



Creating Sustainable Solutions *TOGETHER*

Investor Presentation
August 10, 2022



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.

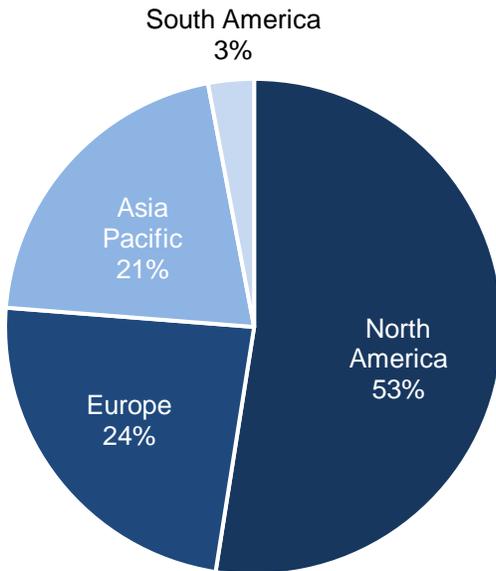
This presentation also contains estimates and other information that is based on industry publications, surveys, and forecasts. This information involves a number of assumptions and limitations, and we have not independently verified the accuracy or completeness of the information.

| Company Overview

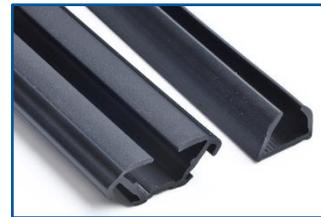
Leading Market Positions Across All Core Product Lines

2021 Revenue \$2.3B

Excludes ~\$225mm from unconsolidated JVs



2021 Revenue by product / % of Total Revenue⁽¹⁾



Sealing Systems

\$1.2B / 50%

#1 Globally



Fuel & Brake Delivery Systems

\$0.6B / 25%

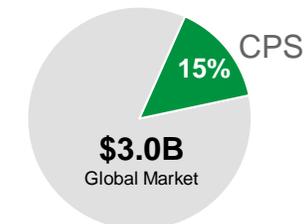
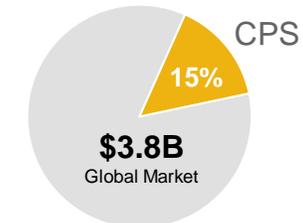
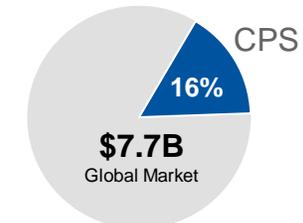
#2 Globally



Fluid Transfer Systems

\$0.4B / 19%

#3 Globally



Key Competitors

Toyoda Gosei
Hutchinson
Henniges
Nishikawa
Saar Gummi
Standard Profil

TI Fluid Systems
Sanoh
Cikautxo
Martinrea
Maruyasu

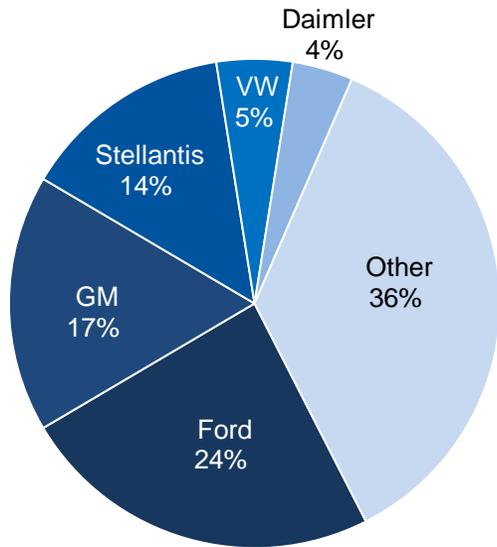
Hutchinson
ContiTech
Akwel
Teklas
Frankische

Note: Global Market Size based on IHS light vehicle production data and estimated average content per vehicle. Regional Pie chart includes CPS revenue by region for automotive business only.

⁽¹⁾ Revenue breakout by product as shown includes automotive business only. Numbers subject to rounding.

Supporting a Diverse Global Customer Base

2021 Revenue \$2.3B
 Excludes ~\$225mm from unconsolidated JVs



Automotive



Diverse Markets



Key Recognition from Customers and Leading Experts

2020

GM Supplier of the Year
Sealing, and Brake and Fuel

Newsweek's America's Most Responsible Companies

One of the World's Most Ethical Companies®
by Ethisphere®

2021

Corp! Magazine
Diversity Focused Company

GM Supplier of the Year
Sealing, and Brake and Fuel

GM Overdrive Award Winner
Fortrex® Chemistry Platform

Newsweek's America's Most Responsible Companies

One of the World's Most Ethical Companies®
by Ethisphere®

2022

Newsweek's America's Most Responsible Companies

One of the World's Most Ethical Companies®
by Ethisphere®

GM Supplier of the Year
Brake and Fuel

Ford WIN Award
Supplier Diversity

Environment + Energy Leader Award
Fortrex™ Chemistry Platform



| Advantaged Market Position

Partnering with our Customers on Top Programs

2022 Top 10 Vehicle Platforms

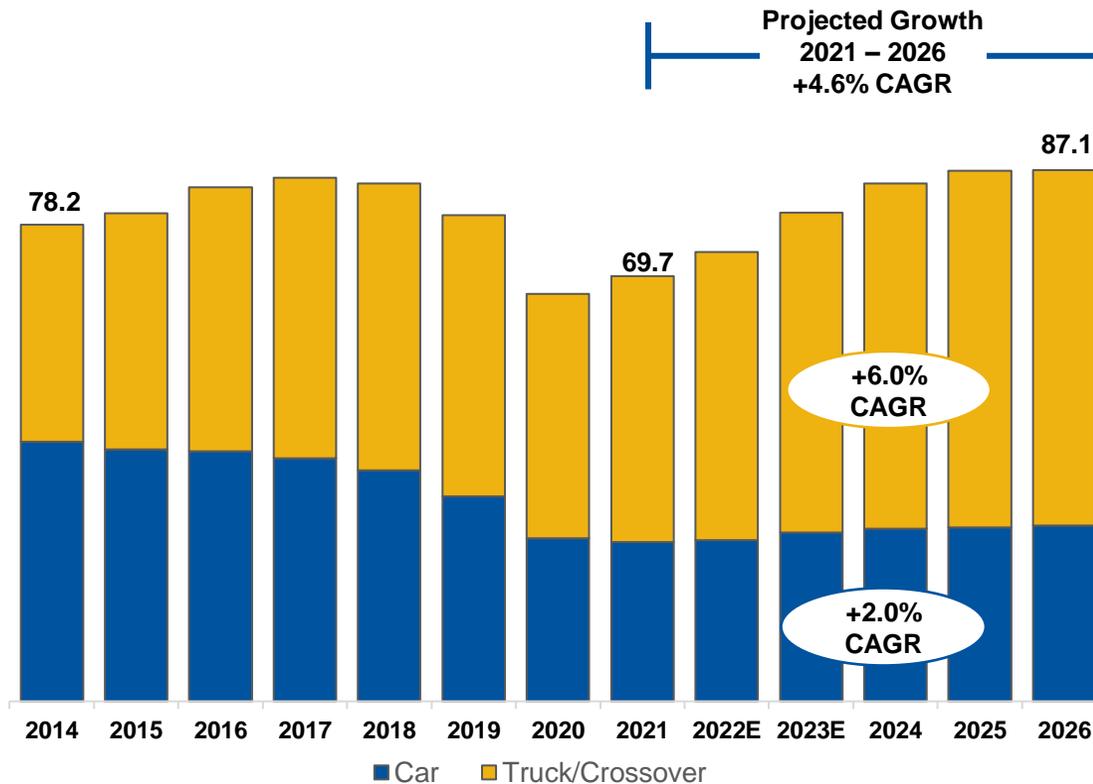
	Global Platform ⁽¹⁾	Sealing	Fuel and Brake	Fluid Transfer
 Ford F-150		●	●	●
 Chevrolet Silverado		●	●	●
 Ram 1500		●	●	●
 Buick Envision	●	●	●	●
 Ford Explorer	●	●	●	●
 Chevrolet Equinox	●	●	●	
 Buick Regal	●	●	●	
 Mercedes Benz C-Class	●	●	●	
 Chevrolet Traverse	●	●	●	●
 Volkswagen Lavida	●	●	●	

- Top 10 platforms account for ~40% of planned 2022 revenue
- Unweighted average content per vehicle (CPV) across top 10 platforms is ~\$160
- Platform lineup weighted toward light trucks, SUVs and CUVs
 - Drives consistently higher content, volume and growth

Advantaged Market Position in Truck/Crossover Vehicle Platforms

Expected to Drive Growth that Outpaces Industry

Global Light Vehicle Production – Million Units



Cooper Standard's 2022 mix favorably weighted⁽¹⁾

	Cars	Trucks / Crossovers
% Revenue – Global ⁽²⁾	20%	72%
% Revenue – N. America ⁽²⁾	10%	88%
CPV (relative to cars) – Global		~2.0x
CPV (relative to cars) – N. America		~2.3x

Source: IHS Markit – March 2022 (excluding Japan)

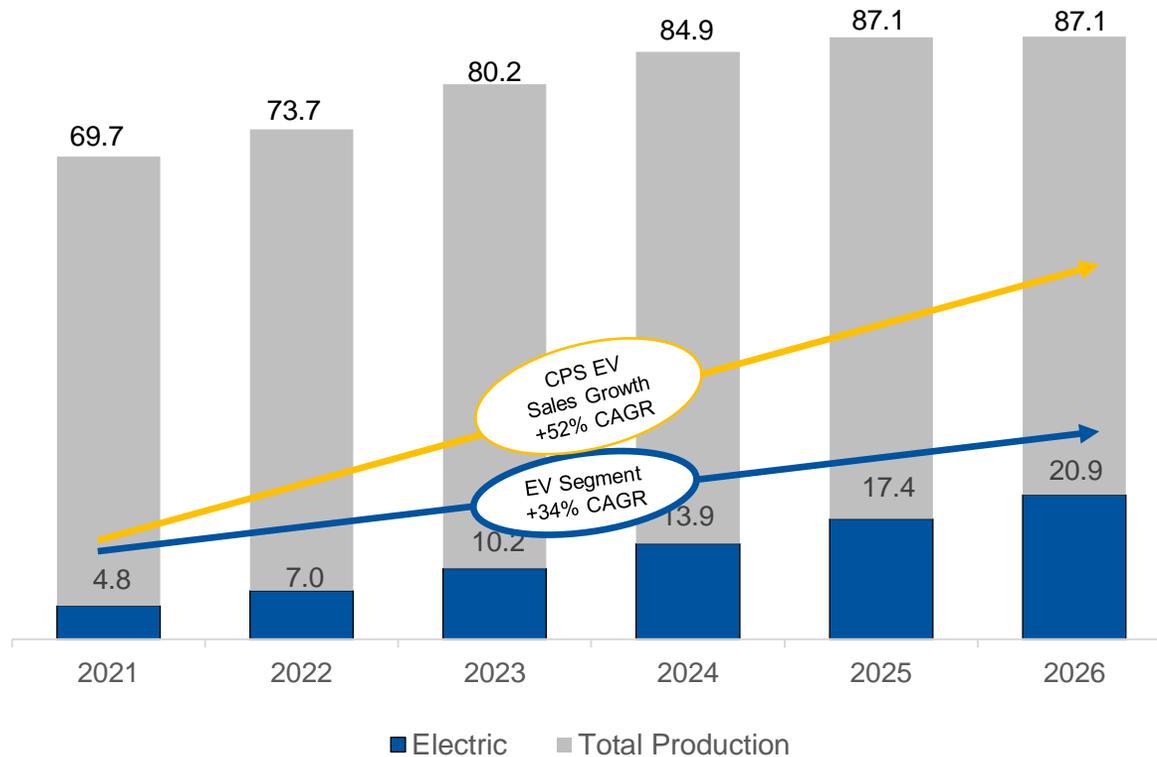
(1) Data based on Company estimates – Full Year 2022.

(2) ⁽²⁾ Does not show non-automotive revenue of 8% globally and 2% in North America.

Electric Vehicle Trends Creating Opportunity

CPS Expected Sales Growth of ~50% CAGR⁽¹⁾ in EV Segment Outpacing the Market

Global Light Vehicle Production - EV Share⁽²⁾
million units



CPS – Key EV Data Points

- Current supplier on **3 of the top 5** and **12 of the top 25** EV platforms⁽³⁾
- **Strong new EV business awards continue**
 - \$100m in 2020
 - \$106m in 2021
 - ~\$45m in 2022 (June YTD)
- **Electric vehicles provide CPV growth opportunity of up to 20%** vs. ICE vehicles

⁽¹⁾ Data based on booked business, target business and Company estimates.

⁽²⁾ IHS Markit - March 2022 (excluding Japan).

⁽³⁾ Based on IHS Markit global EV production estimates for 2022 (excluding Japan).

Innovations Garner Recognition, Drive Opportunity

Fortrex™ Named Top Product by Environment + Energy Leader Awards



Advantaged Carbon Footprint

- Up to a 53% Reduction in Total Life Cycle Global Warming Potential vs. Traditional Materials



Environmentally Friendly

- Best-in-class
CED / AP / GWP & POCP
- Plasticizer Free
- Low VOC's
- No Nitrosamine

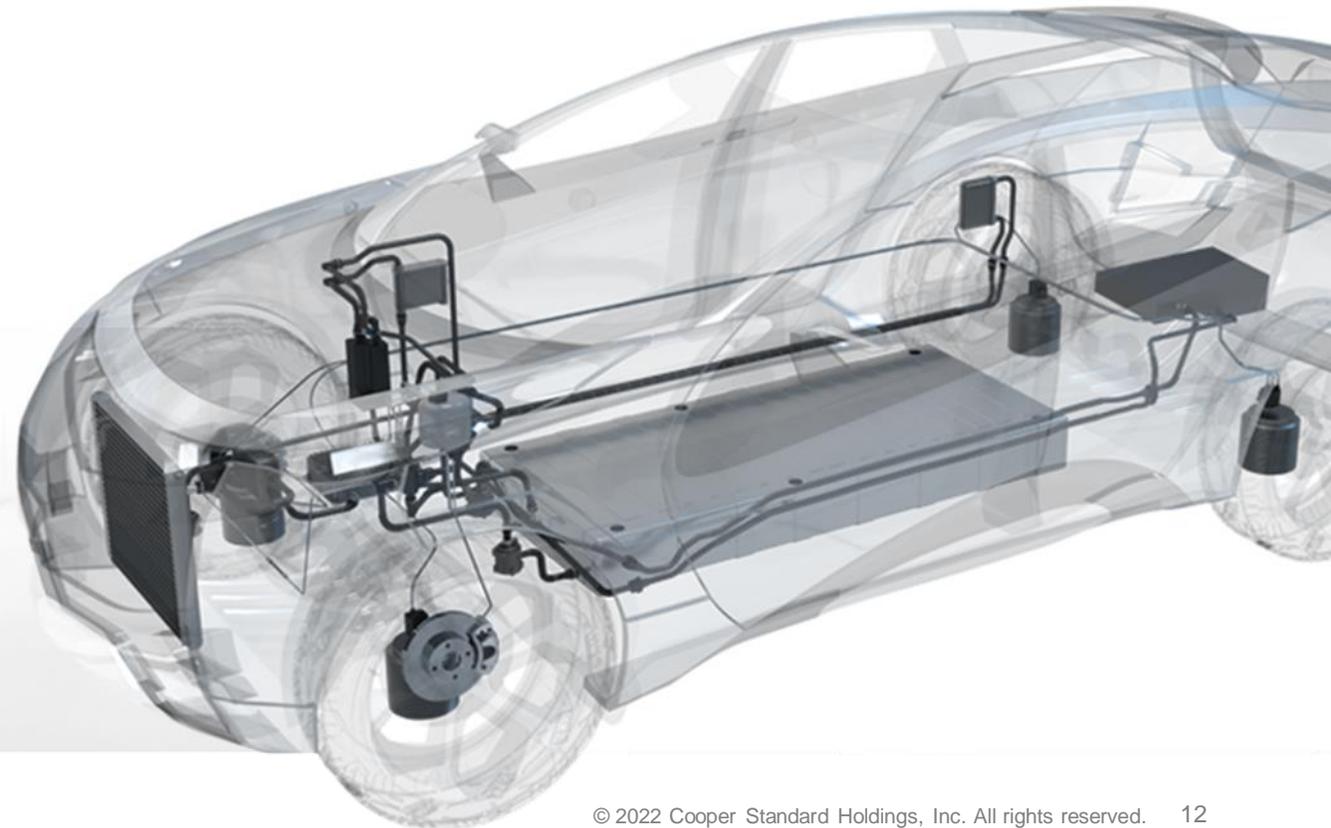


Significantly Lighter Weight

- 30%+ Mass Reduction vs. EPDM
- 10%+ Mass Reduction vs. TPV

Innovating Advanced Fluid Handling Solutions for the Future of Mobility

- Robust connector portfolio covers diverse customer requirements
- PlastiCool® flexible lightweight tubing portfolio available in various shapes, sizes and temperature ranges
- Advancing progress on strategic plan to expand dynamic fluid control technologies

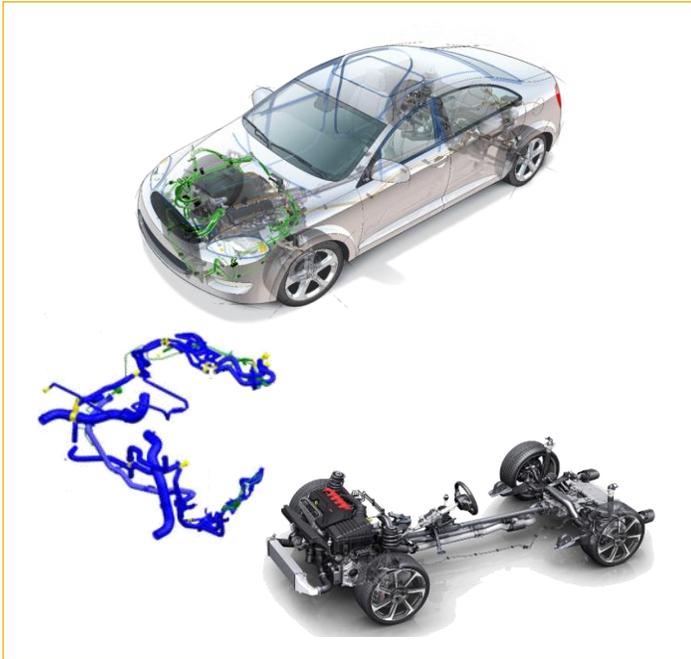


Powertrain Thermal Management

Increased Complexity Drives CPV Opportunities

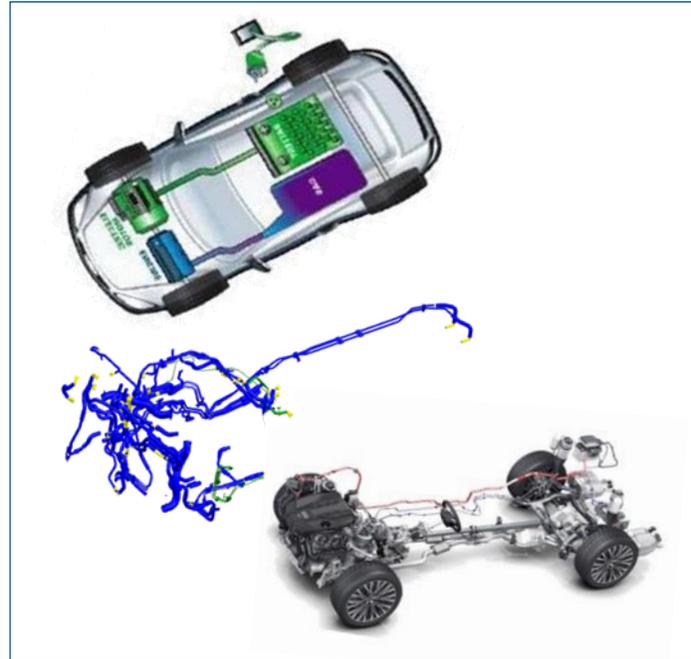
8 Part Numbers

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



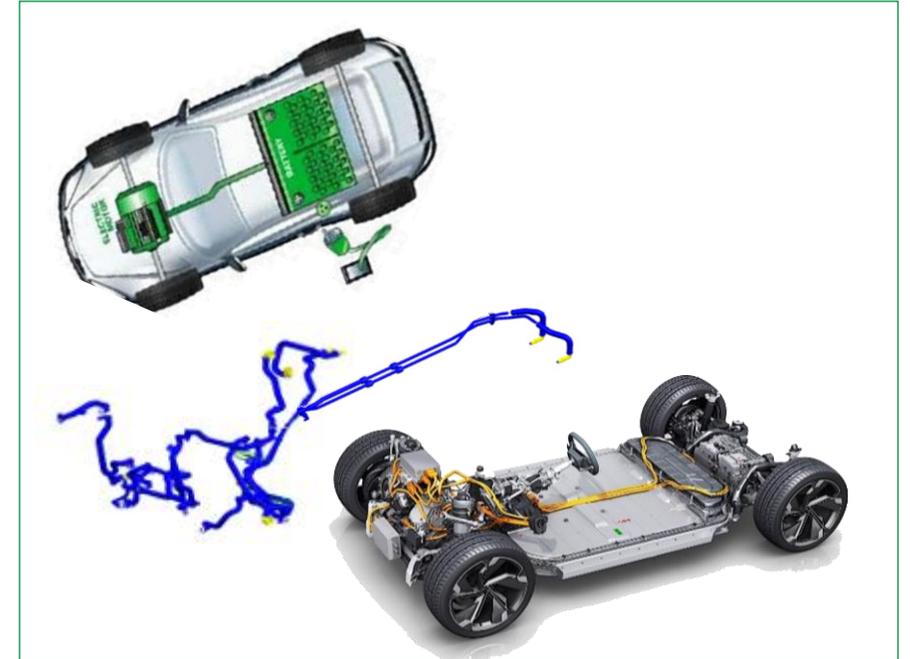
28 Part Numbers

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)



| Strategic Diversification

Advanced Technology Group

Continuing Innovation / Diversification Strategy

Leveraging Superior Performance and Sustainability Aspects of Fortrex™ Technology

Materials Licensing and Sales



- **Progressing commercial relationship 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
 - **Customer expected to begin production using Fortrex™ technology in Q1 2023**
- Developing next-generation Fortrex™ to expand scope of applications in footwear
 - Enhancing superior environmental footprint advantage and overall value proposition
- **Development projects under way with two tire companies**
 - Fortrex™ additives to compounds to reduce rolling resistance and improve wear in EV applications

| Balance Sheet / Liquidity

Continuing Solid Liquidity

Free Cash Flow¹

(millions)

	Three Months Ended June 30,	
	2022	2021
Net cash provided by(used in) operating activities	\$ 12.0	\$ (53.7)
Capital expenditures	(12.0)	(17.0)
Free cash flow	\$ —	\$ (70.6)

Liquidity - June 30, 2022

(millions)



Current Liquidity Remains More Than Sufficient to Support Operations and Strategic Initiatives

| Path Forward to Improving ROIC

Cost Recovery and Indexing Update



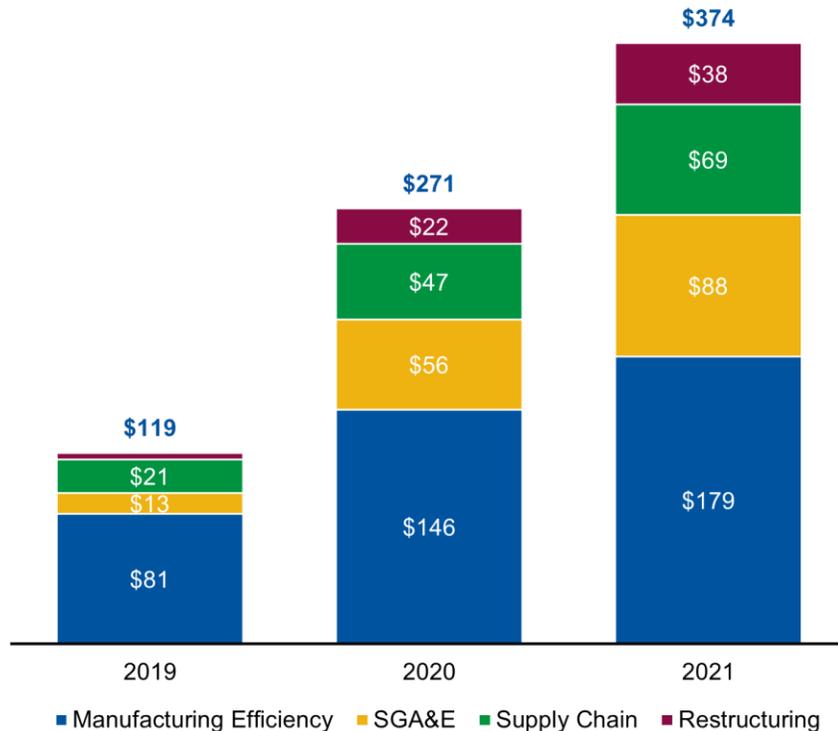
Customer Initiatives

- Expanded commercial agreements with customers to address current and potential future inflation impacts; expected to increase the percentage of recovery of incremental material costs above historical range of 40% – 60%
 - Index-based agreements
 - Negotiated price adjustments
 - Delayed/reduced/eliminated LTA price impacts
 - Reduced "quick savings"
- Expanded index-based contracts to cover a significant majority of revenue base
 - Now covering both oil-based materials and metals
 - Provide for some retroactive recovery
 - Expected to significantly reduce cost volatility going forward
 - Timing of recoveries weighted to 2H 2022 due to contract effective dates
- Continuing pursuit of additional recovery claims in-line with cost increases and market challenges going forward

Continued Focus on Cost and Improved Efficiency

Cumulative Cost-Saving Impact to Adjusted EBITDA (2019-2021)

Over \$100 Million in Savings Achieved Per Annum



2022 and Ongoing Cost Optimization Initiatives



Complete targeted European plant restructuring initiatives

Right sizing select facilities and revenues (2022-2023)



Process rationalization of European FBD operations

Consolidate EZn and MagAlloy® coating process into focused facilities (2022)



Further global overhead and SGA&E rationalization

Targeting 15% reduction in above the plant labor costs (2022-2023)



Continue lean manufacturing initiatives

Improving manufacturing efficiency
VAVE and other cost reduction (ongoing)



Maintain laser focus on overall fixed costs controls

Capital, structure, spending (ongoing)

2022 Full-year Guidance Update

		2022 Initial Guidance	2022 Current Guidance ¹	3 Year Strategic Targets
Key Company Measures	Sales	\$2.6 - \$2.8 billion	\$2.5 - \$2.7 billion	
	Adj. EBITDA ²	\$50 - \$60 million	\$50 - \$60 million	SGA&E: < 9%
	Capital Expenditures	\$90 - \$100 million	\$85 - \$95 million	Adj. EBITDA ² : > 10%
	Cash Restructuring	\$20 - \$30 million	\$20 - \$30 million	CAPEX: < 5%
	Cash Taxes	\$(30) - \$(40) million	\$(50) - \$(55) million	ROIC: > 10%
Light Vehicle Production Assumptions (million units)	North America	15.2	14.7	
	Europe	18.5	16.5	
	Greater China	24.7	24.5	

¹Guidance is representative of management's estimates and expectations as of the date it is published. Current guidance as presented in this document considers June 2022 IHS Markit production forecasts for relevant light vehicle platforms and models, customers' planned production schedules and other internal assumptions.

²Adjusted EBITDA is a non-GAAP financial measure. The Company has not provided a reconciliation of projected adjusted EBITDA to projected net income because full-year net income 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 without unreasonable effort.

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** **Innovations Driving Efficiency, Sustainability and Growth**
- 7** **Executing Defined, Focused Plan to Return to Double-digit ROIC; Commercial Initiatives, Cost Optimization**

Appendix

Non-GAAP Financial Measures

EBITDA, adjusted EBITDA, adjusted EBITDA margin 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. Management considers EBITDA, adjusted EBITDA, adjusted EBITDA margin net debt and free cash flow 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 loss adjusted to reflect income tax expense, 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 EBITDA margin is defined as adjusted EBITDA as a percentage of sales. 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.

When analyzing the Company's operating performance, investors should use EBITDA, adjusted EBITDA, adjusted EBITDA margin and free cash flow as supplements to, and not as alternatives for, net (loss) income, operating (loss) earnings, 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 EBITDA margin and free cash flow 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 and free cash flow differently and therefore the Company's results may not be comparable to other similarly titled measures of other companies. A reconciliation of free cash flow follows.

Free Cash Flow

(Unaudited, dollar amounts in thousands)

	Three Months Ended June 30,		Six Months Ended June 30,	
	2022	2021	2022	2021
Net cash provided by (used in) operating activities	\$ 11,978	\$ (53,650)	\$ (235)	\$ (60,734)
Capital expenditures	(11,964)	(16,982)	(44,278)	(55,599)
Free cash flow	\$ 14	\$ (70,632)	\$ (44,513)	\$ (116,333)