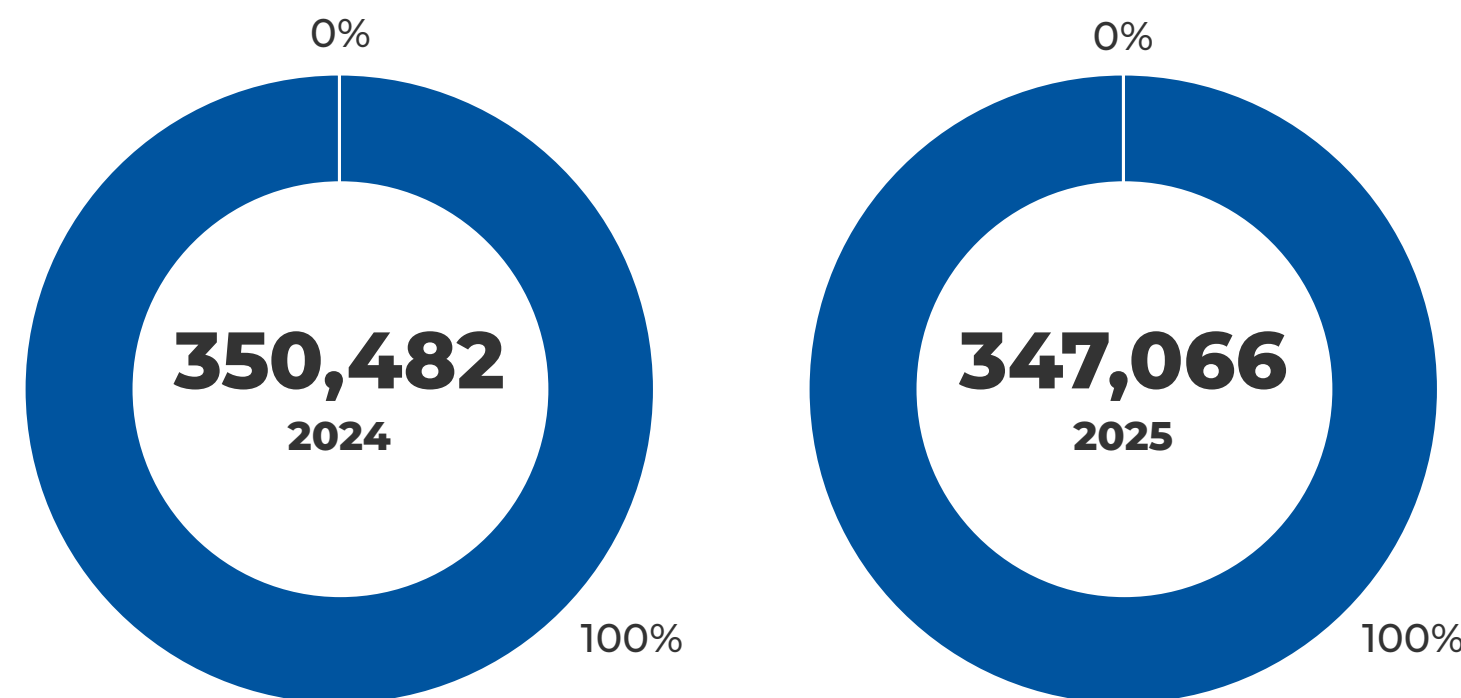
Total Consumption

- Heat
- Electricity



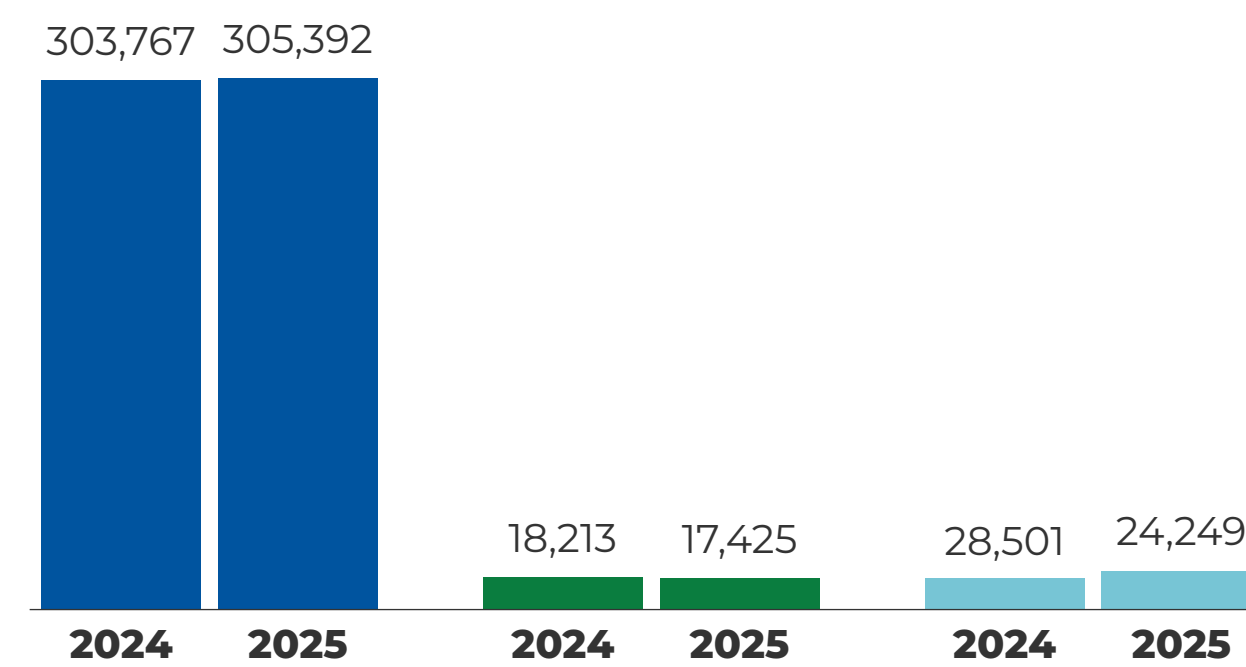
Total Fuel Consumption

- Non-renewable Sources¹
- Renewable Sources²



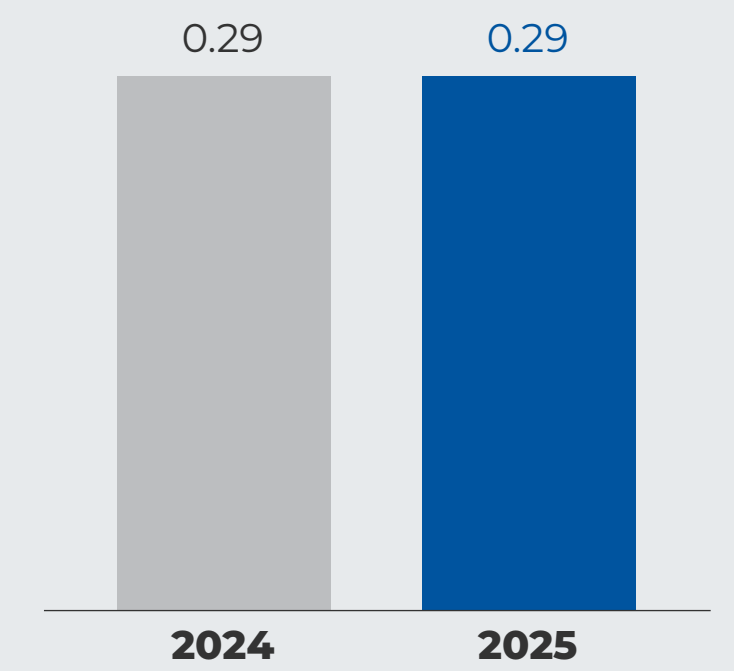
Energy Mix for Heat

- Natural Gas
- Propane & LPG
- Steam & Heating

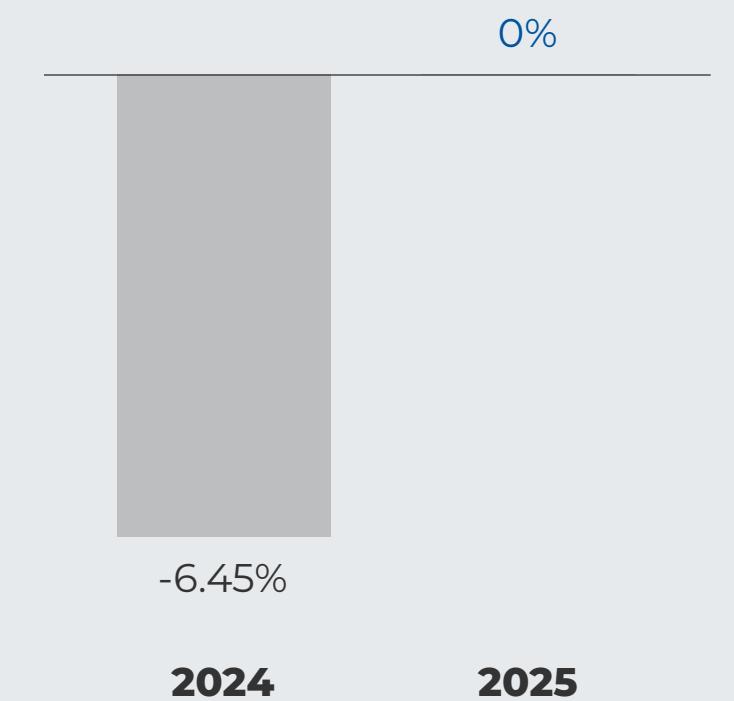


ENERGY INTENSITY

Energy Intensity
(MWh / \$1,000 revenue)



Year-over-year Change in Energy Intensity (%)



Managing Climate-related Risks & Opportunities

In 2025, we conducted a comprehensive, Company-wide assessment of our climate-related risks with support from an independent third-party advisor. This assessment helped us evaluate potential climate-related risks and opportunities across our upstream, operational and downstream activities over short- (0-1 years), medium- (1-5 years) and long-term (5+ years) time horizons. The assessment engaged multiple departments and leaders to provide oversight, validate results and ensure results can inform decision-making and planning going forward. By understanding these risks and integrating effective responses, we aim to strengthen our ability to operate as a more resilient and sustainable enterprise.

METHODOLOGY SUMMARY

Transition Risk Approach

Cooper Standard worked with an independent third-party advisor to apply a structured process that reviewed existing risk management and sustainability materials, scanned industry practices, incorporated existing risks identified with the Carbon Disclosure Project and Cooper Standard's ERM risk register, and gathered stakeholder insights. Risks were assessed using ERM criteria – likelihood, impact, and speed of onset – to determine their potential influence on operations, supply chain and financial stability.

Physical Risk Approach

A high-level screening of acute and chronic hazards was conducted using credible global and local data sources (e.g., EM-DAT, WRI Aqueduct, IPCC AR6, NOAA). Each hazard was scored against a 1–10 framework and validated with leadership to prioritize risks for integration into ERM. The objective of this assessment was to evaluate exposure to different hazards but not necessarily to evaluate financial materiality.

TRANSITION RISKS

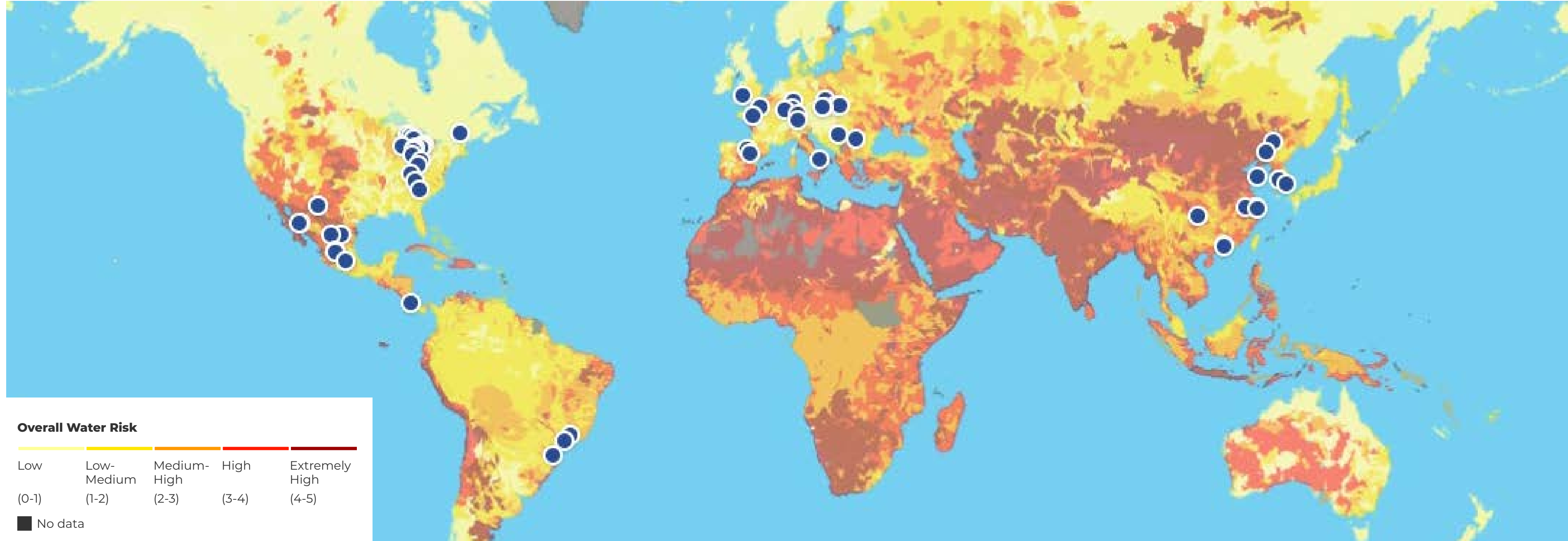
Type	Risk Driver	Time Horizon	Impact Description
Policy & Legal	Enhanced reporting obligations	Short-term	New compliance rules create resource burden and risk of penalties
Technology	Cost of transition to lower-emissions technology	Medium-term	Significant CAPEX for R&D, retooling, and new materials compress margins
Policy & Legal	Increased pricing of GHG emissions	Medium-term	Carbon taxes and trading schemes increase operating costs
Market	Uncertainty in market signals	Medium-term	Volatility in EV adoption and energy markets complicates planning

PHYSICAL RISKS

Type	Hazard	Time Horizon	Impact Description
Acute	Heat Wave	Short-term	Facility downtime, increased cooling costs, reduced workforce efficiency
Acute	Flooding	Medium-term	Operational shutdowns, equipment damage, transportation delays
Chronic	Water Stress	Medium-term	Water-related risks at priority locations (drought, water stress)
Chronic	Cold/Snow	Medium-term	Increased heating costs, operational inefficiency, winterization needs
Acute	Wind Events	Medium-term	Infrastructure damage, increased insurance and repair costs

Opportunities

Type	Time Horizon	Impact Description
Energy Sourcing	Short-term	Implementation of renewable energy in Mexico plants
Technology	Medium-term	Increase R&D investment in low-carbon technologies



% of Facilities by Water Risk Level

35%
Low Risk

12%
Low-Medium Risk

20%
Medium-High Risk

10%
High Risk

23%
Extreme-High Risk

MANAGEMENT OF WATER-RELATED RISKS

We assess the water risks of our facilities by mapping them with the WRI Aqueduct tool and WWF Water Risk Filter and routinely monitoring our water usage. This raises our awareness of sites that require the most water in relation to the average usage of all our facilities. We closely monitor sites located in areas classified as high-risk or extreme high-risk.

Three sites account for a significant share of water withdrawals across our operations. Lillebonne, France accounts for approximately 23.7% of overall withdrawals, primarily driven by cooling systems. Battipaglia, Italy represents approximately 15.8% of our water footprint and is located in an extremely high-risk area, with water use driven by cooling systems and associated evaporation. Lindau, Germany accounts for approximately 11.5% of total withdrawals, also largely driven by cooling-related water use and evaporation. Together, these three sites represent approximately half of our global water withdrawals.

While Lillebonne’s withdrawals largely return to the source, water use in Battipaglia and Lindau is more consumptive in nature due to evaporation. We continue to evaluate opportunities to implement water conservation measures and optimize water use at these sites. In addition, we are working to further strengthen our environmental data collection processes to improve the accuracy and reliability of site-level water reporting.

PROMOTING WASTE CIRCULARITY

Our manufacturing activities generate several waste streams – ethylene propylene diene monomer (EPDM) rubber scrap, plastics, cardboard, wood pallets and metal – many of which can be recycled. For non-recyclable materials, we work with vendors to identify beneficial reuse options. Hazardous waste is handled in compliance with all applicable regulations.

We focus on improving circularity by reducing material use and enhancing recyclability throughout our operations. Our approach includes:

- Reducing scrap and material intensity in manufacturing processes;
- Improving recyclability and diversion of waste streams;
- Lowering energy and resource use associated with production;
- Strengthening waste measurement and tracking; and
- Maintaining compliance and managing hazardous and other regulated forms of waste.

EPDM rubber scrap represents a significant portion of our process waste (approximately 36%). To reduce landfill disposal, we partner with vendors that repurpose rubber crumb into artificial turf, landscaping products, sub-flooring, rubberized asphalt, and,

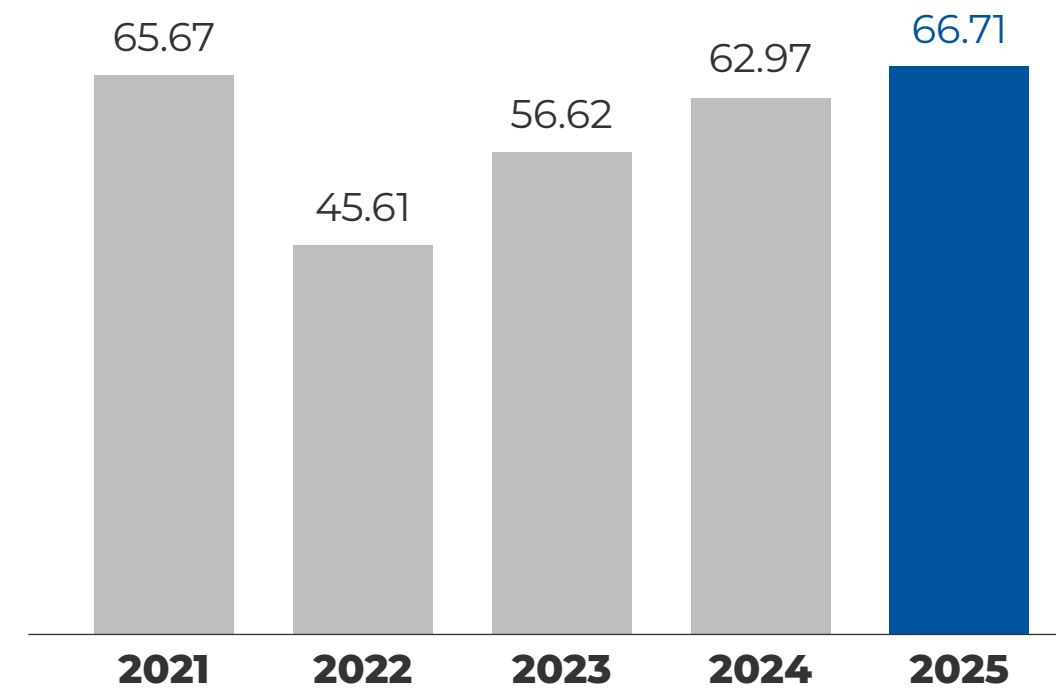
where appropriate, alternative fuel. We are exploring ways to reincorporate EPDM byproducts back into material streams where technically viable.

We track our waste output and diversion rates to standardize measurement and monitoring processes and support audit readiness and compliance. We set a target to achieve 100% waste diversion by 2025. We made year-over-year improvements toward this goal, with diversion rates increasing from 88.8% in 2024 to 89.1% in 2025. While we haven't fully reached this target within the original timeframe, we still aim to achieve 100% diversion and will continue initiatives in support of this in the future.

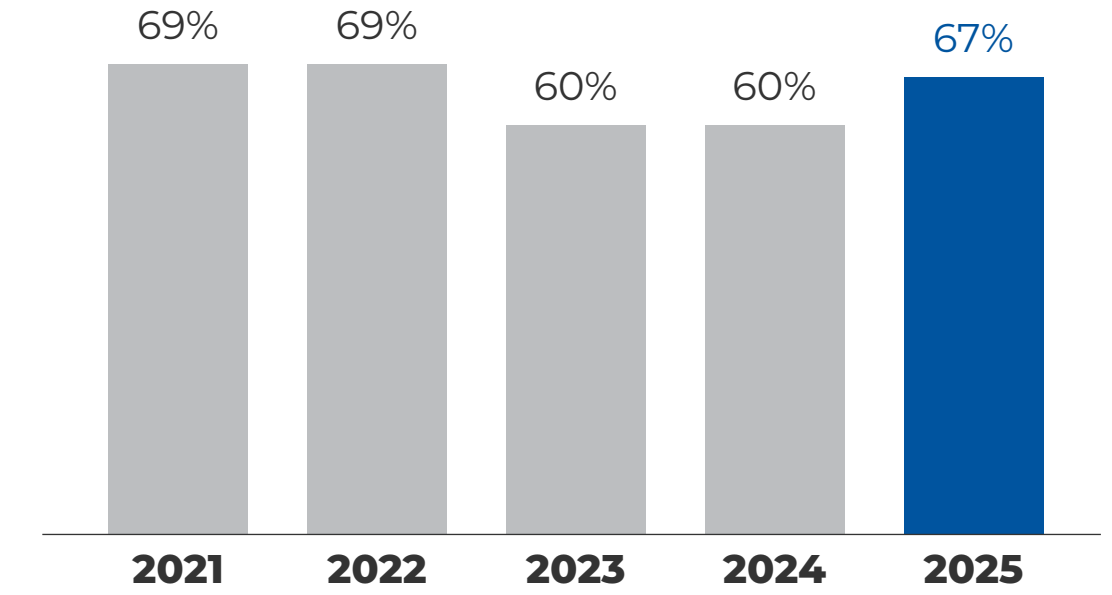
In 2025, hazardous waste accounted for 16% of our total waste, primarily from our coating processes (oily waste, wastewater and sludge). We follow all regulatory requirements in the regions where we operate and monitor evolving disposal rules to ensure ongoing compliance.

Beyond operational waste, product design also improves circularity. Initiatives such as lightweighting, reclaiming manufacturing scrap and optimizing material selection support reduced resource use and help our customers meet their sustainability goals. Additional details are provided in the [Product Stewardship](#) section.

Total Manufacturing Waste Generated
thousand Tonnes



Plants Reporting Diversion Rate >90%



WINNING IN THE WORKPLACE

Cooper Standard's resilience and success are driven by our people, our most important asset. We focus on building winning teams by attracting, developing, engaging, retaining and recognizing world-class talent. We strive to create work environments that protect our teams' physical and psychological well-being, while fostering a culture of inclusion and belonging, investing in learning and development, and empowering employees through meaningful engagement. That commitment extends to the communities where we live and work, where we create positive impact through volunteerism, philanthropy and STEM (Science, Technology, Engineering and Math) education initiatives.

In This Section

[Putting Safety First](#)

[Cultivating Winning Teams](#)

[Community Involvement](#)

Important Links

[Global Health, Safety & Environmental Policy](#)

[Inclusion and Belonging Policy](#)

[Employee Resource Groups](#)

[Cooper Standard Foundation](#)



Putting Safety First

Achieving world-class health and safety builds trust and demonstrates our *Commitment to Excellence*. Guided by our Core Value of *Safety First*, we create safe workplaces focused on preventing accidents, injuries and health risks. This is achieved through proactive risk management, early identification of systemic issues and sustaining controls to avert repeat events. Our Total Safety Culture empowers team members to own risk identification and mitigation.

0.24 TIR
per 200,000
hours worked

31 plants
achieved
zero incidents

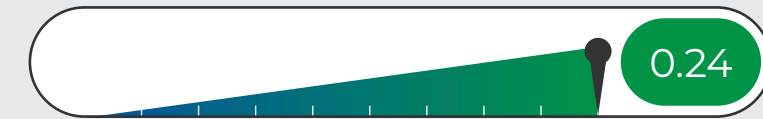
61% facilities
ISO 45001 certified
in alignment with customers requirements

Measuring ESG Performance

Year-over-Year

✔ Achieved

Achieve better than world-class Total Recordable Incident Rate of 0.47 annually



Implement a next-generation Safety Balanced Scorecard program

[Read about supportive initiatives on page 28](#)



Our comprehensive health and safety risk prevention strategies include:

- Standardized, centralized data collection and assessment to spot trends and identify improvement opportunities;
- Rigorous regulatory compliance monitoring and timely implementation of required updates;
- Routine safety procedures evaluated through our Safety Balanced Scorecard (SBS), driving consistent execution;
- Robust personal protective equipment (PPE) and secure manufacturing environments; and
- Training, awareness and engagement to reinforce safe protocols and behaviors.

We continuously refine our approach to support a physically and psychologically safe workplace for every team member. This includes the following efforts indicated below.

Goals and benchmarks: In 2025, we tightened our goal from 0.37 (2024) to 0.30 and achieved 0.24. For 2026 we are targeting a total incident rate (TIR) of 0.28 as we progress toward zero workplace injuries.

Governance and accountability: Our [Global Health, Safety and Environmental \(HSE\) Policy](#) aligns practices across all sites. In 2025, we updated the policy to address ISO 14001, ISO 45001 and ISO 50001 requirements in one master document. Oversight is led by our President, Sealing Systems and Chief Manufacturing Officer with program leadership from our Senior Director of Quality and Global HSE. Regional Managers and site HSE leaders manage daily execution. Monthly updates to the Global Leadership Team (GLT) and regular trend reviews with the Board of Directors (Board) ensure transparency. If a recordable incident occurs, key leaders are notified within 24 hours.

One-Company cadence: We maintain weekly business reviews to address issues and key projects, and we share new procedures and key performance indicators (KPIs) in our monthly World-class Operations Meeting. An external review occurs every two or three years to verify and refine our world-class benchmark based on leading auto supplier performance.

H&S Compliance Platform

We have a single, global health and safety (H&S) compliance platform to standardize how we monitor regional standards, regulations and updates across sites. The centralized database lets us track current and revised requirements in one place, stay ahead of regulatory shifts, maintain high compliance standards and streamline third-party checks through our Global Corporate Compliance Program.

In 2025, we piloted the software in three plants and then onboarded across all facilities. Sites now receive tailored requirement lists and update notifications. They also use the platform to track incidents by injury category, enabling clearer reporting and targeted interventions by region and plant. The integrated functionality strengthens local execution while increasing global visibility into compliance.

Data-driven improvement: After enhancing our H&S information system in 2024, we used 2025 data to identify actionable trends across regions and respond in real time, which supports proactive risk reduction and incident prevention. Deeper analytics help us investigate regional performance drivers and strengthen compliance as requirements evolve.

PROACTIVE SAFETY

We foster a culture where every team member helps prevent risks before they become incidents. Our Fast Response Process (FRP) anchors this approach with brief daily cross-functional huddles on the shop floor to review recordables, near misses and first-aid events. Teams document issues, assign owners and track corrective actions to closure, building accountability and resilience into everyday work.

Open, timely communication is key to effectively responding to health and safety issues. Team members are trained to

report concerns, and we apply a standard assessment and validation process for critical events (near misses, first aid and recordables) across all sites. Top-20 suggestion boards empower employees to surface hazards and improvement ideas for management action.

Recognize, Assess, Develop, Act and Report (RADAR) serve as a written procedure for non-routine tasks, complementing our Job Hazard Risk Assessment (JHRA) program. Our sites consistently apply RADAR and leverage user feedback, observations and incident learning to strengthen practices for uncommon activities.

In 2025, we updated our proactive safety approach to a behavior-based safety methodology called Safety 4Sight. It is a four step procedure for hazard awareness that is focused on identifying hazards and consequences, analyzing risks and taking immediate corrective action to provide clear and structured verification before starting work.

SAFETY BALANCED SCORECARD (SBS)

The SBS is our primary H&S management system, aligning sites to a consistent standard and focusing on leading as well as lagging indicators. Each facility sets annual targets, and performance is calibrated across six inputs including:

- Safety culture maturity model survey;
- Safety engagement;
- JHRA;
- Critical safety program evaluation;
- Incident statistics (TIR and lost day severity rate); and
- Validated critical safety event investigation.



Zach Estes and Brittany Fair acted quickly and responsibly during a medical emergency, highlighting the teamwork and *Safety First* culture that defines Cooper Standard.

We operate in a Total Safety Culture grounded in our Core Values *Safety First* and *Respect for All*

We emphasize open communication, so every team member has a voice and feels safe, respected and valued. Our Respectful Communications guidelines are rooted in 11 principles that promote professional, inclusive interactions to support teamwork, engagement, knowledge sharing and fairness while helping reduce stress.

We enhance one element each year to keep raising the bar. In 2025, we refined the safety culture survey from 50 to 20 questions, which improved response rates and delivered stronger qualitative insights. As a result, we achieved a 93% average across the scorecard's six inputs and will target a goal of at least 94% in 2026, with year-over-year improvement as the standard.

SAFETY TRAINING & AWARENESS

A strong Total Safety Culture depends on both individual responsibility and collective action. From their first day, every Cooper Standard team member is trained to understand that *Safety First* is a Core Value and that their participation, awareness and proactive response directly contribute to our safety performance.

We deliver most of our H&S training through Building a Talented Organization (BTO), our global standardized program for direct labor operators. BTO integrates plant-level and job-specific

safety requirements directly into work instructions and shop floor training. Team members are trained to identify hazards at their workstations, which are documented in the JHRA.

To maintain transparency and reinforce daily awareness, digital screens at each facility display incidents recorded through our FRP. Plant managers review this information with their teams each day. FRP is embedded within our HSI Incident Reporting Platform, enhancing reporting efficiency while enabling managers to highlight weekly safety topics and deliver customized training using centrally developed materials.

Across our operations, team members use FRP and our H&S compliance platform to raise issues, assign corrective actions and track completion. The platform also provides region specific regulatory updates, while our HSE system issues global alerts within 24 hours if an incident becomes recordable.

Every September, all sites participate in our safety culture maturity model survey, which drives year-over-year improvement by identifying specific areas requiring additional training or support. We maintain a global minimum competency standard for HSE leaders, and strive to close skill gaps where more training is needed.

Our Safety Standards of Conduct outline 14 expectations for working safely, from lockout/tagout and machine guarding to electrical precautions, fall protection, confined-space permits and emergency response, these standards ensure consistent practices across all sites and reinforce accountability. We have short multilingual training videos for each standard. In 2025, we expanded access through monthly articles – also available in local languages – on CS Connect, our internal communications platform.

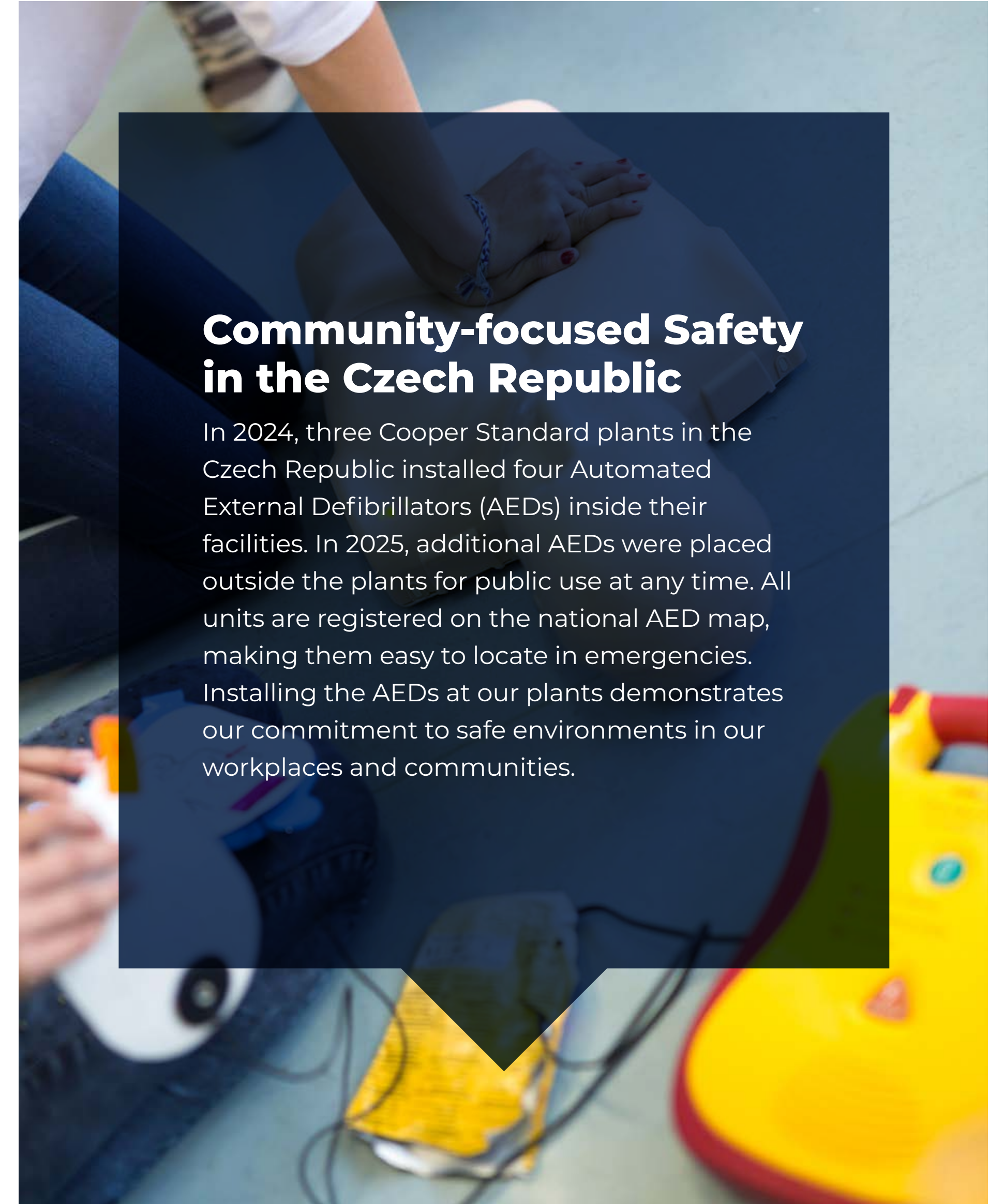


Corrective Action Evaluation for PPE

Historically, each plant has evaluated and made corrective measures for PPE. With improved central incident data, we can now see trends across the network and act at scale. In 2025, our analysis highlighted gloves as a critical PPE focus to reduce hand lacerations and cuts. We are also using dashboards to visualize site-to-site variation and will standardize best practices and guidance for 2026 so effective solutions are adopted consistently.

Community-focused Safety in the Czech Republic

In 2024, three Cooper Standard plants in the Czech Republic installed four Automated External Defibrillators (AEDs) inside their facilities. In 2025, additional AEDs were placed outside the plants for public use at any time. All units are registered on the national AED map, making them easy to locate in emergencies. Installing the AEDs at our plants demonstrates our commitment to safe environments in our workplaces and communities.





Varginha, Brazil



Atlacomulco, Mexico



Qingpu, China



2025 North America Fluid Handling Safety Excellence Award winners | Plant Manager Summit.

Safety Engagement Activities

Annual Safety Month

In September 2025, we held our annual Safety Month with a focus on strengthening a specific process through practical, memorable actions that teams can integrate into their daily work. To build engagement, we launched our first Company-wide Safety T-shirt design contest, receiving more than 100 submissions. Employees voted to select the winning design, which was reproduced globally for employees' use during Safety Month. Based on its success, we plan to continue the contest in 2026.



Global Safety Award

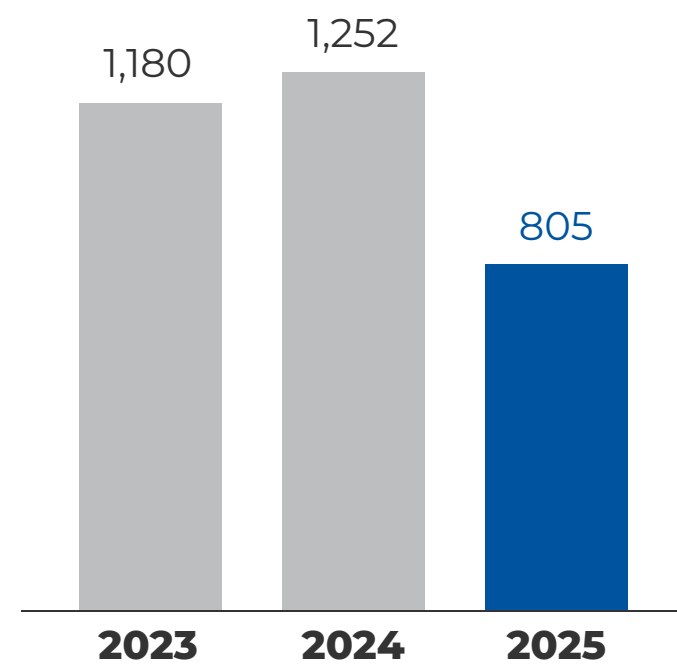
In 2025, we awarded the plants with 0 recordable incidents and >93% Safety Balance Scorecard our Champions of Excellence Safety Award. Twenty-three facilities achieved this award, including seven from Asia Pacific, three from Europe, eight from Latin America and five from United States and Canada.

Health & Safety Performance

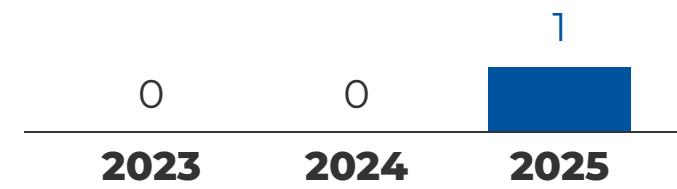
For a breakdown of our historical safety performance, see the [Appendix](#) section.

Total Days Away

Restricted or transferred

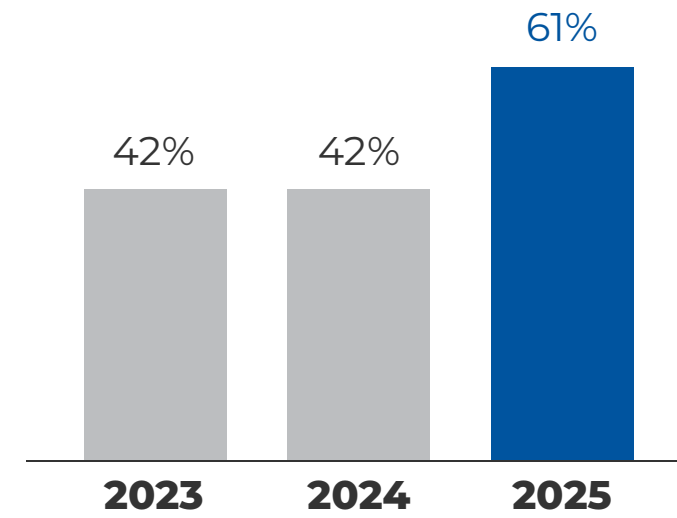


Total Fatalities



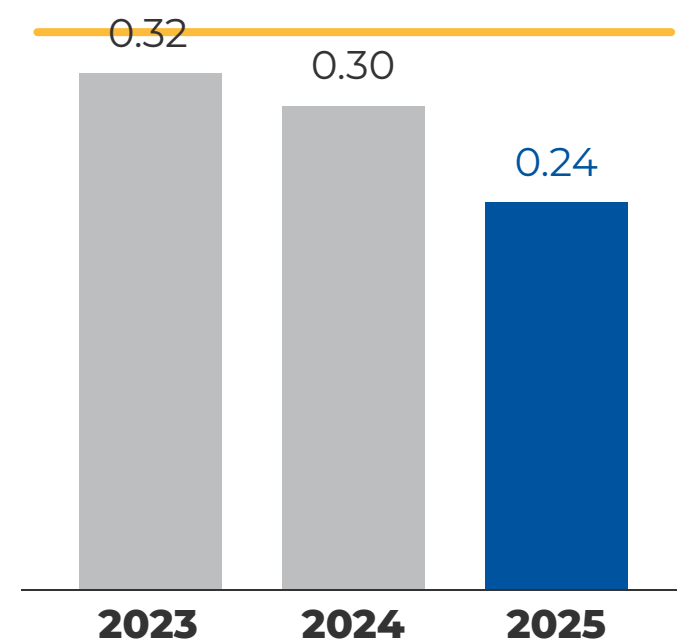
Facilities ISO 45001 Certified

Includes those plants certified to OHSAS 18001

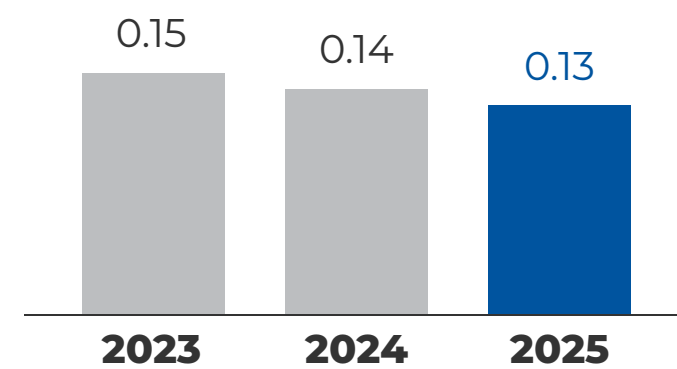


Total Recordable Incident Rate

World-class Benchmark 0.35

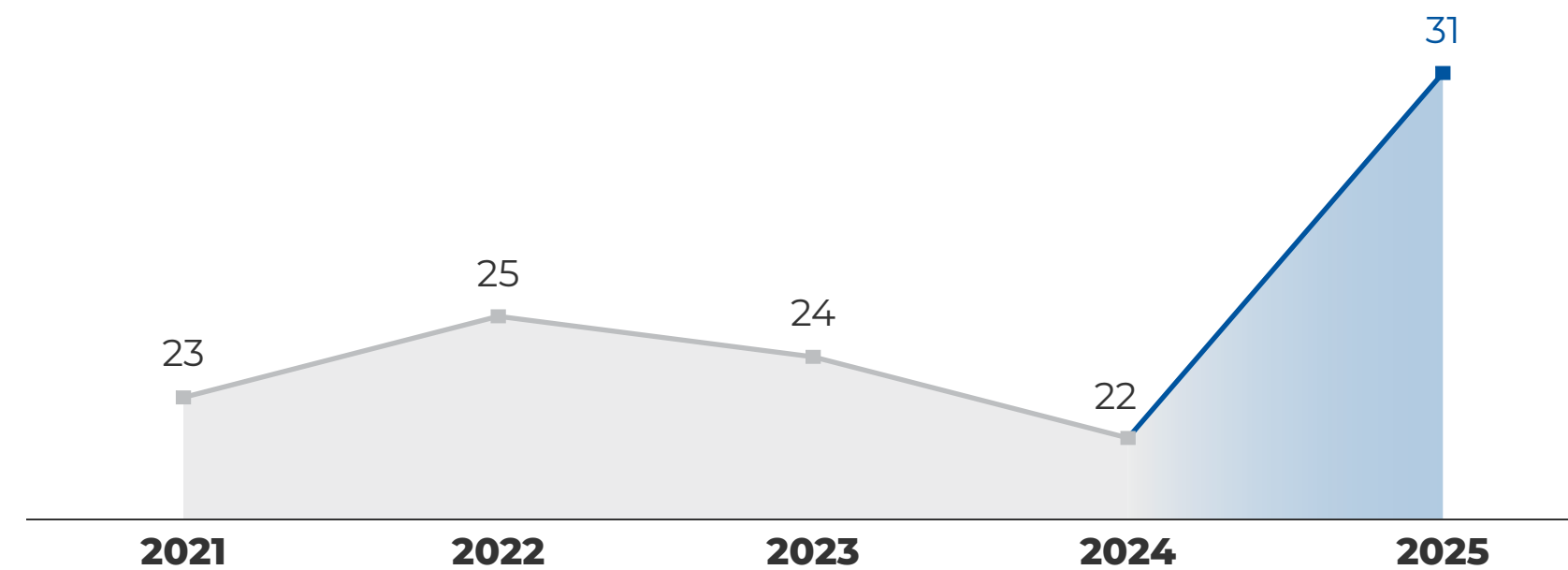


Lost Time Incident Rate



Zero Incident Rate

Number of Locations



Celebrating Plants with Zero Incidents

We again exceeded the world-class benchmark and improved our TIR for the seventh consecutive year. For the full year 2025, our TIR was 0.24, compared with 0.30 in 2024 and 0.32 in 2023, all below our current world-class benchmark of 0.35.

A record of 31 plants achieved zero incidents, up from 22 in 2024. Many have maintained zero incidents for multiple years:

- 7 plants – two consecutive years
- 3 plants – three consecutive years.
- 1 plants – four consecutive years
- 1 plants – five consecutive years.
- 1 plants – six consecutive years.

31 plants achieved zero incidents

Cultivating Winning Teams

We believe each team member brings unique perspectives and expertise to our organization, and we are committed to cultivating a positive work environment that fosters engagement, productivity and growth. Our efforts center on building a strong workforce and talent pipeline that can grow with the Company.

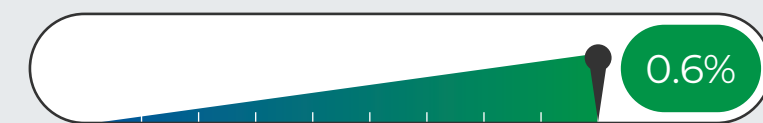


Measuring ESG Performance

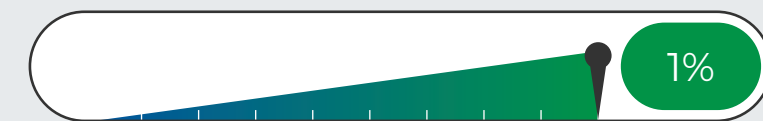
Year-over-Year

✓ Achieved

Increase percentage of female salaried employees year-over-year



Increase percentage of U.S. racially underrepresented salaried employees year-over-year



→ On Track

Increase women in leadership roles to reflect the percentage of women in salaried positions.

Increase U.S. racially underrepresented populations in leadership roles to reflect salaried population.

[Read about supportive initiatives on page 35](#)

We maintain this focus by:

- Providing continuous feedback, performance management and planning to strengthen capability at all levels;
- Offering broad access to development opportunities like apprenticeships, internships, early-career programs and ongoing training opportunities;
- Keeping compensation competitive, regularly reviewing pay practices to attract and retain talent and ensure internal equity as well as provide performance-based bonuses and continue to refine our recognition approach;
- Pursuing goals to continue to diversify across our workforce; and
- Supporting overall wellbeing through tools and resources that help employees balance work and life demands.

Our organizational structure enables teams to receive the support they need to succeed. The Chief Human Resources Officer (CHRO) oversees talent strategy and updates the GLT on key initiatives and progress. Our HR team develops and implements these strategies, while the GLT reviews and prioritizes them. The Board receives an annual update outlining our talent strategy, initiatives and performance.



Early Careers & Military Veterans

Attracting early career talent strengthens our pipeline and builds long-term capability while enhancing awareness of Cooper Standard among university partners. We offer multiple pathways for students and new graduates, including:

- Apprenticeships that combine college education with hands-on skill development;
- Internships that provide exposure to our operations and potential career paths;
- Co-op assignments designed to strengthen problem solving and on-the-job learning; and
- Entry-level opportunities for recent college graduates.

We also recognize that every career path at Cooper Standard is unique. We tailor opportunities to reach a wide range of talent pools, including military veterans and individuals transitioning from active service.

PRIORITIZING EMPLOYEE WELL-BEING

Cooper Standard offers a competitive salary and benefits package that helps to attract and retain top talent. While benefits vary by country, our most widely offered programs include:



Paid time off



Comprehensive or supplemental health care



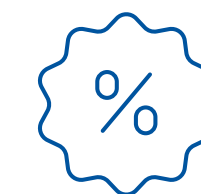
Life, accidental death and dismemberment, and disability benefits



Retirement plans



Educational assistance (U.S. only)



Legal services, identity theft protection and employee discount programs (U.S. only)

We continually evaluate our total rewards to ensure alignment with market conditions and employee needs. As virtual and hybrid work environments continued, we established meeting defaults to encourage wellness breaks and help employees manage screen time more effectively.

We also offer a range of flexible programs that differ by region, such as:

- Flextime and remote working options where applicable;
- Employee assistance programs providing confidential support for employees and their families;
- Supplemental life and disability coverage in Canada, China, Italy, Poland and the U.S.;
- Preventive health and virtual medical assistance, primarily in the U.S.; and
- Additional voluntary benefits, such as critical illness, hospital indemnity, legal assistance and identity theft protection in the U.S.

Together, these programs help our team members thrive personally and professionally, reinforcing our commitment to cultivating winning teams across our global operations.

LABOR RELATIONS

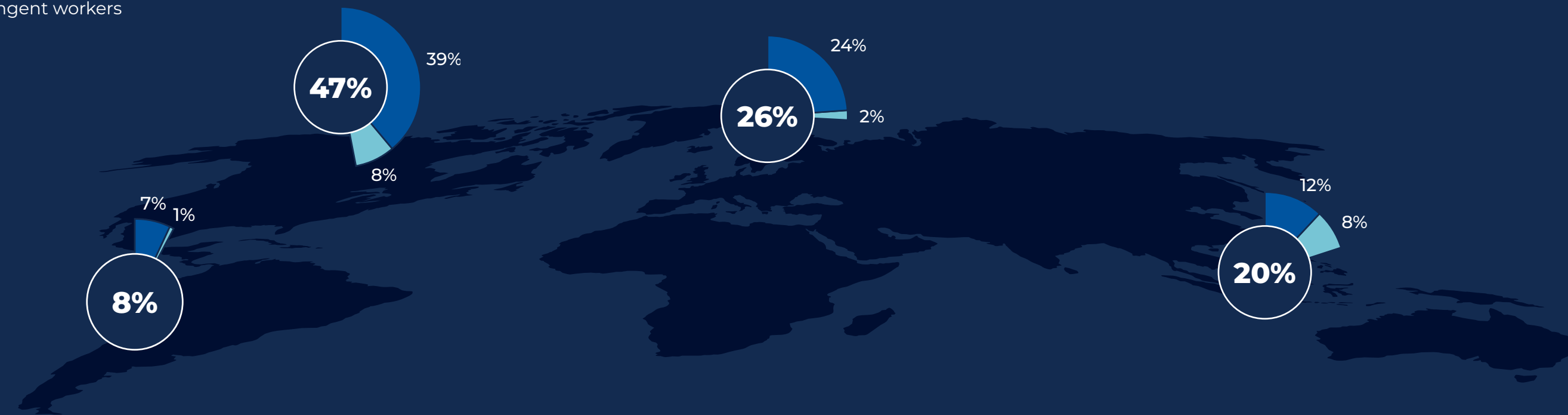
We support our employees throughout their careers, providing long-term solutions and strategies to help them navigate challenges and disruptions. Through open communication with employees and their formal representatives, we uphold freedom of association and ensure fair, equitable management for team members covered by collective bargaining agreements. These practices help strengthen relationships with employees.

Workforce Data

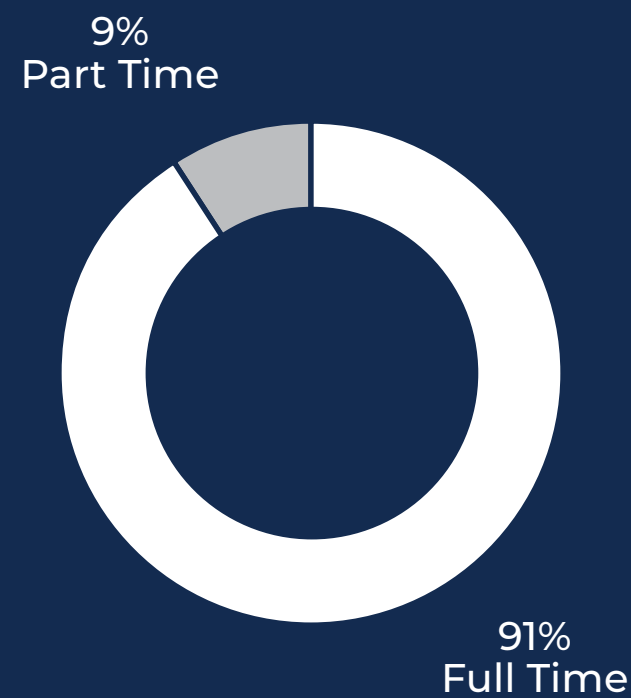
22,372 Total Employees in 2025

Workforce by Region

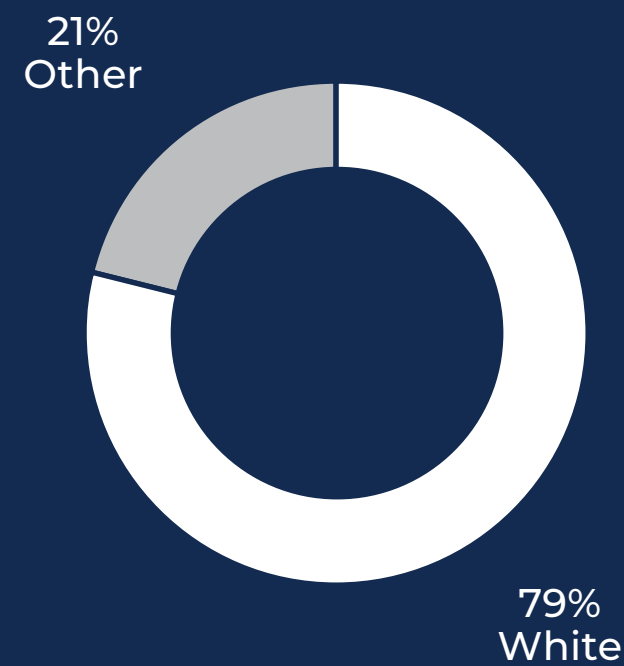
- employees
- contingent workers



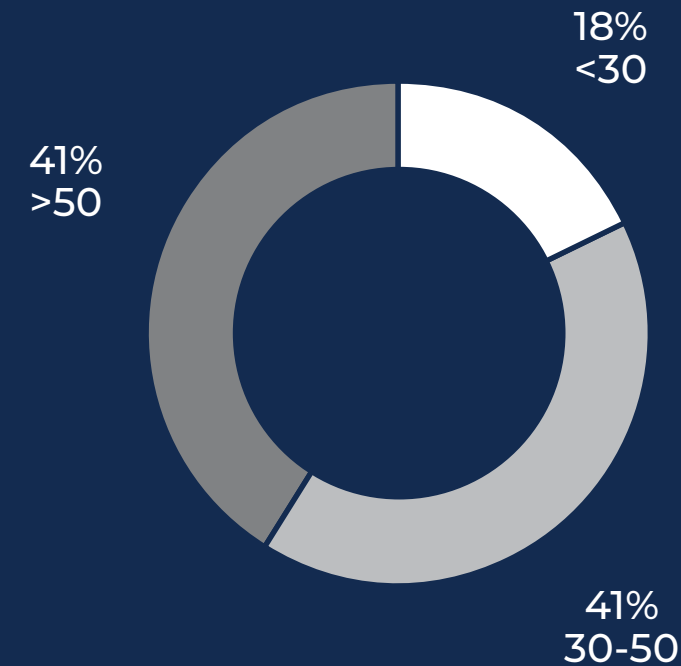
Workforce by Employment Type



U.S. Workforce by Ethnicity (hourly & salary)



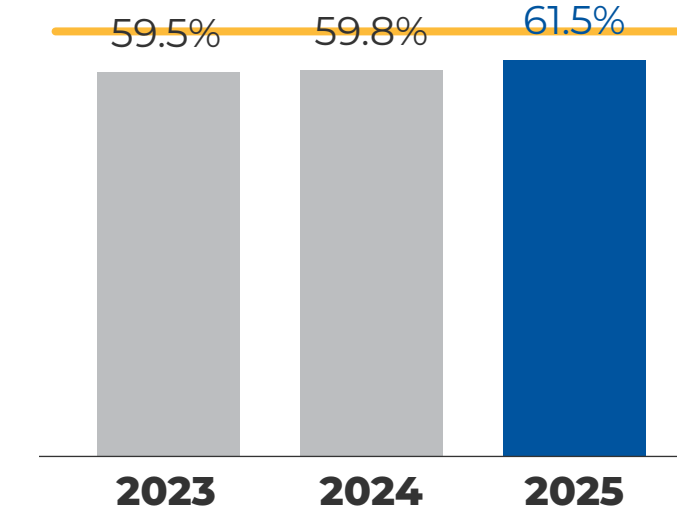
U.S. Workforce by Age (hourly & salary)



Internal Fill Rate

Manager level

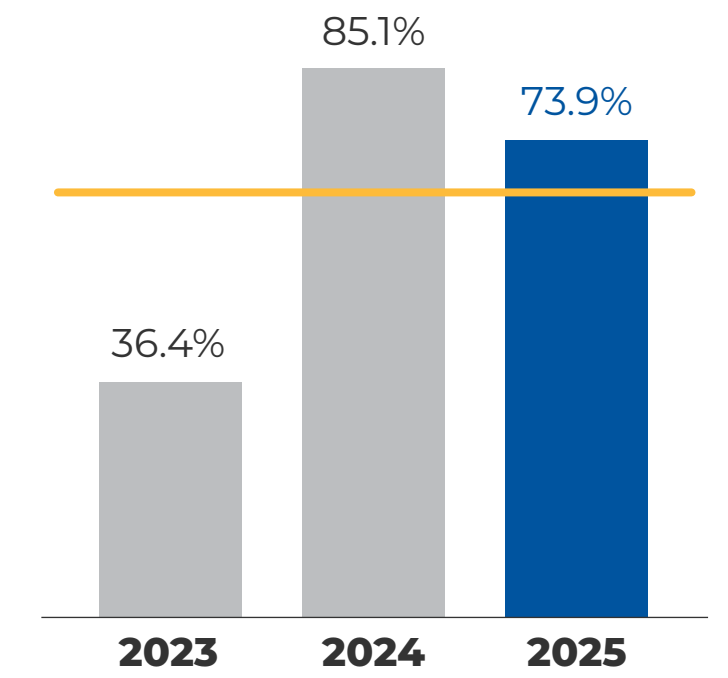
World-class benchmark: 66%



Internal Fill Rate

Director level and above (including plant managers)

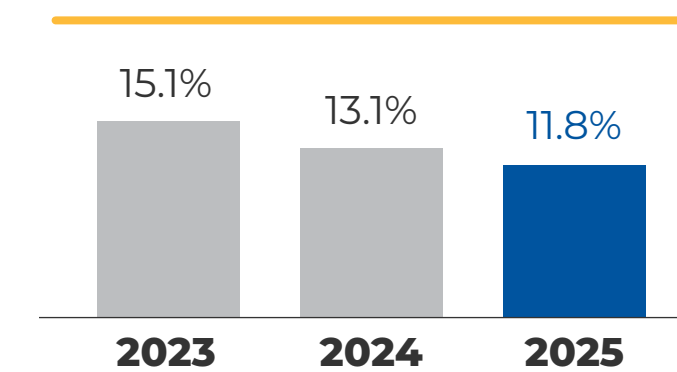
World-class benchmark: 66%



Employee Voluntary Turnover (hourly & salaried)

(hourly & salaried)

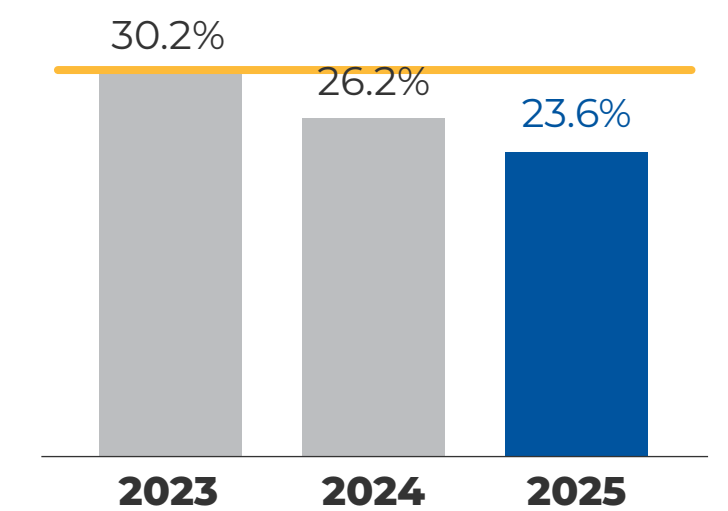
Industry benchmark: 23.3%



Total Employee Turnover (hourly & salaried)

(hourly & salaried)

Industry benchmark: 29.9%



CULTURE, INCLUSION & BELONGING

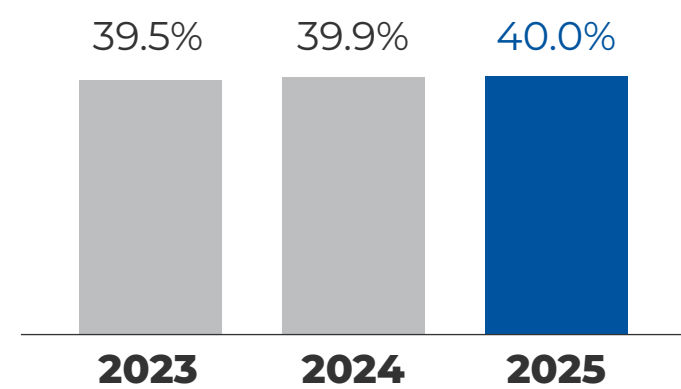
In line with our Core Value *Diversity Makes Us Stronger*, we are committed to fostering a workplace where every team member feels valued, respected and supported. Inclusion is foundational to how we work, and we believe that embracing diverse perspectives strengthens our ability to attract talent, spark innovation and uncover new opportunities.

To advance this commitment, we strive to build a workforce with varied experience and backgrounds, guided by clear representation goals across the organization, such as:

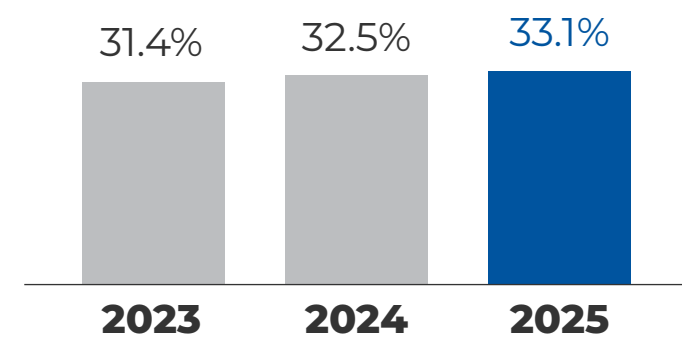
- Increasing U.S. racially underrepresented populations in leadership to reflect their representation in salaried positions by the end of 2027;
- Increasing the number of women in leadership roles to reflect the percentage of women in salaried positions by the end of 2027; and
- Growing the percentage of women and U.S. racially underrepresented employees in salaried roles year over year.

We will continue to execute our culture of inclusion and belonging initiatives and talent strategies to support this progress. Our recruiters apply best-practice interviewing and assessment methods while expanding candidate pipelines beyond traditional channels to attract diverse talent and bring new perspectives into the organization.

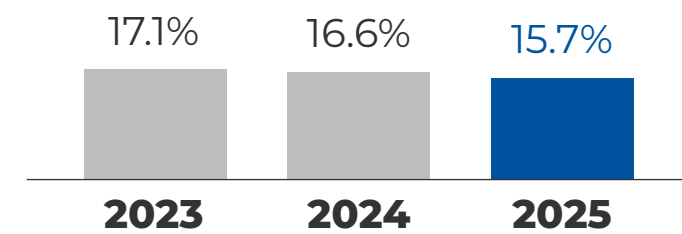
Women in the Enterprise



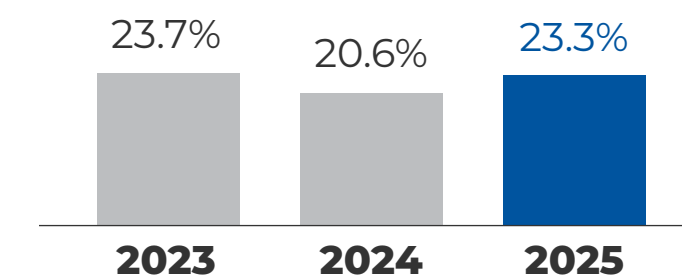
Women in Salaried Workforce



Women in Leadership
(Director level & above)



Women in Leadership
(Vice President & above)



Our inclusion philosophy of “Valuing the Perspectives and Leveraging the Strengths of All Team Members” guides how we cultivate belonging. We uphold this by:

- Attracting diverse candidates and hiring the right person for the right role;
- Investing in development programs to build and retain varied experience;
- Creating forums where all voices and perspectives can be heard;
- Auditing for exclusionary norms, processes, and inequities;
- Offering opportunities to learn about unconscious bias and different lived experiences;
- Fostering physical and psychological safety; and
- Strengthening the communities where we work and live.

We are committed to continuous improvement in our hiring and talent processes, identifying ways to broaden educational and experiential diversity and reduce bias. This commitment is formalized in our global [Inclusion and Belonging Policy](#), which is signed by our GLT and Lead Board Director. Regional leaders are responsible for managing culture, inclusion and belonging efforts across their areas.



Empowering Our Workplace

Our [Employee Resource Groups](#) (ERGs) empower team members through initiatives that expand skills, build community and support employees and their families. For example:

Our Mentorship Program, which is sponsored by our women-led ERG, connects mentors and mentees across the organization, supporting career growth and confidence building.

Take Your Child to Work Day, which is organized by our ERG network and held in our Northville, Michigan headquarters, offers children hands-on STEM activities and on-the-job shadowing opportunities.



Gumi, South Korea



Dzierżoniów, Poland



Cartago, Costa Rica



Torreón, Mexico



Spartanburg, United States

Employee Engagement

We are committed to creating a work environment where team members feel engaged, informed and supported. We encourage engagement through training and development, performance reviews, internal communications, ERG participation, volunteer activities and global events. These efforts help us respond to workforce expectations and support personal and business success.

Effective communication is at the heart of engagement. We work to improve communication channels so team members can access information, share feedback and discuss career development. Through CS Connect, our global communications platform, we provide updates on business strategy, safety initiatives, quality highlights, team achievements and other culture-related communications in each employee's preferred language.

We also strengthen dialogue through "You Talk, We Listen" sessions, which are interactive conversations that bring together employees and internal stakeholders. Our GLT members also host live global webcasts to share priorities and respond to employee questions.

Throughout the year, we held events that celebrated learning, recognition, sustainability and community. These include initiatives such as:

Earth Day, where 45 global locations hosted sustainability activities, planting 2,800 trees or saplings in their communities;

Safety Month, which reinforced our Core Value of *Safety First* and included the launch of our Company wide T-shirt design competition, with over 100 submissions;

Manufacturing Month, where we welcomed hundreds of students and university partners for plant tours and hands-on activities that highlight careers in modern manufacturing; and

Week of Learning, which focused on topics such as meaningful feedback, A.I. adoption, career development planning, recognition and growth mindset. Almost 500 employees attended a live training session hosted by Cooper Standard IT experts and Microsoft.

TRAINING & DEVELOPMENT

We provide team members with the resources and opportunities they need to develop as both skilled professionals and valued individuals within their communities.

We track retention metrics at all organizational levels and benchmark them against industry standards. Retaining experienced team members preserves critical knowledge and capabilities, strengthening our Company. To support development, we offer a range of internal and external learning opportunities, including mentoring, coaching, feedback, exposure to new assignments and on-the-job stretch roles. Formal performance management, talent identification, succession planning and structured learning tools further reinforce a culture of excellence.

Our performance management process is designed to help employees reach their full potential. We encourage frequent, high-quality performance and development discussions that align individual goals with business objectives. Employees have access to tools that support progress tracking, barrier identification and meaningful feedback. This process promotes continuous improvement and holds both managers and team members accountable for maintaining a powerful performance culture.

Our Talent Development strategy also emphasizes proactive talent identification and succession planning. Performance management tools allow us to recognize high potential and high performing employees and prepare them for future roles. While we maintain succession planning for all senior leadership positions, we emphasize our GLT positions by identifying critical leadership capabilities, key experiences and rotations that prepare candidates for expanded responsibilities.

We are strong advocates for gender equity, reflected in the composition of both our Board (33% women) and GLT (25% women). We continue to focus on expanding female representation across our global workforce, particularly in leadership roles.

We also recognize exceptional performance throughout the year. Quarterly global employee webcasts, product line webcasts, monthly operations meetings and other forums highlight team members, plants and leaders who exemplify our *Commitment to Excellence*.

99.6% team members received performance reviews

74% internal fill Director and above roles

62% internal fill manager-level positions

Champions of Excellence

In 2025, we launched the Champions of Excellence branded toolkit, which is a suite of templates for emails, awards, certificates and presentations designed to help make employee recognition easier and more consistent. The toolkit was introduced during our Week of Learning, including a “Panels for Progress” discussion highlighting the importance of a strong recognition and feedback culture. Regular reminders encourage managers to embed these tools into their daily practices and strengthen a culture of appreciation.



COOPER STANDARD UNIVERSITY

Cooper Standard University (CSU) is essential to supporting career growth. The platform delivers high-quality, targeted learning opportunities that support professional development and organizational effectiveness. Employees have access to a broad course catalog covering communication, leadership, career development, and inclusion and belonging.

Our Development Planning Resources site provides eLearning courses, job aids, and guidance for creating Individual Development Plans. Employees are encouraged to partner with their managers to identify goals, request feedback and plan development actions using a blended learning model that includes experiential, social and formal learning.

In 2025, we expanded our functional learning colleges – leadership, HR, manufacturing, and product development – by launching our newest offering, the Finance College. We also added new eLearning content for all salaried employees. Recognizing the importance of flexibility, we increased our focus on microlearning, offering 30-minute or shorter courses in place of longer, traditional sessions. As a result, we shifted our KPIs from total training hours to average courses completed per unique learner, reporting 3.4 courses completed per learner in 2025.

Through competency modeling and gap analyses, we aim to refine our training programs to meet the evolving needs of our global workforce.



14,009
CSU courses
completed

4,006 salaried
learners
completed at least
one course in 2025

Our “Panels for Progress” discussions bring together team members from across regions and functions to explore topics that support our values and strengthen our culture.

Each quarter we focus on a different topic. In September, we hosted “The Power of Recognition & Feedback: Building a Culture of Appreciation in the Workplace” where panelists shared real-world examples, best practices and the importance of appreciation in fostering belonging. Team members were encouraged to share ideas to build a strong recognition culture. We also rolled out our new Champions of Excellence recognition toolkit to provide resources and help encourage regular recognition across the organization.

Building a Talented Organization

Alongside CSU, we support manufacturing-focused learning through our BTO program, which provides standardized training for our hourly workforce focused on topics such as ergonomics and safe equipment operation. More details on BTO are in the [Product Quality and Safety](#) section.

Community Involvement

We are committed to strengthening the communities where our team members live and work. Through volunteerism, partnerships and philanthropic giving, we cultivate meaningful impact and reinforce our responsibility as a global corporate citizen.

Through the [Cooper Standard Foundation](#), we promote the Company’s philanthropic culture and connect team members with their communities around the world via collaboration at the grassroots level. Since its inception, the Foundation has upheld its mission to support children’s charities, education, health, wellness, and community revitalization across our global footprint, with a focus on these key areas:

- Direct donations and grants to charitable organizations; and
- Global crisis funding, ensuring timely assistance during emergencies.

The Foundation is a 501(c)(3) organization governed under U.S. tax law. Oversight is provided by the Foundation’s Board of Trustees and Philanthropic Committee, which review budgets, evaluate philanthropic requests and provide final approvals.

8,768
volunteer hours

\$370k USD
in charitable contributions



Community Partners

Northville, United States | Highland Park improvements



Atibaia, Brazil | annual Solidarity Run

TEAM MEMBER VOLUNTEERISM

Around the world, our team members support the communities where they live and work by participating in local volunteer and outreach efforts. Initiatives throughout 2025 which included:

Brazil: Atibaia team members celebrated their 30 year history with the annual Solidarity Run, collecting 1.5 tons of food for APAE, an organization supporting disability inclusion.

China: Team members in Guangzhou visited the Hualong Town Industrial Therapy Station, supporting individuals with disabilities.

Mexico: In Aguascalientes, our team visited a local nursing home, where they brought food supplies and spent quality time with the residents.

Czech Republic: A school supply collection to benefit children from disadvantaged background was led by our Žďár team.

United States: Northville team members partnered with SAY Detroit to transform a space in Highland Park, Michigan into a vibrant community park designed for all ages to enjoy.

STEM & MANUFACTURING EDUCATION

We are committed to inspiring the next generation of innovators and advancing interest in manufacturing careers. Our STEM ERG drives this work, with volunteer “STEM Accelerators” helping cultivate curiosity and build hands-on learning experiences for students. Key initiatives for 2025 are below.

National Manufacturing Day – Each October, Cooper Standard facilities invite students to explore modern manufacturing. In 2025, we hosted 20 events across 13 global locations, creating opportunities for students to see firsthand how innovation, collaboration and advanced technology shape our

industry. In Southeast Michigan, our team proudly participated in the 2025 FIRST Robotics District Competition at Kettering University, where volunteers supported Team 314 alongside more than 40 participating teams.

Regional Events – Our STEM Group leads events across North America and Asia Pacific, including school visits through our Inspirations program, which introduces students to manufacturing concepts and continuous improvement principles through interactive activities. These sessions help students build interest and confidence in STEM disciplines and consider potential careers in the automotive and mobility sectors. Team members also volunteer with student robotics teams, helping teach programming and robotics skills while mentoring students as they explore future career pathways.

Supporting Communities Where We Live & Work

Our New Philadelphia team rallied together for a heartwarming cause – The Scarf Project. In October, a group of volunteers came together to tag, match and organize an impressive 1,173 scarves, hats and mittens in support of Scarf Day. These warm and cozy items are then distributed across various locations throughout the country – tied to fences, posts, gazebos and other public spaces – making them easily accessible to anyone in need of warmth during the cold winter months. This initiative not only provides physical comfort but also serves as a visible reminder of the compassion and community spirit that defines our team.



Guangzhou, China



Aguascalientes, Mexico



Žďár, Czech Republic

INNOVATING WITH PURPOSE

At Cooper Standard, innovation starts with our people. We empower our teams to challenge the status quo and embed best practices globally. Combined with deep engineering and manufacturing expertise, and strengthened by advanced analytics, virtual validation, and materials science, this people-first approach enables high-performing, sustainable, A.I.-enabled solutions. These lifecycle-driven outcomes are delivered through close customer partnership from concept to launch.

In This Section

[Product Stewardship](#)

[Innovating Responsibly](#)

[Product Quality & Safety](#)

[Supply Chain Management](#)

Important Links

[FlexiCore™ Thermoplastic Body Seal](#)

[dEcoFlex Decorative Trim](#)

[Fortrex™ Materials Platform](#)

[eCoFlow™ Switch Pump](#)

[Quick Connector Portfolio](#)

[PlastiCool® Portfolio](#)

[FlushSeal™ Sealing System](#)

[Liveline Technologies Inc.](#)

[Quality Policy](#)

[Supplier Code of Conduct](#)

[General Terms & Conditions of Purchase](#)

[Automotive Industry Action Group](#)



Product Stewardship

Cooper Standard is committed to delivering products that meet the evolving expectations of our customers, especially in sustainable design and material circularity. Using our materials science expertise and advanced manufacturing capabilities, we develop innovative engineered solutions for diverse transportation and industrial markets.

As digital tools expand, we are increasing our use of advanced analytics and virtual validation to reduce material use, energy consumption and prototype iterations in product development. Over time, we aim to enhance virtual validation with greater A.I. enabled capabilities.

As customers broaden their hybrid and electric vehicle portfolios, we adapt our solutions to align with new design architectures to support the transition to lower-emission and next-generation mobility. Throughout our product stewardship approach, we stay focused on quality, innovation and customer satisfaction, and incorporating customer feedback to continually strengthen responsiveness and product performance.

MATERIALS & PRODUCT LIFECYCLE

We apply lifecycle thinking and materials science to deliver sustainable, high-performing solutions across all powertrain types, from internal combustion and hybrid to battery electric and autonomous vehicles. Our work includes exploring opportunities for lightweighting, recyclable inputs and renewable or lower impact materials that support improved vehicle efficiency, reduced emissions and extended product life.

Collaboration with customers drives improvements across our sealing and fluid handling products. This enables us to support:

- Faster adoption of low-carbon mobility;
- Enhanced performance and compliance;
- Resource efficiency and waste reduction; and
- Takeback and reuse opportunities that divert materials from waste streams.

We have set two goals to drive the sustainable innovation of our products, including having:

- 75% of new innovations linked to sustainability outcomes in production, use or end-of-life, which we achieved 100% in Sealing and 66% in Fluid Handling for 2025; and
- 30% of our product portfolio providing improved sustainability versus traditional solutions by 2028, which we achieved 38% in 2025.

¹ For the purposes of these goals, “products providing improved sustainability” and “new innovations linked to improved sustainability outcomes” refer to sustainability improvements as assessed against relative improvements in the use of lower-carbon materials, material or weight reduction through design optimization, or reduced energy consumption during manufacturing and do not necessarily represent an overall environmental benefit across all impact categories. Percentages are determined based on the Company’s internal product and innovation classification frameworks and management’s assessment of available data. For the product portfolio goal, the percentage reflects the proportion of the portfolio measured by volume as of December 31, 2025. For the innovation goal, the percentage reflects the proportion of qualifying new innovations introduced after January 1, 2025 and assessed during the 2025 CY. Figures represent management estimates and have not been externally assured.

99% green customer scorecards

100% virtual validation readiness

33 i³ innovation submissions

Measuring ESG Performance

Year-over-Year

✔ Achieved

Maintain 98% green or yellow customer scorecards annually



Commit to achieving 100% virtual validation



➔ On Track

By 2028, 30% of the product portfolio (including materials) will provide improved sustainability versus traditional solutions

Commit to linking 75% of new innovations each year to improved sustainability outcomes in the production, use, or end-of-life phases¹

[Read about supportive initiatives on page 43](#)

PRODUCT LIFECYCLE ASSESSMENTS

Product lifecycle assessments (LCA) are essential for evaluating product sustainability and identifying opportunities for improvement. We conduct LCAs in response to customer requests or when our breakthrough technologies, such as Fortrex™ materials platform or FlexiCore™ thermoplastic body seal, show potential for meaningful sustainability impact.

In 2025, we launched an LCA pilot with an external consultant to evaluate one sealing and one fluid handling product, with results delivered in January 2026. Initial findings indicate that replacing ethylene propylene diene monomer (EPDM) with thermoplastic vulcanizates (TPV) in selected applications can reduce product greenhouse gas emissions.

We also conducted product-specific, partial LCA comparing FlexiCore™ thermoplastic body seal to an alternative material, which estimated a 20% reduction in cradle-to-gate carbon emissions. This result serves as a baseline that can inform material selection across future programs.

Our LCA approach provides detailed assessments of product compounds and alternatives, supported by independent third-party verification. While each assessment focuses on a specific product application, results can be applied broadly to future innovations.

To deepen insight across programs, we are building an internal sustainability parameter database that captures attributes such as:



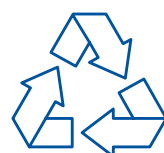
Lightweighting potential;



Carbon emissions;



Recycled content;



Recyclability; or



Other material performance characteristics.

This database allows us to compare traditional and more sustainable compounds, such as evaluating different EPDM formulations to estimate per vehicle impacts for customer discussions. Customer input is integrated into final design decisions to ensure alignment with their sustainability goals.

20%
reduced CO₂ emissions
for FlexiCore™ thermoplastic body seals
compared to alternative material

40% plants
improved efficiency
using lightweight EPDM
compared to alternative

16% facilities
reclaimed material
used in BMW trial

Closed Loop Feasibility Study with BMW

In 2025, Cooper Standard partnered with BMW on a feasibility study to explore closed loop recycling for sealing products. BMW disassembled approximately 400 returned vehicle seals at its vehicle disassembly facility and sent them to Cooper Standard for processing. We repurposed the seals into pulp and produced new compound for use in dynamic sealing products and the metal is returned to the automotive industry. This process supports circularity while providing BMW with high quality recyclable EPDM scrap for sealing products..

VIRTUAL VALIDATION ENERGY REDUCTION

Traditional automotive testing requires energy-intensive physical validation in multiple cycles to identify breaking points and refine designs. To conserve energy, save time and design cycles, reduce material use and accelerate development, Cooper Standard increases the use of virtual validation and computer aided engineering (CAE) tools to generate high-quality data, while significantly reducing reliance on physical testing.

In 2025, 80% of our products underwent virtual validation. We achieved 100% virtual validation readiness for all customers, which we accelerated from 2035 to 2025. Customer expectations for Initial Product Validations grew 10% more stringent year-over-year, and while some customers still require physical tests in select rounds, virtual validation helps reduce the number of physical iterations needed.

Furthermore, our global quoting process integrates sustainability information, ensuring transparent communication of our environmental, social and governance (ESG) strategy, priorities and progress. Increasing digitization and A.I. adoption is key to improving our operational efficiency and reinforcing product innovation.

SHIFT TO HYBRID VEHICLES

The rapid growth of hybrid and electric vehicles creates new opportunities across our sealing and fluid handling portfolios. Since our product lines are powertrain agnostic, we can support changing customer needs while driving value and profitability.

Hybrid and battery electric platforms demand lightweight, durable and high-performance materials. These requirements are well aligned with our expanding portfolio of solutions, as shown on the right.

These innovations reflect our materials science expertise and commitment to supporting the industry's transition to lower carbon mobility.

MicroDense material portfolio featuring reduced weight and polymer use to improve vehicle range and deliver a lower overall carbon footprint;

FlexiCore™ thermoplastic body seal, the automotive market's first sustainable body seal option on a light vehicle;

dEcoflex decorative trims engineered to fit and design requirements of any vehicle;

Fortrex™ materials platform reducing weight by 30% versus traditional EPDM and 10% versus TPV with a reduced carbon footprint;

eCoFlow™ switch pump featuring an electric water pump and an electrically driven valve in a single integrated coolant control module;

Quick connector portfolio providing superior performance and enabling significant improvements in ergonomics, safety and verification options; and

PlastiCool® portfolio of engineered multilayer plastic coolant tubes providing excellent chemical resistance and reducing weight up to 60% versus traditional EPDM hoses.



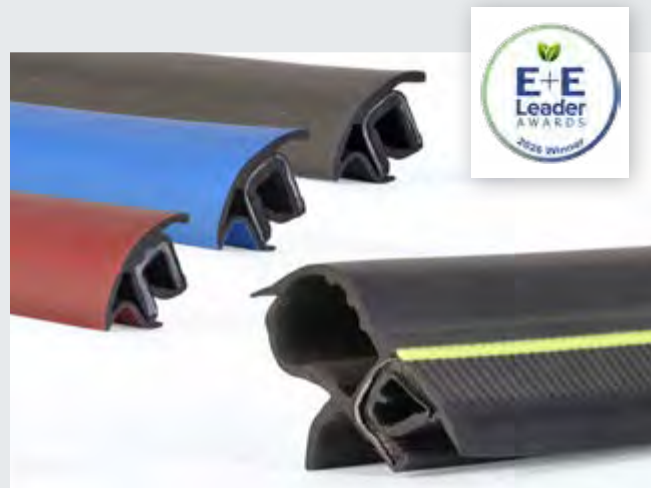
Image © Renault Group - Direction Design

Renault Emblème Project Collaboration

Cooper Standard partnered with Renault Group on the Renault Emblème project, an eco-conscious family demo vehicle designed to reduce lifecycle CO₂ emissions. Two Cooper Standard innovations were incorporated:

- FlexiCore™ thermoplastic body seal, a fully recyclable, 100% thermoplastic design that reduces production emissions and allows for a lighter vehicle architecture; and
- FlushSeal™ sealing system, an aerodynamic, lightweight, easy-to-install solution that improves styling and efficiency.

Sustainability Innovation Spotlight



FlexiCore™ thermoplastic body sealing is the automotive industry's first sustainable thermoplastic body seal for light vehicles. The design replaces traditional metal carriers with lightweight plastics, reducing part weight by up to 44% without compromising performance. Fully thermoplastic and recyclable, FlexiCore™ expands our sustainable product portfolio and supports customers' goals for lower carbon, lighter vehicle architectures, enabling them to achieve 100% circularity.



The **Coolant Flow Hub** consolidates connectors, tubing and subcomponents into a single, compact, lightweight unit, reducing overall coolant weight and simplifying customer assembly. As hybrid and battery electric vehicle platforms require more complex thermal management systems, this integrated hub helps improve system performance and efficiency while minimizing component count.



dEcoFlex thermoplastic trims offer a customizable, lightweight and scratch-resistant alternative to traditional decorative materials. Engineered for battery electric, hybrid and internal combustion engine (ICE) vehicles, this solution supports customers' sustainability goals through improved durability and the ability to use more sustainable material options on glass run and outer waist trims.



An *Automotive News* 2025 PACE Pilot Award winner, the **eCoFlow™ switch pump** combines an electric water pump and electrically driven valve into one integrated coolant control module. Scalable across all powertrains, it provides fluid flow switching, splitting and regulation to meet the complex glycol thermal demands of hybrid and fully electric vehicles. Benefits include efficiency improvements, part consolidation, wiring harness reduction and minimized packaging space.



Our 3D-molded, custom-fit **charge air cooler ducts** and hoses deliver reliable performance under high temperatures and vibration. Using digital analysis tools, we size and configure CAC components before physical prototyping, speeding development and reducing waste. Lightweight, sustainable material alternatives help decrease system mass, improve thermal insulation and enhance assembly efficiency.



Cooper Standard's **LoPerm® 7500 multi-layer tubing** is designed for exceptional permeation performance and long-term material stability, featuring near zero oligomer washout to reduce the risk of leaching over time. With strong temperature resistance and tailored barrier options, LoPerm 7500 supports comprehensive fuel-line systems, including those using biodiesel, and expands an already industry leading portfolio of automotive fuel system solutions.

CUSTOMER TRUST & SATISFACTION

Guided by our Core Value, *Commitment to Excellence*, and long-term value creation, we strive to exceed customer expectations through innovative and sustainable products, reliable service, and open and ongoing communication. Strong partnerships with our customers enable us to anticipate emerging needs, incorporate their feedback and enhance the quality and performance of our products and processes.

In 2025, we strengthened customer engagement through surveys, collaboration sessions, industry events and customer scorecards, ensuring customer input directly informs our product development and service strategies. We delivered 50+ customer engagement events and deepened our voice of the customer captured through 45 focused customer meetings that generated 350 documented feedback points on product quality, technology trends and improvement opportunities. These insights reinforce customer trust and support a shared focus on continuous improvement.

Our customer-centric commercial approach is tailored across our sealing and fluid handling divisions, aligning with each product type's operational needs. Performance is reviewed monthly through Senior Operations Team (SOT) meetings to ensure alignment across all organizational levels.

We also host customer collaboration events, such as innovation road shows, throughout the year to showcase our latest technologies, deepen understanding of customer expectations and highlight our products' sustainability performance. These engagements support transparent communication and help us develop resilient, customer-focused solutions.

CUSTOMER SCORECARDS

Customer scorecards are a critical tool for understanding customer expectations and measuring our performance in areas such as quality, warranty, delivery, launch, service parts, commercial execution and responsiveness. Each scorecard reflects weighted criteria specific to individual customers, resulting in a cumulative performance rating.

In 2025, two major customers updated their scoring systems, and we promptly partnered with them to align to new expectations, mitigating any potential impact to year end results.

We strive to maintain 98% or higher green scorecards annually; green ratings correspond to scores of 85 or higher on a 100 point scale. In 2025, we exceeded this goal by achieving 99% green scorecards, up from 97.4% in 2024. These improved results were driven by a stronger emphasis on prevention, enhanced management of internal quality metrics and improved quality execution during new product launches.



Platinum Quality Award Team in Sremska Mitrovica, Serbia

After analyzing scorecard results, we adjust strategies to address customer feedback and strengthen performance. We review results holistically across our global footprint and discuss regional outcomes through SOT and product line leadership meetings. We use comparative plant rankings and feedback insights to drive improvements, celebrate success and advance our pursuit of excellence.

For customers without formal scorecards, we conduct regular interviews, leadership

meetings and technical reviews to stay aligned with expectations and identify opportunities to deepen relationships.

We also recognize outstanding performance across our plants through an internal quality awards program. In 2025, we expanded our regional quality recognition program to include all of our global facilities. In recognition of their outstanding quality performance, 26 of our facilities received platinum recognition.

In 2025, many of our manufacturing locations received customer recognition for their exceptional performance and customer support. Most notably, our Spartanburg, South Carolina location received the [2024 Ford Supplier of the Year Award](#) for their swift and effective response to Hurricane Helene. This recognition is a testament to the resilience and dedication of the Cooper Standard team, and the effectiveness of the Company's crisis response protocols.

Scorecard Highlights

26 plants

Platinum 100

North America 8, South America 1, Asia Pacific 8, Europe 9

16 plants

Gold 90-99

North America 5, South America 3, Asia Pacific 2, Europe 6

2 plants

Silver 80-89

North America 1, Asia Pacific 1

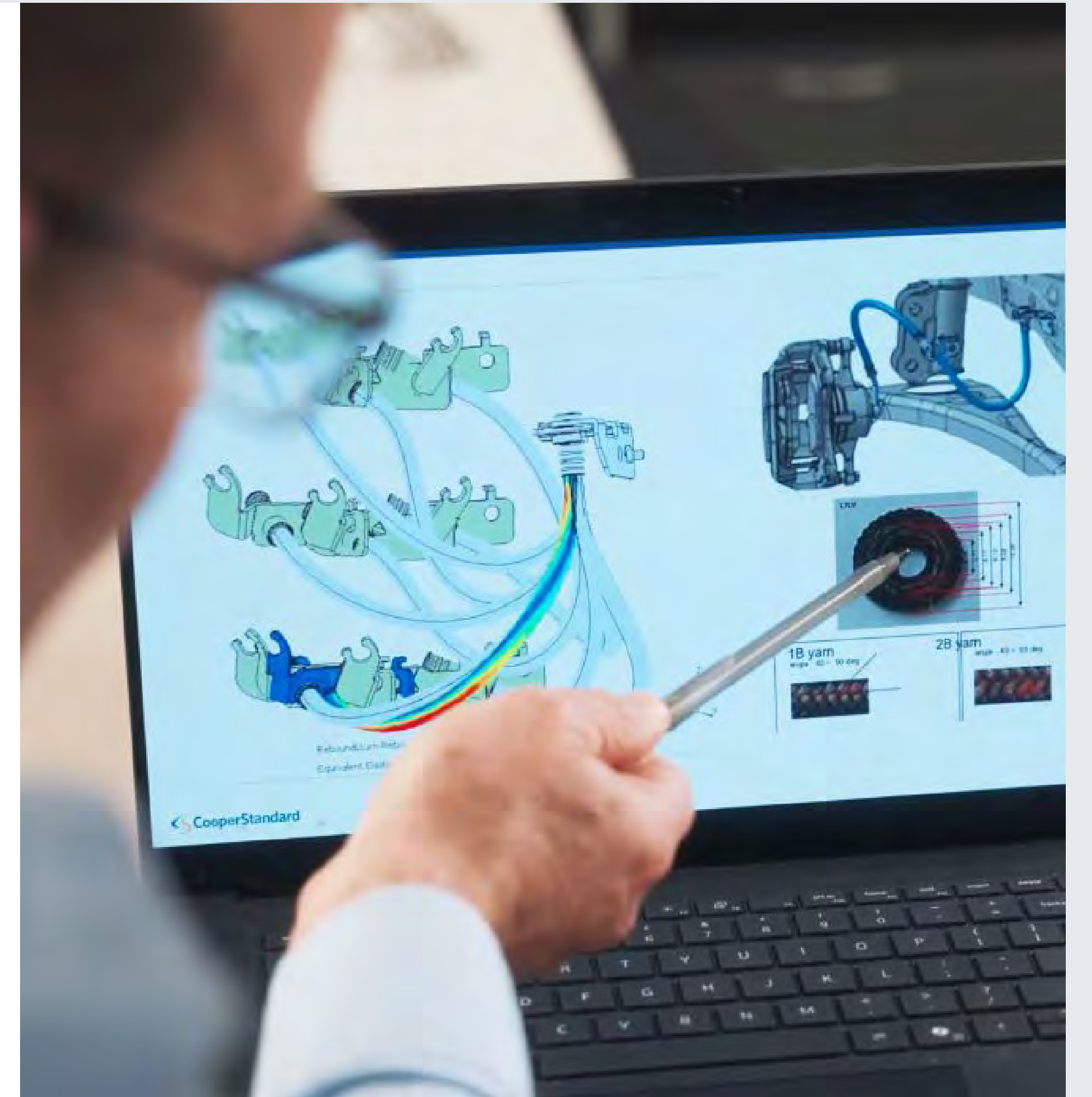
Enabling Customer Satisfaction Across the Design Cycle

A core component of our customer strategy is engaging early in the design cycle to deliver value at every stage of a product's lifecycle. As a full-service supplier, we integrate design, materials science, advanced analytics, digital validation and global manufacturing to support customers from concept through production, and beyond.

This integrated approach ensures customers receive seamless support, exceptional performance and solutions tailored to their evolving needs.

Our five-stage engagement approach includes:

- **Define customer needs** by working closely with them to clarify objectives, review options and understand current and future requirements;
- **Design and development**, where we apply materials science and advanced analysis tools to develop optimized solutions collaboratively;
- **Virtual validation**, which uses advanced digital simulations to reduce physical testing needs, accelerate development and broaden test scenarios;
- **World-class production**, which leverages our global footprint across more than 20 countries to produce solutions near customer facilities and meet regional market demands; and
- **Ongoing service support**, which includes maintaining engagement post launch to identify improvements and support long-term success.



CUSTOMER ENGAGEMENT EVENTS

We engage with customers throughout the year at key conferences and industry events to showcase innovations, gather insights and strengthen collaboration. Our teams participate in vehicle development forums, materials science conferences and technical exchanges that help us apply emerging technologies across our product portfolio.

In 2025, we engaged external stakeholders through events such as the:

Doors and Closures in Car Body Engineering (Europe):

which connected us with industry leaders on advancements in automotive door and closure technologies;

Society of Plastics Engineers (SPE) Innovation Awards:

celebrating material science innovation and excellence in plastics engineering;

Automotive News PACE Awards:

where we participated in the Premier Automotive Suppliers' Contribution to Excellence program alongside Product Engineering, Program Management and Sales teams;

GlassBuild America Expo:

allowing us to meet with leaders across the window and door sector to discuss product trends and solutions;

AHR Expo: where we engage the HVACR community to discuss innovations, trends and standards;

Fenestration and Glazing Industry Alliance:

providing access to technical insights and networking with industry partners through our membership;

Automotive Circle Sustainability in Product & Production Engineering Conference:

where we contributed to industry discussions on sustainable design and manufacturing in Bad Nauheim, Germany; and

Vehicle Seal Strip Industry Development Forum & Exhibition:

where we shared insights into sealing system advancements.

Nissan Supplier Appreciation Event

Cooper Standard was recognized as a Sustainability Partner at the 2025 Nissan Supplier Appreciation Event. We received an Award Certificate during the ceremony at the Nashville Music Hall of Fame on September 25, 2025.

SAE Thermal Management Systems Symposium Panel Discussion

Dr. Brian Cardwell, Senior Director of Advanced Fluid Handling, was an invited panelist at the 2025 Thermal Management Systems Symposium and Energy & Propulsion Conference & Exhibition on October 14, 2025. During the xEV System Integration and Thermal Management session, he shared insights on thermal system integration and its impact on hybrid and battery electric vehicle performance and efficiency.



China | Vehicle Strip Forum



United States | Automotive News PACE Awards



United States | GlassBuild America Expo



Germany | Sustainability in Product & Production Engineering Conference

Innovating Responsibly

Our people-centric approach to innovation includes building the capabilities of our team members and enhancing the performance of our products. We institutionalize learning and employee mindset and behaviors to drive continuous innovation. We also strive to enhance product design, materials and manufacturing processes to reduce environmental impacts and deliver high performing solutions for customers. Our innovation teams use structured processes – i³ (product innovation), P² (process innovation), M² (material management) – along with our 4P Sealing Product Strategy, 4C Fluid Handling Product Strategy (connect, convey, communicate and control) and Product Lifecycle Management system to drive responsible and transparent innovation across our global portfolio.

Our research and developments efforts span both our Automotive and Industrial & Specialty Group (ISG) businesses. ISG leverages our materials science heritage to develop custom blended compounds for non-automotive applications. To further coordinate sustainable innovation, we launched the Sealing Sustainability Council in 2024.

INTEGRATING DIGITAL TOOLS & ADVANCED ANALYSIS

Digitalization is transforming our innovation pipeline's speed and efficiency. Through our stage-gate process, we rapidly identify commercially viable ideas. Our Virtual Validation and Engineering teams use CAE, simulation analysis and digital testing to reduce physical testing cycles, improve design quality and accelerate time to market.

Customers increasingly recognize the value of our design by analysis and virtual validation capabilities, which improve performance, quality and sustainability. We often collaborate directly with customer innovation teams to apply these tools to future vehicle programs.

Our M² material management process ensures quality and compliance when introducing new compounds and supports regulatory adherence. Digital Industry 4.0 tools, including lot-based traceability and automation, strengthen this process. Through [Liveline Technologies Inc.](#), our A.I.-based advanced process control system provides real-time feedback for extrusion lines, reducing scrap, raw material use and energy consumption. Our partnerships with universities and A.I. companies help us refine our algorithms and be at the forefront of digital manufacturing.

A.I. enabled Manufacturing Goals

We use A.I. to enable advanced process control across our manufacturing plants including:

Liveline Technologies, monitors extrusion lines and adjusts parameters in real time to improve product quality, reduce scrap, raw material usage and energy consumption;

Formulink, analyzes compound recipes and physical properties to optimize materials' performance and cost while reducing reliance on less sustainable compounds; and

Knowledge-Based Engineering, consolidates drawings, data and standards to increase design consistency and reduce complexity, lowering standard components in our bills of materials by over 50%.

Innovation Learning Center

In 2025, we launched the Innovation Learning Center as part of Cooper Standard University to strengthen the people side of innovation. The platform provides employees with access to targeted learning modules, best practice libraries, case studies and hands-on tools that build innovation capabilities across all functions.

The platform also reinforces our belief that innovation is driven by both advanced technologies and our people. By equipping team members globally with the mindset, skills and behaviors needed to imagine, collaborate and problem solve, we are institutionalizing innovation as a core capability and creating long-term value for the customers and communities we serve.



FOCUSED STRATEGIES FOR AN INNOVATIVE FUTURE

We apply our structured innovation processes and product line strategies (4P for sealing, 4C for fluid handling) to overcome sustainability challenges and accelerate responsible product development. In 2025, we introduced three new division-level innovations, with additional developments underway.

Our i³ (Imagine, Initiate, Innovate) program is a strong source of new ideas. For example:

- In 2025, we received 33 submissions, and by year end had 33 projects in development;
- Each quarter, we evaluate approximately three qualified ideas and have advanced six fluid handling and seven sealing innovations; and
- Our innovation pipeline includes eCoFlow™ switch pump, FlexiCore™ thermoplastic body seal, Fortrex™ materials platform, FlushSeal™ system, Hidden Outer Waist Belt, dEcoFlex trims, MagAlloy® coating, Gen III Posi-Lock® connectors, Easy-Lock® SAE connectors, Ergo-Lock® VDA connectors, Eco-Snap® connectors, HTLD brake hose and PlastiCool® multilayer tubes.

We increase sustainable product offerings through advanced materials, lightweighting and increased use of post-consumer and post-industrial recycled content to reduce environmental impacts. Our 4P Sealing Product Strategy focuses on product, process, programming and partnership, supporting lightweighting, appearance differentiation, sustainability and performance across all powertrain types. Our 4C Fluid Handling Strategy drives system level optimization and superior performance for ICE, hybrid and battery electric applications. Our vertically integrated global manufacturing footprint provides consistent quality and responsiveness.

33
innovation projects
in various stages of completion

61%
linked to improved
sustainability
outcomes

21
patents granted

9
major products
introduced to market

Digitalization Solutions

We leverage digital tools that improve plant performance, forecasting accuracy and visibility into shifting business conditions, such as:

CS Factory: We are growing our modular manufacturing digitalization platform to deliver real-time production visibility, faster issue resolution, improved labor and material management, and tighter SAP ERP integration across our global plants. This includes automation of data captured from manufacturing equipment, mobile access for users, and an A.I. assistant to accelerate issue resolution based on historical data.

A.I.: We leverage A.I. technology to drive value, integration and transformation. We have built strong momentum with A.I. technology, driving innovation to empower business growth and change. We have kept robust A.I. security and governance while embedding A.I. into core workflows for seamless process optimization. Our approach is to capture high-value use cases across all functions, deliver successful pilots and flagship applications to accelerate decisions and execution, deliver reliable results every time and raise the bar for excellence.

Inventory Analytics: We have incorporated a new dashboard to analyze, predict and optimize stock levels across a supply chain. This tool combines historical data, real-time operational data and projection models to strengthen inventory management, despite fluctuating customer volumes.

Product Quality & Safety

We protect our reputation as a trusted supplier by delivering consistent, world-class quality. As new risks emerge, we anticipate and mitigate challenges, share best practices and embed lessons learned across design and manufacturing. Our goal is to eliminate product safety failures, report progress transparently and hold ourselves accountable to our Core Value of *Commitment to Excellence*.

Cooper Standard leadership coordinates cross-functional responses to internal and external product quality and safety issues to ensure compliance with NHTSA and NCAP requirements and to drive consistent, timely action across the Company.

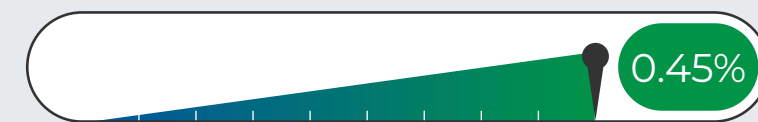


Measuring ESG Performance

Year-over-Year

✓ Achieved

Maintain percentage of potential safety-critical issues below 2%



Maintain quality incidents per billion below 35



PRODUCT QUALITY

We operate quality assurance principles that focus on exceeding customer expectations and continuous improvement of products, processes and people. Our [Quality Policy](#) emphasizes:

- Results that exceed expectations for products, processes, designs and services;
- Ongoing education and training to strengthen capability;
- Strategic supply partnerships aligned to our quality standards;
- Defect prevention – stopping defects from escaping to the next phase;
- Compliance with statutory and regulatory requirements; and
- Innovation and quality management system discipline to achieve quality goals.

Our Global Quality Council oversees three product quality charters that standardize actions across regions and plants. These charters focus on lessons learned read across, process capability / monitoring, and traceability.

In addition, a quarterly, cross-functional review evaluates systemic root causes and validates corrective actions. The Problem Resolution System tracks incidents from initiation to closure and integrates warranty returns for end-to-end traceability and speed.

Regional supplier development teams monitor monthly supplier scorecards for quality, delivery, packaging, personal safety and sustainability metrics. See the [Supply Chain Management](#) section for additional responsible sourcing details.

PRODUCT SAFETY

We reduce the cost and risk of safety incidents by proactively preventing them and by responding decisively in the rare event they occur in the use phase. Our Product Safety Process integrates regulatory and customer standards into design, manufacturing, quality assurance and supplied parts. For example:

- The Global Product Safety Committee (GPSC) – comprised of regional Product Safety Leads plus representatives from Global Engineering, Manufacturing, Finance and Legal – meets every quarter to review performance and progress; and
- Product quality and safety are treated as material topics within the Global Sustainability Council (GSC), which reviews progress quarterly.

We strive to maintain potential safety critical issues to 35 incidents per billion or less. In 2025, we achieved this goal with five incidents per billion. We also have a goal of maintaining 2% or fewer quality issues classified as potential safety critical issues; we met this goal at 0.45% in 2025, compared to 0.81% in 2024.

Our Cooper Launch System requires Product Safety Line Certification (PSLC) before production starts. A multidisciplinary team conducts on-the-floor reviews of production/testing conditions against customer requirements and internal standards. Each new product receives a safety assessment and a technical design review that incorporates lessons learned, benchmarking and warranty data to proactively identify potential design/process failures. GPSC reviews PSLC audit results every other month to validate compliance and share best practices.

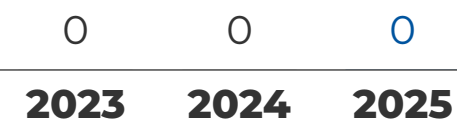
All salaried manufacturing and engineering employees complete the Product Safety Learning & Awareness module. The Cooper Standard Quality curriculum is embedded in BTO onboarding for manufacturing, with subject matter experts coaching new employees on standard processes and procedures.

Our engineers are trained to identify Potential Product Safety Issues (PPSI), or any issue that could impact customer specifications or regulatory requirements, performance or user safety. PPSIs may stem from purchased material defects, formula changes, flawed specifications, processing issues or equipment failures. A standardized failure identification tool supports consistent detection, prioritization and resolution, strengthening quality control and accelerating issue closure.

Our Performance

Cooper Standard had two product safety incidents and three potential incidents contained internally in 2025.

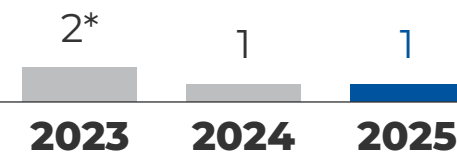
Fines Associated with False Marketing/Advertising



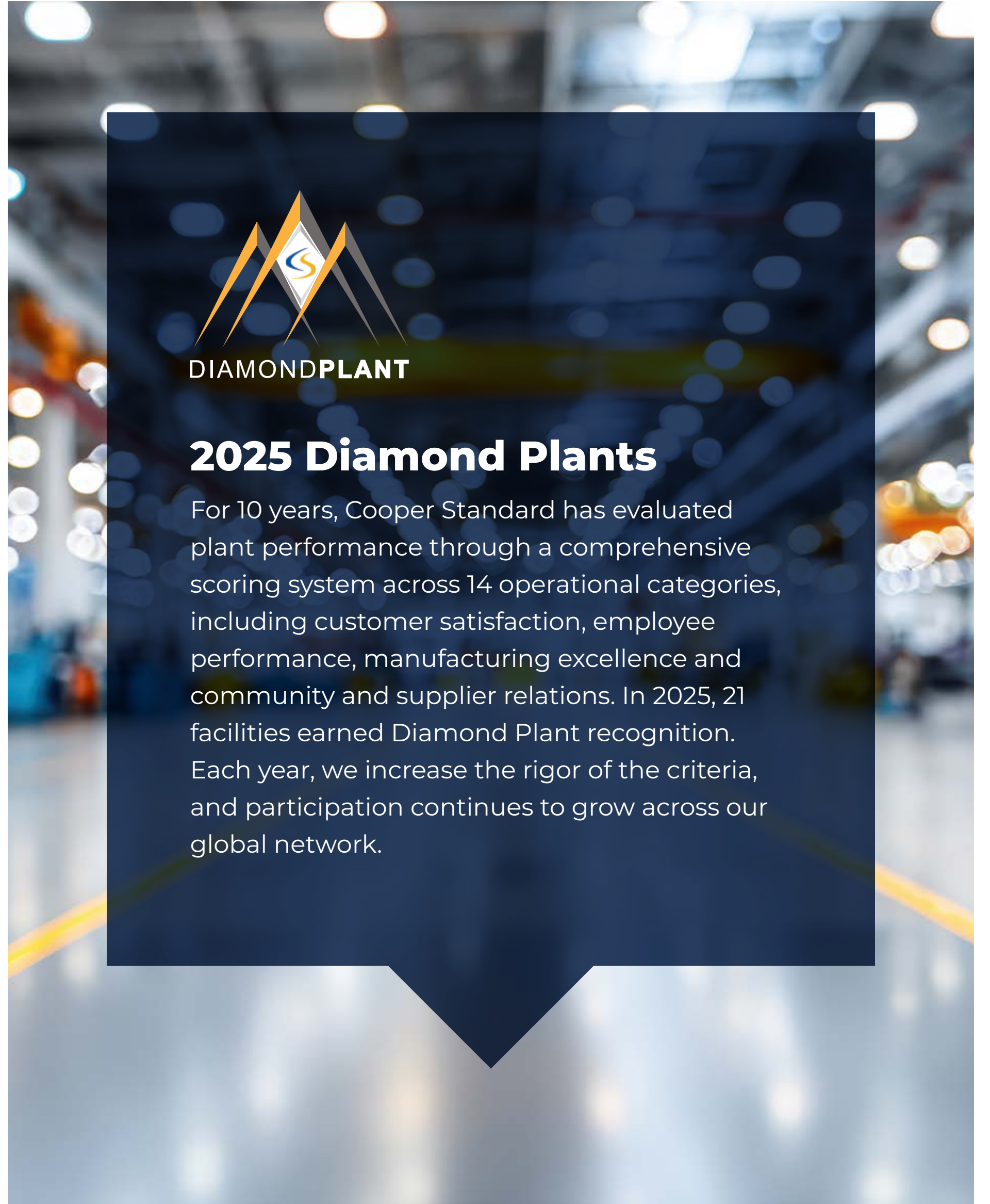
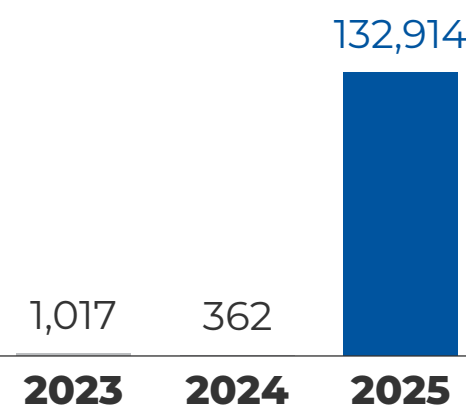
Non-conformance Violations with labeling/marketing regulation



Recalls Issued
*voluntary recalls



Units Recalled



DIAMONDPLANT

2025 Diamond Plants

For 10 years, Cooper Standard has evaluated plant performance through a comprehensive scoring system across 14 operational categories, including customer satisfaction, employee performance, manufacturing excellence and community and supplier relations. In 2025, 21 facilities earned Diamond Plant recognition. Each year, we increase the rigor of the criteria, and participation continues to grow across our global network.

Supply Chain Management

Cooper Standard is committed to supply chain excellence and delivering value through responsible, collaborative partnerships. We rely on trusted relationships with suppliers and open communication to identify issues early and maintain continuity, quality and integrity across our global supply base.

RESPONSIBLE SOURCING

We expect all suppliers to uphold standards that align with our Core Values, human rights commitments and ethical business practices. New suppliers receive our [Supplier Code of Conduct](#) and [General Terms and Conditions of Purchase](#).

The Supplier Code of Conduct aligns with customer expectations, international standards and evolving regulations. It covers the following topics:

- Anti-corruption and anti-bribery;
- Responsible minerals sourcing;
- Human rights (forced labor, child labor, nondiscrimination, freedom of association);
- Wages, hours and working conditions;
- Data security and privacy;
- Health, safety and environment; and
- Chemical compliance.

Suppliers and employees must address any concerns related to human rights or ethical conduct promptly. Any potential human rights violation is immediately escalated to the Global Leadership Team, including the Chief Human Resources Officer.

Our General Terms and Conditions of Purchase further require compliance with all applicable laws in both origin and destination markets. This includes regulations on labeling, transportation, workplace protections, environmental requirements, subcontractor oversight and data protection.

Our green procurement guidelines reinforce sustainable sourcing and greater use of lower carbon materials, reducing social and environmental impacts associated with our supply chain.

We also publicly reported on steps taken to comply with Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act, reinforcing our commitment to due diligence and transparency.

SUPPLIER ASSESSMENTS

We evaluate supplier performance using the Cooper Standard Supplier Performance Rating System, which tracks metrics such as quality, delivery, packaging, safety and sustainability. Suppliers designated as Grow Suppliers also complete our Sustainability Assessment Questionnaire (SAQ), accessed through the NQC Supplier Assurance platform. The SAQ reflects evolving due diligence legislation and industry best practices and covers policies and practices related to:

- Human rights and labor conditions;
- Wages, benefits and working hours;
- Freedom of association and anti-harassment;
- Environmental and chemical management; and
- Governance and ethical business conduct.

We achieved a 90% response rate on the SAQ from our direct materials Grow Suppliers in 2025, marking a 1% point increase from 2024. We are working

with our implementation partner on identifying opportunities to increase our response rate and aim to reach a 100% response rate from our Grow Suppliers by 2027.

Besides response rates, we track questionnaire performance by our Grow Suppliers. We aim to achieve our long term target of 65% of our Grow Suppliers achieving a Green score of more than 80% on their SAQs by 2027. In 2025, 59% of our suppliers achieved a score above 50%, which reflects both progress and opportunities for improvement.

The SAQs increase transparency with our suppliers and internal teams and inform our decision making in relation to our supplier relationships. SAQ scores are tailored to each supplier's business model. Low performing suppliers may lose Grow status through case-by-case reviews.

Where suppliers fall below our human rights standards, we partner with them to implement time bound corrective action plans. If suppliers cannot meet expectations, we will reevaluate their Grow status. Additional details about our human rights screening and due diligence processes are included in the [Ethical Business Conduct](#) section.

Measuring ESG Performance

Year-over-Year

→ On Track

Achieve 65% of suppliers with a sustainability SAQ score above 80%



SAQ & Grow Supplier Highlights

90%
SAQ response rate

59%
Grow Suppliers achieved 50%+

100%
assessed against ESG criteria

SUPPLIER MAPPING & AUDITS

To strengthen transparency and responsible sourcing across our global value chain, we piloted a third-party supply chain mapping software in 2025. This tool helps visualize supplier environmental, social and human rights performance, enabling more granular insights into risk across all supply chain tiers. Beginning in 2026, we plan to expand the platform scope and conduct a supplier location and risk-associated mapping exercise. This will support continuous monitoring, enhance detection of product and material risks, and improved identification of potential forced labor and human rights concerns.

Adhering to our Supplier Code of Conduct and performance expectations, we conduct a mix of onsite and remote audits each year. All new suppliers must complete an onsite audit, while all Grow Suppliers must update their Supplier Profile and self-assessment workbook within our supplier portal. Suppliers falling below established performance thresholds may be required to undergo further onsite auditing and have their Grow status reevaluated. By the end of 2025, 86% of direct material Grow Suppliers had updated their profiles and self-assessments.

We also conduct targeted audits to verify compliance with regulatory and sustainability requirements across our global footprint. These include:

- Site sustainability audits, including an onsite Responsible Business Alliance (RBA) audit completed at our Stratford location;
- Regulatory compliance audits, covering state and local jurisdiction requirements and environmental chemical handling practices; and
- Four Company-led compliance audits in 2025, one in each region supporting consistent standards across facilities.

RESPONSIBLE MINERALS

We uphold ethical and socially responsible business practices and recognize our responsibility to protect human rights across our value chain. We are committed to ensuring that materials used in our products are not linked to armed conflict, human rights abuses or environmental harm.

As a Responsible Minerals Initiative (RMI) member, we participate in industry leading efforts to strengthen responsible sourcing. Through this membership, we contribute financially to global mine and smelter audits, access due diligence tools and action plans and use smelter analysis resources to inform our own supplier assessments. We also distribute updated Reasonable Country of Origin Inquiry (RCOI) materials to suppliers handling



higher content minerals. Our goal is to conform to supply chains, not exclusion of materials that can be responsibly and transparently sourced.

We assess suppliers' sourcing of tin, tantalum, tungsten and gold (3TG) and verify the conformity of smelters, while also recognizing that non-regulated minerals can pose similar risks. We encourage suppliers to improve their due diligence

programs and expect adherence to international human rights standards, including those reflected in our Supplier Code of Conduct and Policy on Global Human Rights. Any concerns identified are escalated to the Conflict Minerals Oversight Committee, which is led by our Senior Vice President, Chief Legal Officer and Secretary.



Membership Associations and Engagement

We uphold strong external stakeholder engagement through our membership and active engagement in industry and membership organizations. Our broad external engagement keeps us aware of strategies and trends, while offering us a forum to lead within our industry. We engage with the following organizations to improve our awareness and resources for global supply chain risks and concerns via:

- Membership in the RMI;
- The [Automotive Industry Action Group](#) (AIAG); and
- As a World Resources Institute (WRI) attendee to the U.S. meeting.

Our third-party communication system helps streamline the exchange of Conflict Minerals Reporting Templates and customer requests. This improves transparency and increases response rates. We also leverage our Chemical Compliance Management System and International Material Data System (IMDS) to conduct reasonable country-of-origin queries. In 2025, we surveyed 27 in-scope suppliers and received responses from all of them.

Within our supply chain, we identified 342 in-operation smelters. A smelter analysis tool, accessible through our RMI membership, indicated that approximately 65% of the smelters are recognized to be compliant or conflict free. Any updated reports post year end will be reflected in our annual Specialized Disclosure Report, available in our SEC filings.

Through our Conflict Minerals Oversight Committee, we discuss material sourcing considerations, including responsible minerals, alongside broader product sustainability strategies. Participation in automotive sustainability forums, including dialogues with VDA through Automotive Circle, helps align our approach with industry expectations.

REDUCING SUBSTANCES OF CONCERN

We prioritize full compliance with evolving global chemical regulations and proactively manage Substances of Concern (SOCs) across our products and supply chain. Our Product Development team monitors regulatory activity using a third-party subscription service that provides daily updates for all regions in which we operate. This enables us to assess potential impacts promptly and adapt our processes to maintain compliance and protect our employees, customers and end users.

Our centralized chemical compliance database houses all SOC-related communications and tracks each issue from initiation through closure. When an alert identifies a newly regulated or emerging SOC, we trace the substance through our Bills of Materials – from supplier to affected customer – and initiate

any required engineering changes. We also publish and maintain product safety data sheets in accordance with local laws across Asia, Europe and the Americas.

As part of automotive industry requirements, all suppliers must submit Material Data Sheets (MDS) into the IMDS, declaring 100% of the substances used in their products. Each Cooper Standard plant has at least two trained representatives who review supplier MDS submissions and upload our own MDS declarations to customers. IMDS enables us to identify where SOCs may be present and take proactive steps to address substance restrictions or upcoming bans before they impact production or compliance. We have more than 300 employees with access, and we recently invested in an IMDS module that allows us to identify parts containing substances of concern.

LEADING WITH INTEGRITY

Strong governance and high ethical standards provide the framework for how we operate and conduct business responsibly. Governance systems – anchored in transparent oversight, independent leadership, robust controls and a culture of accountability – foster a positive work environment and strengthen our ability to identify and mitigate risk. This includes rigorous oversight of ethical business conduct, human rights, supply chain integrity, business continuity, data privacy and cybersecurity. Upholding responsible business practices enables Cooper Standard to navigate challenges, adapt to evolving expectations and lead with integrity across our global value chain.

In This Section

[Governance](#)

[Ethical Business Conduct](#)

[Business Continuity](#)

[Data Privacy & Cybersecurity](#)

Important Links

[Code of Conduct](#)

[Supplier Code of Conduct](#)

[Cooper Standard IntegrityLine](#)

[Automotive Industry Action Group](#)

[General Terms & Conditions of Purchase](#)

[Global Human Rights Policy](#)

[Responsible Minerals Policy](#)

[Global Modern Slavery & Human Trafficking Transparency](#)



Governance

Our Board of Directors (Board) abides by our [Corporate Governance Guidelines](#), which outline director responsibilities, independence standards, membership criteria, committee structures and the role of the Lead Director. The Nominating and Corporate Governance Committee reviews these guidelines annually and recommends updates to the Board when appropriate. Together with our Certificate of Incorporation, Bylaws and committee charters, these documents form the foundation of our governance framework and are publicly available on our website.

BOARD LEADERSHIP & STRUCTURE

Our Board is composed of highly engaged members with the skills and experience needed to guide the Company's long-term success. All but one director qualifies as independent, according to our Corporate Governance Guidelines, New York Stock Exchange (NYSE) listing standards and applicable SEC rules.

The Board's current leadership structure combines the roles of Chairman and Chief Executive Officer (CEO), supported by an independent Lead Director. This is a structure permitted by our Corporate Governance Guidelines and reviewed periodically to ensure it continues to serve the best interests of stakeholders.

KEY GOVERNANCE PRINCIPLES

We maintain strong governance practices that reinforce Board independence and promote effective oversight. These include:

- Independent Lead Director;
- All but one of the directors are independent;
- Minimum stock ownership requirements for directors and executives;
- Board committees composed of independent directors;
- Annual Board evaluations;
- Board consists of members with varied backgrounds, key skills and experiences integral to the Company's success;
- Board meets regularly in executive sessions;
- Strong governance framework for the oversight of environmental, social and governance (ESG) matters;
- Claw back policy covering cash and equity; and
- Anti-hedging and anti-pledging policies.

MANAGEMENT COMMITTEES

A series of cross-functional management committees provide oversight for critical areas of our strategy and operations. These include the:

- Global Leadership Team;
- Carbon Neutrality Action Committee;
- Conflict Minerals Oversight Committee;
- Cooper Standard Foundation Board of Trustees;
- Enterprise Risk Management (ERM) Committee;
- Global Benefits Committee;
- Global Communications Council;
- Global Ethics and Compliance Committee;
- Global Product Safety Committee;
- Global Quality Council;
- Global Sustainability Council (GSC); and
- Sealing Sustainability Council.



9

Board Members

following the Annual Meeting of the Stockholders in May 2025

BOARD ROLES & RESPONSIBILITIES

Jeff Edwards — Chairman and CEO

Jeff Edwards serves as both Chairman of the Board and CEO. The Board believes this structure enhances strategic alignment and communication between management and directors, supported by robust independent oversight. The Board reviews this combined role periodically.


David Mastrocola — Lead Director

The Lead Director is elected by the independent directors upon recommendation from the Nominating and Corporate Governance Committee. He plays a critical role in ensuring strong independent oversight, with key responsibilities, including:

- Presiding over Board meetings when the Chair is not present, including executive sessions;
- Serving as liaison between the Chair and independent directors;
- Approving Board agendas, schedules and information flow;
- Assisting in the CEO's performance evaluation; and
- Being available for consultation with major stakeholders when requested.

BOARD MEMBERSHIP CRITERIA

Director candidates are evaluated based on requirements under the Securities Exchange Act, NYSE listing rules and criteria established by the Nominating and Corporate Governance Committee. Key considerations include:

- Automotive or manufacturing industry experience;
- Broad business and functional expertise;
- Educational and professional background;
- Diversity of experience and viewpoints;
- ESG knowledge and skills;
- Integrity, high ethical standards and alignment with Company Core Values; and
- Ability to commit sufficient time and consider stakeholder interests.

The Board evaluates candidates in the context of the Board as a whole to ensure a well-rounded group capable of driving Company success.

BOARD COMPOSITION & REFRESHMENT

We value the different perspectives our directors bring to the Company and are committed to ensuring our Board has the right variety of backgrounds, skills, experiences, education and tenure to guide our long-term success. In 2025, the number of Board members was reduced to nine after one member retired.

Director Highlights

8
independent
directors

150+ years
of combined
manufacturing
industry experience

75+ years
of combined
automotive
industry experience

9 directors
with Senior Executive
leadership experience

6 directors
with environmental
and social experience

Board Committee Structure

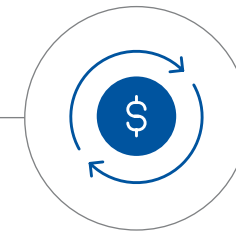
The Board maintains three standing committees, each composed entirely of independent directors and governed by written charters.

For more information on our management of sustainability issues, see the [Approach to Corporate Responsibility](#) section.



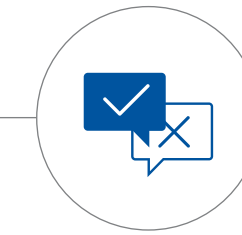
AUDIT COMMITTEE

- Select independent registered public accounting firm and regularly review and evaluate the firm's independence, qualifications and performance
- Oversee accounting and financial reporting processes and the annual audit and quarterly review of financial statements
- Oversee, review and evaluate the Company's internal audit function
- Oversee compliance with legal and regulatory requirements
- Review and oversee our system of internal controls regarding finance, accounting, cybersecurity and legal compliance
- Review and oversee our assessment and management of the Company's major litigation and any significant compliance, cybersecurity and financial risk exposures
- Oversee ESG disclosures, processes and controls



COMPENSATION COMMITTEE

- Review and approve corporate goals, objectives and other criteria relevant to the CEO's and the other executive officers' compensation
- Evaluate the performance of all executive officers and determine their compensation
- Establish overall compensation philosophy, review and approve executive compensation programs and assess related risks
- Review and approve any employment or severance arrangements with executive officers
- Review and approve equity-based compensation plans and awards made pursuant to such plans
- Oversee the Company's employee benefit plans, including the delegation of responsibility for such programs to the Company's Benefit Plan Committee
- Integrate select non-financial strategic goals and milestones into executive compensation plans



NOMINATING & CORPORATE GOVERNANCE COMMITTEE

- Identify and evaluate individuals qualified to become Board members consistent with criteria approved by the Board
- Select or recommend nominees to the Board to stand for election by the stockholders or to fill vacancies on the Board and Board committee memberships
- Develop and ensure compliance with corporate governance principles and practices applicable to the Company
- Review our legal compliance and ethics programs and policies
- Oversee the annual performance evaluation of the Board and its committees
- Ensure effective Company communication with investors and other stakeholders on ESG matters
- Ensure the Board has the skills, expertise and continued education necessary to oversee the successful execution of the Company's ESG priorities

Ethical Business Conduct

Cooper Standard is committed to transparent, ethical business conduct at every level of the Company. Our [Code of Conduct](#) (Code) guides all team members in recognizing and addressing ethical issues while upholding the highest standards of integrity and accountability. In 2025, we began enhancing the Code to improve accessibility, including embedded hyperlinks to related policies and added four new content areas. The updated version will be published in 2026.

Measuring ESG Performance

Year-over-Year

✔ Achieved

Increase the percentage of employees who never feel pressured to compromise Company values year-over-year



Ensure and validate that the percentage of employees who know where to find our Code of Conduct and policies increases year-over-year



➔ On Track

Increase the percentage of employees who believe that concerns about unethical behavior or misconduct will be fully investigated year-over-year



Increase the percentage of employees who feel comfortable reporting misconduct if they observe it year-over-year



Progress against these goals is assessed based on employee responses to the Company's Ethics & Compliance Culture Assessment, which is conducted on a biennial basis.

Electronic Business Communications Policy

In 2025, we introduced our Electronic Business Communications (EBC) Policy, which was created by a cross-functional team to address evolving compliance and security risks associated with the use of non-Company provided digital platforms for workplace communications. The policy outlines clear expectations for appropriate use and provides guidance on record retention and the management and control of substantive business communications. As business interactions increasingly occur across non-Company platforms and third-party messaging apps, the EBC policy ensures that important electronic business communications are clearly defined, secured, properly preserved and accessible for business purposes. Training on this new policy was developed internally using Cooper Standard case studies to provide practical, real-world scenarios.

To promote accessibility, the Code is available in all operating languages and is posted in every facility, on internal and external platforms, and through CS Connect, our global employee communications platform. All salaried team members must complete annual Code training and acknowledge that they have read, understand and will follow the Code; new hires receive this training during orientation. Throughout training, we emphasize that every decision and action must reflect our Company values and the principles outlined in our Code.

Violations of the Code may lead to disciplinary action, up to and including termination. This includes:

- Actions that violate the Code;
- Asking others to violate the Code;
- Failure to promptly raise known or suspected violations;
- Failure to cooperate with investigations; and
- Retaliating against someone who reports concerns or participates in an investigation in good faith.

We maintain a robust ethics and compliance program that is evaluated and improved through internal self-assessments and external third-party reviews. Ethics, compliance, enterprise risk management (ERM) and sustainability are built into all new employee onboarding to reinforce expectations from day one. In 2025, we updated several ethics related policies and certifications including insider trading, securities trading certification, record retention, conflicts of interest disclosure and delegation of authority. These updates strengthen clarity, reinforce controls and ensure alignment with our evolving risk environment. We communicated these updates through CS Connect, training modules and manager cascaded materials.

We also use CS Connect to reinforce ethics expectations and ensure consistent access to resources through the:

- Integrity Channel, where we share quarterly Code reminders and related communications; and the
- Global Policies Hub, where our Global Policies are available in all operating languages, expanding access beyond the salaried workforce and ensuring that these policies are available to all employees.

RISK ASSESSMENT & FRAUD PREVENTION

As part of our broader risk management system, we annually assess compliance, strategic, financial and operational risks, analyzing each for likelihood, impact and speed of onset. Our Internal Audit team conducts periodic fraud risk assessments across all countries in which we operate, identifying areas where employees may feel pressure to commit misconduct and improving fraud mitigation strategies.

The fraud risk assessment incorporates external indices, including the Corruption Perceptions Index and internal factors such as financial controls. The assessment evaluates potential fraud schemes by analyzing the likelihood and potential impact of each.

To reinforce accountability, our teams must complete a quarterly certification letter, disclosing whether fraud or financial improprieties have been brought to their

attention in the prior quarter. If issues are identified, managers must confirm that the matter has been disclosed to leadership and that they are not aware of any unresolved fraud that could materially impact financial statements. Questionnaire results help determine audit priorities, and audit procedures may include interviews with local management to investigate concerns.

BUSINESS ETHICS & INTEGRITY GOALS

To strengthen our Business Ethics and Integrity program, we have goals focused on fostering an environment where:

- The percentage of employees who never feel pressured to compromise our values increases year-over-year;
- The percentage of employees who believe their ethics-related concerns will be fully investigated increases year-over-year;
- The percentage of employees who feel comfortable reporting misconduct if they observe it increases year-over-year; and
- The percentage of employees who know where to find our Code and policies increases year-over-year.

Progress on these goals is measured based on the results of our biennial Ethics and Compliance Culture Assessment. The next assessment will be conducted in the second half of 2026.

SUPPLIER CODE OF CONDUCT

Our [Supplier Code of Conduct](#) delineates expectations for our business partners regarding ethical conduct, compliance with laws and alignment with international sustainability standards. We regularly review and update it to maintain alignment with the [Automotive Industry Action Group \(AIAG\) Guiding Principles on Sustainability](#), which address business ethics, working conditions, human rights, health and safety, environmental protection and supply chain due diligence. For more information, see our [Responsible Sourcing](#) section.

ETHICAL CULTURE SURVEY

Our Ethics and Compliance Culture Assessment is a tool for understanding how employees view Cooper Standard's ethical culture and for evaluating the effectiveness of our Ethics and Compliance program. Conducted every two years among our global salaried workforce, the survey is anonymous and voluntary. Since it runs biennially, no assessment occurred in 2025; the next will take place in 2026.

We use off cycle years to act on insights from previous surveys and strengthen awareness of our policies and reporting processes. In 2024, survey respondents sought greater clarity on the reporting process and our Non-Retaliation Policy as well as how investigations proceed once concerns are reported. In 2025, we responded with targeted communications on CS Connect to help employees understand reporting steps and gain confidence in our investigation protocols.

Automotive Industry Action Group

We participate in the AIAG to stay informed about industry trends and evolving requirements. A Cooper Standard team member serves on the AIAG Forced Labor/Human Rights Work Group, a cross-functional group of supply chain, sustainability and customs and trade subject matter experts focused on addressing human rights compliance challenges in the global mobility supply chain. AIAG brings together OEMs, suppliers, service providers, government entities and academia to collaborate on strategies that reduce supply chain complexity and cost while maintaining strong ethical and regulatory standards.





INTEGRITY LINE

REPORTING CONCERNS

We encourage all stakeholders, including employees, suppliers and customers, to raise questions or concerns so issues can be addressed promptly. Ethical misconduct is strictly prohibited, and swift reporting enables us to take effective corrective action and safeguard our workforce and business.

The Global Ethics and Compliance Committee, composed of Company officers, reviews reporting data to identify trends, strengthen compliance communications and refine training. In 2025, we also provided managers with a global guide for handling reports to improve consistency in how concerns are received, escalated and reviewed across regions.

Employees can report concerns to any of the following resources, including:

- Supervisors;
- Human Resources representatives;
- The Legal department or Ethics and Compliance office;
- Members of the Global Ethics and Compliance Committee; and
- The Cooper Standard IntegrityLine, which supports anonymous reporting where allowed by law.

COOPER STANDARD INTEGRITYLINE

We offer the [Cooper Standard IntegrityLine](#), a toll-free, third party managed phone and web service that allows employees and other stakeholders to submit reports anonymously (where permitted by law). The Ethics and Compliance office reviews each report and assigns an investigator to evaluate the concern.

All substantiated cases require an approved remediation plan before closure. Matters involving integrity, accounting, finance, legal or regulatory issues are automatically escalated at intake under criteria established in our Ethics Reporting Response Policy. The Ethics and Compliance office provides quarterly updates to the Global Ethics and Compliance Committee on our ethics reporting statistics, including report volumes, issue types, intake method, anonymity rate, new report trends and outcomes of closed cases, and compares our reporting trends to peer benchmarks. The Audit Committee and the Nominating and Corporate Governance Committee are provided with ethics reporting statistic updates on a set schedule and as needed throughout the year.

In 2025, we received 148 reports from all reporting resources. All reports were assigned for investigation. Of those reports closed in 2025, 39% were substantiated, 45% were unsubstantiated, 3% had advice provided and 9% provided insufficient information to complete an investigation. We are committed to thoroughly reviewing all concerns and taking swift, appropriate action.

ETHICS & COMPLIANCE TRAINING

We train employees at all levels to strengthen awareness of our expectations and reinforce the importance of ethical conduct. All salaried employees must complete annual online compliance training, which covers the Code and our Global Policies and include topics such as workplace respect, data protection and privacy, conflicts of interest, human rights and compliance with antitrust, anti-corruption and insider trading laws. In 2025, 99.8% of salaried employees completed Code training and certification, with the remaining 0.2% in progress.

We supplement eLearning with live training sessions delivered by our Legal, Human Resources and Internal Audit teams, tailoring content to address local risks and changes in Company policies and law. Managers receive an annual Manager's Guide to Responding to Employee Questions and Concerns, along with an online training module to support their role as key ethics reporting resources. Ethics reporting tools are accessible through our corporate intranet, CS Connect, and our external website for ease of use.

Besides the annual Code training, we also provide training and communications on the following topics:

- Electronic Business Communications Policy;
- Anti-Harassment and Discrimination;
- Policy on Global Human Rights;
- Gifts and Entertainment Policy review and holiday reminder;
- Conflicts of Interest Policy review and Annual Disclosure;
- Communications on Ethical Culture Survey results;
- Communication to all employees on reporting resources and non-retaliation;
- Manager communication on how to create a culture of trust and transparency; and a
- Three-part Ethics Reporting Series on CS Connect covering reporting volume, anonymous versus named reports, substantiation rates, and report outcomes.

Our Core Value of *Integrity Always* is at the center of everything we do

We set clear expectations for conducting business honestly, ethically, and responsibly, while fostering a positive work environment through strong standards and practical guidance.

HUMAN RIGHTS

We are committed to upholding human rights across our operations and supply chain. Guided by our [Policy on Global Human Rights](#), we promote ethical, honest business conduct and ensure proper working conditions for all individuals contributing to our products. The policy aims to achieve the following:

- Help stakeholders recognize and address human rights issues;
- Require suppliers, contractors and other business partners to adhere to our standards and is reinforced throughout our supply chain by our Supplier Code of Conduct, [General Terms and Conditions of Purchase](#), and Sustainability Assessment Questionnaire (SAQ), which contains questions on Grow Supplier business practices relating to human rights and labor practices;
- Require that any concerns related to human rights are escalated immediately to the Company using one of our ethics reporting resources;
- Align with internationally recognized principles encompassed by the Universal Declaration of Human Rights, including those contained in the International Bill of Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work;

- Outline expectations regarding child labor, forced labor, human trafficking, modern slavery, diversity and inclusion, freedom of association, collective bargaining, safe working conditions, and fair wages and benefits; and
- Require compliance from all directors, officers, employees, contractors and other personnel working for or on behalf of Cooper Standard.

We expect our suppliers and business partners to uphold the same standards we have set for ourselves. Our Policy on Global Human Rights and Supplier Code of Conduct include provisions related to

ethical recruiting; indigenous and minority rights; land, forest and water rights; and the appropriate use of security forces. Responsibility for ensuring compliance lies with our directors, officers and employees, while enforcement is overseen by the Global Ethics and Compliance Committee, including the Chief Legal Officer and Chief Human Resources Officer. Our Board reviews the policy annually.

Human rights due diligence is integrated into our Code, training, and corporate culture. Every employee is responsible for understanding and adhering to these expectations. In 2025, all global salaried

employees completed a mandatory human rights training, which explored the steps we can take to identify, report and prevent human rights violations in our business and supply chains. Targeted training is provided when necessary or appropriate.

We are committed to transparency and continuous improvement in our approach to human rights. In 2025, we contracted a supply chain mapping software package to strengthen our screening of potential risks, with a pilot planned for 2026. Additional details are in our [Supply Chain Management](#) section.

Human Rights Management System

Aligned with the United Nations Guiding Principles on Business and Human Rights, our Human Rights Management System includes:

Human Rights Commitments

- Annual Board review of the Policy on Global Human Rights
- A [Responsible Minerals Policy](#) outlining expectations for conflict free mineral sourcing
- Alignment of the Human Rights Policy and Supplier Code of Conduct with international standards and customer expectations
- Supplier expectations communicated through our Supplier Code of Conduct, Supplier Profile criteria, and General Terms and Conditions
- Company wide policy communication via corporate training and the Code

Human Rights Risk Assessment

- Formation of a cross-functional Human Rights Corporate Responsibility Working Group
- Top salient human rights risks are identified and rated based on impact and likelihood, with risk owners assigned to develop mitigation plans
- Ongoing monitoring and annual updates to our Human Rights Risk Register
- Transparency shared through internal channels, the ERM process and our [Global Modern Slavery and Human Trafficking Transparency Statement](#)

Management of Salient Human Rights Issues

- Ongoing training on our Code and Policy on Global Human Rights
- Supplier Code of Conduct requirements for suppliers to adopt and uphold standards within their own value chains
- Annual updates to our Human Rights Risk Register
- Publicizing open-door and non-retaliation policies to employees, suppliers and stakeholders
- Active participation in the AIAG Forced Labor and Human Rights Working Group to ensure responsible sourcing and ethical practices across the automotive industry

Business Continuity

Cooper Standard maintains a strong focus on business continuity to prepare for challenges that could disrupt operations or impact our ability to serve customers. We evaluate risks related to climate change, supply chain disruptions, health and safety, cybersecurity and manufacturing continuity. While each risk has unique characteristics, our approach uses cross-functional planning to maintain a consistent strategy across all risk types. Through careful planning, forecasting and proactive management, we enhance resilience and reinforce the trust of our customers, investors and workforce.



Business continuity risks and protections are incorporated into our annual ERM assessment. We also have a global contingency planning procedure for plants, including analysis of health and safety considerations during emergency events. Additional details on health and safety risk management are in the [Health and Safety](#) section.

Our manufacturing contingency planning includes strategic process duplication to support continuity in the event of power outages or other disruptions. We track on time delivery as a key continuity metric and prioritize product supply continuity to maintain customer relationships. In 2025, we identified a potential risk related to approval timelines for emergency funding. In response, we are developing contingency pathways for emergency expense approvals.

Climate-related risks are evaluated through our climate risk assessment, which identifies short, medium and long-term risks and highlights natural disasters with higher probability at specific sites.

For supply chain continuity, we rely on supplier diversification to manage constraints at individual locations. A weekly cross-functional supply risk review, organized by material type, enables rapid response to emerging issues and helps prevent customer interruptions. In 2025, we managed new risks related to tariff

changes through this process. Additional information is provided in our [Supply Chain Management](#) section.

Cybersecurity risks are overseen by our Senior Vice President, Chief Information Technology & A.I. Officer, and our cloud-based technology strategy supports continuity and resilience. More information is available in our [Data Privacy and Cybersecurity](#) section.

BUSINESS CONTINUITY & DISASTER RESPONSE PLAN

In 2025, we began developing a formal Business Continuity Team (BCT) Program with support from a third-party consultancy. We established a BCT Committee, which is comprised of 15 cross-functional leaders, to guide planning and alignment across functions. Plant leaders will adapt the global framework into site-specific contingency plans.

As part of this process, we conducted a business impact analysis for each business function, engaging subject matter experts to document key processes, systems, data and responsibilities. The analysis produced a prioritized inventory of critical business processes, grouped into three tiers. For each critical process, we are developing contingency strategies for likely disruption scenarios.

TABLETOP EXERCISES

To test our capabilities and refine our response strategy, we conducted two tabletop exercises in 2025 with a third-party consultant. Using two real life business continuity incidents, a flood event and a ransomware event, we evaluated how effectively our response plans mitigated risk. The exercises identified key insights that informed improvements to our continuity planning.

A key insight from the tabletop exercises was the need to clarify and assign responsibilities for incident response and BCT activities at the plant level. To strengthen accountability and consistency, we plan to establish local contacts at each plant to formally integrate with the Business Continuity Team in 2026. This extended team will play an essential role in communicating and executing our continuity practices with customers and employees.

Data Privacy & Cybersecurity

Safeguarding digital assets is a critical organizational priority as we increasingly rely on data and digital transactions to support efficient operations. This effort is an essential element of our global risk mitigation strategy and a core driver of world-class performance.

We work proactively to prevent disruptions by identifying and addressing threats such as cyber attacks, data breaches and system outages. Our Cybersecurity and IT Compliance organization works to ensure the confidentiality, integrity and availability of our systems, data and digital infrastructure. As technology evolves, we invest in modern capabilities, tools and training to stay ahead of emerging threats, meet compliance requirements and support the needs of our global stakeholders. Our approach to data privacy, cybersecurity and digitalization enables us to secure remote and hybrid work environments while reducing the environmental impacts of traditional operations.



Measuring ESG Performance

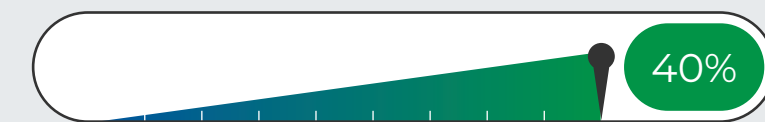
Year-over-Year

✔ Achieved

Decrease percentage of phishing tests failed to less than 3%



Increase hours saved by 20% annually improving efficiency by using Robotic Process Automation



cybersecurity

→ On Track

Increase percentage of phishing emails reported annually to 25%



APPROACH TO CYBERSECURITY & ENSURING DATA PROTECTION

We strengthen our cybersecurity posture through proactive risk management, aligned standards and coordinated oversight. Key focus areas include system resilience, governance and ongoing education. Examples of our efforts include:

Cybersecurity Controls and Risk Management

- Maintain and evolve controls to protect enterprise systems, networks and critical information
- Conduct regular stress tests and exercises to reinforce incident response and recovery readiness
- Align cybersecurity practices to ISO/IEC 27001:2022 and incorporate findings from independent third-party risk assessments and executive cyber advisors
- Use continuous reporting and oversight to uphold data security standards

Digitalization and IT Integration

- Advance our global digitalization strategy through a cloud-first approach, strengthening resilience and supporting unified architecture
- Integrate Cybersecurity and IT Compliance programs to enable continuous monitoring and ongoing improvement of the IT control environment

Governance and Oversight

- Cyber risk oversight is led by the Senior Vice President, Chief Information Technology and A.I. Officer, with regular updates provided to the Audit Committee
- Biweekly meetings between cybersecurity leadership and the Senior Vice President, Chief Information and A.I. Officer to discuss active threats and review strategic initiatives
- Cybersecurity team members hold industry-recognized certifications (ISC² CISSP, ISACA CISM, EC-Council CEH)
- The Internal Audit Team conducts independent assessments of cybersecurity control design and operational effectiveness
- Architecture Review Board ensures IT initiatives align with digital strategy; the Project Management Office embeds cybersecurity requirements early in each project
- Cybersecurity, data privacy and digitalization are material topics within GSC and ERM Committee discussions

Training and Awareness

- Continued partnership with Human Resources to expand Company-wide training, including cyber training delivered during onboarding and annual cybersecurity training
- Monthly awareness campaigns and quarterly targeted, role specific instruction

- Phish testing is conducted monthly, with real-time feedback provided to help employees better identify malicious emails and provide positive feedback for reporting them
- Ongoing engagement in cross-functional leadership meetings to promote cybersecurity education throughout the Company

Risk Assessment and Benchmarking

- Annual enterprise-wide risk assessment aligned with ISO/IEC 27001:2022 informs the Cybersecurity roadmap and prioritizes remediation of high risk gaps
- Benchmark cybersecurity investments against peers using Gartner IT Key Metric Data

Targets and Performance

- Cybersecurity goals include a phish testing failure rate of no more than 3% and reporting rates of 25% or higher by 2027
- In 2025, we reduced the failure rate to below 3% for the first time and continued increasing reporting rates
- Digitalization goals include increasing annual robotic process automation (RPA) hours saved by 20% each year

SAFEGUARDING PERSONAL DATA & INTELLECTUAL PROPERTY

We are committed to protecting the privacy and security of personal information and intellectual property belonging to our employees, customers, suppliers and other stakeholders. Our leadership has defined clear objectives for information security that guide our work across all global operations. This includes:

- Establishing governance, such as proper oversight for the Cybersecurity Program;
- Securing operations and protecting data through a secure digital operating environment (apps, networks, systems, etc.) designed to protect critical data and prevent business disruption;
- Being prepared to respond and recover by developing and practicing incident response, business continuity and disaster recovery processes to minimize the impact of a major incident; and
- Ensuring compliance and effectiveness by meeting all compliance requirements and developing program metrics to ensure effectiveness.

0 customer-reportable or material breaches

20k Internet threats blocked daily

600k Internet threats blocked each month



To achieve these objectives, we prioritize core security controls, including robust access management, diligent cyber hygiene practices (such as backups, patching, malware protection and vulnerability management) and comprehensive employee awareness training. These foundational controls protect Cooper Standard and stakeholder data. With these practices in place, we have not detected nor received any complaints related to breaches of customer privacy or loss of customer data.

The cybersecurity landscape evolves rapidly, and we are committed to staying closely connected to trusted partners, threat intelligence sources and law enforcement agencies. We continue to stay in close contact with the FBI and maintain our membership in the FBI Domestic Security Alliance Council, which provides a secure channel for timely intelligence sharing between private sector organizations and federal agencies. This program enables direct communication with the FBI and Department of Homeland Security regarding emerging threats.

We also have visibility into external risks with services that monitor activity on the Dark Web and other public Internet sources where Cooper Standard could be referenced by threat actors. In 2025, we continued to maintain key partnerships with major vendors who have significant expertise in cybersecurity, which strengthens our ability to anticipate and respond to evolving cyber threats. Going forward, we plan to maintain our membership in sector organizations and federal agencies and will work to maintain public and private sector alliances.

THIRD-PARTY CYBERSECURITY

Our reliance on Software as a Service and cloud technologies has expanded the importance of third-party cyber risk management. Since launching our program in 2019, we have assessed over 600 vendors to ensure adequate protection of Company and stakeholder data.

In 2025, we fully completed the program’s transition to a managed service focused on real-time third-party cyber risk, replacing point in time questionnaires with continuous external threat monitoring. The service evaluates likelihood of incidents, cyber hygiene practices and risk indicator patterns to proactively flag threats. When issues are identified, the managed service contacts vendors directly to help them remediate gaps. Each partner receives a letter grade rating (A–F), improving visibility into the security health of our supplier ecosystem.

This approach protects Cooper Standard and strengthens security across the broader automotive supply chain by helping our partners enhance their own cybersecurity posture.

ASSURANCE, EVALUATION & TESTING

To maintain the integrity of our cybersecurity and IT controls, we conduct several testing procedures each year. Many of the controls associated with our Cybersecurity program undergo an annual audit by our Internal Audit team and an independent third party, ensuring our compliance with Sarbanes-Oxley.

Our Internal Audit team also conducts an annual review of cybersecurity controls, policies and processes. In addition, we perform semi-annual penetration testing to assess the effectiveness of our technical defenses against emerging threats. While traditionally these tests focused on our external connections, we now include annual internal penetration testing as well.

EU NIS2 Certification

Our Czech Republic plants progressed toward EU NIS2 compliance in 2025 by completing registration and preparing for site-level gap analyses scheduled for 2026. Since these facilities already operate under ISO/IEC 27001:2022 and TISAX requirements, we anticipate strong alignment with NIS2. Achieving certification will position our Czech Republic locations to comply with the globally recognized standard of cybersecurity protection.

44 facilities
TISAX certified globally

2025 HIGHLIGHTS



Protect

Strengthened technical controls. We continued to harden our digital environment through robust access-control practices, consistent cyber-hygiene measures (including backups, patching, malware protection and vulnerability management) and reinforced safeguards across applications, networks and systems.

Expanded cloud-first protection. As we continue our cloud-first strategy, we enhanced security across cloud applications and infrastructure services to support safe digital operations in a hybrid and remote work environment.

Integrated IT compliance and cybersecurity. Our merged Cybersecurity and IT Compliance programs allowed for continuous monitoring and improvement of our IT control environment, ensuring the entire system is protected as we expand our digital capabilities.

Protection beyond the network. Through our mobile-first security model and secure web gateway, employees working remotely (including in cafés, travel locations and home offices) benefited from the same protection as those on the corporate network.

No breaches reported. With these protections in place, we did not detect or receive any complaints related to customer privacy breaches or loss of customer data in 2025.



Detect

Messaging threat defense at scale. While email continues to be a significant threat, other messaging technologies are also being exploited. Our filters continue to monitor email but have been extended to our instant messaging (IM) platform. This enables us to detect malicious messages, links and attachments across technologies. Auto-removal of confirmed threats from user mailboxes (including forwarded copies) and IM accounts continues to keep our environment safe.

Deep visibility. Our upgraded logging and monitoring stack captured ~10 billion logs per month in 2025, extending beyond endpoints to cover multiple infrastructure layers for faster anomaly detection.

Monitoring all day, every day. We maintained 24x7x365 monitoring with a dedicated team to enable rapid detection of malicious activity. This enabled us to investigate every threat in less than 21 minutes.

New anomaly detection. We deployed threat detection software to monitor IDs, pattern behavior and outliers across platforms. When unusual behavior is detected, the ID and connections are reset immediately.

Secure work from anywhere. A mobile-first, secure web gateway blocked ~600,000 threats per month and ~221 million potentially harmful activities monthly, protecting users on-network and remote.



Respond

Tabletop-driven improvements. Building on prior tabletop exercises, we applied lessons learned to tighten response procedures and capture business continuity linkages for ransomware-type scenarios.

Program hardening. We updated incident response procedures and communication playbooks based on insights from prior tabletop scenarios, then practiced the revised steps to validate recovery speed and role clarity.

Cross-functional IRT and BCT. Our global, cross-functional Incident Response Team (IRT) and Business Continuity Team (BCT) are active and ready, with defined escalation paths across Human Resources, Communications, Legal, Internal Audit, IT and all other business functions to accelerate containment and remediation.



Comply

Standards-anchored posture. Our program operates on ISO/IEC 27001:2022 fundamentals, ensuring controls are executed and monitored across the enterprise.

Automotive assurance. Responding to customer requests, we pursued TISAX certification at additional facilities (achieved 16 in 2025; total now 44 certified), demonstrating strong information security practices for automotive partners.

Global privacy and security obligations. We maintained alignment with the Health Insurance Portability and Accountability Act of 1996, the General Data Protection Regulation and other applicable laws across the data lifecycle (collection through disposal) for employees, customers and suppliers.

Skilled team. We sustained CISSP/CISM (and other) certifications across the Cybersecurity organization to keep pace with evolving threats and compliance trends.

ROBOTIC PROCESS AUTOMATION

Our robotic process automatic (RPA) initiative automates high-volume, repetitive business processes, improving productivity, and accelerating measurable return on investment. This automation is used across Purchasing, Finance, Global Business Services, Supply Chain, Commercial, Human Resources and IT teams in North America, Europe, South America and Asia.

We set a goal to increase RPA driven hours saved by 20% annually. In 2025, we exceeded the goal and achieved 40%, prompting us to raise our 2026 target to 25%. To date, RPA has automated 66,945 hours of manual work, with additional opportunities identified using our Campfire sales forecasting tools and BI platforms. In 2026, we will expand RPA functionality to include A.I. capability for a higher benefit and more impactful results.

DIGITALIZATION & CLOUD FIRST STRATEGY

Our digitalization strategy focuses on modernizing operations through big data analytics, automation, A.I. and cloud technologies. Our connected enterprise uses global cloud-based platforms for Enterprise Resource Planning, Human Resources, Purchasing, Financial Planning, Reporting, Incident Management, Chemical Compliance and Manufacturing.

A centralized integration hub standardizes practices across regions and enhances data sharing.

We require all critical cloud applications and services to provide independent security assurances (e.g., ISEA 3402, SOC 2). Our third-party cybersecurity program ensures vendors meet these standards. We maintain the same rigorous scrutiny for cloud-based resources as for on-premises systems.

To support business continuity, each facility has redundant network connections. In 2025, we completed a transition to a new carrier while minimizing downtime risks.

USING A.I. RESPONSIBLY

A.I. is accelerating digital transformation across Cooper Standard by improving efficiency, cost control, innovation and speed to market. To lead this work, Soma Venkat, Ph.D., was appointed Senior Vice President, Chief Information Technology and A.I. Officer, continuing his leadership of IT while advancing enterprise-wide A.I. strategy.

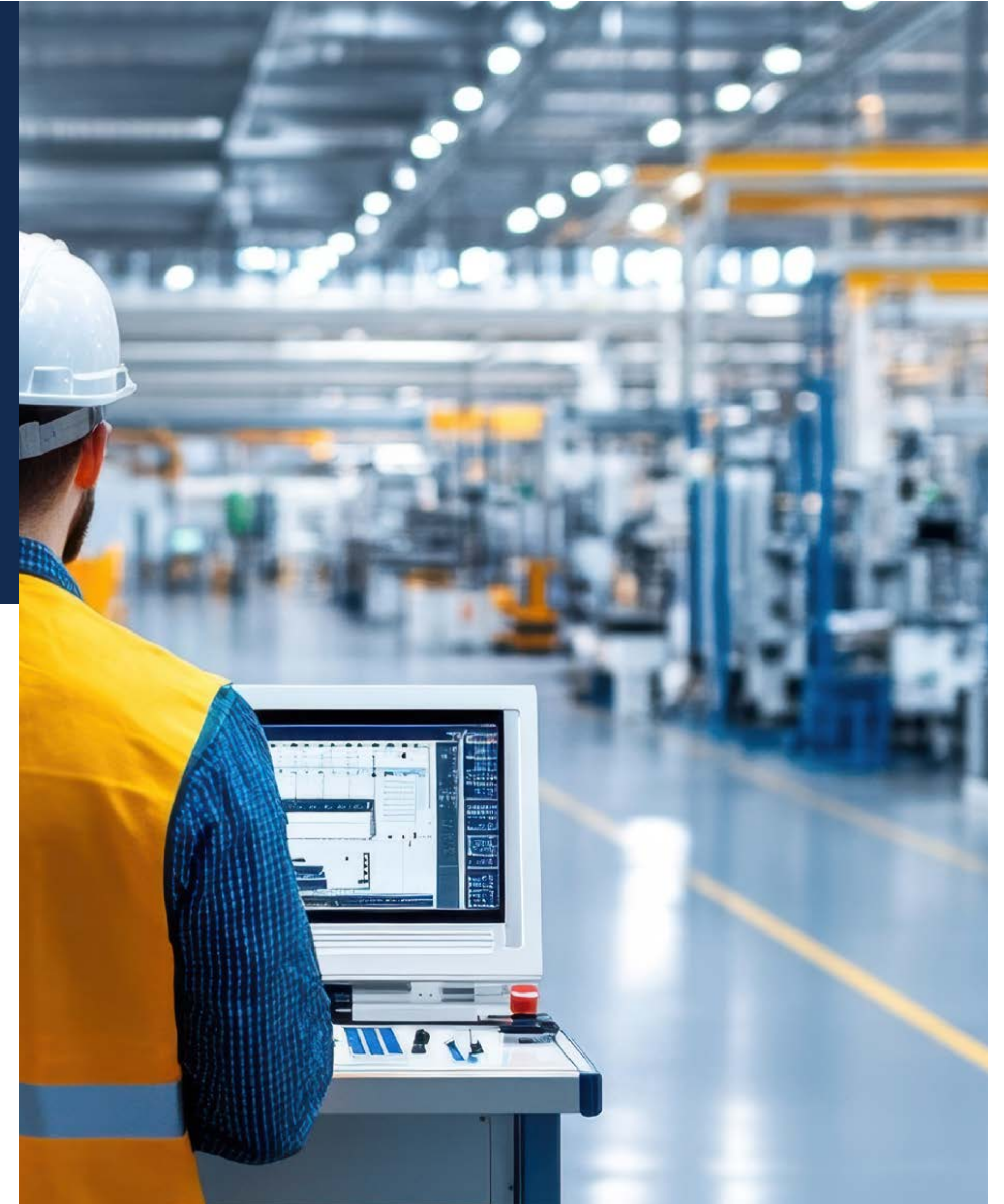
In 2025, we released a Generative A.I. Policy, aligning A.I. use with our goals of world-class execution, profitable growth and corporate responsibility. Key provisions include:

- Prohibiting external Generative A.I. (GenA.I.) applications without approval;
- Requiring employees to use internal GenA.I. tools only; and
- Establishing functional “A.I. champions” to guide responsible adoption.



66,945
hours of manual
work automated

In 2026, we plan to expand GenA.I. guidance across all functions and applications. As A.I. capabilities grow, we remain focused on protecting the confidentiality, integrity and availability of stakeholder data through continuous learning, strong governance and responsible innovation.





This report offers a clear view into who we are at Cooper Standard - our values, our performance and our commitment to responsible growth. It reflects our Purpose of **Creating Sustainable Solutions Together** and how our teams deliver excellence, act responsibly and create long-term value for our stakeholders. I am proud of the Cooper Standard team and the way we continue to strengthen the business together every day.

Jeffrey Edwards

Chairman and CEO
Cooper Standard

Reporting Index

This quick-reference index contains disclosures from the GRI Standards and SASB Auto Parts Sector Standard. Cooper Standard has reported the information cited in this content index with reference to the GRI Standards.

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THE ORGANIZATION AND ITS REPORTING PRACTICES			
GRI	2-1	Organizational details	Introduction: About Cooper Standard 4
			Introduction: Our Global Footprint 6
	2-2	Entities included in the organization's sustainability reporting	2025 10-K
	2-3	Reporting period, frequency and contact point	2025, Annual, May 14, 2025 About this Report 2
	2-4	Restatements of information	No restatements of information for 2024.
	2-5	External assurance	This report has not been externally assured.
Activities & Workers			
GRI	2-6	Activities, value chain and other business relationships	About Cooper Standard 4-7
			Product Stewardship 42-55
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			Human Rights 63
	2-7	Employees	Cultivating Winning Teams 34
	2-8	Workers who are not employees	Key Metrics: Total Number of Contingent Workers 79

Governance

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	2-10	Nomination and selection of the highest governance body	Governance 58
	2-11	Chair of the highest governance body	Governance 58
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	2-19	Remuneration policies	Proxy Statement
	2-20	Process to determine remuneration	Proxy Statement
	2-21	Annual total compensation ratio	Proxy Statement

Strategies, Policies & Practices

GRI	2-22	Statement on sustainable development strategy	Message from the CEO	3
	2-23	Policy commitments	Governance	56, 60-63
	2-24	Embedding policy commitments across the organization	Cooper Standard embeds its policy commitments through mandatory training, role-based procedures, and management oversight. Core policies, including Code of Conduct, Ethics and Compliance, and EH&S, are communicated through onboarding and periodic training and implemented through standard operating procedures relevant to employee roles. Adherence is reinforced through internal controls, monitoring, and reporting mechanisms, with established processes to address concerns and policy violations.	
	2-25	Processes to remediate negative impacts	2025 10-K	
	2-26	Mechanisms for seeking advice and raising concerns	Governance	62
	2-27	Total significant instances of non-compliance with laws and regulations during the reporting period	Cooper Standard tracks non-compliance with marketing and labeling regulations. In 2025, there were 0 instances of non-compliance.	
	2-28	Membership associations	Product Stewardship Supply Chain Management	55

Stakeholder Engagement

GRI	2-29	Stakeholder groups and approach to stakeholder engagement	Cooper Standard engages with internal and external stakeholders in our Double Materiality Assessment. Employee engagement includes training, communications, and voluntary surveys on our ethical conduct. Customer engagement includes customer scorecards, meetings, industry conferences and events. Supplier engagement occurs during onboarding, Supplier Assessment Questionnaires and focused engagements including audits and meetings. Other third-party engagements include membership in industry and ethical supply chain focused organizations. Our community involvement and engagement include volunteering and charitable donations. We engage with regulatory authorities, investors and other financial stakeholders through our annual corporate filings, compliance activities and shareholder engagement.	55
	2-30	Collective bargaining agreements	Cooper Standard does not disclose our collective bargaining agreements.	

Material Topics

Disclosure	Description	Location	Page #	
GRI	3-1	Process to determine material topics	Materiality Assessment	10
	3-2	List of material topics	Materiality Assessment	10
ELEVATING ENVIRONMENTAL STEWARDSHIP				
Climate Change, Energy, Emissions & Waste				
GRI	3-3	Management of material topics	Addressing Climate Change	
	302-4	Reduction of energy consumption	Addressing Climate Change	18-19, 22
	305-1	Direct (Scope 1) GHG emissions	Addressing Climate Change	21
	305-2	Energy Indirect (Scope 2) GHG emissions	Addressing Climate Change	21
	305-5	Reduction of GHG emissions	Addressing Climate Change	18-19, 21
	306-2	Management of significant waste-related impacts	Promoting Waste Circularity	25
GRI/ SASB	302-1, TR-AP-130a.1	Energy consumption within the organization	Addressing Climate Change	19, 22
SASB	TR-AP-130a.1	Percent grid electricity	Addressing Climate Change	
	TR-AP-130a.1	Percent Renewable	Addressing Climate Change	20, 22
	TR-AP-150a.1	Percent of generated waste that is hazardous	Promoting Waste Circularity	25

SASB	TR-AP-150a.1	Percent of waste recycled	Key Metrics	79
	TR-AP-150a.1	Total manufacturing waste generated	Promoting Waste Circularity	25
Goal Metric		Energy Consumption	Addressing Climate Change	19, 22
		Renewable Energy consumption	Addressing Climate Change	22
		Reduction in Scope 1 & 2 GHG emissions	Addressing Climate Change	21
		Percent of global waste diversion	Promoting Waste Circularity	25
KPI		Percent of facilities certified to ISO 14001	Addressing Climate Change	21
		Total electric power	Addressing Climate Change	22
		Percent of facilities reporting diversion rate >90%	Promoting Waste Circularity	25
WINNING IN THE WORKPLACE				
Workplace Health & Safety				
GRI	3-3	Management of material topics	Putting Safety First	
	403-2	Hazard identification, risk assessment, and incident investigation	Putting Safety First	27
	403-5	Worker training on occupational health and safety	Putting Safety First	29
Goal Metric		Safety Balanced Scorecard results	Putting Safety First	28-29
		Percent of facilities certified to ISO 45001	Putting Safety First	27, 31

KPI	Lost Time Incident Rate	Putting Safety First	31
	Total Recordable Incident Rate	Putting Safety First	31

Talent Strategy

	3-3	Management of material topics	Cultivating Winning Teams
GRI	401-1	New employee hires and employee turnover	Cultivating Winning Teams 34
	404-2	Programs for upgrading employee skills and transition assistance programs	Cultivating Winning Teams 37-38

Goal Metric	Internal Fill Rate	Cultivating Winning Teams	34, 37
	Total employee turnover	Cultivating Winning Teams	34
KPI	Employee voluntary turnover	Cultivating Winning Teams	34
	Total employee headcount	Cultivating Winning Teams	32, 34

Culture, Inclusion & Belonging

	3-3	Management of material topics	Cultivating Winning Teams
GRI	405-1	Diversity of governance bodies and employees	Cultivating Winning Teams 34-35
KPI	Workforce demographics	Cultivating Winning Teams	34-35

Community Involvement

	3-3	Management of material topics	Community Involvement
GRI	413-1	Operations with local community engagement, impact assessments, and development programs	Community Involvement 39-40

Goal Metric	Percent of employees participating	Data is not available at this time, but the Company will evaluate if we can disclose in the future.
	Total volunteer engagements	Data is not available at this time, but the Company will evaluate if we can disclose in the future.
KPI	Employee Volunteer Hours	Community Involvement 39

INNOVATING WITH PURPOSE

Innovation, Materials & Product Lifecycle

	3-3	Management of material topics	Product Stewardship 42
GRI	306-2	Management of significant waste-related impacts	Innovating Responsibly 50
	306-2	Management of significant waste-related impacts	Promoting Waste Circularity 25
SASB	TR-AP-440b.1	Percentage of products sold that are recyclable	Data is not available at this time, but the Company will evaluate if we can disclose in the future.
	TR-AP-440b.2	Percentage of input materials from recycled or remanufactured content	Data is not available at this time, but the Company will evaluate if we can disclose in the future.
Goal Metric	Percent of new innovations linked to improved sustainability outcomes in the production, use, or end-of-life phases	Product Stewardship	42
	Innovation patents	Innovating Responsibly	50
	Research & development spend as a percent of revenue	Innovating Responsibly	
KPI	Average Innovation Idea submission	Innovating Responsibly	50
	Major innovations introduced to market	Innovating Responsibly	50

Product Quality & Safety			
	3-3	Management of material topics	Product Quality and Safety
GRI	416-1	Assessment of the health and safety impacts of product and service categories	Product Quality and Safety 52
	TR-AP-250a.1	Number of recalls issued	Product Quality and Safety 52
SASB	TR-AP-250a.1	Total units recalled	Product Quality and Safety 52
	TR-AP-440a.1	Description of the management of risks associated with the use of critical materials	Product Quality and Safety 54
		Percentage of potential safety critical issues reaching customers	Product Quality and Safety 51-52
		Quality incidents per Billion	Product Quality and Safety 51
Goal Metric		Voluntary recalls	Product Quality and Safety
		Involuntary recalls	Product Quality and Safety 52
		Fines associated with false marketing/advertising	Product Quality and Safety 52
		Violations for non-conformance (with labeling or marketing regulation)	Product Quality and Safety 52

Customer Trust & Satisfaction			
GRI	3-3	Management of material topics	Product Stewardship
Goal Metric		Percentage of favorable customer scorecards	Product Stewardship 42, 46
Responsible Sourcing			
GRI	3-3	Management of material topics	Supply Chain Management
SASB	TR-AP-440a.1	Description of the management of risks associated with the use of critical materials	Supply Chain Management 53-55
		Percent of suppliers responding to reasonable country of origin inquiry (RCOI)	Cooper Standard discloses its Conflict Minerals Report annually. The Company will evaluate disclosing this KPI in the future.
KPI		Number of suppliers sourcing from mines covered by RCOI	Cooper Standard discloses its Conflict Minerals Report annually. The Company will evaluate disclosing this KPI in the future.
		Number of suppliers requiring outreach regarding RCOI	Cooper Standard discloses its Conflict Minerals Report annually. The Company will evaluate disclosing this KPI in the future.

LEADING WITH INTEGRITY

Business Ethics & Integrity

GRI	3-3	Management of material topics	Ethical Business Conduct	
	205-2	Communication and training about anti-corruption policies and procedures	Ethical Business Conduct	62
SASB	TR-AP-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	In 2025, there was \$0 monetary loss as a result of legal proceedings associated with anticompetitive behavior regulations.	
Goal Metric		Percent of employees who report knowing where to find the Code of Conduct and Cooper Standard policies	Ethical Business Conduct	60
		Percent of employees who report feeling comfortable speaking up	Ethical Business Conduct	60
		Percent of employees reporting pressure to compromise values	Ethical Business Conduct	60
		Satisfaction rate for Cooper Standard ethics reporting process	Data is not available at this time, but the Company will evaluate if we can disclose in the future.	

Business Continuity

GRI	3-3	Management of material topics	Business Continuity	
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Human Rights

GRI	3-3	Management of material topics	Ethical Business Conduct: Human Rights	63
Goal Metric		Percent of direct materials GROW suppliers responding to supplier scorecard	Supply Chain Management	53-54
		Percent of our direct materials GROW suppliers that have completed a self-assessment with respect to compliance with our Supplier Code of Conduct, which includes human rights topics	Supply Chain Management	53-54

Labor Relations

GRI	3-3	Management of material topics	Talent Management	
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Data Appendix

GHG Inventory: Supplemental Data and Calculation Methodology

Cooper Standard's GHG emissions inventory is prepared in accordance with the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard (Revised Edition), developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). This methodology provides a consistent framework for identifying, calculating and reporting emissions across our operations.

ORGANIZATIONAL BOUNDARY

Cooper Standard defines its organizational boundary using the operational control approach, consistent with the GHG Protocol. Under this approach, we account for emissions from facilities and operations where Cooper Standard has the authority to introduce and implement operating policies. This includes manufacturing plants, technical centers and office locations that are owned or leased by the Company.

The operational control approach reflects areas where Cooper Standard can directly influence decisions that impact energy use and emissions and aligns with our internal management and reporting structures.

Reporting Period: GHG emissions data are compiled on a calendar-year basis and cover the period from **January 1 to December 31** of the reporting year, unless otherwise noted.

SCOPE OF EMISSIONS

Scope 1 – Direct emissions

Scope 1 emissions include direct GHG emissions from sources owned or controlled by Cooper Standard. These emissions primarily arise from:

- On-site fuel combustion (e.g., natural gas);
- Fuel used in company-owned or controlled vehicles; and
- Process-related emissions where applicable.

Scope 2 – Indirect emissions

Scope 2 emissions include indirect GHG emissions from the generation of purchased electricity, steam, heating and cooling consumed by Cooper Standard's operations. Scope 2 emissions are reported using both:

- Location-based methodology and
- Market-based methodology, where contractual instruments such as renewable energy certificates or guarantees of origin are in place.

Scope 3 – Other indirect emissions

Scope 3 emissions occur across the value chain and are reported separately. Additional information on Scope 3 categories, methodologies and assumptions is provided in the Scope 3 section of this report.

CALCULATION METHODOLOGY AND DATA SOURCES

Scope 1 and Scope 2 emissions are calculated by applying appropriate emission factors to activity data, including fuel consumption and purchased energy. Emissions factors are sourced from recognized authorities, including:

- National and regional government agencies;
- International databases aligned with the GHG Protocol; and
- Utility- and country-specific emission factors where available.

GLOBAL WARMING POTENTIALS AND EMISSION FACTORS USED

In calculating our inventory, we used Global Warming Potentials (GWP) values based on AR6, the most recent data from the Intergovernmental Panel on Climate Change (IPCC). Additionally, the following table outlines the sources for emission factors used in our emissions calculations:

GHG	IPCC Assessment Report used	Primary emission factor source(s)
CO ₂	[AR4 / AR5 / AR6]	[e.g., national fuel factors; utility-specific electricity factors]
CH ₄	[AR4 / AR5 / AR6]	[Non-Fossil - All other sources of methane, including combusted fossil fuels.]
N ₂ O	[AR4 / AR5 / AR6]	[e.g., national fuel factors; utility-specific electricity factors]
HFCs	[AR4 / AR5 / AR6]	[refrigerant-specific factors, if applicable]

Emission factors presented in this table apply to the current reporting year (CY 2025) and are used for our calculation of emissions using market-based and location-based methods.

For our emissions using the market-based method, we used the best available emission factor, in accordance with Table 6.3 of the GHG Protocol Scope 2 Guidance, including the use of supplier and utility emission rates, where available.

Actual utility and fuel consumption data are used where available. In limited cases where complete data is not available, estimates are applied using reasonable and documented assumptions, consistent with prior-year methodologies and disclosure practices. Any estimation methods used are reviewed periodically to improve data quality over time.

Scope 1 and 2 Breakdown by Each GHG

	Unit	Scope 1	Scope 2 (location-based)	Scope 2 (market-based)
Energy related GHG Emissions				
Carbon dioxide (CO ₂)	metric tons CO ₂	59,333	188,746	195,497
Methane (CH ₄)	metric tons CH ₄	33	198	90
Nitrous oxide (N ₂ O)	metric tons N ₂ O	39	662	368
Refrigerants (leakages) related GHG Emissions				
Hydrofluorocarbons (HFCs)	metric tons CO ₂ e	1,671	N/A	N/A
Summary	metric tons CO₂e	61,076	189,606	195,955
Total Scope 1 and Scope 2 emissions	metric tons CO₂e	N/A	250,682	257,031

Calculation Notes:

- Gas-specific emissions are converted to CO₂e using applicable global warming potentials.
- HFCs relate primarily to refrigerant use where applicable.
- PFCs, SF₆, and NF₃ are not applicable to Cooper Standard's operations and are excluded.
- Scope 2 emissions are reported using both location-based and market-based methods.

Scope 3 Category

	2025
Category 1: Purchase Goods & Services	623,334
Category 2: Capital Goods	22,348
Category 3: Fuel-and-energy related Activities	63,477
Category 4: Upstream Transportation & Distribution	54,451
Category 5: Waste Generated in Operations	19,014
Category 6: Business Travel	1,865
Category 7: Employee Commuting	44,213
Category 8: Upstream Leased Assets	544
Category 9: Downstream Transportation & Distribution	89,711
Category 10: Processing of Sold Products	336
Category 12: End of life treatment of Sold Products	31,015
Category 15: Investments	15,956
Total Scope 3 emissions (reported categories)	966,266

Calculation Note: Scope 3 emissions are reported for selected categories based on relevance and data availability. Categories not listed are currently excluded from the inventory and may be evaluated for inclusion in future reporting periods.

Key Metrics

	2021	2022	2023	2024	2025	
OVERVIEW						
Economic Performance	Revenue (USD billions)	\$2.33	\$2.53	\$2.82	\$2.73	\$2.74
	Adjusted EBITDA %	(0.3%)	1.5%	5.9%	6.6%	7.6%
	Free Cash Flow (USD millions)	(\$212)	(\$107)	\$37	\$26	\$16
Total Sales by Region	North America	52%	58%	55%	58%	56%
	South America	3%	4%	4%	4%	4%
	Europe	24%	20%	24%	22%	22%
	Asia Pacific	21%	18%	17%	16%	15%
	Operations	# of Countries of Operation	21	21	21	20
	# of Facilities	129	129	128	124	108
Employees by Region <small>(% contingent)</small>	North America	47% (7%)	49% (8%)	51% (9%)	51% (8%)	47% (8%)
	South America	6% (0%)	7% (0%)	8% (0%)	8% (0%)	8% (0%)
	Europe	29% (1%)	27% (1%)	27% (2%)	27% (2%)	26% (2%)
	Asia Pacific	18% (4%)	17% (3%)	15% (3%)	14% (2%)	20% (8%)
Innovation	New Customer Programs Launched	155	122	120	101	89
	Annual Net New Business (USD millions)	\$186	\$246	\$175	\$181	\$298

ELEVATING ENVIRONMENTAL STEWARDSHIP						
Energy & Emissions	ISO Certification					
	% of Sites with ISO 14001 Certification	82%	87%	90%	90%	92%
	% of Sites with ISO 50001 Certification	10%	11%	10%	15%	15%

	2021	2022	2023	2024	2025	
ELEVATING ENVIRONMENTAL STEWARDSHIP						
Energy & Emissions	Energy					
	Total Energy Sold					0.05%
	% Grid Electricity	100%	100%	100%	100%	99%
	Natural Gas & Propane Gas (TWh)	0.32	0.34	0.39	0.32	0.32
	Steam & District Heating (TWh)	0.03	0.05	0.04	0.03	0.03
	Diesel & Gasoline (1000 Litres)	6	11	32	103	112
	Electric Power (TWh)	0.47	0.46	0.48	0.46	0.46
	Energy Intensity (MWh / \$1,000 revenue)	0.34	0.32	0.31	0.29	0.29
	% Renewable Energy	0	0	0	9.5%	10.7%
	% Reduction in Energy Consumption	(1.4%)	1.6%	(4.9%)	5.5%	(0.9%)
Emissions: see page 21						
Waste	Total Manufacturing Waste to Landfill (tonnes)	4,488	5,524	6,488	7,060	7,281
	% Hazardous Waste	4.9%	9.5%	15.4%	16.2%	15.8%
	% Waste Recycled	46.9%	52.8%	51.2%	45.8%	57.5%
	% of Plants Reporting >90% Diversion Rate	69%	69%	60%	60%	67%
	Total Waste Generated (tonnes)	65,672	45,610	56,621	62,972	66,712
	Total Waste to Landfill (tonnes)	4,488	5,524	6,488	7,060	7,281
	Total Hazardous Waste (tonnes)	3,229	4,320	8,694	10,172	10,546
	Total Waste Intensity (tonnes / \$1,000 revenue)	0.028	0.018	0.020	0.023	0.024

		2021	2022	2023	2024	2025
ELEVATING ENVIRONMENTAL STEWARDSHIP						
Water	Water Withdrawn from Public Inlet (1,000 cubic meters)	1,857	1,765	1,617	1,613	1,333
	Water Withdrawn from Surface Water (stream)	-	0	0	0	413
	Total Water Discharge	1,857	1,765	1,617	1,613	1,558
	Total Water Consumption	1,857	1,765	1,617	1,613	187
	Total Freshwater use Intensity (cubic meters/\$1,000 revenue)	0.797	0.699	0.573	0.577	0.631
	% of Water Usage in High or Extremely High Baseline Stress Area	29.5%	46.4%	46.9%	41.0%	39.3%
WINNING IN THE WORKPLACE						
Employee Retention	Total Number of Employees (includes Contingent Workers)	22,584	22,290	23,305	21,938	22,372
	Total Number of Contingent Workers	-	2,907	3,309	2,579	3,859
	Total Number of New Employee Hires (includes Contingent Workers)	8,312	11,758	11,311	7,929	9,306
	Total Number of New Contingent Workers Hired	-	4,498	5,166	3,416	5,528
	% Internal Fill Rate (director & above)	60.0%	80.8%	36.4%	85.1%	73.9%
	% Internal Fill Rate (manager & above)	50.4%	59.3%	59.5%	59.8%	61.5%
	% Internal Fill Rate (supervisor & above)	-	-	-	-	59.3%
	% Voluntary Employee Turnover	19.8%	19.2%	15.2%	13.1%	11.8%
% Total Employee Turnover	34.5%	35.8%	30.2%	26.2%	23.6%	
Talent Development	% Employees Receiving Performance Reviews	99.7%	99.9%	99.9%	100.0%	99.6%

		2021	2022	2023	2024	2025
WINNING IN THE WORKPLACE						
Diversity & Inclusion	% Women in the Enterprise (salaried & hourly)	37.5%	38.4%	39.5%	39.9%	40%
	% Women in Leadership (vice president & above)	22.2%	22.2%	23.7%	20.6%	23.3%
	% Women in Leadership (including directors)	16.7%	15.9%	17.1%	16.6%	15.7%
% U.S. Workforce by Ethnicity						
Workforce Demographics	White	82%	81%	81%	80%	79%
	Black	8%	8%	8%	8%	8%
	Hispanic	3%	4%	3%	3%	3%
	Asian	3%	3%	3%	3%	3%
	Other	3%	4%	5%	6%	6%
	% U.S. Workforce by Age					
Workforce Health & Safety	Under 30	19%	18%	18%	18%	17%
	30-50	41%	42%	41%	41%	41%
	Over 50	40%	41%	41%	41%	41%
	Not disclosed	0%	0%	0%	0%	0%
	Total Incident Rate (employees & contractors / workers)	0.40	0.33	0.32	0.30	0.24
Lost Time Incident Rate (employees & contractors / workers)	0.21	0.14	0.15	0.14	0.13	
Total Days Away, Restricted or Transferred (employee & contractors / workers)	1,318	1,221	1,180	1,252	805	
# of Fatalities	0	0	0	0	1	
# of Locations with 0 Incident Rate	23	25	24	22	31	
% of Facilities ISO 45001 Certified	37%	42%	42%	42%	61%	

		2021	2022	2023	2024	2025
WINNING IN THE WORKPLACE						
Community Involvement	Annual Contributions (USD millions) approximately half from employee engagement	\$0.6	\$0.4	\$0.6	\$0.4	\$0.4
	Total Employee Volunteer hours	-	7,059	6,830	7,097	8,768
INNOVATING WITH PURPOSE						
Product Innovation	# of New Patents Filed	8	21	18	14	20
	% Research, Development & Engineering Spend	3.9%	3.2%	3.0%	2.9%	3%
	Major Innovations Introduced to Market	7	12	6	11	9
Product Quality & Safety	# Recalls Issued	1	0	2	1	1
	# Units Recalled	572	0	1,017	362	132,914
	# Voluntary Recalls	0	0	2	0	0
	# Involuntary Recalls	1	0	0	1	1
	\$ Fines Associated with False Marketing / Advertising	0	0	0	0	0
	# Violations for Non-Conformance with Labeling or Marketing Regulation	0	0	0	0	0
Customer Satisfaction	% Positive Customer Scorecards	97.6%	98.2%	98.0%	97.4%	99.3%
	% New Suppliers Screened Using Social Criteria	-	0%	0%	0%	100%
Responsible Sourcing	Average Number of Social Issues per Audit	-	0	0	0	0
	% New Suppliers Screened Using Environmental Criteria	-	0%	0%	0%	100%
	Average Number of Environmental Issues per Audit	-	0	0	0	0

		2021	2022	2023	2024	2025
INNOVATING WITH PURPOSE						
Responsible Sourcing	% of procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally)	-	58%	63%	64%	92%
LEADING WITH INTEGRITY						
Board of Directors	Total Directors	11	10	10	10	9
	# Independent Directors	10	9	9	9	9
	% Independent Directors	91%	90%	90%	90%	90%
	% Directors by Age					
	Under 30	0%	0%	0%	0%	0%
	30-50	0%	0%	0%	0%	0%
Over 50	100%	100%	100%	100%	100%	
Business Ethics & Integrity	Employees completing Code of Conduct Training	99.0%	99.6%	98.6%	99.6%	99.8%
Data Privacy, Cybersecurity, A.I. & Digitization	# of substantiated complaints received concerning breaches of customer privacy	-	0	0	0	0
	# of substantiated complaints received concerning breaches of customer privacy from outside parties	-	0	0	0	0
	# of substantiated complaints received concerning breaches of customer privacy from regulatory parties	-	0	0	0	0
Political Contributions	Political contributions	\$0	\$0	\$0	\$0	\$0
	Lobbying contributions	\$0	\$0	\$0	\$0	\$0
	Trade association expenditures	\$0	\$0	\$0	\$0	\$0

Forward Looking Statements

This report 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 the Company’s 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 report 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 report 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.

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 throughout the report. This report 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.

Non-GAAP Financial Measures

The following table provides a reconciliation of EBITDA and Adjusted EBITDA from net loss, which is the most comparable financial measure in accordance with U.S. GAAP:

	Year End December 31		
	2023	2024	2025
	Dollar Amount in Thousands		
Net (loss) income attributable to Cooper-Standard Holdings Inc.	\$(201,985)	\$(78,746)	\$(4,165)
Income tax (benefit) expense	8,933	(23,348)	(19,205)
Interest expense, net of interest income	130,077	115,639	114,676
Depreciation and amortization	109,931	103,565	97,975
EBITDA	46,956	117,110	189,281
Restructuring charges	18,018	23,601	19,981
Impairment charges ⁽¹⁾	4,768	713	369
Gain on sale of business, net ⁽²⁾	(586)	(1,971)	(98)
Gain on sale of buildings and land, net ⁽³⁾	-	(3,318)	-
Loss on refinancing and extinguishment of debt ⁽⁴⁾	81,885	-	-
Pension settlement and curtailment charges ⁽⁵⁾	16,035	44,553	134
Adjusted EBITDA	\$167,076	\$180,689	\$ 209,667
Sales	\$2,815,879	\$2,730,893	\$2,740,915
Net (loss) income margin	(7.2%)	(2.9%)	(0.2%)
Adjusted EBITDA margin	5.9%	6.6%	7.6 %

Free Cash Flow

	Year End December 31		
	2023	2024	2025
	Dollar Amount in Thousands		
Net cash provided by operating activities	\$117,277	\$76,369	\$64,442
Capital expenditures	(80,743)	(50,498)	(48,192)
Free Cash Flow	\$36,534	\$25,871	\$16,250

(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 transactions in 2023.

(5) Non-cash net pension settlement and curtailment charges and administrative fees incurred related to certain of our U.S. and non-U.S. pension plans.