



# Creating Sustainable Solutions TOGETHER

Transforming Our Business for a Sustainable Future

Investor Presentation  
May 2024



# 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; 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 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; 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.

# | 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

## Continuing Profit Margin Expansion

Streamlined segment management, aggressive cost reduction initiative, increasing VCM on new launches

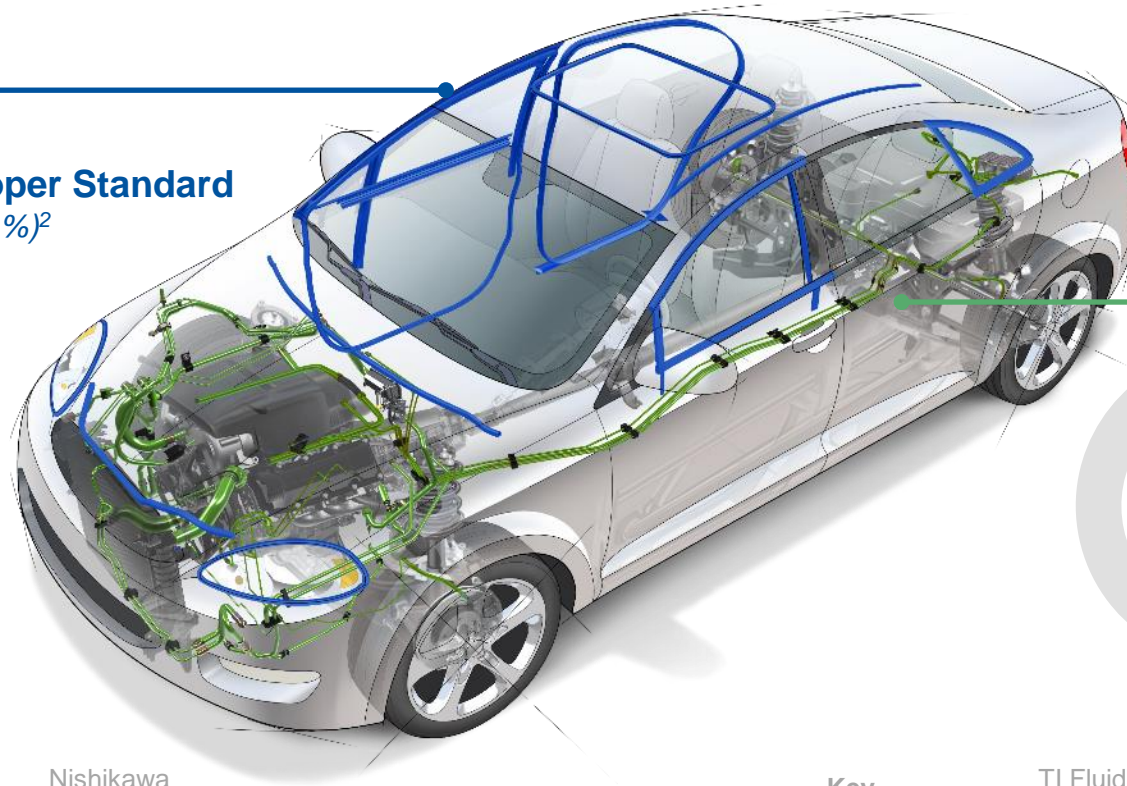
# | Our Foundational Business

# Leading Market Position Across Core Product Lines

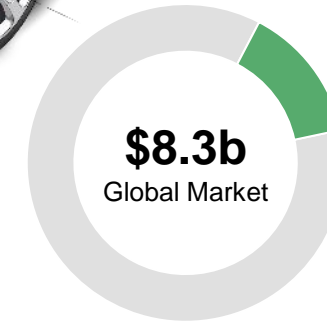
## #1 GLOBAL LEADER<sup>1</sup> Sealing Systems



**16% Cooper Standard**  
(\$1.4b / 51%)<sup>2</sup>



## #2 GLOBALLY<sup>1</sup> Fluid Handling Systems



**14% Cooper Standard**  
(\$1.2b / 45%)<sup>2</sup>

### Key Competitors

Toyoda Gosei  
Hutchinson  
Henniges

Nishikawa  
Saar Gummi  
Standard Profil

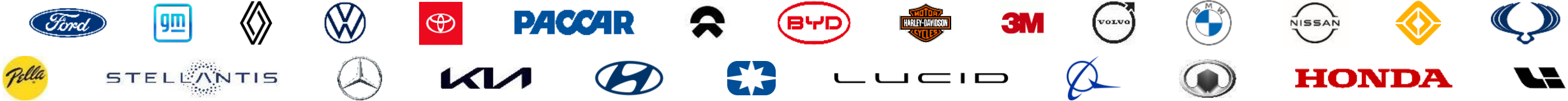
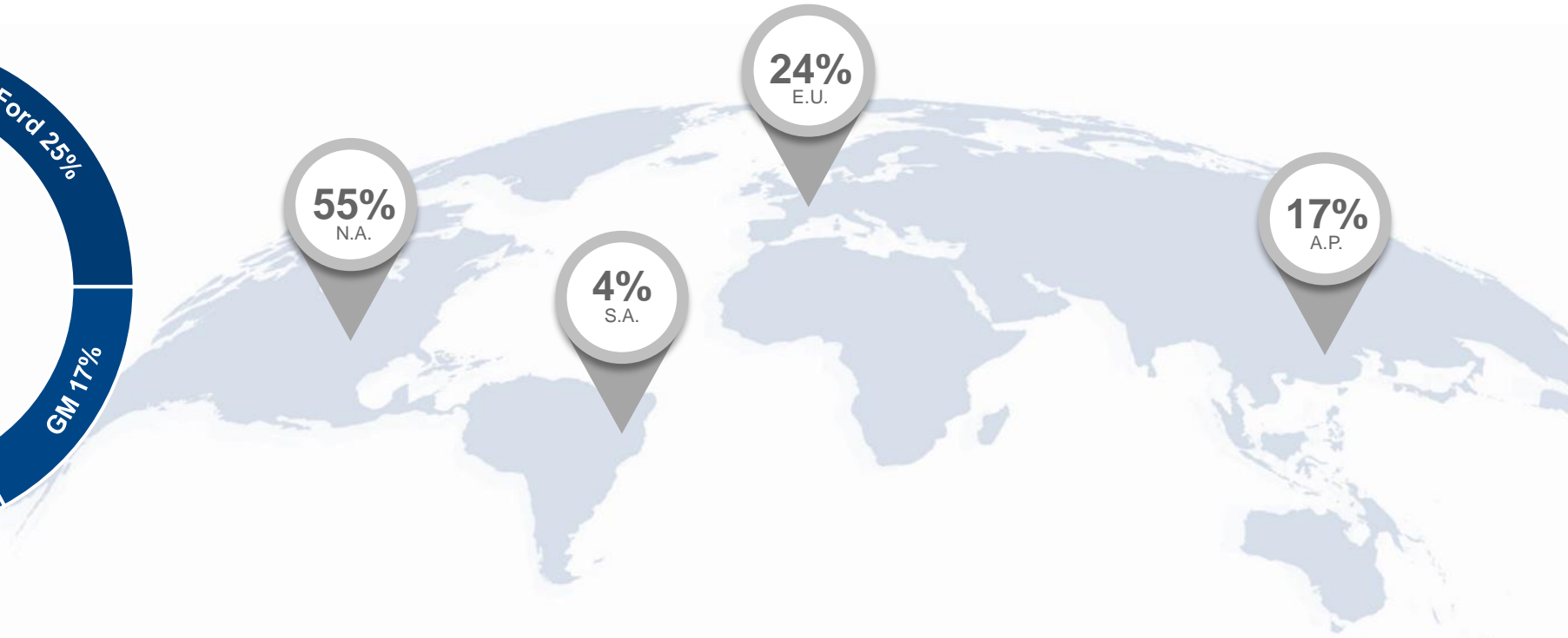
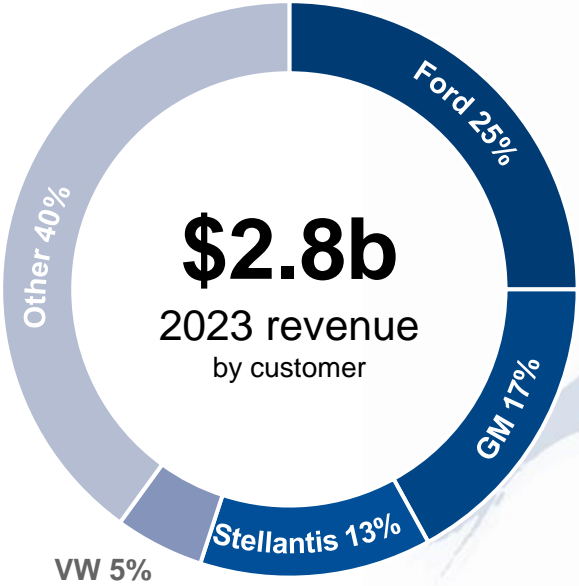
### Key Competitors

TI Fluid Systems  
Sanoh  
Cikautxo  
Martinrea

Maruyasu  
Hutchinson  
ContiTech  
Akwel

Teklas  
Frankische

# A Trusted Partner With a Strong Global Customer Base



# Strong Commitment to Core Values and Sustainability

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

- Recognized for world-class integrity and ethics
  - America's Most Responsible Company (5 consecutive years)
  - Ecovadis Silver Status
- 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





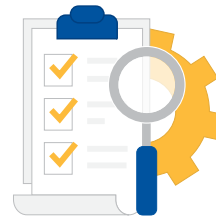
# Commitment to Excellence Drives World-class Results



## WORLD-CLASS SAFETY

0.38 Total Incident Rate  
39 Facilities with 0 Incidents

committed to employee safety, safe  
production and safe products



## EXCEPTIONAL QUALITY

97% Green Customer Scorecards

meeting and exceeding customer  
expectations with quality products  
and services



## LAUNCH EXCELLENCE

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



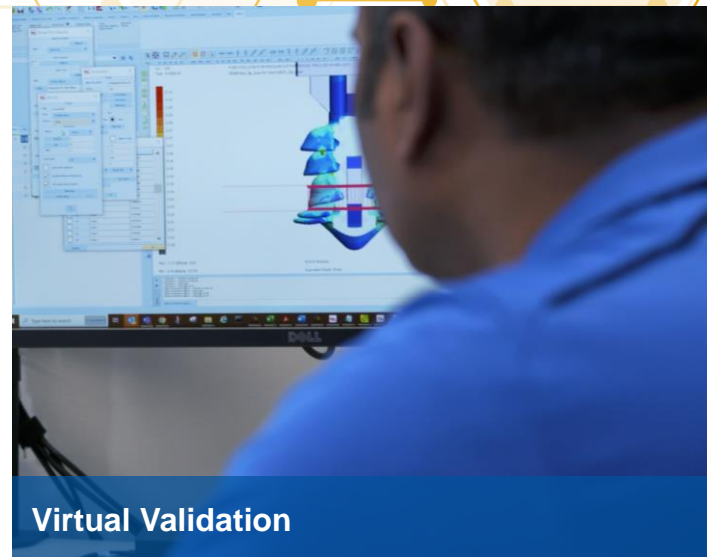
## Manufacturing

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





# Vehicle Powertrain Market Shift Creating New Opportunities

\$66m Net New Business Wins (1Q 2024)

- \$34m related to Hybrid platforms
- \$19m related to EV platforms



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

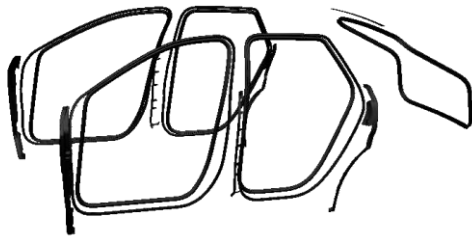


Generating opportunities for additional CPV

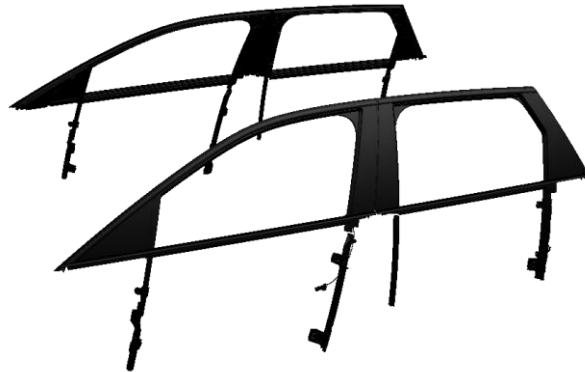
# EV Transition Increasing OEM Complexity, CPV Growth

Increasing CPV Opportunity

Dynamic Sealing



Static Sealing  
Added Complexity



Frameless Sealing  
Highest Complexity, Specialty



# Powertrain Evolution Generating Increased CPV Opportunities

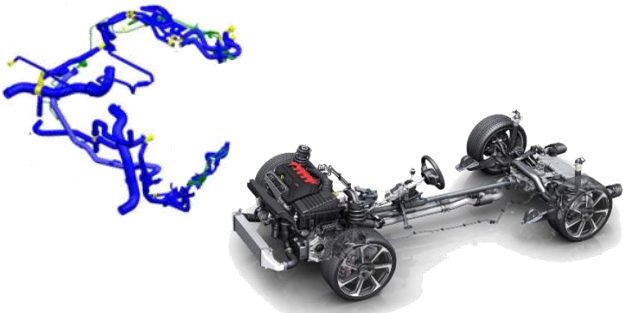
Increased Complexity Requires More Content

8 Part Numbers

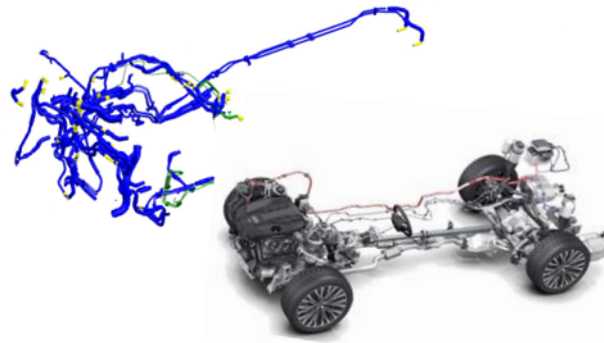
28 Part Numbers

20 Part Numbers +20% CPV

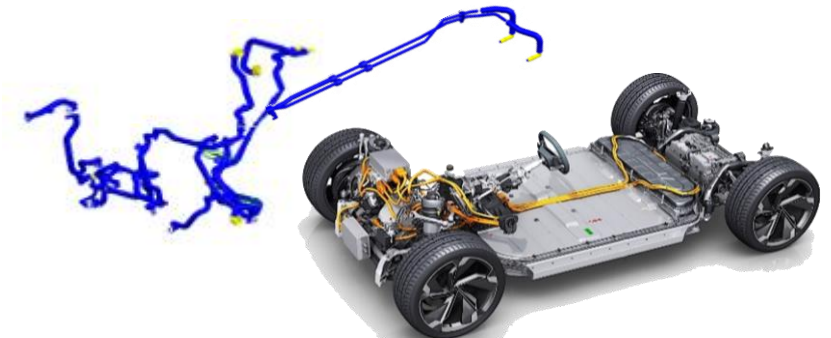
Internal Combustion Engine



Hybrid Electric Vehicle



Battery Electric Vehicle



# Sealing Innovations Enhancing Customer Value

- 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



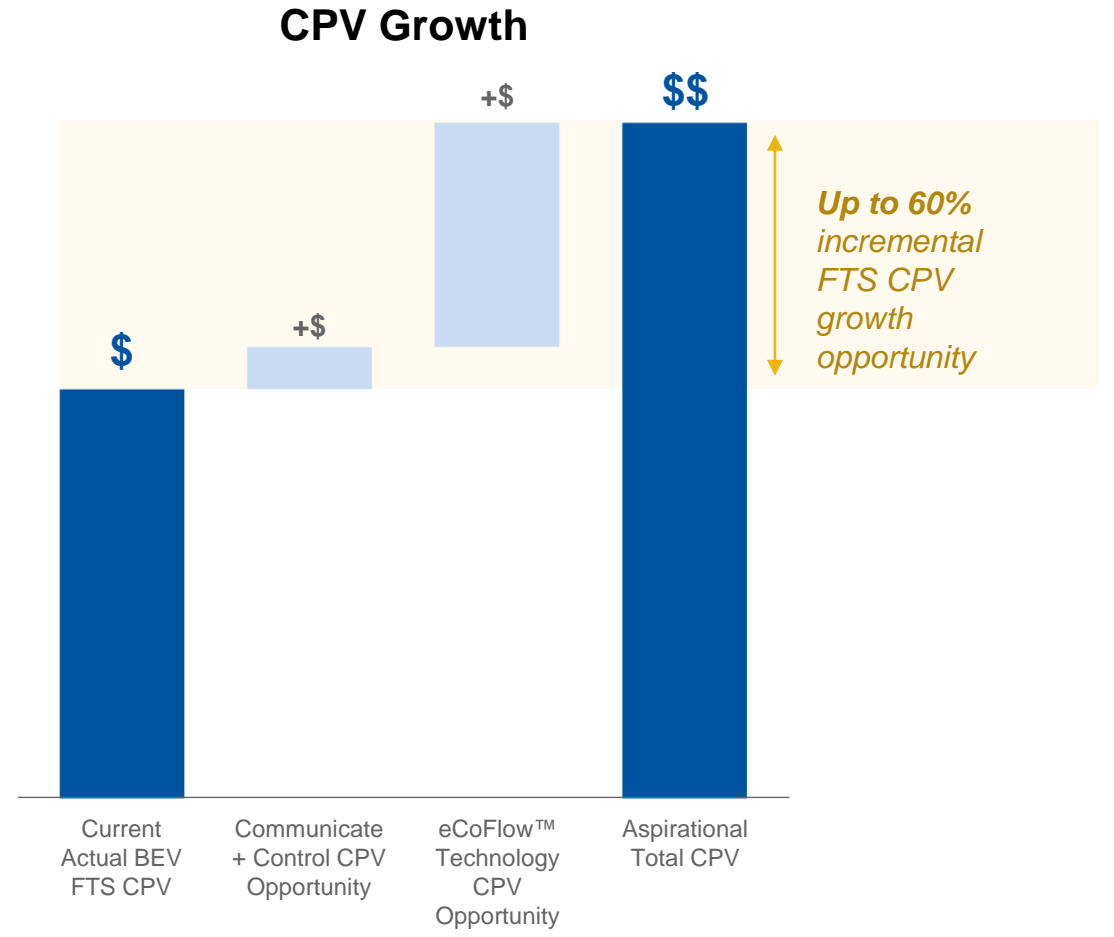


# Revolutionary Integrated Fluid Systems Increasing Value

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



- Eliminates independent valves
- Reduced system pressure drop
- Optimized tube and adaptor routing
- 14 patents pending



# Leveraging Manufacturing and Materials Expertise in Adjacent Markets

- Diverse markets and industrial sales 6% 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 Nike, Inc
- Additional technology and business development work for new Fortrex™ applications is ongoing



# **| Strong Foundation Enabling Business Transformation**

# 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.



# Optimized Operating Management Structure

## Transition to Product Line-based Organization



- Provide complete P&L (profit and loss) ownership for each product line to drive profitable growth and increased shareholder value
- Reinforce pricing discipline to protect program margins
- Prioritize capital allocation to help optimize resources
- Streamline operations and engineering execution to increase efficiencies
- Deliver customer-focused innovations faster to the market

# Aggressive Lean Initiatives to Further Optimize Costs



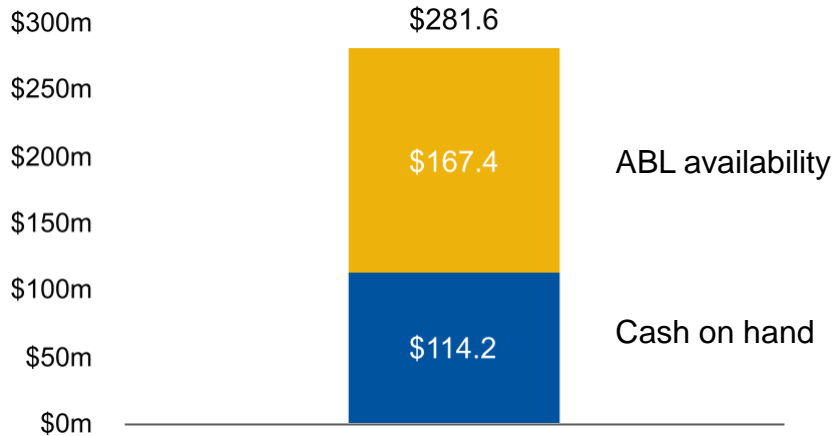
- Streamlined operations and engineering execution enabled by product-line structure
  - Immediate reduction in salaried workforce
  - Expected cost savings of \$20 - \$25 million in 2024
  - Full annualized cost savings of \$40 - \$45 million expected in 2025
  - Payback of restructuring costs in approximately 6 months
- Further footprint rationalization under consideration

**Successful Implementation and Realized Savings Represent Potential Upside to Original Guidance**

# Solid Liquidity, Flexible Capital Structure

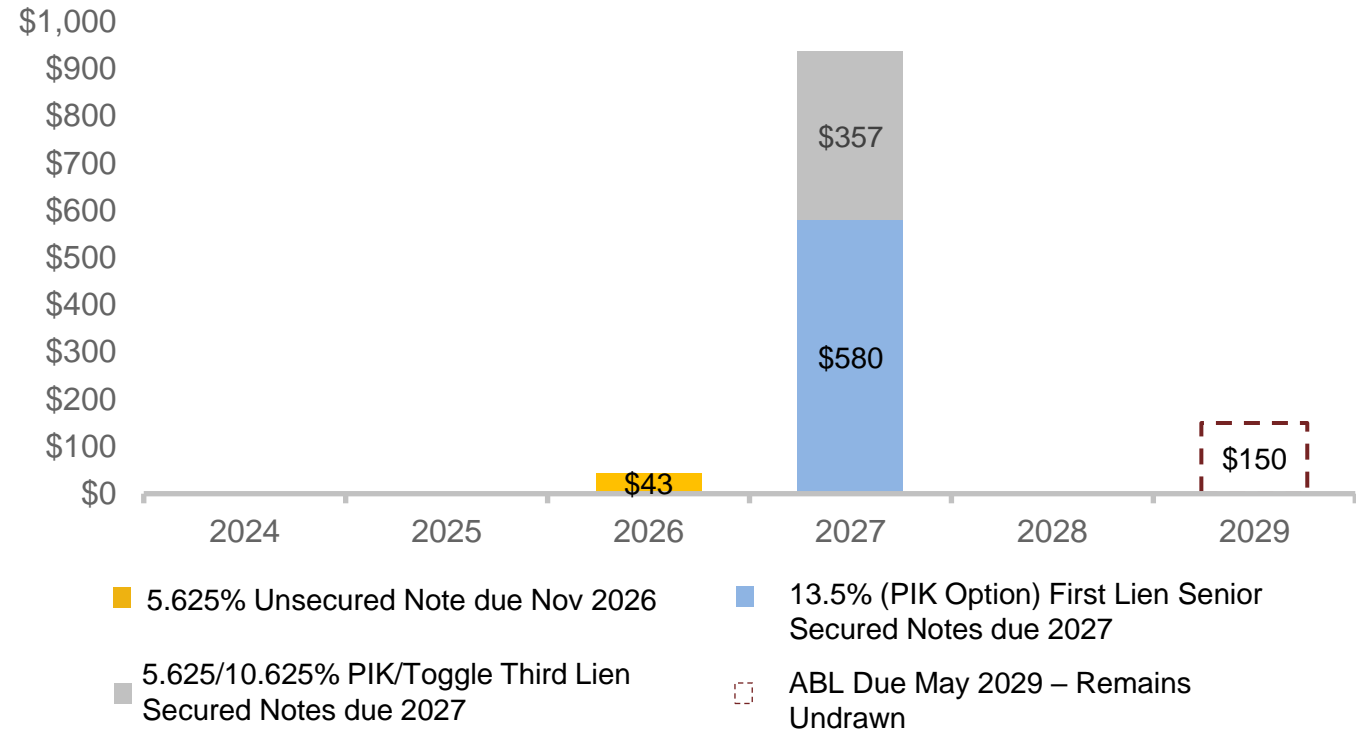
## Liquidity – March 31, 2024

(millions)



## Debt Maturities<sup>1</sup>

(millions)



**Current Liquidity Remains Sufficient to Support Ongoing Operations and Strategic Execution**

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