



# | Culture. Innovation. Value.

Investor Presentation  
December 2021



# 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: the impact, and expected continued impact, of the COVID-19 outbreak on our financial condition and results of operations; significant risks to our liquidity presented by the COVID-19 pandemic risk; 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 through Advanced Technology Group; 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 variable 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; 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; work stoppages or other labor disruptions; 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.

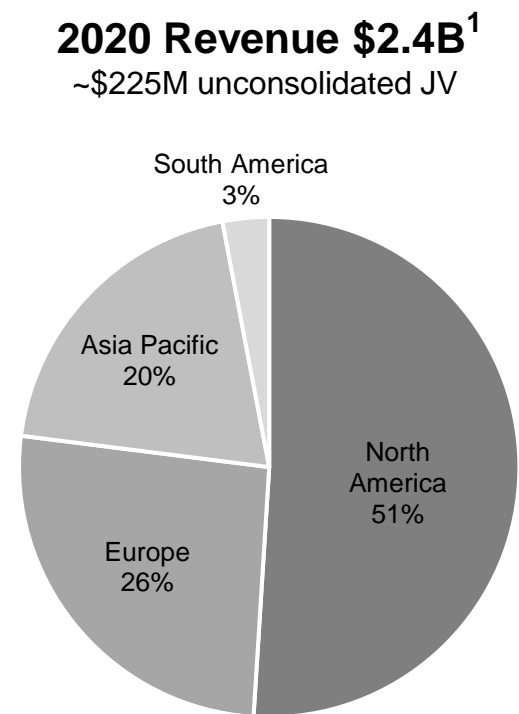
You should not place undue reliance on these forward-looking statements. Our forward-looking statements speak only as of the date of this presentation, and we undertake no obligation to publicly update or otherwise revise any forward-looking statement, whether as a result of new information, future events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

# | Company Overview



# Leading Market Positions Across All Core Product Lines



<sup>1</sup> Includes first half 2020 revenue from business units in India and Europe that were divested on July 1, 2020

2020 Revenue by product / % of Total Revenue



Sealing Systems  
\$1.2B / 51%

**#1 Globally**



Fuel & Brake Delivery Systems  
\$0.6B / 25%

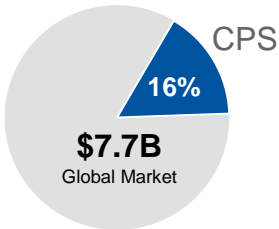
**#2 Globally**



Fluid Transfer Systems  
\$0.4B / 19%

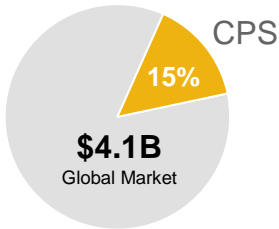
**#3 Globally**

<sup>1</sup> Revenue breakout by product as shown includes automotive business only. Numbers subject to rounding.  
Global Market Size based on IHS light vehicle production data and estimated average content per vehicle

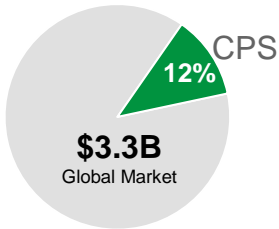


**Key Competitors**

Henniges  
Hutchinson  
Saar Gummi  
Standard Profil  
Toyoda Gosei

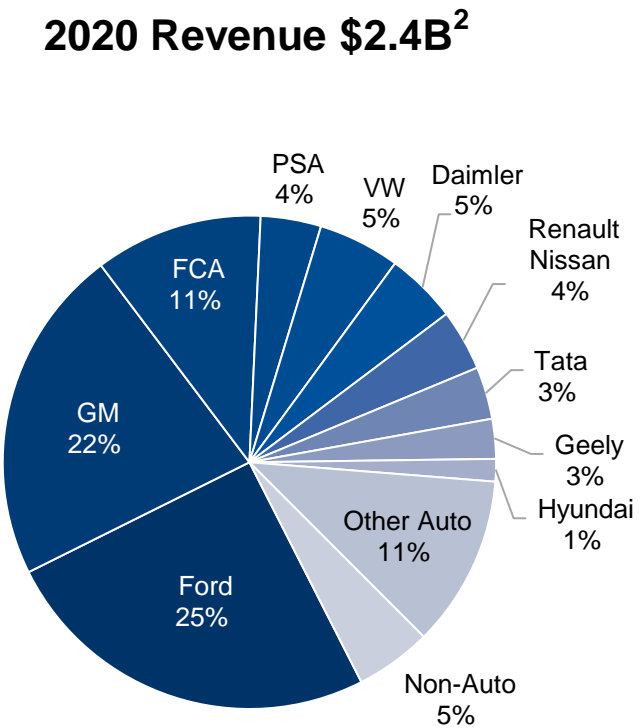


Martinrea  
Maruyasu  
Sanoh  
TI Automotive



ContiTech  
Hutchinson  
MGI Coutier/Avon  
Teklas  
Tristone

# Supporting Diverse Global Customer Base<sup>1</sup>



## Automotive



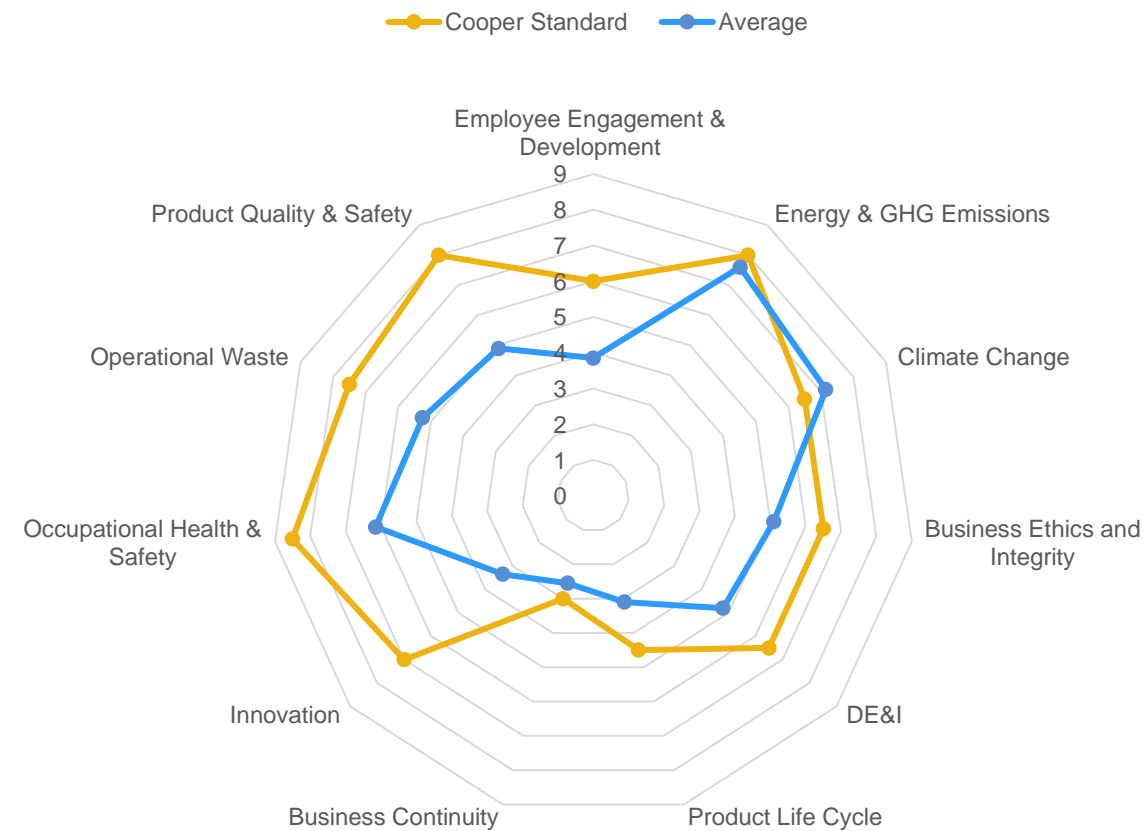
## Diverse Markets



<sup>1</sup> Customer list as represented by logos on this page is not all-inclusive  
<sup>2</sup> Includes first half 2020 revenue from business units in India and Europe that were divested on July 1, 2020

# Focus on Sustainability

Coverage of benchmarked topics scores higher than average for 10 out of 11 topics



# Fortrex® Chemistry Platform Recognized for Sustainability

- **Advantaged carbon footprint\***
  - 53% lower than EPDM rubber
  - 22% lower than TPV
- **Significantly lighter weight**
- **Enhanced product performance**
  - Improved resilience/rebound
  - Higher resistance to compression set
  - Superior abrasion resistance and durability
  - Resistance to ultra-violet rays, weathering

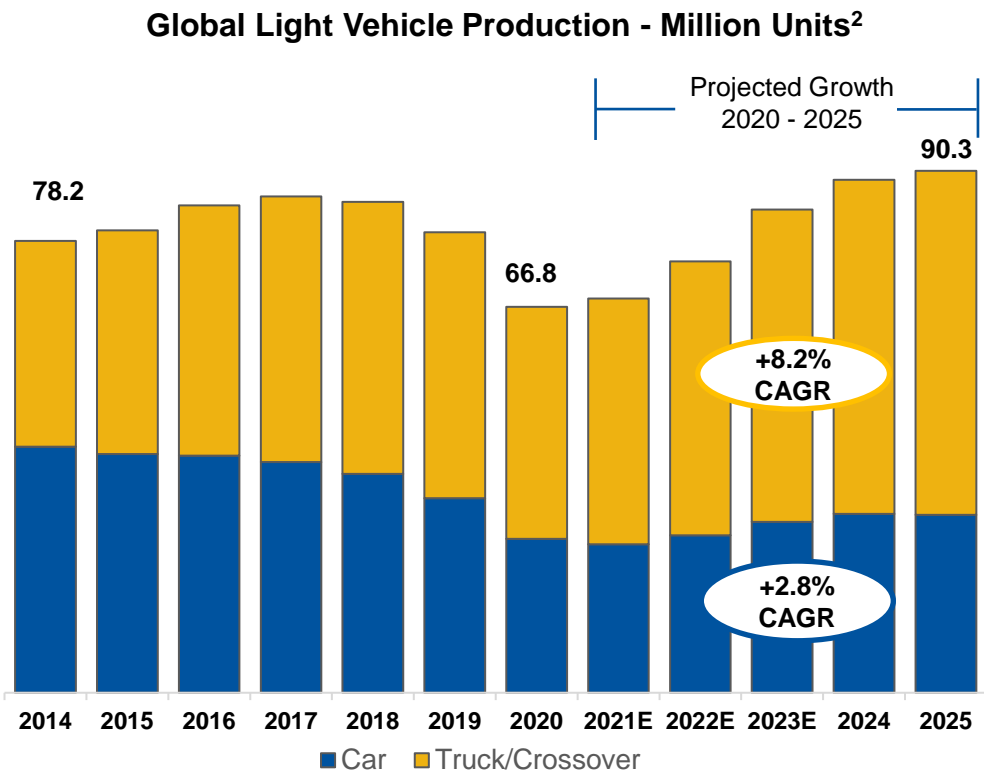


# | Advantaged Market Position



# Advantaged Market Position Drives Strong Growth Outlook

CPS Sales 5-year CAGR of ~9%<sup>1</sup> Expected to Outpace Industry



Cooper Standard's 2021 mix favorably weighted <sup>3</sup>		
	Cars	Trucks/ Crossovers
% Revenue – Global <sup>4</sup>	19%	73%
% Revenue - N. America <sup>4</sup>	9%	88%
CPV (relative to cars) – Global		~2.4x
CPV (relative to cars) – N. America		~2.7x

<sup>1</sup> Based on Company estimates

<sup>2</sup> IHS – September 2021 (excluding Japan)

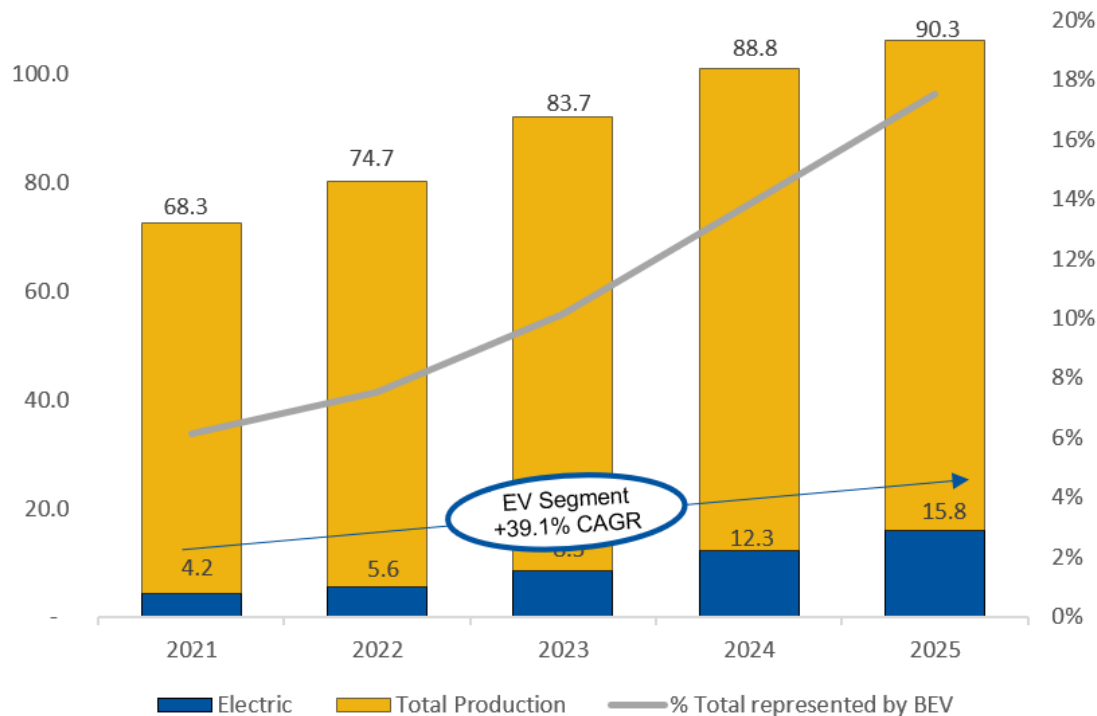
<sup>3</sup> Data based on Company estimates – full year 2021

<sup>4</sup> Does not show non-automotive revenue of 7% globally and 2% in North America

# Electric Vehicle Trends Creating Opportunity

CPS Growth in EV Segment Outpacing the Market; Expanding Content Per Vehicle

Global Light Vehicle Production – EV Share  
Million Units<sup>1</sup>



## CPS - Key EV Data Points

- Current supplier on **3 of the top 5** and **10 of the top 25** EV platforms<sup>2</sup>
- **Strong new EV business awards continue**
  - \$100m in 2020
  - \$30m in Q3 2021, \$88m YTD
- Expected **sales growth of ~50% CAGR<sup>3</sup>** over next four years
- **CPV growth opportunity of up to 20%** vs. ICE vehicles

<sup>1</sup> IHS - September 2021 (Excluding Japan)

<sup>2</sup> Based on IHS global production estimates September 2021 YTD

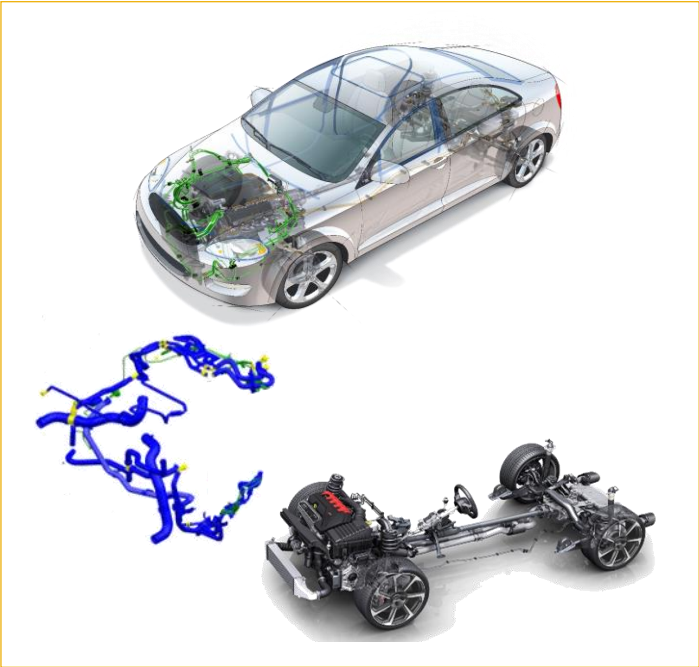
<sup>3</sup> Data based on Company estimates

# Powertrain Thermal Management

Increased Complexity Drives CPV Opportunities

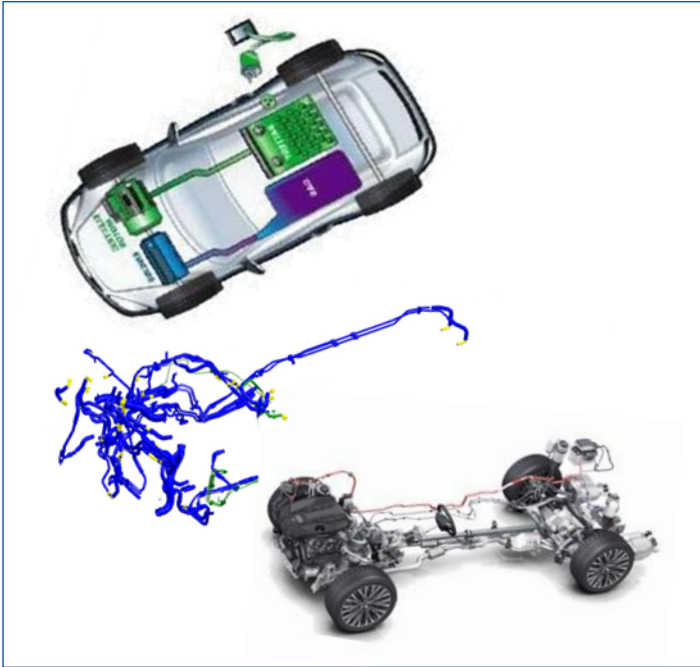
## 8 Part Numbers

**Internal Combustion Engine** (*Downsized*)  
Cabin Heating (Radiator and Engine Cooling)



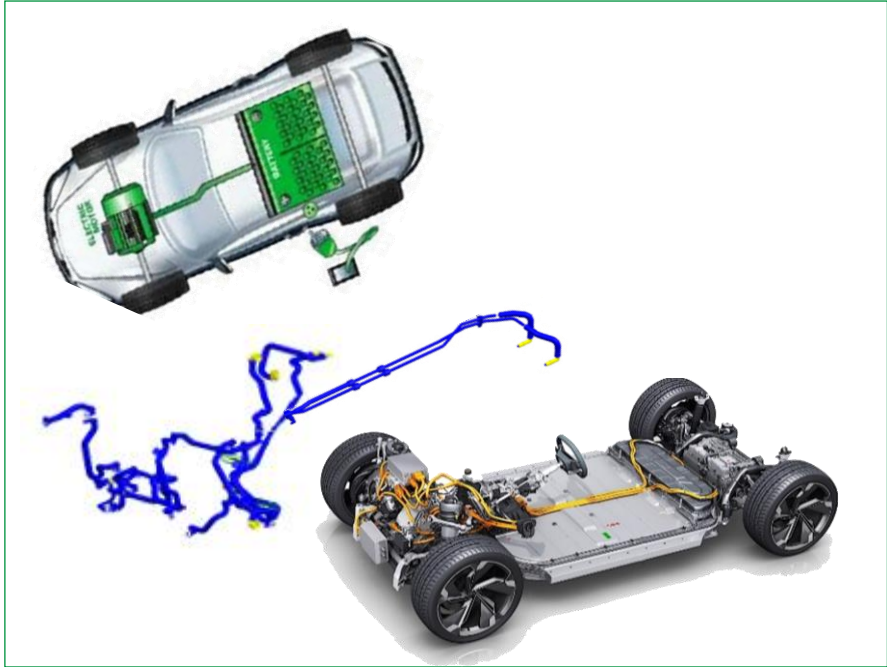
## 28 Part Numbers

**Hybrid Electric Vehicle**  
Cabin Heating (Radiator and Engine Cooling)  
Battery, Drive-inverter and Motor Cooling



## 20 Part Numbers

**Battery Electric Vehicle**  
Cabin Heating (Battery, Drive inverter, Motor and CPU Cooling)



# Customer-Centric Innovation

Key Developments Driving Growth in the Global EV Market



## Commercialized Innovations

---



PlastiCool® 2000



Easy Lock™



FlushSeal™

# | Strategic Diversification

Advanced Technology Group



# Continuing Innovation / Diversification Strategy

Leveraging Superior Performance and Sustainability Aspects of Fortrex™ Technology

## Materials Licensing and Sales

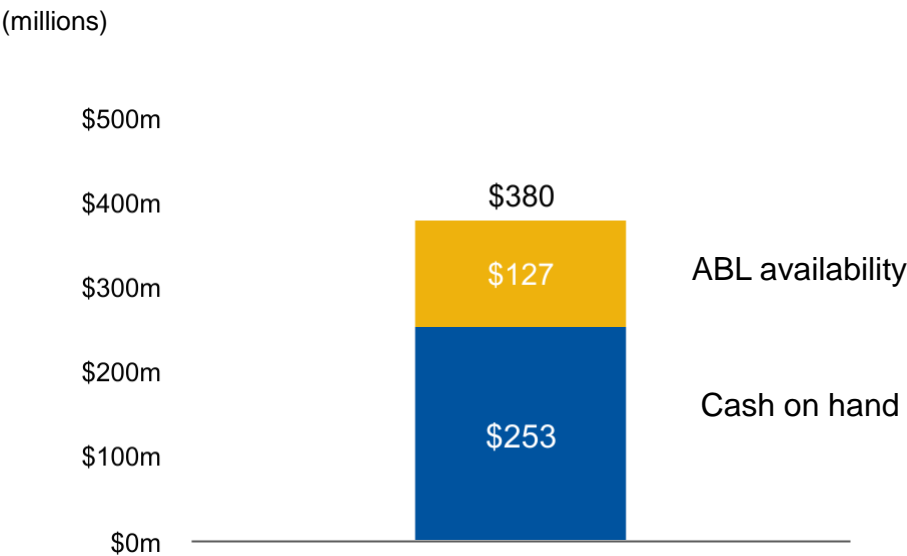


- Signed **first commercial agreement with a global footwear manufacturer**
  - Long-term (10 year), non-exclusive agreement
  - Technology license only; no incremental capital investment required
  - Cooper Standard to receive licensing fees and ongoing royalties with an established minimum
- Continuing discussions and technology development work with other footwear manufacturers
- Engaging in technology development work to determine viability of incorporating Fortrex™ technology in tire applications to improve sustainability

# | Balance Sheet / Debt Maturity Profile

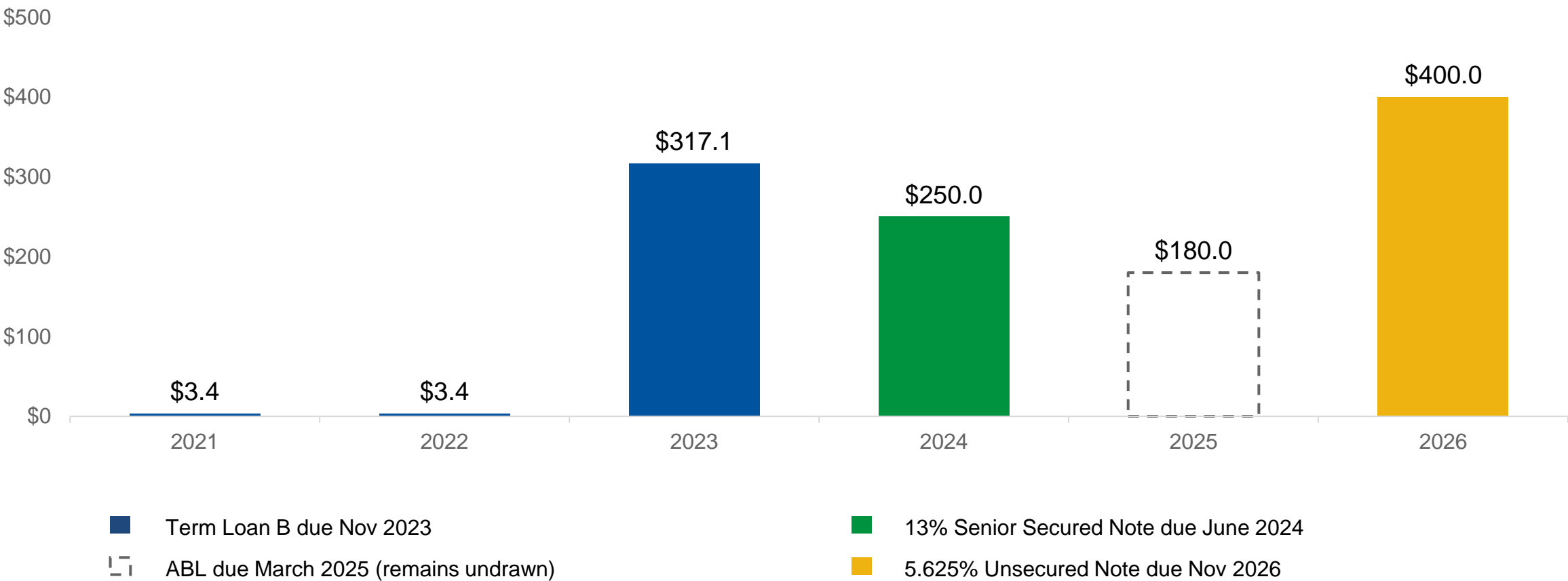
# Continuing Solid Liquidity

## Liquidity - September 30, 2021



# Manageable Debt Maturity Schedule

USD Millions



# | Path Forward to Improving ROIC



# Addressing Increasing Cost Headwinds

Targeting Aggressive Recovery of More Than \$100 million

## Significant Cost Drivers

---

- Materials and Supplies Price Inflation
  - EPDM rubber
  - Metals
  - Resins
  - Carbon black
  - Processing oils
- Continued Schedule Volatility
  - Reduced volume
  - Last minute changes
  - Increased scrap
  - Lower productivity
- Labor Costs
  - Trapped labor
  - Retention premiums
  - Competitive wage adjustments
- Transportation Costs
- Energy and Utilities
- Opportunistic Surcharges

## CPS Actions and Initiatives

---

- Customer Actions
  - Negotiating "across the board" price increases
  - Delaying LTA price adjustments
  - Expanding or initiating index-based contracts
  - Limiting "quick savings"
- Purchasing / Supply Chain Actions
  - Extending payment terms
  - Pushing back on unjustified surcharges
  - Seeking injunctive relief to remedy threats of contract breach (stop ship orders)
- Further Fixed Cost Reductions
  - Complete restructuring initiatives in Europe
  - Global cost and process rationalization
- Cash Conservation
  - Accelerated collection of tooling
  - Minimized capital spending
  - Continued limitation on discretionary spending

# Driving Value Plan

Comprehensive Initiative to Return to Double Digit ROIC

Workstream	Areas of Focus	Timing	Targeted ROIC Impact	Strategic Targets*	
Commercial	Net New Business, Net Pricing	Ongoing	~150 – 200 bps	SGA&E: < 9%  Adj. EBITDA: >10%  CAPEX: < 5%  ROIC: >10%	
Indexing	Material Cost Economics	'20 – '22			
Purchasing and Supply Chain Optimization	Material Cost	TBD			
Manufacturing Continuous Improvement	Cost Optimization	'20 – '23			
Program Management	Program Execution	Ongoing			
Right Sizing Overhead	Fixed Cost Reduction	'20 – '21			
Strategic Actions and Restructuring	Fix or Exit Unprofitable Business	Ongoing			

\*Based on current management expectations for normalized global light vehicle production and successful execution of above listed initiatives. Timing to achieve the targets may be impacted by ongoing market disruptions.  
Percentages (except ROIC) reference percent of revenue.

# Cooper Standard – Compelling Investment Thesis

- 1 **Leading Market Positions in Each of Three Core Product Groups**
- 2 **Recognized by Global Customers for World-class Technology, Innovation and Service**
- 3 **Strategically Positioned to Capitalize on Continuing Growth Trends in Trucks and SUVs**
- 4 **Growth Trends in Electric Vehicles Creating Opportunity for Higher CPV, Expanded TAM**
- 5 **Strategic Diversification - Leveraging Advanced Technology and Materials Science Beyond Automotive Industry**
- 6 **Executing Defined, Focused Plan to Return to Double-digit ROIC; Driving Improved Results**