



# Creating Sustainable Solutions *TOGETHER*

Fourth Quarter and Full Year 2025 Earnings Presentation

February 13, 2026



# Agenda

- 1. Introduction**  
Roger Hendriksen | Director, Investor Relations
- 2. 2025 Year in Review**  
Jeff Edwards | Chairman and Chief Executive Officer
- 3. Financial Overview**  
Jon Banas | Executive VP and Chief Financial Officer
- 4. Strategic Overview and Outlook**  
Jeff Edwards
- 5. Q & A**

# Forward-Looking Statements

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

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

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

# | 2025 Year in Review

Jeff Edwards, Chairman and CEO

# 2025 - Best Operational Performance in Company History

Driving Increasing Value for All Our Stakeholders

**99%**

**World-class Quality**  
Green Customer Scorecards

**98%**

**World-class Service**  
Green Launch Scorecards

**0.24**

**World-class Safety**  
Total Incident Rate (TIR)

**31**

**World-class Safety**  
Plants with Perfect TIR of 0

**\$64m**

**Manufacturing/Purchasing**  
Lean Savings

**\$18m**

**Cost Optimization**  
Restructuring Savings

**+24%**

**Operating Income**  
Year-over-year Improvement

**\$298m**

**Net New Business Awards**  
Supporting Profitable Future Growth

# Performance Wins Recognition..... and New Business Orders

## Commitment to Excellence



# Financial Overview

Jon Banas, Executive VP and CFO

# Financial Results

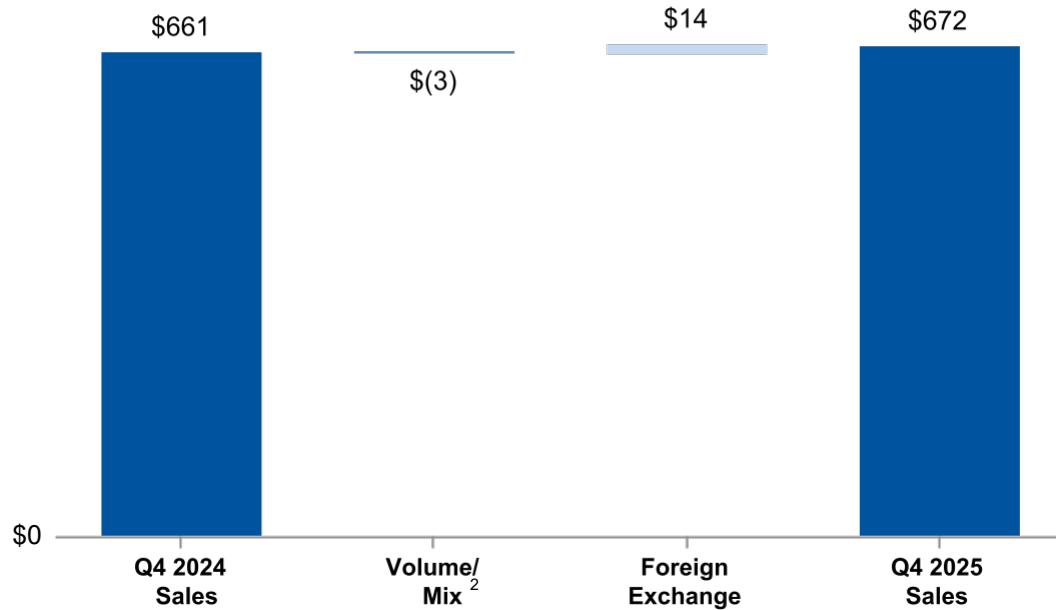
(USD millions, except per share amounts)

	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2025	2024	2025	2024
Sales	\$ 672.4	\$ 660.8	\$ 2,740.9	\$ 2,730.9
Gross Profit	\$ 70.2	\$ 82.0	\$ 327.5	\$ 302.9
<i>% Margin</i>	<i>10.4 %</i>	<i>12.4 %</i>	<i>11.9 %</i>	<i>11.1 %</i>
Adjusted EBITDA <sup>1</sup>	\$ 34.9	\$ 54.3	\$ 209.7	\$ 180.7
<i>% Margin<sup>1</sup></i>	<i>5.2 %</i>	<i>8.2 %</i>	<i>7.6 %</i>	<i>6.6 %</i>
Income Tax Benefit	\$ (33.9)	\$ (38.4)	\$ (19.2)	\$ (23.3)
<i>Effective Tax Rate %</i>	<i>110.4 %</i>	<i>(2,094.9)%</i>	<i>81.7 %</i>	<i>23.0 %</i>
Net Income (Loss)	\$ 3.3	\$ 40.2	\$ (4.2)	\$ (78.7)
<i>EPS (Fully diluted)</i>	<i>\$ 0.18</i>	<i>\$ 2.24</i>	<i>\$ (0.23)</i>	<i>\$ (4.48)</i>
Adjusted Net Loss <sup>1</sup>	\$ (31.0)	\$ (2.9)	\$ (30.9)	\$ (56.7)
<i>Adjusted EPS (Fully diluted)<sup>1</sup></i>	<i>\$ (1.73)</i>	<i>\$ (0.16)</i>	<i>\$ (1.73)</i>	<i>\$ (3.23)</i>
CAPEX	\$ 11.7	\$ 11.5	\$ 48.2	\$ 50.5
<i>% of Sales</i>	<i>1.7 %</i>	<i>1.7 %</i>	<i>1.8 %</i>	<i>1.8 %</i>

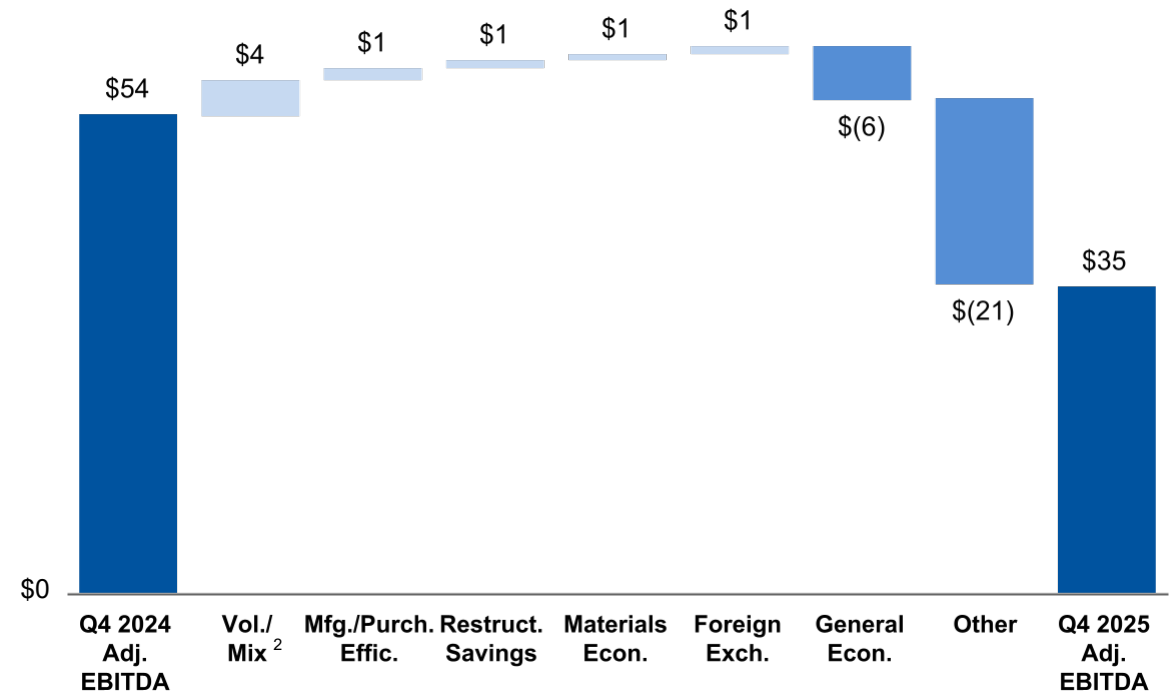
# Q4 2025 Bridge Analysis

(USD millions)

## Sales



## Adjusted EBITDA<sup>1</sup>



<sup>1</sup> See Appendix for definitions and reconciliation to U.S. GAAP.

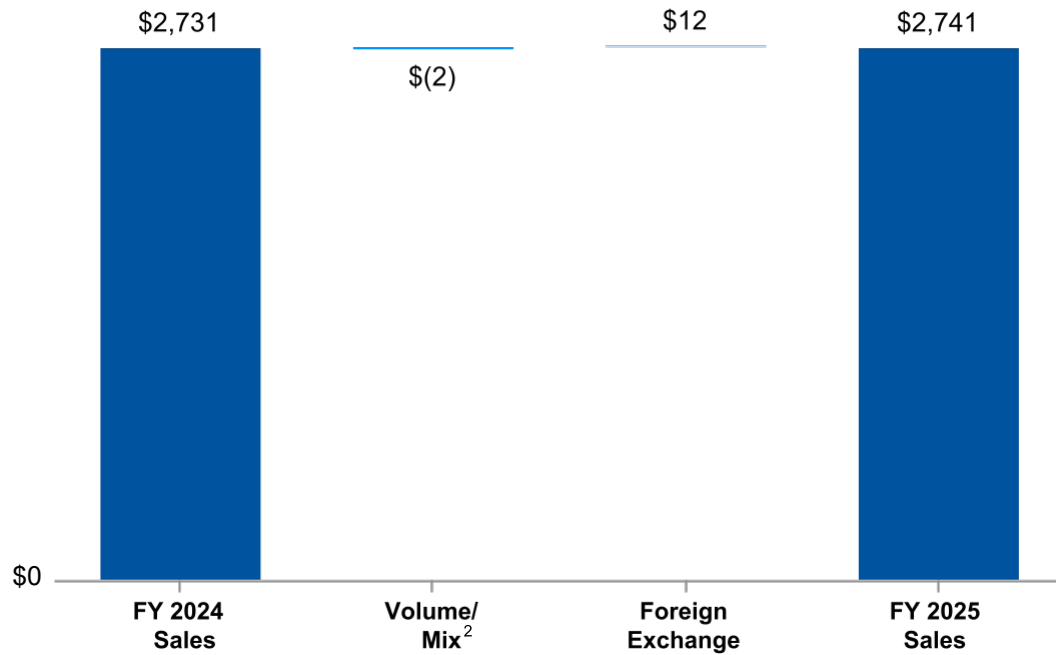
<sup>2</sup> Net of customer price adjustments and recoveries.

Totals may not add due to rounding.

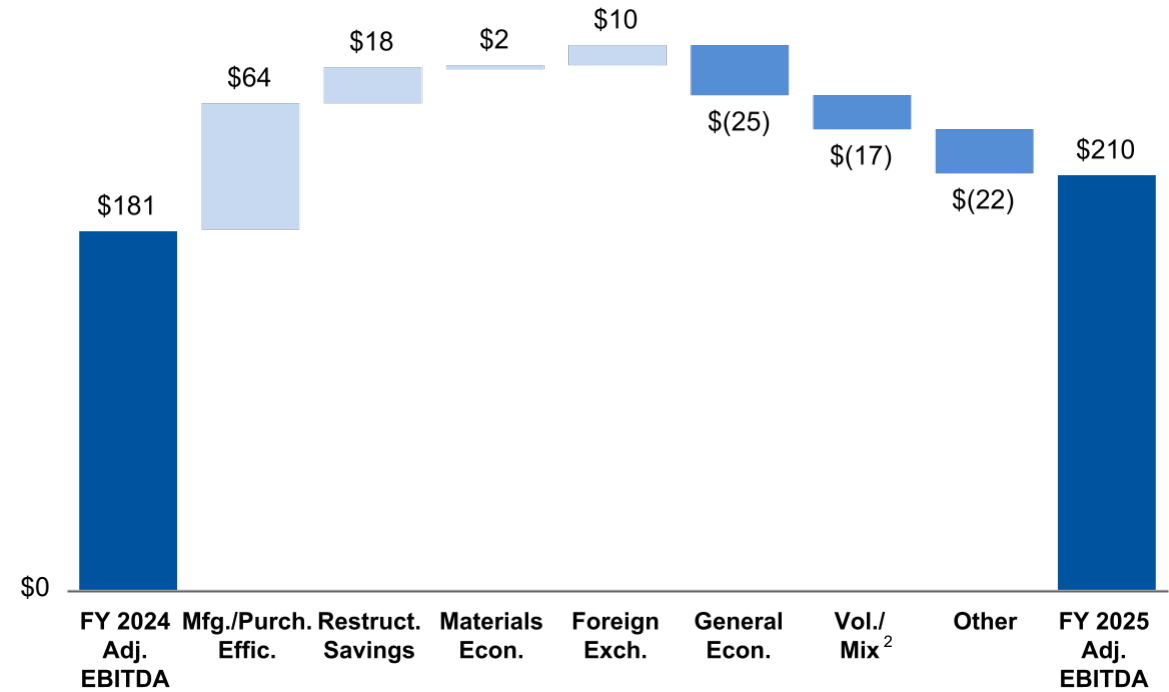
# FY 2025 Bridge Analysis

(USD millions)

## Sales



## Adjusted EBITDA<sup>1</sup>



<sup>1</sup> See Appendix for definitions and reconciliation to U.S. GAAP.

<sup>2</sup> Net of customer price adjustments and recoveries.

Totals may not add due to rounding.

# Positive Free Cash Flow Performance Adds to Solid Liquidity

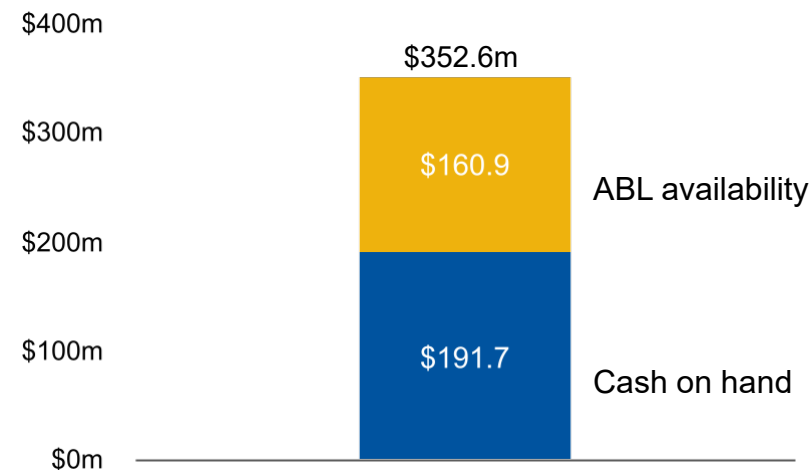
## Free Cash Flow<sup>1</sup>

(millions)

	Quarter Ended December 31,		Year Ended December 31,	
	2025	2024	2025	2024
Net cash provided by operating activities	\$ 56.2	\$ 74.7	\$ 64.4	\$ 76.4
Capital expenditures	(11.7)	(11.5)	(48.2)	(50.5)
Free cash flow	<u>\$ 44.6</u>	<u>\$ 63.2</u>	<u>\$ 16.3</u>	<u>\$ 25.9</u>

## Liquidity - December 31, 2025

(millions)



**Current Liquidity Remains Sufficient to Support Ongoing Operations and Service Debt**

# Strategic Overview and Outlook

Jeff Edwards, Chairman and CEO

# Relentless Focus on Our Strategic Imperatives



## FINANCIAL STRENGTH

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



## WORLD-CLASS EXECUTION

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



## PROFITABLE GROWTH DRIVEN BY INNOVATION

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



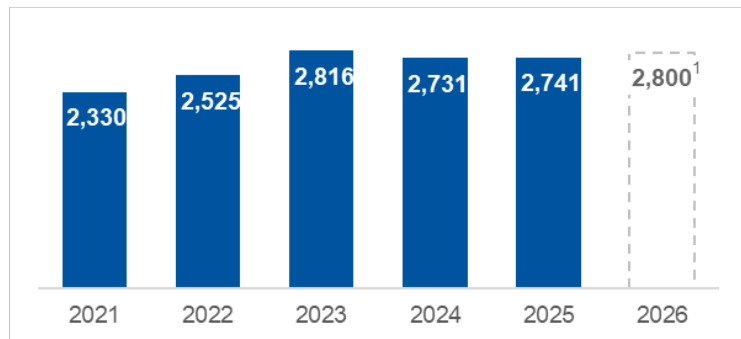
## CORPORATE RESPONSIBILITY

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

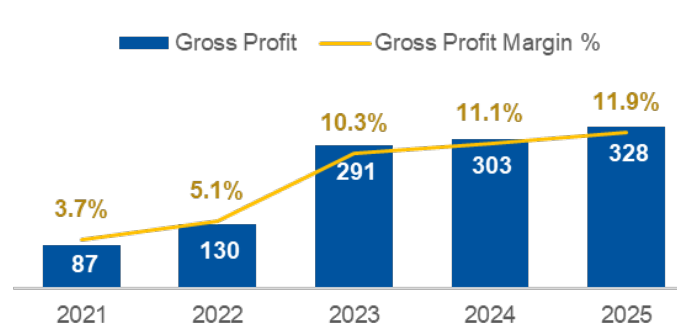
# Consistent Progress Toward Strategic Financial Targets

Margin Expansion Expected to Accelerate in 2026

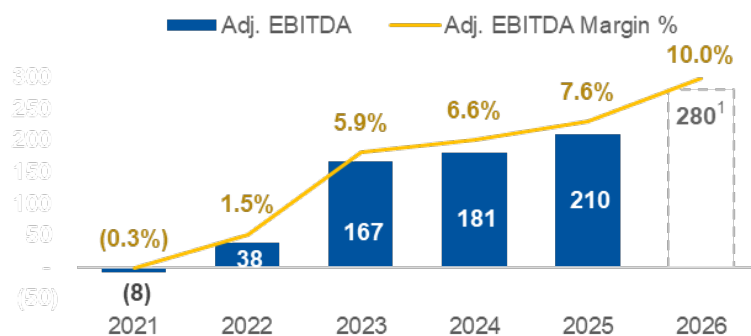
Revenue



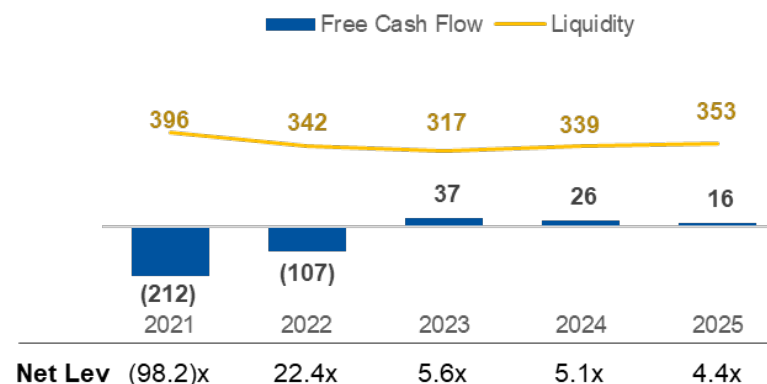
Gross Profit & Margin %



Adj. EBITDA<sup>2</sup> & Margin %



Free Cash Flow / Liquidity / Net Leverage



## Key Points

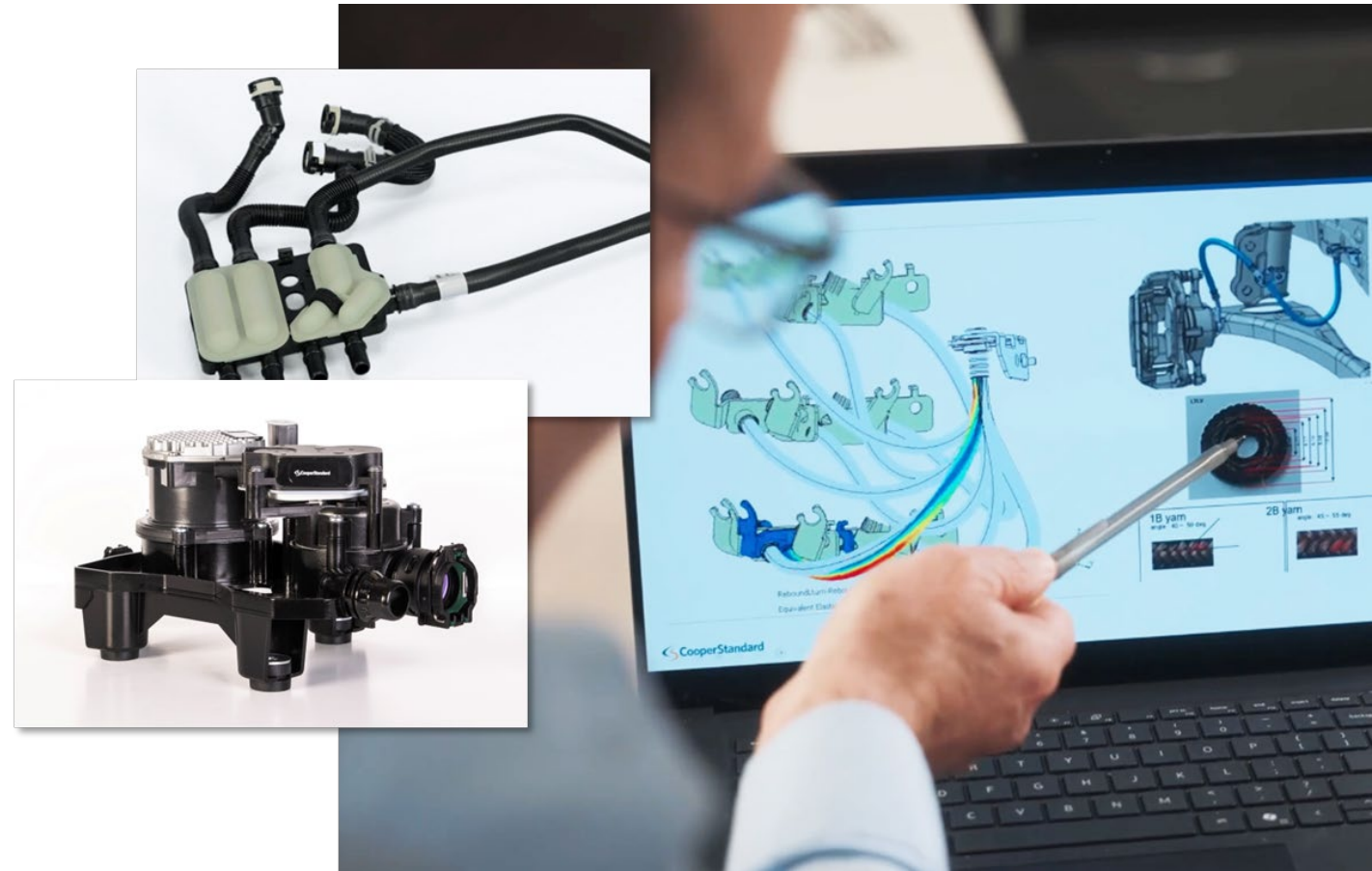
- Enhanced commercial and supply agreements
- Continued focus on cost optimization
- Launching higher VCM programs
- Adj. EBITDA continues to improve despite the impact of weak production volume and flat revenue
- Delivered positive cash flow for past three consecutive years

<sup>1</sup> Represents the midpoint of 2026 guidance issued on Feb. 12, 2026

<sup>2</sup> Adjusted EBITDA and Free Cash Flow are non-GAAP measures. See appendix for definitions.

# Fluid Handling: Unlocking Our Full Potential

- Expect to double fluids business over the next 5 years
- Filling market whitespace through strategic geographic expansion
- Leveraging advantaged global footprint to serve targeted high-growth customers
- Capitalizing on growth of the hybrid vehicle market, key innovations to drive increasing CPV
- Driving margin improvement through strategic cost initiatives and continued operational excellence



# Sealing Systems: Driving Profitable Growth and Share Gains

- Operational excellence delivering financial health and a strong foundation
- Harnessing global expertise to propel profitable growth in emerging markets
- Leveraging digital transformation and AI to optimize asset utilization
- Driving CPV and market share growth through revolutionary innovation



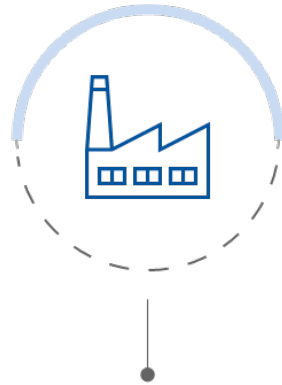
# Leveraging China Strategy to Accelerate Growth

- **CPS is strategically advantaged to support Chinese OEM growth**
- **Expect to TRIPLE sales to COEMs globally over the next 5 years**
- **Expect to double total Asia Pacific regional sales in the same timeframe**



## **Positive Customer Relationships**

Established market presence and local team for over 20 years



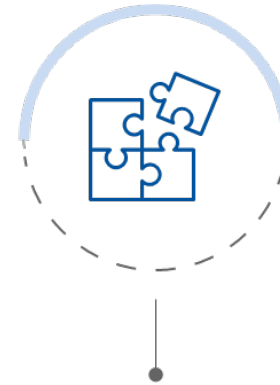
## **Reliable World-class Manufacturing**

Competitive robotic solutions, low-cost equipment options, local supply base



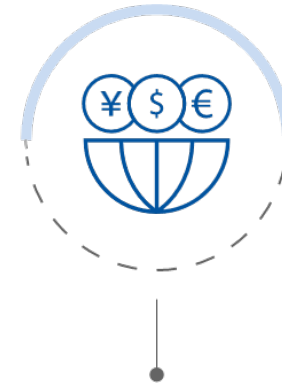
## **Increased Speed-to-Market**

Expertise in digital design, virtual prototyping and advanced analytics



## **Unmatched Innovation and Product Portfolio**

Providing additional value to customers while maintaining competitive advantage



## **Strong Book of New Business Awards**

Including conquest business displacing Chinese suppliers

# Strong Net New Business Awards<sup>1</sup> Driven by Innovation

Consistent with Strategy for Long-term Profitable Growth



**\$298 million**

net new business awards  
in 2025

**74%** related to innovation  
products











**74%** on battery electric or  
hybrid programs

**51%** from high-growth  
Chinese OEMs



# Trusted Technology Supplier on Key Customer Programs

Cooper Standard Top Vehicle Platforms for 2026

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

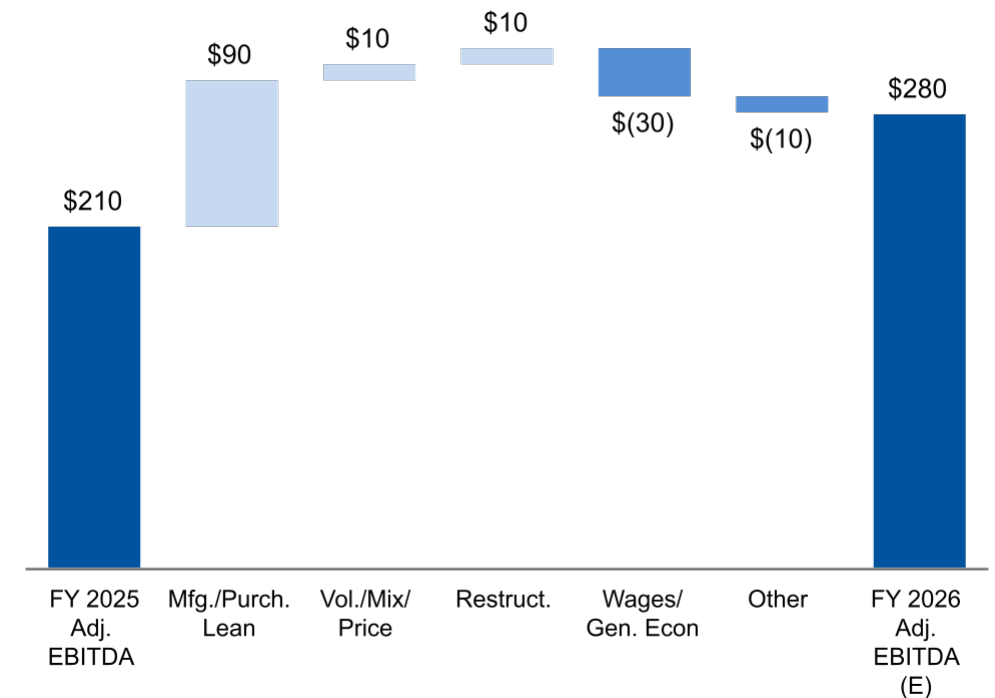
- Top 10 platforms account for ~45% of planned 2026 revenue
- Unweighted average content per vehicle (CPV) across top 10 platforms is ~\$190
- Heavily weighted toward high-volume trucks, SUVs and CUVs
- 7/10 top platforms include multiple powertrain options (ICE, FHEV, and/or BEV)

# 2026 Outlook: Continued Margin Expansion

EBITDA Margin Expected to Reach Double Digits for the Full Year

		2025 Actuals	2026 Initial Guidance <sup>1</sup>
Key Company Measures	Sales	\$2.74 billion	\$2.7 - \$2.9 billion
	Adj. EBITDA <sup>2</sup>	\$209.7 million	\$260 - \$300 million
	Capital Expenditures	\$48.2 million	\$55 - \$65 million
	Cash Restructuring	\$26.4 million	\$25 - \$30 million
	Net Cash Interest	\$109.6 million	\$105 - \$115 million
	Net Cash Taxes	\$9.0 million	\$30 - \$35 million
Light Vehicle Production (Million Units)	North America	15.3	15.0
	Europe	17.0	16.9
	Greater China	33.1	32.7
	South America	3.0	3.2

## Adjusted EBITDA<sup>2</sup> Guidance Bridge Analysis (Estimates Based on Mid-point of Provided Range)



<sup>1</sup> Guidance is representative of management's estimates and expectations as of the date it is published. Current guidance as represented in this presentation considers January 2026 S&P Global (IHS Markit) production forecasts for relevant light vehicle platforms and models, customers' planned production schedules and other internal assumptions.

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

# | Q & A

# | Appendix

# Non-GAAP Financial Measures

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

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

# Adjusted Net Loss and Adjusted Net Loss Per Share

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

	Quarter Ended December 31,		Year Ended December 31,	
	2025	2024	2025	2024
Net income (loss) attributable to Cooper-Standard Holdings Inc.	\$ 3,328	\$ 40,214	\$ (4,165)	\$ (78,746)
Restructuring charges	11,483	3,171	19,981	23,601
Impairment charges <sup>(1)</sup>	369	713	369	713
Gain on sale of businesses, net <sup>(2)</sup>	—	(1,971)	(98)	(1,971)
Gain on sale of buildings and land, net <sup>(3)</sup>	—	(3,317)	—	(3,317)
Pension settlement and curtailment charges (credit) <sup>(4)</sup>	134	(18)	134	44,553
Deferred tax valuation allowance reversal <sup>(5)</sup>	(45,435)	(41,507)	(45,435)	(41,507)
Tax impact of adjusting items <sup>(6)</sup>	(846)	(137)	(1,659)	(69)
Adjusted net loss	<u>\$ (30,967)</u>	<u>\$ (2,852)</u>	<u>\$ (30,873)</u>	<u>\$ (56,743)</u>
Weighted average shares outstanding:				
Basic	17,926,252	17,616,787	17,862,433	17,564,012
Diluted	18,735,303	17,992,409	17,862,433	17,564,012
Net income (loss) per share:				
Basic	\$ 0.19	\$ 2.28	\$ (0.23)	\$ (4.48)
Diluted	\$ 0.18	\$ 2.24	\$ (0.23)	\$ (4.48)
Adjusted net loss per share:				
Basic	\$ (1.73)	\$ (0.16)	\$ (1.73)	\$ (3.23)
Diluted	\$ (1.73)	\$ (0.16)	\$ (1.73)	\$ (3.23)

1. Non-cash impairment charges in 2025 and 2024 related to idle assets in certain locations in Asia Pacific.
2. Gain on sale of businesses related to divestiture in 2024. Gain recognized in 2025 related to final purchase price adjustments associated with the divestiture in 2024.
3. Gain on sale of building and land related to a Canadian facility.
4. Non-cash net pension settlement and curtailment charges (credit) and administrative fees incurred related to certain of our U.S. and non-U.S. pension plans.
5. The deferred tax valuation allowance reversal in 2025 related to net deferred tax assets in France, Spain, and Korea. The deferred tax valuation allowance reversal in 2024 related to net deferred tax assets in Brazil, Poland, and China.
6. Represents the elimination of the income tax impact of the above adjustments by calculating the income tax impact of these adjusting items using the appropriate tax rate for the jurisdiction where the charges were incurred and other discrete tax expense.

# EBITDA and Adjusted EBITDA Reconciliation

(Unaudited, dollar amounts in thousands)

	Quarter Ended December 31,		Year Ended December 31,	
	2025	2024	2025	2024
Net income (loss) attributable to Cooper-Standard Holdings Inc.	\$ 3,328	\$ 40,214	\$ (4,165)	\$ (78,746)
Income tax (benefit) expense	(33,853)	(38,420)	(19,205)	(23,348)
Interest expense, net of interest income	28,731	28,598	114,676	115,639
Depreciation and amortization	24,743	25,313	97,975	103,565
EBITDA	\$ 22,949	\$ 55,705	\$ 189,281	\$ 117,110
Restructuring charges	11,483	3,171	19,981	23,601
Impairment charges <sup>(1)</sup>	369	713	369	713
Gain on sale of businesses, net <sup>(2)</sup>	—	(1,971)	(98)	(1,971)
Gain on sale of buildings and land, net <sup>(3)</sup>	—	(3,317)	—	(3,317)
Pension settlement and curtailment charges (credit) <sup>(4)</sup>	134	(18)	134	44,553
Adjusted EBITDA	\$ 34,935	\$ 54,283	\$ 209,667	\$ 180,689
Sales	\$ 672,371	\$ 660,753	\$ 2,740,915	\$ 2,730,893
Net income (loss) margin (Net income (loss) / sales)	0.5 %	6.1 %	(0.2)%	(2.9)%
Adjusted EBITDA margin (Adjusted EBITDA / sales)	5.2 %	8.2 %	7.6 %	6.6 %

1. Non-cash impairment charges in 2025 and 2024 related to idle assets in certain locations in Asia Pacific.
2. Gain on sale of businesses related to divestiture in 2024. Gain recognized in 2025 related to final purchase price adjustments associated with the divestiture in 2024.
3. Gain on sale of building and land related to a Canadian facility.
4. Non-cash net pension settlement and curtailment charges (credit) and administrative fees incurred related to certain of our U.S. and non-U.S. pension plans.

# Free Cash Flow

(Unaudited, dollar amounts in thousands)

	Quarter Ended December 31,		Year Ended December 31,	
	2025	2024	2025	2024
Net cash provided by operating activities	\$ 56,245	\$ 74,722	\$ 64,442	\$ 76,369
Capital expenditures	(11,686)	(11,484)	(48,192)	(50,498)
Free cash flow	<u>\$ 44,559</u>	<u>\$ 63,238</u>	<u>\$ 16,250</u>	<u>\$ 25,871</u>

# Adjusted EBITDA Margin, Free Cash Flow and Financial Ratios

(Unaudited, dollar amounts in thousands)

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

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