Driving Value Through Culture, Innovation and Results

First Quarter 2021 Earnings Presentation

May 7, 2021

CooperStandard

Agenda

1. **Introduction**
   Roger Hendriksen | Director, Investor Relations

2. **First Quarter Summary**
   Jeff Edwards | Chairman and Chief Executive Officer

3. **Financial Overview**
   Jon Banas | Executive VP and Chief Financial Officer

4. **Strategic 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: the impact, and expected continued impact, of the recent COVID-19 outbreak on our financial condition and results of operations; significant risks to our liquidity presented by the COVID-19 pandemic; 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; our ability to obtain adequate financing sources in the future; operating and financial restrictions imposed on us under our debt instruments; our ability to generate sufficient cash to service all of our indebtedness; our exposure to interest rate risk due to our variable rate indebtedness; 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 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 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.

First Quarter Summary

Jeff Edwards, Chairman and CEO

Q1 2021 Highlights

Strong Operating Performance and Margin Enhancement Despite Industry Challenges

98%
World-class Quality
Green Customer Scorecards

98%
World-class Service
Green Launch Scorecards

0.45
World-class Safety
Total Incident Rate (TIR)

$18m
Manufacturing Savings
Improved Operating Efficiency

$10m
Reduced Overhead
Lower SGA&E Expense

$10m
Purchasing Savings
Supply Chain Optimization

+450 Basis Points Y-O-Y Improvement in Adj. EBITDA Margin[1]

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[1] See Appendix for definitions and reconciliation to U.S. GAAP

Doing Business the Right Way

Ethisphere Award Winner for the Second Consecutive Year

ESG and Corporate Responsibility

Continuing Commitment to Culture as a Value Driver


STRONGER

TEAM, PARTNERSHIPS, BUSINESS

Corporate Responsibility 2020

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Driving Value Through Culture, Innovation and Results

- Transparent reporting on ESG progress
- Updated ESG goals and priorities
- Established new long term goals focused on climate change, low-carbon economy and circularity
- Formal introduction of global diversity policy and appointed a Diversity, Inclusion and Belonging action group

Financial Overview

Jon Banas, Executive VP and CFO

Financial Results

(USD millions, except per share amounts)

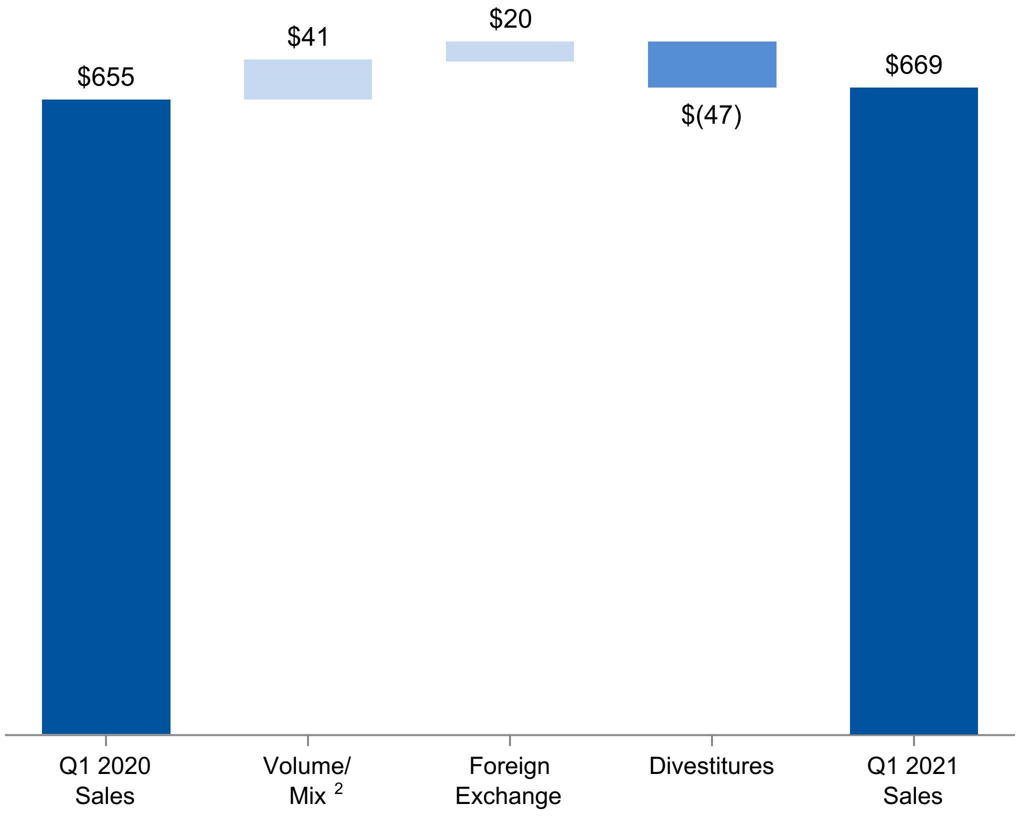
	Three Months Ended March 31,	
	2021	2020
Sales	$ 669.0	$ 654.9
Gross Profit	$ 68.3	$ 43.1
% Margin	*10.2 %*	*6.6 %*
Adjusted EBITDA[1]	$ 38.5	$ 8.3
% Margin[1]	*5.8 %*	*1.3 %*
Income Tax Expense (Benefit)	$ 0.9	$ (14.1)
Effective Tax Rate %	*(2.8)%*	*11.2 %*
Net Loss	$ (33.9)	$ (110.6)
EPS (Fully diluted)	*$ (2.00)*	*$ (6.55)*
Adjusted Net Loss[1]	$ (14.5)	$ (36.5)
Adjusted EPS (Fully diluted)[1]	*$ (0.85)*	*$ (2.16)*
CAPEX	$ 38.6	$ 50.6
% of Sales	*5.8 %*	*7.7 %*

CooperStandard [1] See Appendix for definitions and reconciliation to U.S. GAAP

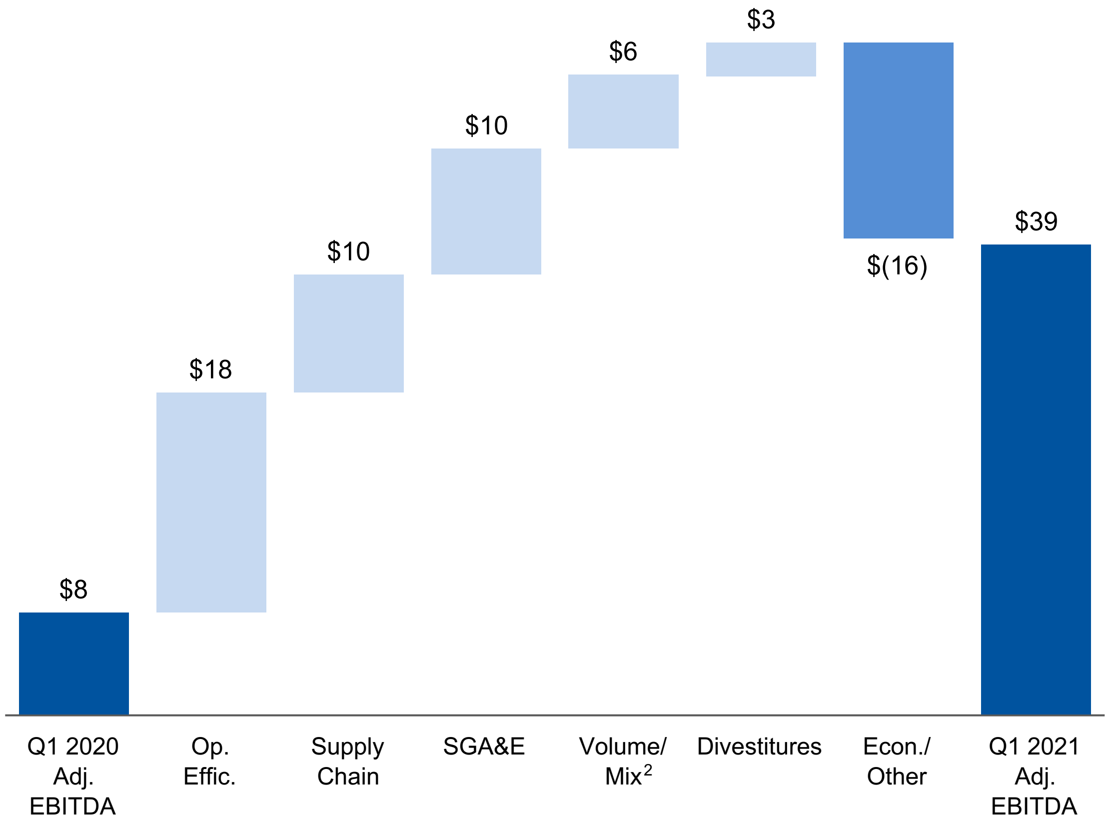
Q1 2021 Bridge Analysis

(USD millions)

Sales



Adjusted EBITDA[1]



[1] See Appendix for definitions and reconciliation to U.S. GAAP

[2] Net of customer price reductions

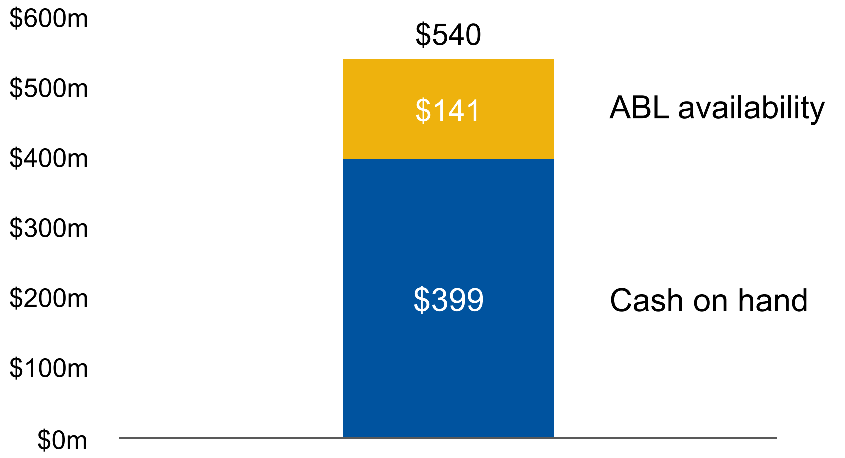
CooperStandard Totals may not add due to rounding

Continuing Strong Liquidity

Free Cash Flow

(Millions)	Three Months Ended March 31,			
	2021		2020	
Net cash used in operating activities	$	(7.1)	$	(2.0)
Capital expenditures		(38.6)		(50.6)
Free cash flow	$	(45.7)	$	(52.6)

Liquidity - March 31, 2021



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Strategic Outlook

Jeff Edwards, Chairman and CEO

Advanced Technology Group

Continuing Innovation/Diversification Strategy

Materials Licensing and Sales


Footwear


Building & Construction

Applied Materials Science (AMS)

- Entering the commercial phase for building and construction products technology
  - Timing and scope of commercial agreements/contracts TBD
- Successfully completed technology development phase with key footwear customer
- Additional technology development focused on footwear applications is continuing

Converted Materials


Industrial & Consumer


Commercial & Recreational

Industrial and Specialty Group (ISG)

- Steady market demand and customer orders
  - Aviation sector remains soft
- Prioritizing production capacity for key strategic customers
- Investing in new capital equipment to improve efficiency, leverage growth opportunities

Electric Vehicle Trends Creating Opportunity

Expanding List of EV Customers* and EV-related Sales Contracts

CPS - Key EV Data Points

- **Strong new EV business awards continues**
  - **$100m** in 2020; **$31m** Q1 2021
  - 18 different customers
  - All three product categories
- Expected **sales growth of ~50% CAGR** over next five years
- **CPV growth opportunity of up to 20%** vs. ICE vehicles

* EV customer list as represented by logos on this page is not all-inclusive

Defined Action Plans for Underperforming Regions

Asia Pacific

- Pursue aggressive, profitable growth plan
- Targeted customers, products
- Fill existing capacity
- Leverage world-class technology and service
- Leverage anticipated market growth and EV opportunities

Europe

- Improve fluid handling business margins
  - Leverage technology and innovation to grow in EV market
  - Additional commercial actions
- Improve sealing business margins
  - Further rightsizing of headcount and footprint
  - Additional commercial actions

South America

- Pursue conquest business
- Leverage streamlined production capacity (capacity utilization)
- Leverage streamlined organization structure (reduced overhead)
- Evaluate long-term viability

Driving Value Plan

Aggressive Initiative to Return to Double Digit ROIC - All Workstreams Remain On Track

Workstream	Areas of Focus	Timing	Targeted ROIC Impact
Commercial	Net New Business, Net Pricing	Ongoing	~150 – 200 bps
Indexing	Material Cost Economics	'20 – '22	
Program Management	Program Execution	Ongoing	~500 – 700 bps
Purchasing and Supply Chain Optimization	Material Cost	'20 – '23	
Manufacturing Continuous Improvement	Cost Optimization	'20 – '23	
Right Sizing Overhead	Fixed Cost Reduction SGA&E / COGS	'20 – '21	~225 – 275 bps
Strategic Actions and Restructuring	Fix or Exit Unprofitable Business	Ongoing	

2023 Strategic Targets	
Gross Margin:	>15%
SGA&E:	< 9%
Adj. EBITDA:	>10%
CAPEX:	< 5%
ROIC:	>10%

*Based on current management expectations for global light vehicle production and successful execution of above listed initiatives.
Percentages (except ROIC) reference percent of revenue.

Q & A

Appendix

Non-GAAP Financial Measures

EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income, adjusted earnings per share, net debt 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, adjusted net income, adjusted earnings per share, 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 income 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. Adjusted net income is defined as net income adjusted to reflect certain items that management does not consider to be reflective of the Company's core operating performance. Adjusted basic and diluted earnings per share is defined as adjusted net income divided by the weighted average number of basic and diluted shares, respectively, outstanding during the period. Net debt is defined as total debt minus cash and cash equivalents. 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, adjusted net income, adjusted earnings per share, net debt and free cash flow as supplements to, and not as alternatives for, net income, 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 EBITDA margin, adjusted net income, adjusted earnings per share, net debt 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, adjusted net income, adjusted earnings per share, net debt and free cash flow 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, 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 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, adjusted earnings per share, net debt and free cash flow follow.

EBITDA and Adjusted EBITDA Reconciliation

(Unaudited, dollar amounts in thousands)

	Three Months Ended March 31,	
	2021	2020
Net loss attributable to Cooper-Standard Holdings Inc.	$ (33,864)	$ (110,588)
Income tax expense (benefit)	936	(14,117)
Interest expense, net of interest income	17,784	10,237
Depreciation and amortization	33,528	37,763
EBITDA	$ 18,384	$ (76,705)
Restructuring charges	21,047	7,276
Gain on sale of business (1)	(891)	—
Impairment of assets held for sale (2)	—	74,079
Project costs (3)	—	2,425
Other impairment charges (4)	—	684
Lease termination costs (5)	—	520
Adjusted EBITDA	$ 38,540	$ 8,279
Sales	$ 668,967	$ 654,890
Net loss margin (Net loss/sales)	(5.1)%	(16.9)%
Adjusted EBITDA margin (adjusted EBITDA/sales)	5.8 %	1.3 %

(1) Gain on sale of business related to divestitures in 2020.
(2) Non-cash impairment charges related to reducing the carrying value of the held for sale entities to fair value less costs to sell.
(3) Project costs recorded in selling, administration and engineering expense related to divestitures in 2020.
(4) Non-cash impairment charges of $684 related to fixed assets, net of approximately $293 attributable to our noncontrolling interests.
(5) Lease termination costs no longer recorded as restructuring charges in accordance with ASC 842.

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Adjusted Net Loss and Adjusted EPS

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

	Three Months Ended March 31,	
	2021	2020
Net loss attributable to Cooper-Standard Holdings Inc.	$ (33,864)	$ (110,588)
Restructuring charges	21,047	7,276
Gain on sale of business [(1)]	(891)	—
Impairment of assets held for sale [(2)]	—	74,079
Project costs [(3)]	—	2,425
Other impairment charges [(4)]	—	684
Lease termination costs [(5)]	—	520
Tax impact of adjusting items [(6)]	(775)	(10,894)
Adjusted net loss	$ (14,483)	$ (36,498)
Weighted average shares outstanding:		
Basic	16,951,190	16,883,717
Diluted	16,951,190	16,883,717
Loss per share:		
Basic	$ (2.00)	$ (6.55)
Diluted	$ (2.00)	$ (6.55)
Adjusted loss per share:		
Basic	$ (0.85)	$ (2.16)
Diluted	$ (0.85)	$ (2.16)

(1) Gain on sale of business related to divestitures in 2020.
(2) Non-cash impairment charges related to reducing the carrying value of the held for sale entities to fair value less costs to sell.
(3) Project costs recorded in selling, administration and engineering expense related to divestitures in 2020.
(4) Non-cash impairment charges of $684 related to fixed assets, net of approximately $293 attributable to our noncontrolling interests.
(5) Lease termination costs no longer recorded as restructuring charges in accordance with ASC 842.
(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.

Adjusted EBITDA Margin, Financial Ratios

Twelve Months Ended March 31, 2021

(Unaudited, dollar amounts in thousands)

	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Twelve Months Ended March 31, 2021
Net income (loss) attributable to Cooper-Standard Holdings Inc.	$ (134,219)	$ 4,381	$ (27,179)	$ (33,864)	$ (190,881)
Income tax expense (benefit)	(38,982)	(2,386)	(5,362)	936	(45,794)
Interest expense, net of interest income	12,771	17,985	18,174	17,784	66,714
Depreciation and amortization	42,460	36,504	37,502	33,528	149,994
EBITDA	**$ (117,970)**	**$ 56,484**	**$ 23,135**	**$ 18,384**	**$ (19,967)**
Restructuring [1]	9,774	6,186	16,246	21,047	53,253
Gain on sale of business, net [2]	—	(2,314)	(520)	(891)	(3,725)
Impairment of assets held for sale [3]	12,391	—	—	—	12,391
Other impairment charges [4]	163	100	16,470	—	16,733
Divested noncontrolling interest debt extinguishment	—	3,595	—	—	3,595
Project costs [5]	1,809	—	1,414	—	3,223
Lease termination costs [6]	81	83	87	—	251
Settlement charges [7]	—	—	184	—	184
Adjusted EBITDA	**$ (93,752)**	**$ 64,134**	**$ 57,016**	**$ 38,540**	**$ 65,938**
Debt					
Debt payable within one year					$ 43,441
Long-term debt					981,486
Total debt					$ 1,024,927
Less: cash and cash equivalents					398,847
Net debt					**$ 626,080**
Leverage ratio (Total debt/TTM Adjusted EBITDA)					15.5
Net leverage ratio (Net debt/TTM Adjusted EBITDA)					9.5
Interest coverage ratio (Adjusted EBITDA/Interest expense)					1.0
Sales	**$ 340,467**	**$ 683,200**	**$ 696,882**	**$ 668,967**	**$ 2,389,516**
Net income margin (Net income/Sales)	**(39.4)%**	**0.6 %**	**(3.9)%**	**(5.1)%**	**(8.0)%**
Adjusted EBITDA margin (Adjusted EBITDA/Sales)	**(27.5)%**	**9.4 %**	**8.2 %**	**5.8 %**	**2.8 %**

(1) Includes non-cash impairment charges related to restructuring.
(2) Gain on sale of business primarily related to divestitures in 2020. In the first quarter of 2021, there were subsequent adjustments to the net gain on sale of business, which related to the 2020 divestitures.
(3) Non-cash impairment charges related to reducing the carrying value of the held for sale entities to fair value less costs to sell.
(4) Other non-cash impairment charges related to fixed assets, net of portion attributable to noncontrolling interests.
(5) Project costs recorded in selling, administration and engineering expense related to divestitures in 2020.
(6) Lease termination costs no longer recorded as restructuring charges in accordance with ASC 842.
(7) Non-cash settlement charges incurred related to certain of our non-U.S. pension plans.

Free Cash Flow

(Unaudited, dollar amounts in thousands)

	Three Months Ended March 31,	
	2021	2020
Net cash used in operating activities	$ (7,084)	$ (2,030)
Capital expenditures	(38,617)	(50,591)
Free cash flow	$ (45,701)	$ (52,621)