Driving Value Through Culture, Innovation and Results

Third Quarter 2021 Earnings Presentation

November 4, 2021

CooperStandard

Agenda

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

Third Quarter Summary

Jeff Edwards, Chairman and CEO

Q3 2021 Highlights

Continuing Strong Operating Performance Overshadowed by Industry Challenges

98%
World-class Quality
Green Customer Scorecards

96%
World-class Service
Green Launch Scorecards

0.46
World-class Safety
Total Incident Rate (TIR)

$8m
Manufacturing/Purchasing
Lean Savings

$4m
Reduced Overhead
Lower SGA&E Expense

$5m
Strategic Initiative Impacts
Restructuring Savings

Volatile Customer Production Schedules Continue, Material Inflation Increasing

Delivering Value Through Sustainability

Recognized for our Culture of Fostering Diversity and Inclusion

Financial Overview

Jon Banas, Executive VP and CFO

Financial Results

(USD millions, except per share amounts)

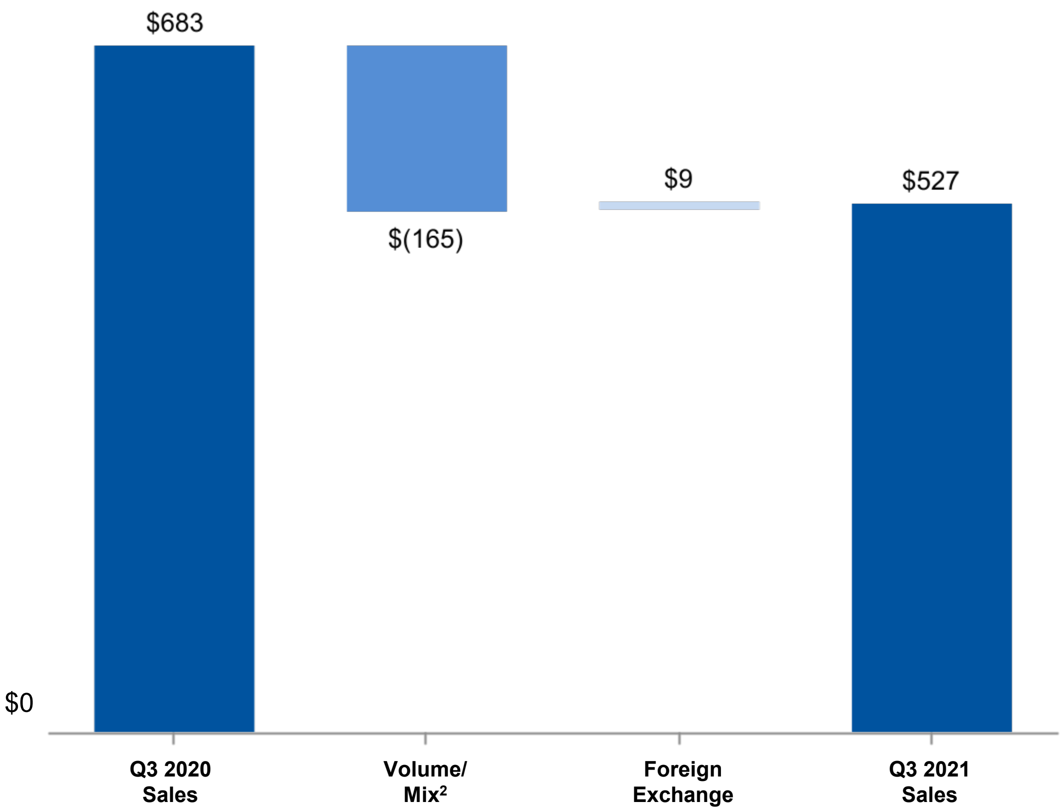
	Three Months Ended September 30,				Nine Months Ended September 30,			
	2021		2020		2021		2020	
Sales	$	526.7	$	683.2	$	1,728.8	$	1,678.6
Gross (Loss) Profit	$	(8.1)	$	84.5	$	59.2	$	67.3
% Margin		*(1.5)%*		*12.4 %*		*3.4 %*		*4.0 %*
Adjusted EBITDA[1]	$	(33.9)	$	64.1	$	(10.0)	$	(21.3)
% Margin[1]		*(6.4)%*		*9.4 %*		*(0.6)%*		*(1.3)%*
Income Tax Expense (Benefit)	$	32.1	$	(2.4)	$	15.6	$	(55.5)
Effective Tax Rate %		*(34.6)%*		*(55.2)%*		*(7.5)%*		*18.7 %*
Net (Loss) Income	$	(123.2)	$	4.4	$	(220.6)	$	(240.4)
EPS (Fully diluted)	*$*	*(7.20)*	*$*	*0.26*	*$*	*(12.96)*	*$*	*(14.22)*
Adjusted Net (Loss) Income[1]	$	(106.4)	$	3.6	$	(172.0)	$	(144.7)
Adjusted EPS (Fully diluted)[1]	*$*	*(6.23)*	*$*	*0.21*	*$*	*(10.10)*	*$*	*(8.56)*
CAPEX	$	20.4	$	10.5	$	76.0	$	73.4
% of Sales		*3.9 %*		*1.5 %*		*4.4 %*		*4.4 %*

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

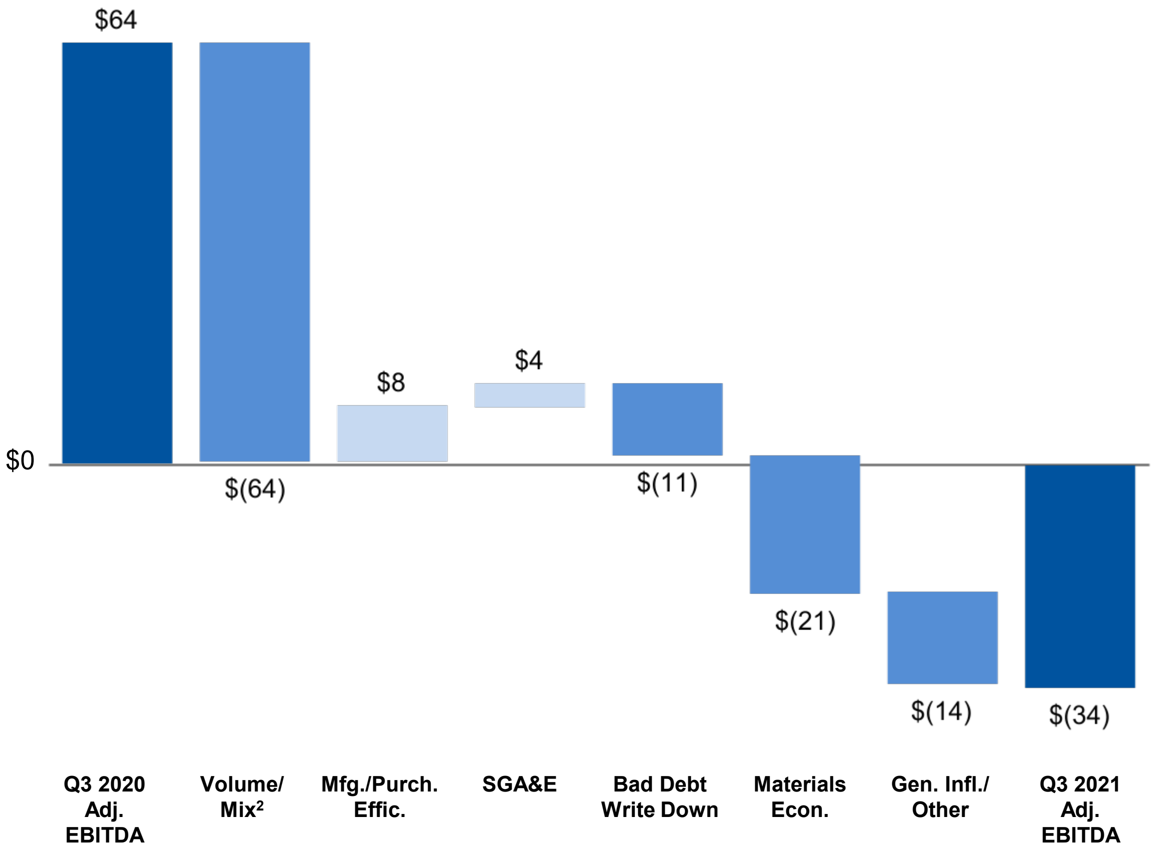
Q3 2021 Bridge Analysis

(USD millions)

Sales



Adjusted EBITDA[1]



[1] See Appendix for definitions and reconciliation to U.S. GAAP
[2] Net of customer price reductions. Includes impact of semiconductor related customer shutdowns.

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Totals may not add due to rounding

Continuing Solid Liquidity

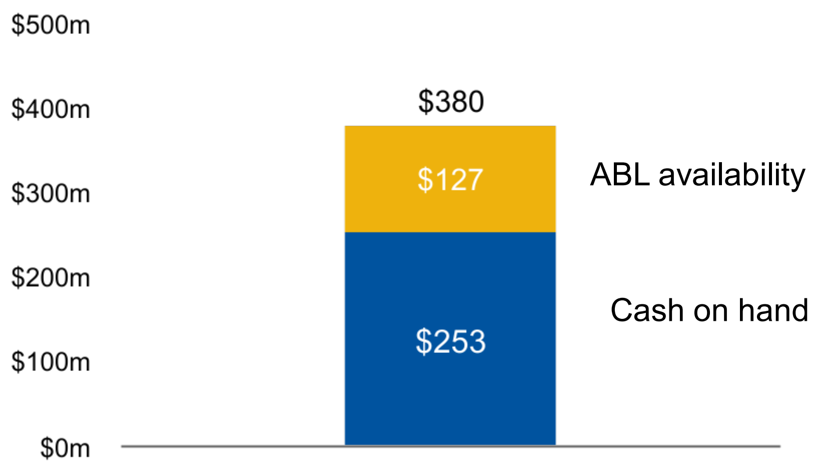
Free Cash Flow[1]

(millions)

	Three Months Ended September 30,	
	2021	2020
Net cash (used in) provided by operating activities	$ (50.8)	$ 99.7
Capital expenditures	(20.4)	(10.5)
Free cash flow	$ (71.1)	$ 89.2

Liquidity - September 30, 2021

(millions)



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

2021 Guidance[1] Update

		Previous Guidance August 4, 2021	Current Guidance
Key Company Measures	**Sales**	$2.45 - $2.60 billion	$2.30 - $2.34 billion
	Adj. EBITDA[2]	$75 - $105 million	$(25) - $(10) million
	Capital Expenditures	$100 - $115 million	~$100 million
	Cash Restructuring	$40 - $45 million	$40 - $45 million
	Cash Taxes	$10 - $15 million	$10 million
Light Vehicle Production (millions)	North America	14.6	13.0
	Europe	18.0	16.0
	Greater China	25.0	23.3

Key Factors

- Lower production volumes and abrupt changes to production schedules
- Higher commodity costs
- Rising wages
- General inflation

[1]Guidance is representative of management's estimates and expectations as of the date it is published. Current guidance as presented in this document considers October 2021 IHS Markit production forecasts for relevant light vehicle platforms and models, customers' planned production schedules and other internal assumptions.

[2]Adjusted 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.

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Strategic Outlook

Jeff Edwards, Chairman and CEO

Continuing Innovation / Diversification Strategy

Leveraging Superior Performance and Sustainability Aspects of Fortrex™ Technology

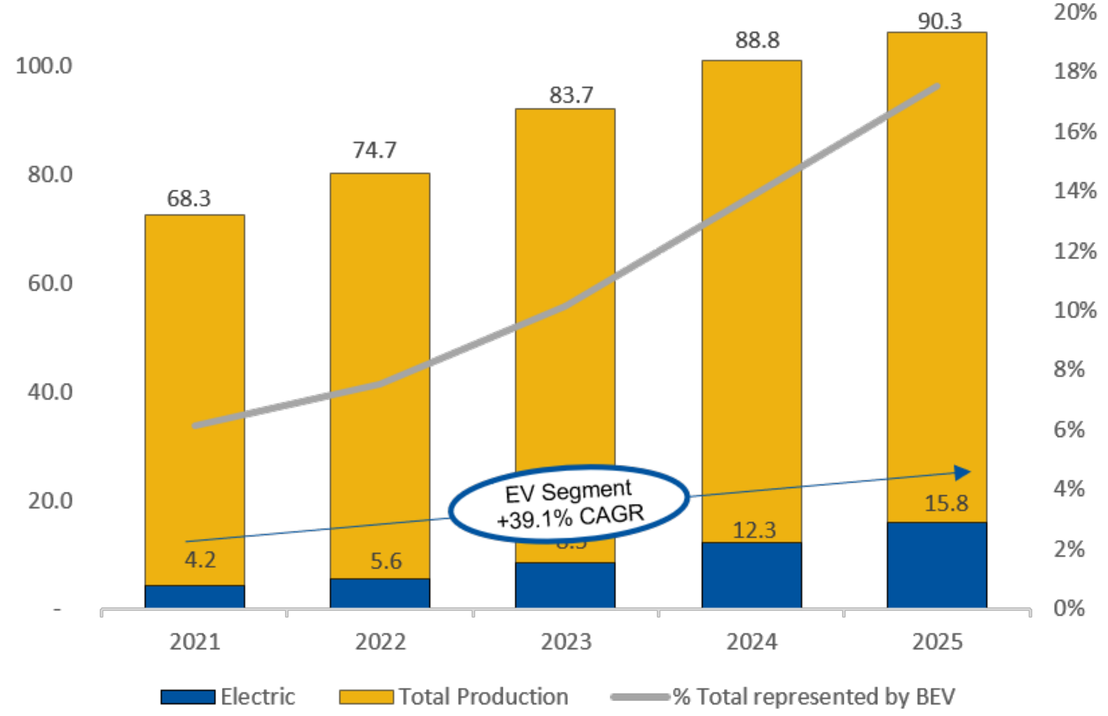
Materials Licensing and Sales

- 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

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[1]



CPS - Key EV Data Points

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

[1] IHS - September 2021 (Excluding Japan)
[2] Based on IHS global production estimates September 2021 YTD
[3] Data based on Company estimates

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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
Commercial	Net New Business, Net Pricing	Ongoing	~150 – 200 bps
Indexing	Material Cost Economics	‘20 – ‘22	
Purchasing and Supply Chain Optimization	Material Cost	TBD	~500 – 700 bps
Manufacturing Continuous Improvement	Cost Optimization	‘20 – ’23	
Program Management	Program Execution	Ongoing	
Right Sizing Overhead	Fixed Cost Reduction	‘20 – ‘21	~225 – 275 bps
Strategic Actions and Restructuring	Fix or Exit Unprofitable Business	Ongoing	

Strategic Targets*	
SGA&E:	< 9%
Adj. EBITDA:	>10%
CAPEX:	< 5%
ROIC:	>10%

*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.

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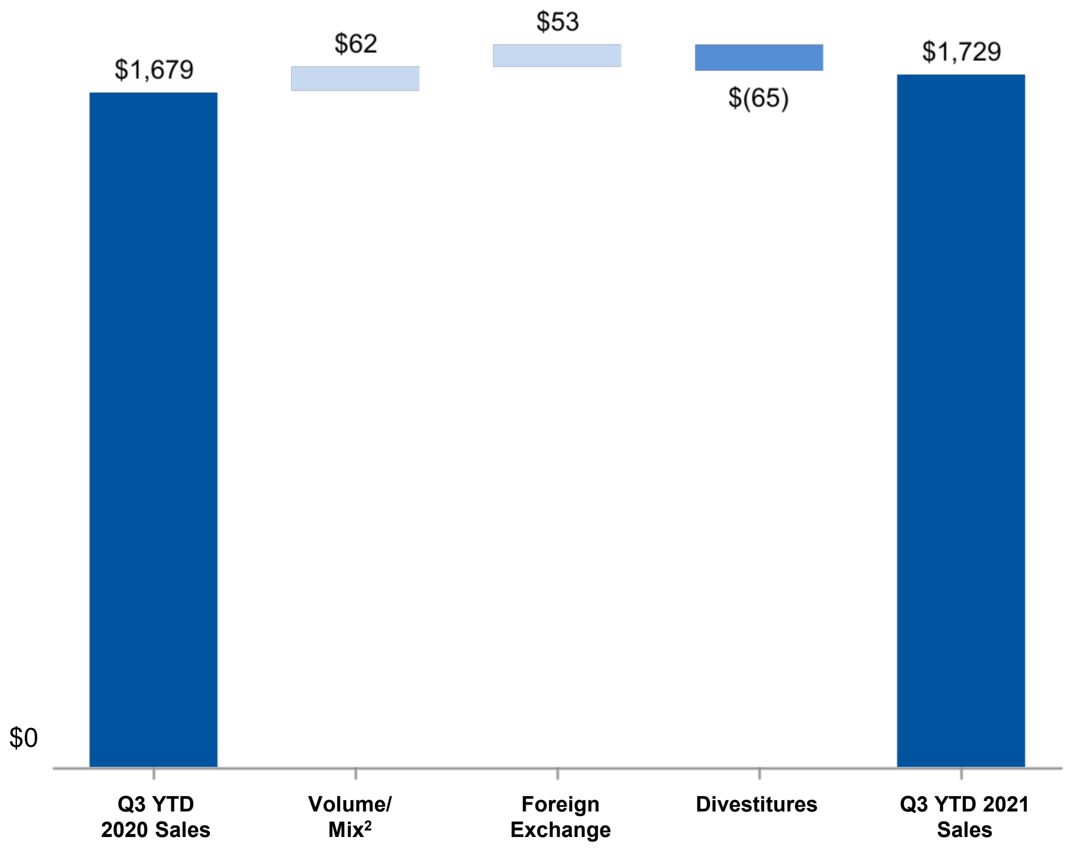
Q & A

Appendix

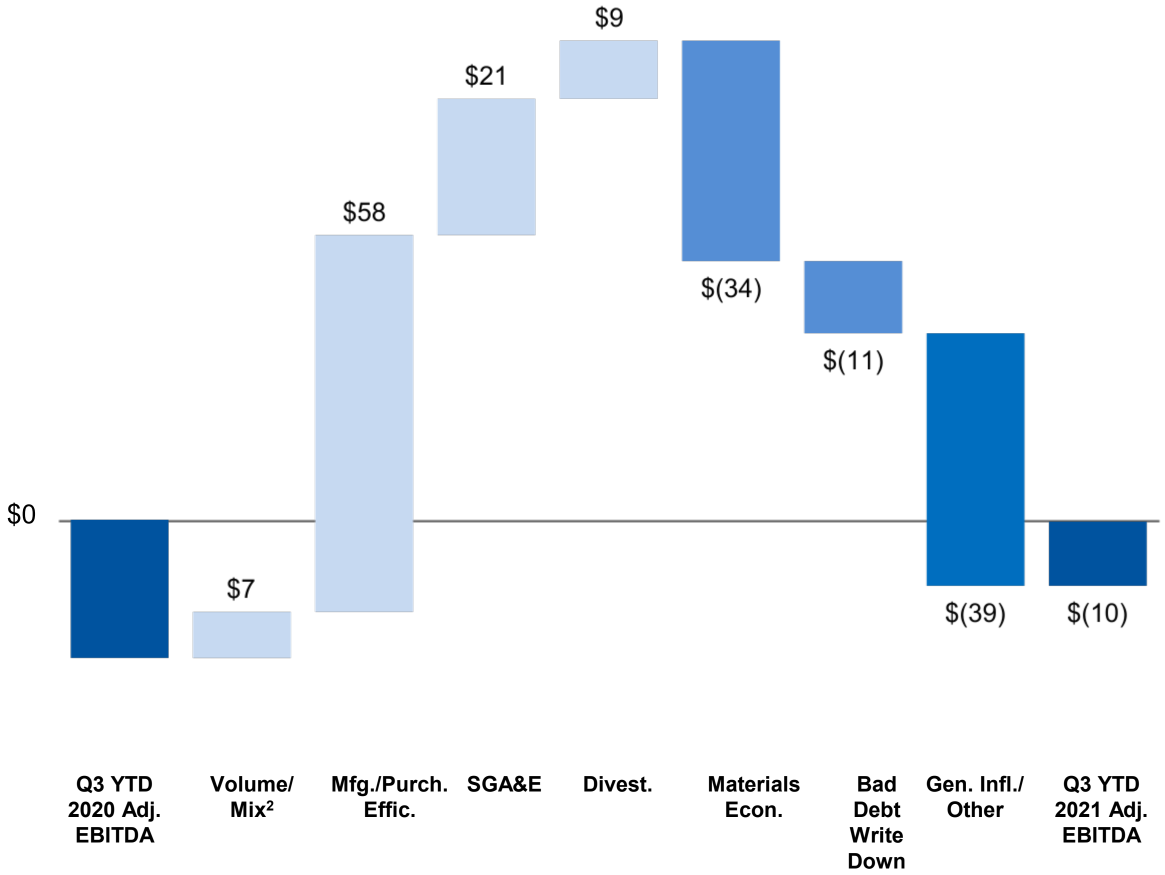
Q3 Year-to-date 2021 Bridge Analysis

(USD millions)

Sales



Adjusted EBITDA[1]



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

[2] Net of customer price reductions. Includes impact of semiconductor related customer shutdowns.

Totals may not add due to rounding

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Non-GAAP Financial Measures

EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net (loss) income, adjusted (loss) 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 (loss) income, adjusted (loss) 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 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. Adjusted net (loss) income is defined as net (loss) 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 (loss) earnings per share is defined as adjusted net (loss) earnings 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 (loss) income, adjusted (loss) earnings per share, net debt 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, adjusted net (loss) income, adjusted (loss) 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 (loss) income, adjusted (loss) 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 (loss) 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 (loss) 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 (loss) income, adjusted (loss) earnings per share, net debt and free cash flow follow.

EBITDA and Adjusted EBITDA Reconciliation

(Unaudited, dollar amounts in thousands)

	Three Months Ended September 30, 2021	Three Months Ended September 30, 2020	Nine Months Ended September 30, 2021	Nine Months Ended September 30, 2020
Net (loss) income attributable to Cooper-Standard Holdings Inc.	$ (123,173)	$ 4,381	$ (220,648)	$ (240,426)
Income tax expense (benefit)	32,121	(2,386)	15,598	(55,485)
Interest expense, net of interest income	18,243	17,985	54,152	40,993
Depreciation and amortization	36,049	36,504	105,021	116,727
EBITDA	$ (36,760)	$ 56,484	$ (45,877)	$ (138,191)
Restructuring charges	1,573	6,186	34,251	23,236
Impairment charges (1)	1,006	100	1,847	87,417
Gain on sale of business, net (2)	—	(2,314)	(696)	(2,314)
Lease termination costs (3)	322	83	430	684
Project costs (4)	—	—	—	4,234
Divested noncontrolling interest debt extinguishment	—	3,595	—	3,595
Adjusted EBITDA	$ (33,859)	$ 64,134	$ (10,045)	$ (21,339)
Sales	$ 526,690	$ 683,200	$ 1,728,842	$ 1,678,557
Net loss margin (Net loss/sales)	(23.4)%	0.6 %	(12.8)%	(14.3)%
Adjusted EBITDA margin (adjusted EBITDA/sales)	(6.4)%	9.4 %	(0.6)%	(1.3)%

1. Non-cash impairment charges in 2021 related to fixed assets. Non-cash impairment charges in 2020 included impairment of assets held for sale and other impairment charges, net of portion attributable to our noncontrolling interests.
2. During 2021, we recorded subsequent adjustments to the net gain on sale of business, which related to the 2020 divestiture of our European rubber fluid transfer and specialty sealing businesses.
3. Lease termination costs no longer recorded as restructuring charges in accordance with ASC 842.
4. Project costs recorded in selling, administration and engineering expense related to divestitures in 2020.

Adjusted Net Loss and Adjusted EPS

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

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	2020	2021	2020
Net (loss) income attributable to Cooper-Standard Holdings Inc.	$ (123,173)	$ 4,381	$ (220,648)	$ (240,426)
Restructuring charges	1,573	6,186	34,251	23,236
Impairment charges (1)	1,006	100	1,847	87,417
Gain on sale of business, net (2)	—	(2,314)	(696)	(2,314)
Lease termination costs (3)	322	83	430	684
Project costs (4)	—	—	—	4,234
Divested noncontrolling interest debt extinguishment	—	3,595	—	3,595
Deferred tax valuation allowance (5)	13,278	—	13,278	—
Tax impact of adjusting items (6)	560	(8,433)	(484)	(21,102)
Adjusted net (loss) income	$ (106,434)	$ 3,598	$ (172,022)	$ (144,676)
Weighted average shares outstanding:				
Basic	17,097,766	16,927,924	17,027,226	16,908,940
Diluted	17,097,766	17,014,955	17,027,226	16,908,940
(Loss) earnings per share:				
Basic	$ (7.20)	$ 0.26	$ (12.96)	$ (14.22)
Diluted	$ (7.20)	$ 0.26	$ (12.96)	$ (14.22)
Adjusted (loss) earnings per share:				
Basic	$ (6.23)	$ 0.21	$ (10.10)	$ (8.56)
Diluted	$ (6.23)	$ 0.21	$ (10.10)	$ (8.56)

1. Non-cash impairment charges in 2021 related to fixed assets. Non-cash impairment charges in 2020 included impairment of assets held for sale and other impairment charges, net of portion attributable to our noncontrolling interests.
2. During 2021, we recorded subsequent adjustments to the net gain on sale of business, which related to the 2020 divestiture of our European rubber fluid transfer and specialty sealing businesses.
3. Lease termination costs no longer recorded as restructuring charges in accordance with ASC 842.
4. Project costs recorded in selling, administration and engineering expense related to divestitures in 2020.
5. Relates to the initial recognition of our valuation allowance on net deferred tax assets in the U.S.
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 September 30, 2021

(Unaudited, dollar amounts in thousands)

	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Twelve Months Ended September 30, 2021
Net income (loss) attributable to Cooper-Standard Holdings Inc.	$ (27,179)	$ (33,864)	$ (63,611)	$ (123,173)	$ (247,827)
Income tax expense (benefit)	(5,362)	936	(17,459)	32,121	10,236
Interest expense, net of interest income	18,174	17,784	18,125	18,243	72,326
Depreciation and amortization	37,502	33,528	35,444	36,049	142,523
EBITDA	**$ 23,135**	**$ 18,384**	**$ (27,501)**	**$ (36,760)**	**$ (22,742)**
Restructuring [1]	16,246	21,047	11,631	1,573	50,497
Gain on sale of business, net [2]	(520)	(891)	195	—	(1,216)
Impairment charges [3]	16,470	—	841	1,006	18,317
Project costs [4]	1,414	—	—	—	1,414
Lease termination costs [5]	87	—	108	322	517
Settlement charges [6]	184	—	—	—	184
Adjusted EBITDA	**$ 57,016**	**$ 38,540**	**$ (14,726)**	**$ (33,859)**	**$ 46,971**
Debt					
Debt payable within one year					$ 40,102
Long-term debt					981,010
Total debt					$ 1,021,112
Less: cash and cash equivalents					253,281
Net debt					**$ 767,831**
Leverage ratio (Total debt/TTM Adjusted EBITDA)					21.7
Net leverage ratio (Net debt/TTM Adjusted EBITDA)					16.3
Interest coverage ratio (Adjusted EBITDA/Interest expense)					0.6
Sales	**$ 696,882**	**$ 668,967**	**$ 533,185**	**$ 526,690**	**$ 2,425,724**
Net loss margin (Net loss/Sales)	**(3.9)%**	**(5.1)%**	**(11.9)%**	**(23.4)%**	**(10.2)%**
Adjusted EBITDA margin (Adjusted EBITDA/Sales)	**8.2 %**	**5.8 %**	**(2.8)%**	**(6.4)%**	**1.9 %**

1. Includes non-cash impairment charges related to restructuring.
2. Gain on sale of business primarily related to divestitures in 2020. In 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 fixed assets, net of portion attributable to noncontrolling interests.
4. Project costs recorded in selling, administration and engineering expense related to divestitures in 2020.
5. Lease termination costs no longer recorded as restructuring charges in accordance with ASC 842.
6. 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 September 30,		Nine Months Ended September 30,	
	2021	2020	2021	2020
Net cash (used in) provided by operating activities	$ (50,754)	$ 99,702	$ (111,488)	$ (26,532)
Capital expenditures	(20,366)	(10,533)	(75,965)	(73,407)
Free cash flow	$ (71,120)	$ 89,169	$ (187,453)	$ (99,939)

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