



# Creating Sustainable Solutions TOGETHER

Transforming Our Business for a Sustainable Future

Investor Presentation

June 2023



# 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 our 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 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.

# | A Compelling Investment Opportunity

# Cooper Standard – A Compelling Investment Opportunity

## Key Supplier / Valued Partner

Strong market share in our product segments

## Laser Focused on ROIC

Achieving and sustaining double-digit ROIC

## Strong Revenue Growth Outlook

Increasing global light vehicle production and higher content per vehicle (CPV)

## Value-add Innovation

Strong new business awards, higher CPV and expanded total addressable market

## Imminent Profit Margin Inflection

Improved fixed-cost structure, increasing production volumes and enhanced commercial agreements

# | Our Foundational Business

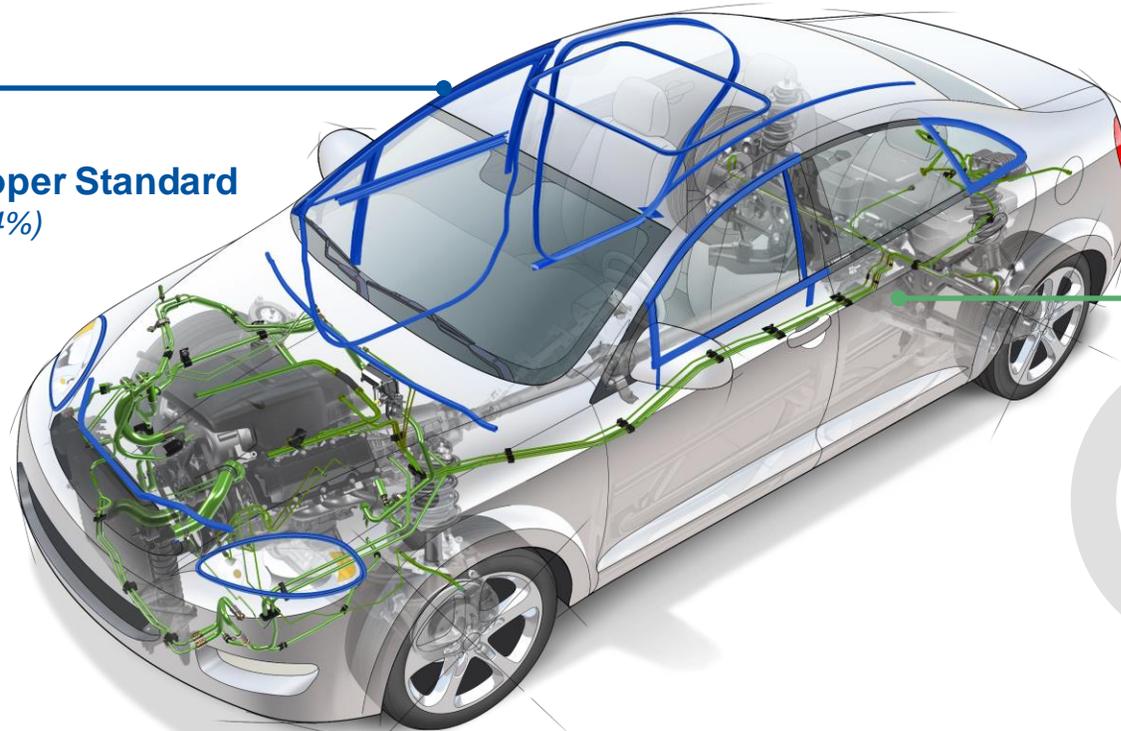
# Leading Market Positions Across Core Product Lines

2022 Revenue by product / % of Total Revenue<sup>1</sup>

## #1 GLOBAL LEADER Sealing Solutions



**16% Cooper Standard**  
(\$1.3B / 54%)



## #2 GLOBALLY Fluid Handling Solutions



**14% Cooper Standard**  
(\$1.1B / 46%)

**Key Competitors**

Toyoda Gosei  
Hutchinson  
Henniges

Nishikawa  
Saar Gummi  
Standard Profil

**Key Competitors**

TI Fluid Systems  
Sanoh  
Cikautxo  
Martinrea

Maruyasu  
Hutchinson  
ContiTech  
Akwel

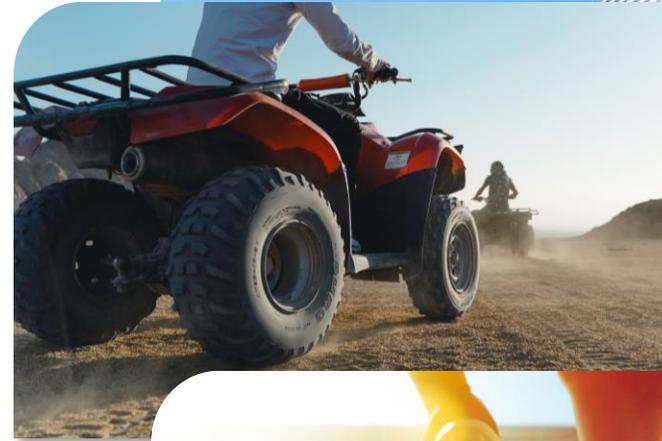
Teklas  
Frankische

# A Trusted Partner With a Strong Global Customer Base



# Leveraging Manufacturing & Materials Expertise in Adjacent Markets

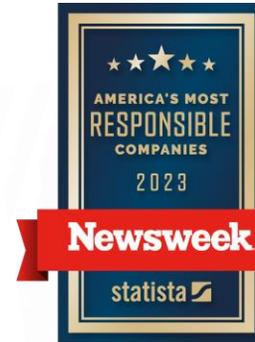
- Diverse markets and industrial sales 8% of revenue<sup>1</sup>
  - Building and construction
  - Appliances and consumer goods
  - Commercial truck
  - Power sports and recreational vehicles
- Fortrex™ technology licensed and in production with global footwear manufacturer
- Additional technology and business development work is ongoing



# Strong Commitment to Core Values and Sustainability

Dedicated to Strong Environmental, Social and Governance (ESG) Initiatives

- Recognized for world-class integrity and ethics
- Earning customer and industry recognition
- Strategic integration of sustainability into the business
  - Committed to doing business the right way
  - Innovating materials, processes and products with reduced environmental impact
  - Executive oversight of sustainability strategy



# Commitment to Excellence Drives World-class Results



## WORLD-CLASS SAFETY

**0.33** total incident rate

**43** facilities with 0 incidents

committed to employee safety, safe production and safe products



## EXCEPTIONAL QUALITY

**99%** green customer scorecards meeting and exceeding customer expectations with quality products and services



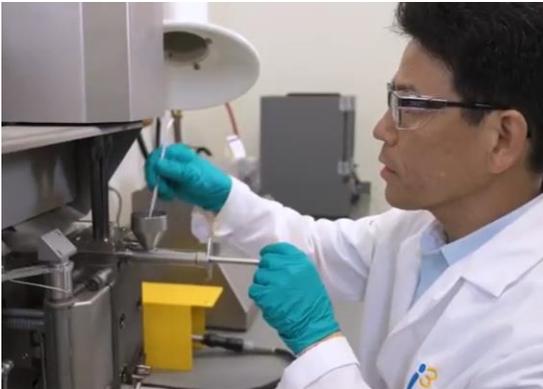
## SMOOTH LAUNCHES

**96%** green launch scorecards enhancing engineering processes to become faster and more efficient with higher accuracy

# A Trusted Partner Fulfilling Our Customers' Strategic Needs

# Leveraging More Than Six Decades of Knowledge and Experience

Full-service Supplier Delivering Exceptional Value



## Material Science

Optimizing material compounds to meet and exceed customer performance



## Design

Developing world-class designs for customers' unique applications



## Validation

A leading authority in testing / advanced analytics



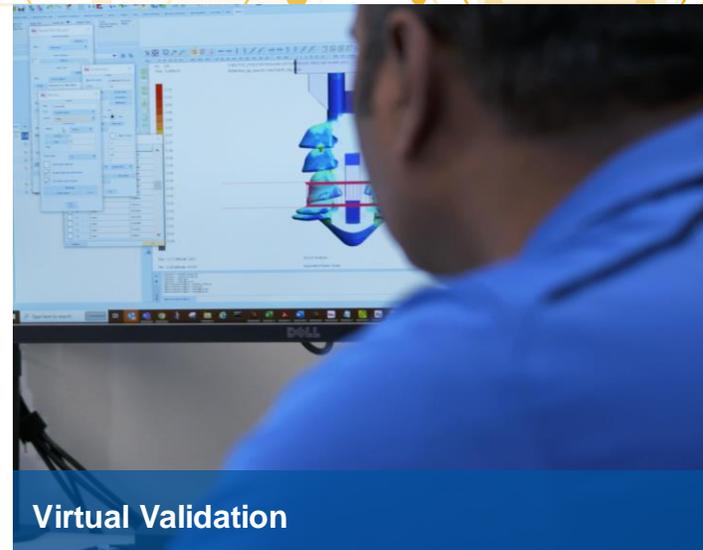
## Manufacturing

World-class operations / advantaged global footprint

# Harnessing "The Power" of Digital Analytics and A.I.

Applying Advanced Technology to Deliver Exceptional Value

- Leading expert of choice
- Increasing speed to market
- Eliminating physical samples, positively impacting sustainability
- Producing optimal products more efficiently
- Delivering diverse analysis with data-driven insights for better system performance



# Electric Vehicle (EV) Market Shift Creating New Opportunities

\$198m Net New Business Wins<sup>1</sup>



Greater need for optimized fluid handling architectures



More demand for differentiated sealing solutions and enhanced aesthetics



Increasing demand for lightweight solutions



Helping customers increase vehicle range



Generating opportunities for additional CPV

# EV Transition Increasing OEM Complexity, CPV Growth

Increasing CPV Opportunity →

Dynamic Sealing



Static Sealing  
Added Complexity



Frameless Sealing  
Highest Complexity, Specialty



# Powertrain Evolution Generating Increased CPV Opportunities

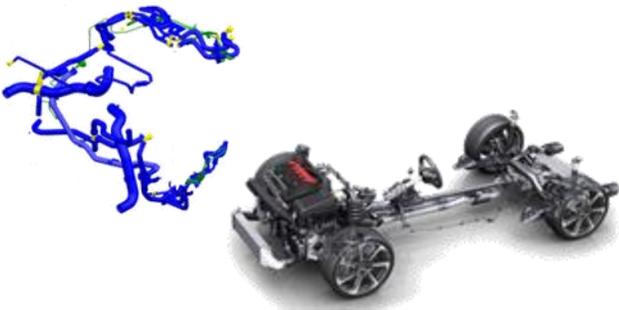
Increased Complexity Requires More Content

8 Part Numbers

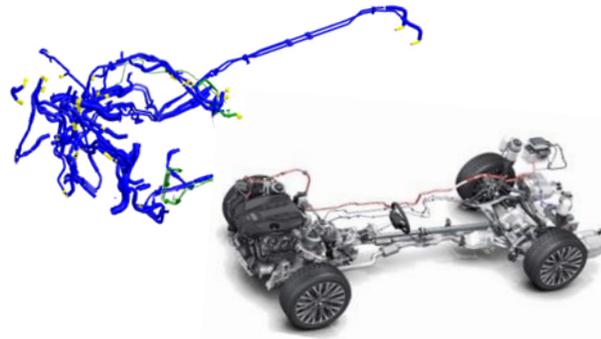
28 Part Numbers

20 Part Numbers +20% CPV

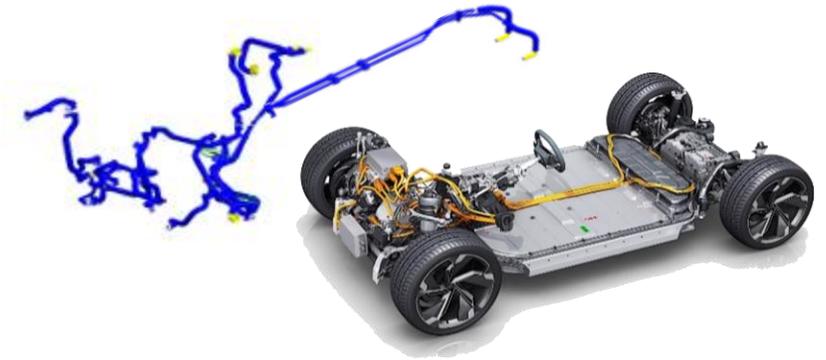
Internal Combustion Engine



Hybrid Electric Vehicle



Battery Electric Vehicle



# Developing Industry-leading Innovations



- Successful innovations enabled \$164m in new business wins<sup>1</sup>
- Developing options with a sustainability focus



Enhanced use of Payload



Reduced Emissions



Improved Lifecycle



Electric Vehicle

- Enhancing product performance
- Helping customers optimize their systems
- Improving CPV and margin growth



# Sealing Innovations Driving New Business Wins

- Enhanced aesthetics
  - FlushSeal™ movable glass sealing system
  - Frameless sealing system
  - Hidden outer waist belt
- Sustainable / lightweight options
  - EPDM MicroDense (dynamic and static)
  - TP MicroDense
  - Fortrex® materials platform



# Fluid Handling Innovations Driving New Business Wins

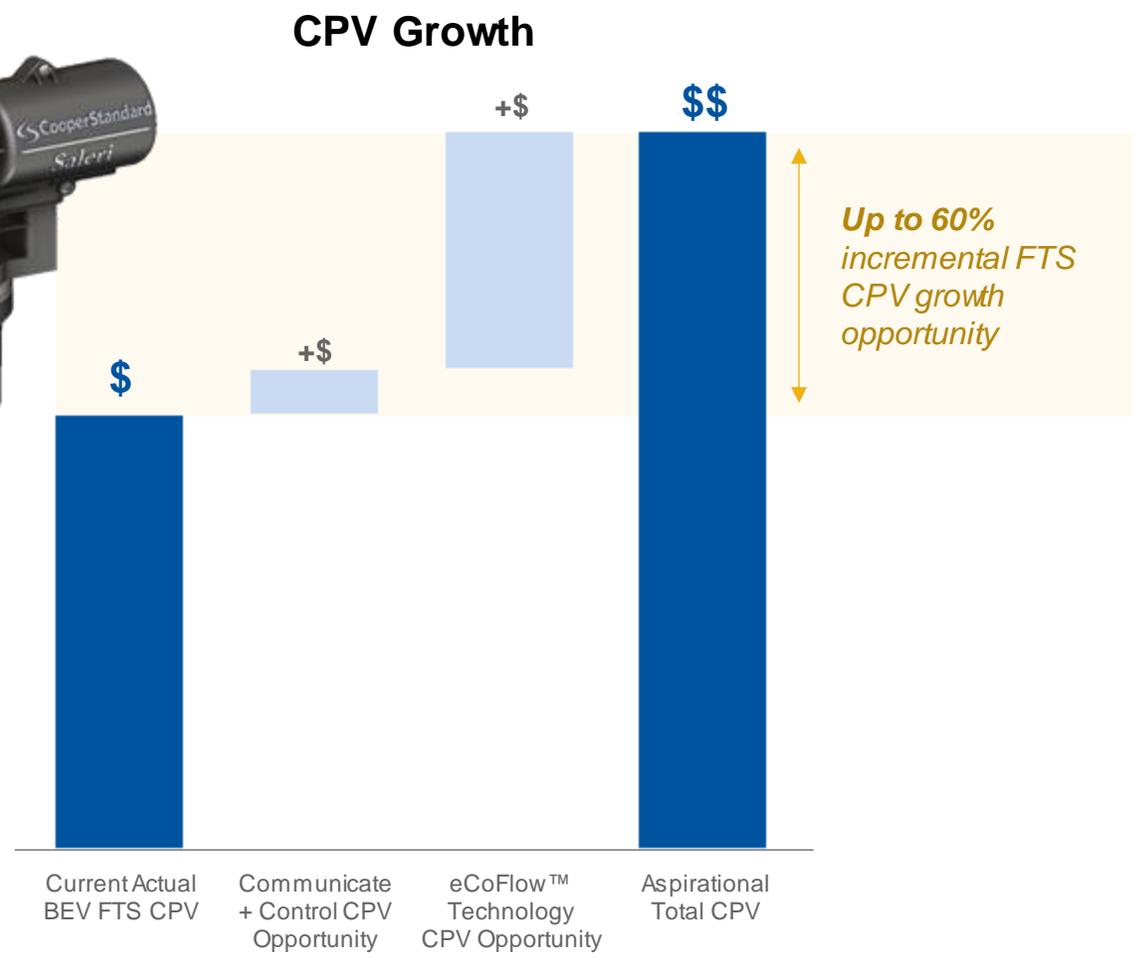
- Optimized thermal management
  - PlastiCool® portfolio (smooth, convoluted, multi-shape)
  - Integrated sensors
  - eCoFlow™ fluid control technologies
- Connection assurance / ease of assembly
  - Ergo-Lock® QC
  - Easy-Lock® QC
  - Eco-Snap™ QC



# Revolutionary Integrated Fluid Systems Increasing Value

eCoFlow™ Technology Reduces Complexity, Improves Efficiency, Increases CPV Opportunity

- Eliminates independent valves
- Reduced system pressure drop
- Optimized tube and adaptor routing
- Simplified wiring and I/O channels
- Mapped control (pressure, flow, efficiency)
- 14 patents pending



# Sustainable Thermoplastic Body Door Seal

Offering Enhanced Appearance, Weight Reduction and Improved Lifecycle



- Sustainable dynamic seal offering recyclability
- 30% weight reduction vs. traditional EPDM with stainless steel or aluminum carriers
- Proprietary carrier design to meet mechanical integrity
- Color options available
- Less energy consumption vs. traditional EPDM



# Enhancing Fortrex® Portfolio

Improving Sustainability, Performance and Price

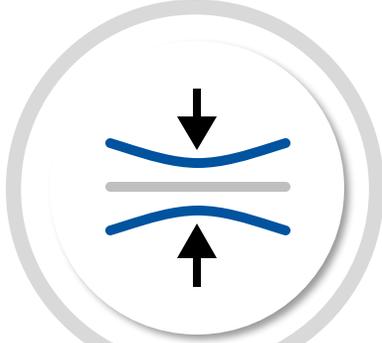
2023



## MicroDense Fortrex®

- ✓ Lower Density (0.65sg)
- ✓ ~26% Weight Reduction
- ✓ Advantage Carbon Footprint

2024



## ED65 Fortrex®

- ✓ Lower Durometer / Design Flexibility
- ✓ Simplified Supply Chain
- ✓ Improved Durability / Compression Set

2025



## Upcycled Fortrex®

- ✓ Transforming Recycled Feedstocks
- ✓ Reduced Carbon Footprint

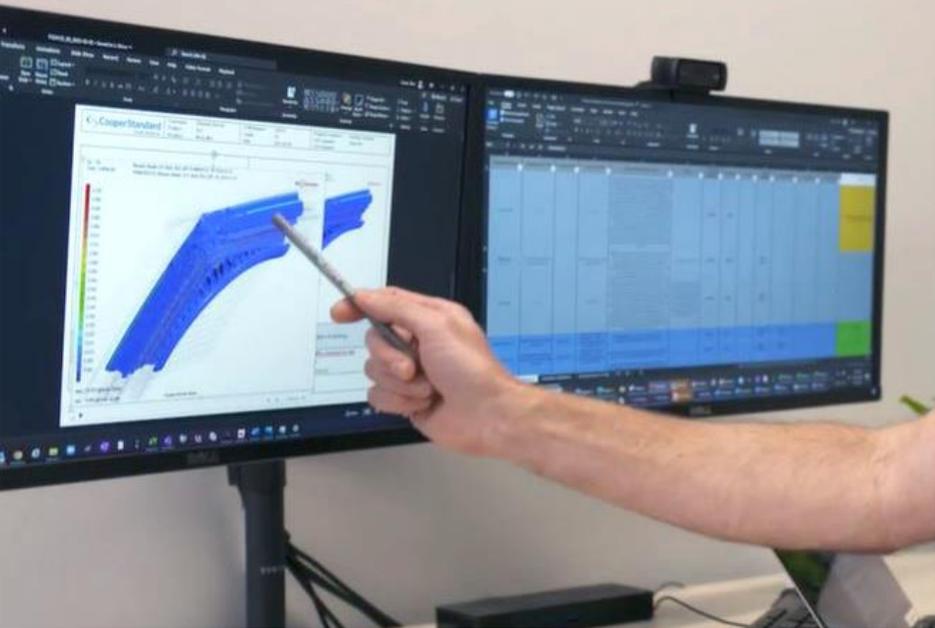
# **| Strong Foundation Enabling Business Transformation**

# Transformative Advanced Digital Tools Driving Value

Increasing Efficiency, Productivity and New Business Awards

## PRE-PRODUCTION TOOLS

Design by Analysis, Virtual Validation, Fomulink

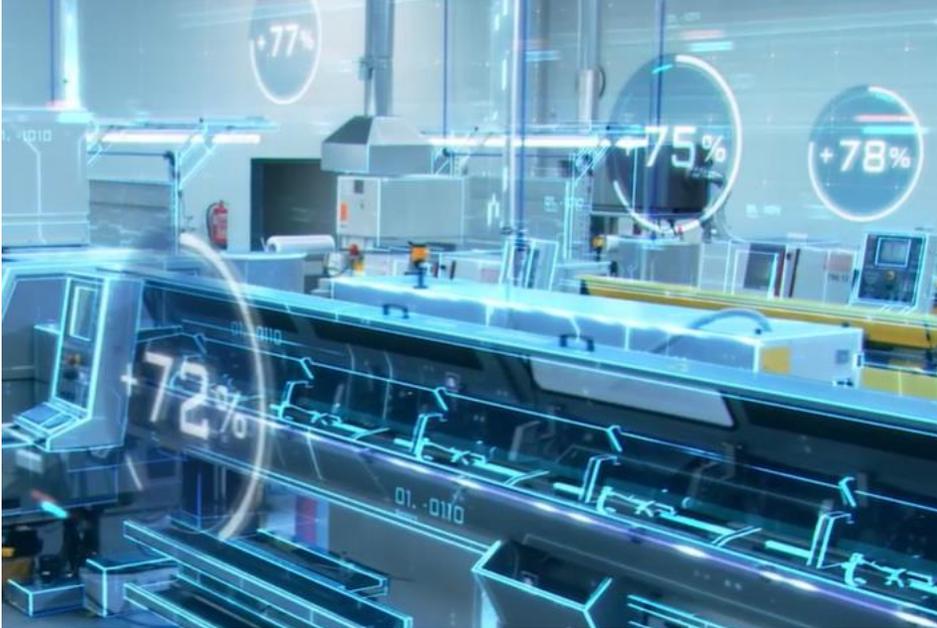


Value Creation  
Since 2020

↓ **109 bps**  
Engineering expense / sales

## MANUFACTURING TOOLS

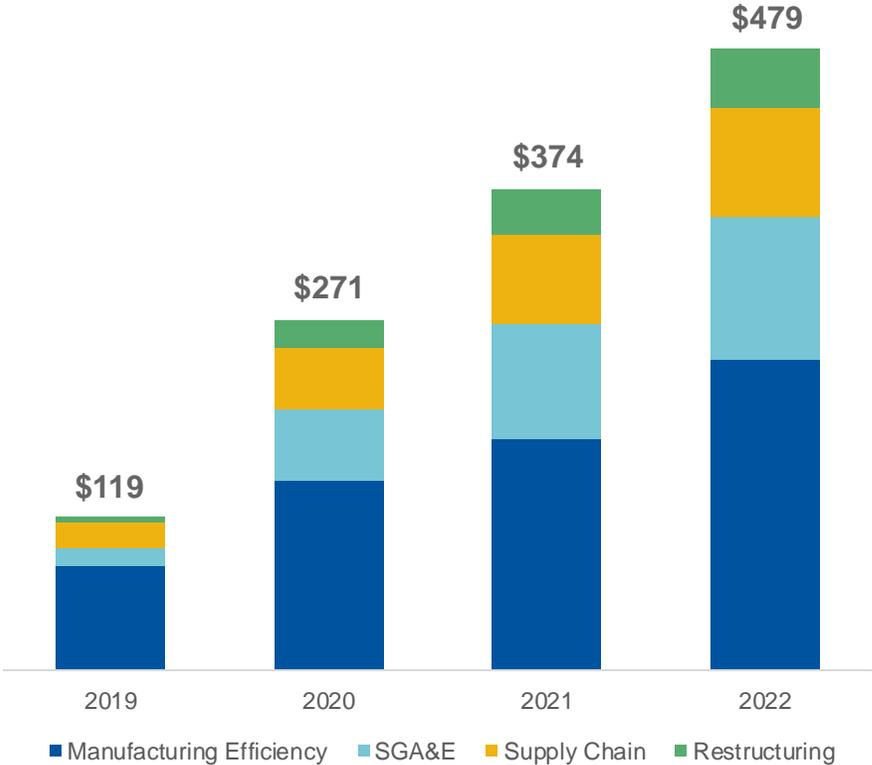
Pulse OEE, WAT, eAndon, Liveline Technologies®



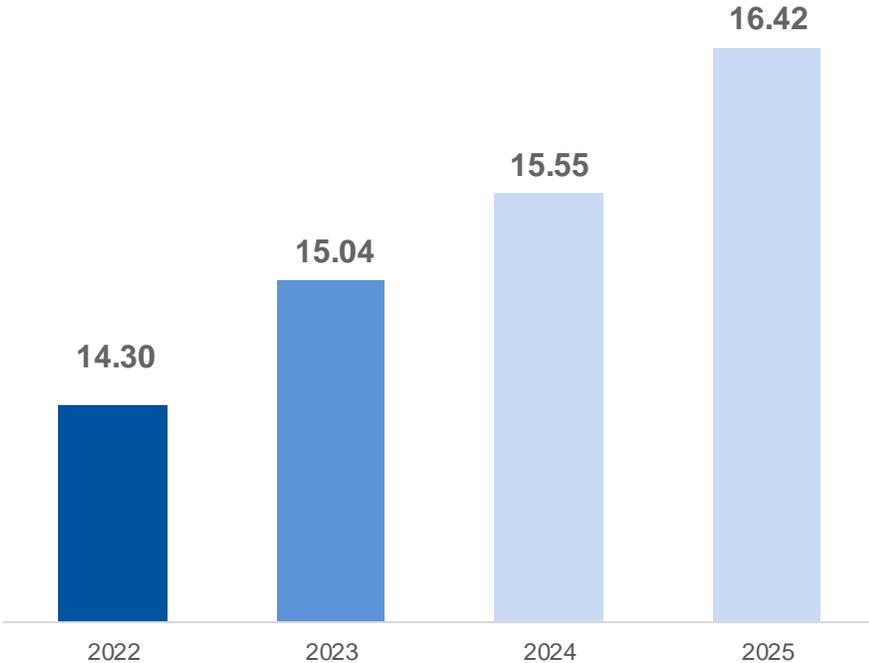
↓ **322 bps**  
Manufacturing fixed costs / sales

# Leveraging Lean Cost Structure on Higher Production Volume

**Cumulative Sustainable Cost-Saving Impact to Adjusted EBITDA (2019-2022)**



**North America Light Vehicle Production<sup>1</sup>**  
(Million units)



# Improving Profitability and Mitigating Risk with Enhanced Commercial Agreements

- **Eliminating Commodity Risk**  
Established index-based agreements limiting exposure to material cost fluctuations
- **Achieving Sustainable Pricing**  
On-going negotiations with customers to address non-material cost inflation
- **Enhanced Cash Flow**  
Implemented improved payment terms on trade receivables and customer-owned tooling
- **Focused on Profitable Business**  
Commitment to fix or exit underperforming products or regions



# Strong Transformational Margin Outlook

Lower Costs, Transformational Technology and Innovation Driving True Value Proposition



- Cumulative savings, improved cost structure -\$479m since 2018
- Planned revenue growth outpacing expected increases in market production volumes
  - Est. Market growth: ~3% 3 year CAGR<sup>1</sup>
  - Est. CPS growth: ~8% 3 year CAGR<sup>2</sup>
- Enhanced commercial agreements - inflation recovery and sustainable price adjustments on current production business
- Pricing discipline – higher VCM on future program launches

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