CooperStandard

Driving Value Through Culture, Innovation and Results

FOURTH QUARTER AND FULL YEAR 2020
EARNINGS PRESENTATION

February 18, 2021

Agenda

Introduction	Roger Hendriksen Director, Investor Relations
2020 - Year in Review	Jeff Edwards Chairman and Chief Executive Officer
Financial Overview	Jon Banas Executive VP and Chief Financial Officer
Business Overview and Outlook	Jeff Edwards
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 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; changes in our assumptions as a result of IRS issuing guidance on the Tax Cuts and Jobs Act; 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.

2020 - YEAR IN REVIEW

Jeff Edwards, Chairman and CEO

Q4 and Full Year 2020 Highlights

ROIC Enhancement Initiatives Continue Driving Expected Results

83%
Improved ESG Ratings
Enhanced Performance in 5 of 6 Priority Ratings

97%
World-class Quality
Green Customer Scorecards

98%
World-class Service
Green Launch Scorecards

0.32
World-class Safety
Total Incident Rate (TIR)

$18m
Manufacturing Savings
Improved Operating Efficiency

$12m
Reduced Overhead
Lower SGA&E Expense

$7m
Purchasing Savings
Supply Chain Optimization

+470bps
Improved Results
Adj. EBITDA Margin[1]

[1] Adjusted EBITDA margin is a Non-GAAP measure. See Appendix for definitions and reconciliation to U.S. GAAP

Improving ESG Measures Recognized

Newsweek Award Winner 2 Consecutive Years

	2019	2020	Status
Bloomberg	ESG Disclosure Score: 28.93 E: 17.05 | S: 28.07 | G: 57.14	ESG Disclosure Score: 40.1	↑
ISS QualityScores	E: 6 | S: 2 | G: 3 As of June 1, 2019, out of 10 – lower is better	E: 5 | S: 2 | G: 2 As of December 18, 2020, out of 10 – lower is better	↑
ISS ESG Corporate Rating	*Not Rated*	Grade: C | Decile: 3 | Transparency: High	-
MSCI	BBB	BBB	→
SUSTAINALYTICS	ESG Risk Rating: 27.2/100 lower is better	ESG Risk Rating: 21.6/100 lower is better	↑
ecovadis	Score: 55/100 | Percentile: 81st	Score: 59/100 | Percentile: 85th	↑
Newsweek	66.8 E: 49.7 | S: 80.3 | G: 70.4	75.7 E: 60.7 | S: 85.5 | G: 81.0	↑

2020 Proactive Cost Reduction Actions

Aggressively Managing the Fixed Costs of the Business

✓ **Continued Optimization of Global Footprint**

- Closed 2 manufacturing facilities
- Closed 1 tech center
- Initiated closure of 1 additional tech center

✓ **Divested Underperforming Assets**

- 7 plants in India
- 4 plants in Europe

✓ **Further Right-sizing of Global Headcount**

✓ **Continuing Reductions in Discretionary Spending**

Proactive initiatives during 2019 and 2020 have reduced total fixed costs in COGS and SGA&E by ***more than $80 million*** *year over year*[1]

[1] 2019 vs. 2020 actual results. Excludes incentive compensation accrual in 2020.

FINANCIAL OVERVIEW

Jon Banas, Executive VP and CFO

Financial Results[1]

(USD millions, except per share amounts)

	Three months ended December 31,		Twelve months ended December 31,	
	2020	2019	2020	2019
Sales	$ 696.9	$ 726.2	$ 2,375.4	$ 3,108.4
Gross Profit	$ 80.3	$ 65.5	$ 147.5	$ 359.1
% Margin	*11.5 %*	*9.0 %*	*6.2 %*	*11.6 %*
Adjusted EBITDA[2]	$ 57.0	$ 25.7	$ 35.7	$ 201.6
% Margin	*8.2 %*	*3.5 %*	*1.5 %*	*6.5 %*
Income Tax (Benefit) Expense	$ (5.4)	$ (10.9)	$ (60.8)	$ 36.1
Effective Tax Rate %	*16.2 %*	*13.4 %*	*18.4 %*	*36.7 %*
Net (Loss) Income	$ (27.2)	$ (67.4)	$ (267.6)	$ 67.5
EPS (Fully diluted)	*$ (1.61)*	*$ (4.00)*	*$ (15.82)*	*$ 3.92*
Adjusted Net Income (Loss)[2]	$ 3.3	$ (22.3)	$ (141.4)	$ (3.3)
Adjusted EPS (Fully diluted)[2]	*$ 0.19*	*$ (1.32)*	*$ (8.36)*	*$ (0.19)*
CAPEX	$ 18.4	$ 33.4	$ 91.8	$ 164.5
% of Sales	*2.6 %*	*4.6 %*	*3.9 %*	*5.3 %*

[1] The financial results discussed throughout this presentation are presented on a preliminary basis. The Company's annual report on Form 10-K for the year ended December 31, 2020 will include audited financial results.
[2] See Appendix for definitions and reconciliation to U.S. GAAP

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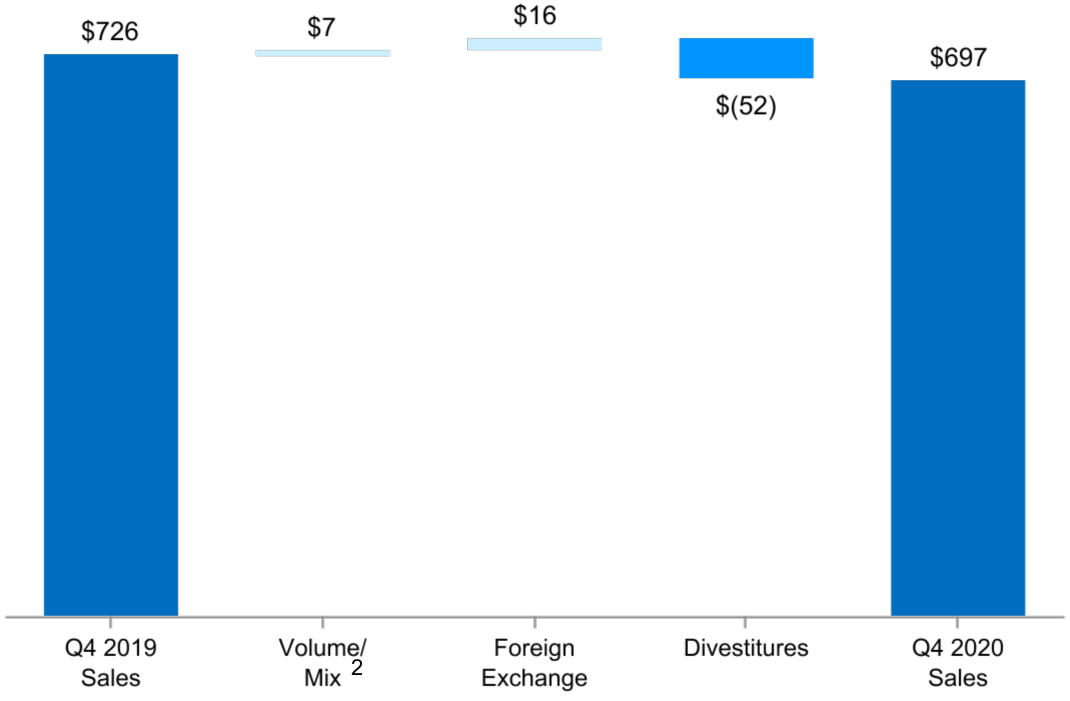
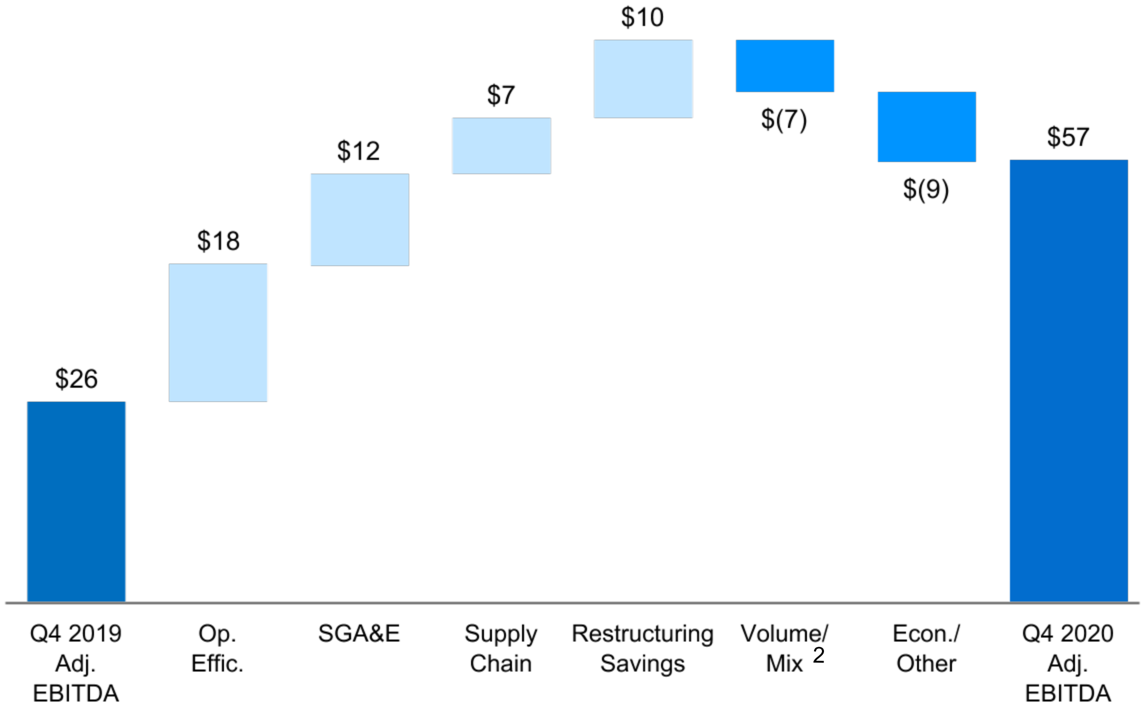
Fourth Quarter 2020 Bridge Analysis

(USD millions)

Sales



Adjusted EBITDA[1]



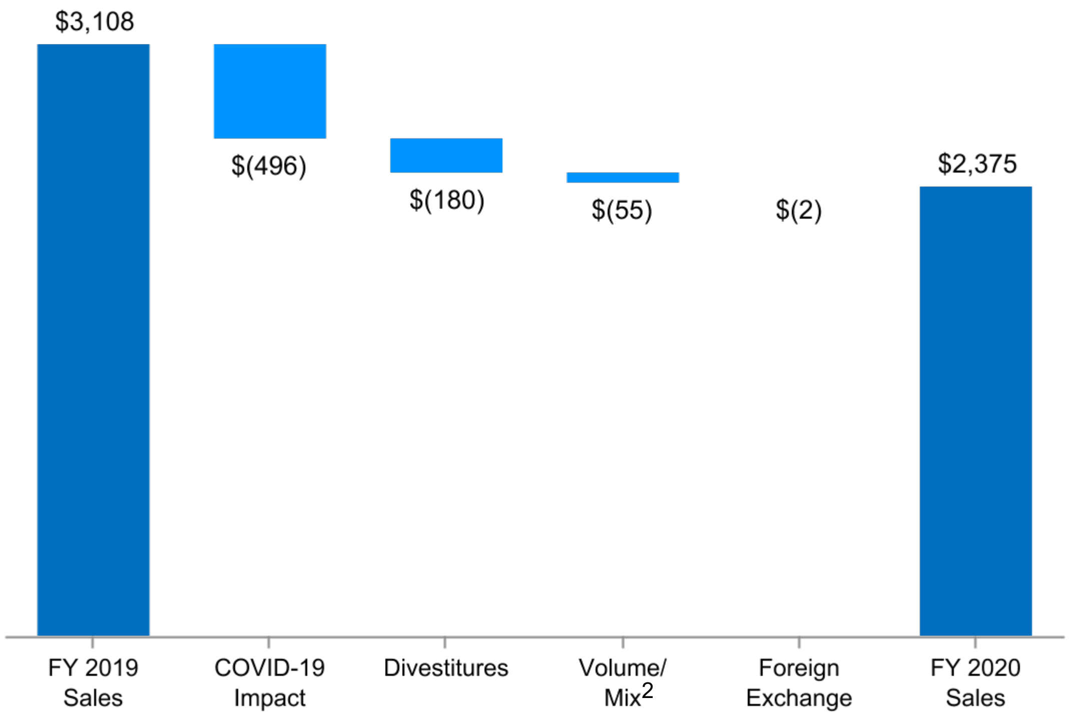
[1] See Appendix for definitions and reconciliation to U.S. GAAP
[2] Net of customer price reductions

Totals may not add due to rounding

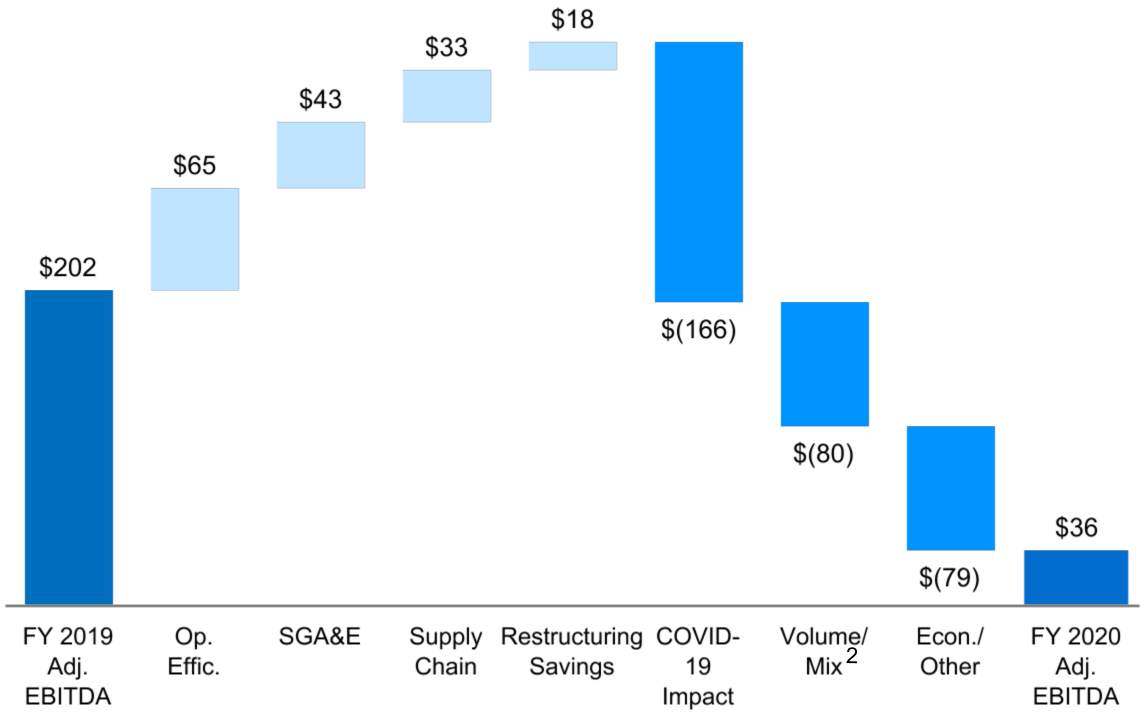
Full-year 2020 Bridge Analysis

(USD millions)

Sales



Adjusted EBITDA[1]



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

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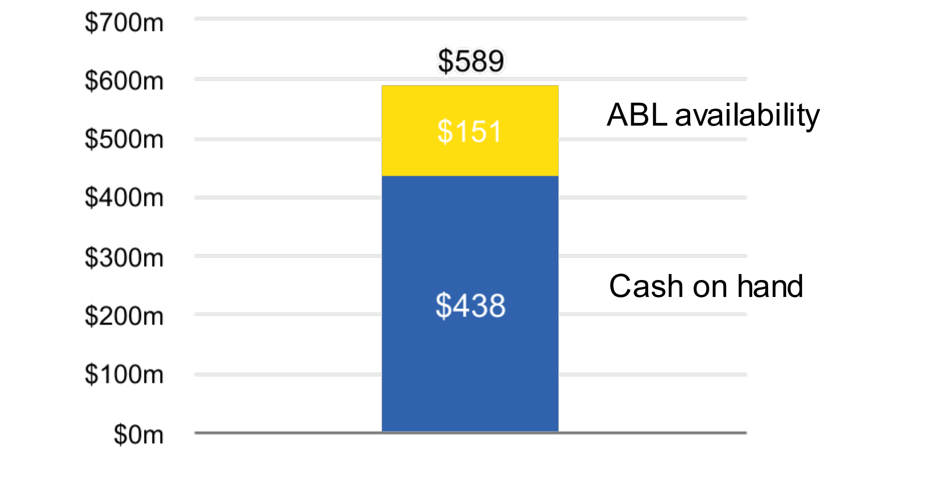
Totals may not add due to rounding

Continuing Strong Liquidity

Free Cash Flow

(Millions)	Three Months Ended December 31, 2020	2019
Net cash provided by operating activities	$ 10.6	$ 67.8
Capital expenditures	(18.4)	(33.4)
Free cash flow	$ (7.8)	$ 34.4

December 31, 2020 Liquidity



BUSINESS OVERVIEW AND OUTLOOK

Jeff Edwards, Chairman and CEO

Strong Launch Schedule Continues in 2021

2021 Launch Summary

- 157 planned program launches
- 30 innovation-related launches
- 25 launches on EV platforms

2021 Top 10 Vehicle Platforms

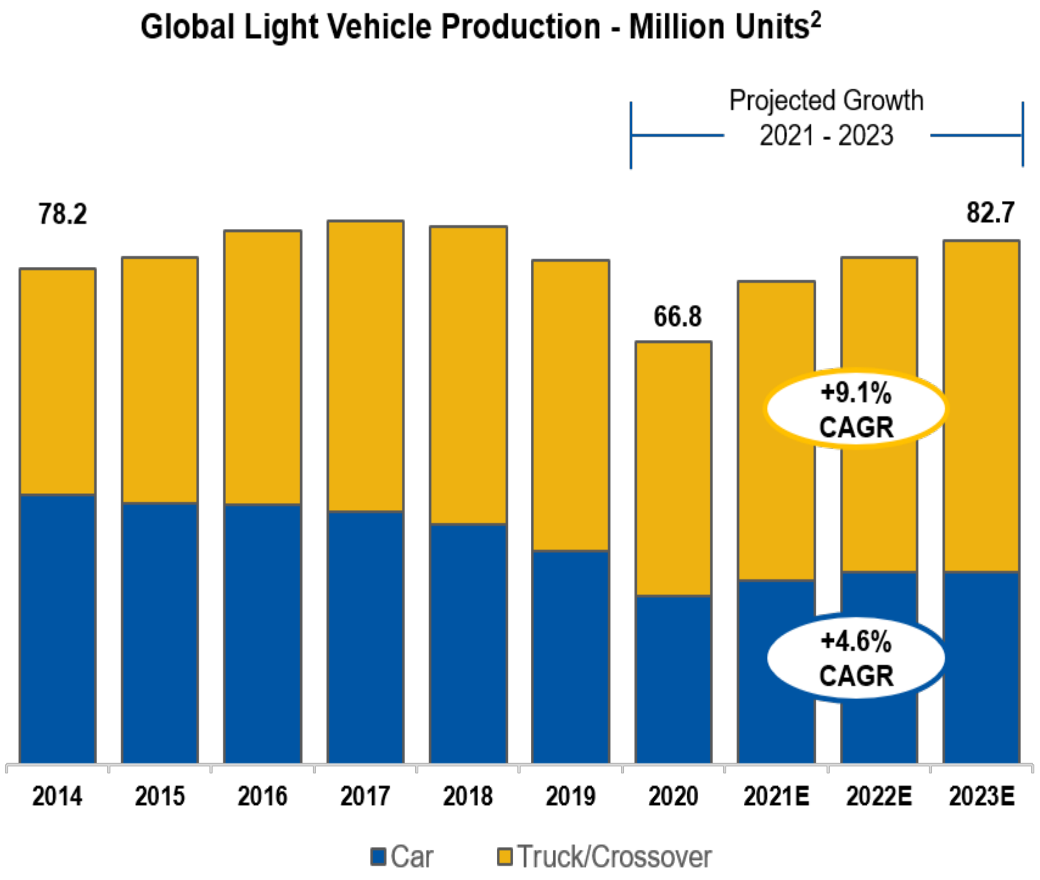
		Global Platform*	Sealing	Fuel and Brake	Fluid Transfer
	Ford F-150		●	●	●
	Ford Explorer		●	●	●
	Chevrolet Equinox	●	●	●	●
	Ram 1500		●	●	●
	Chevrolet Silverado		●	●	●
	Buick Envision	●	●	●	●
	Mercedes Benz E-Class	●	●	●	
	Volkswagen Lavida	●	●	●	
	Buick Regal	●	●	●	●
	Chevrolet Traverse	●	●	●	●

- Top 10 platforms account for ~45-50% of planned 2021 revenue
- Unweighted average content per vehicle (CPV) across top 10 platforms is ~$150
- Platform lineup weighted toward light trucks, SUVs and CUVs

* Global platforms manufactured in two or more regions

Advantaged Market Position to Drive Strong Growth

CPS Sales ~10% CAGR[1] Expected to Outpace Industry



Cooper Standard's 2021 mix favorably weighted[3]		
	Cars	Trucks/ Crossovers
% Revenue – Global[4]	19%	73%
% Revenue - N. America[4]	9%	88%
CPV (relative to cars) – Global		~2.4x
CPV (relative to cars) – N. America		~2.7x

1 Based on Company estimates – 3 year business plan
2 IHS Markit – January 2021 (excluding Japan)
3 Data based on Company estimates – full year 2021
4 Does not show non-automotive revenue of 7% globally and 2% in North America

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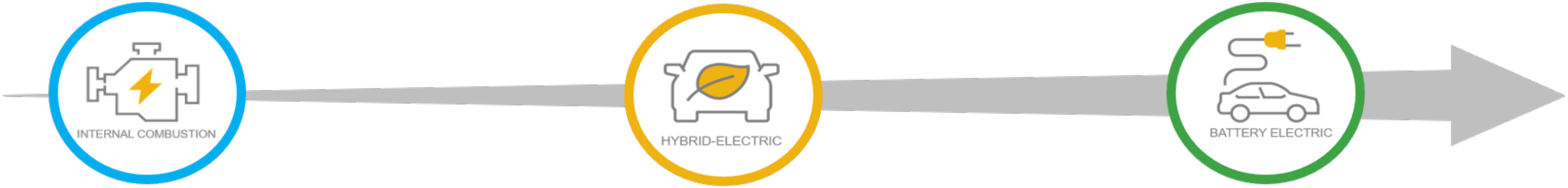
Electric Vehicle Strategy Driving New Opportunity

Leveraging World-class Technology and Innovation to Meet New Market Demands

- Supplier on 16 of the top 25 best selling EV platforms in 2020
- ~$100m new EV business awards in 2020
  - Awards with 18 different customers
  - Awards in all three product categories
  - EV business awards represented 50% of total net new business for the year
- EV related sales expected to grow at ~50% CAGR over the next five years
- EV represents CPV growth opportunity of up to 20% vs. ICE vehicles



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Advanced Technology Group

Continuing Focus on Innovation / Diversification Strategy

Material Licensing and Sales

Footwear

Wire and Cable

Building and Construction

Industrial and Specialty Group (ISG)

- Steady market demand and customer orders continue
  - Soft activity in aviation sector remains an exception
- Prioritizing production capacity allocation to key strategic customers
- Investing in new capital equipment to improve efficiency, leverage growth opportunities

Applied Materials Science (AMS)

- Entering the commercial phase for wire and cable, building and construction products technology
  - Timing and scope of any commercial agreements/contracts TBD
- Ongoing technology development work will focus on footwear applications
  - Three current customers in footwear industry

Converted Materials

Industrial and Consumer

Commercial and Recreational

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Defined, Focused ROIC Improvement Plan

Targeted Return to Double Digits

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	‘20 – ’23	~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	

2021 Guidance[1] and Three Year Driving Value Targets

		2020 Act.	2021 Est.
Key Company Measures	Sales	$2.4 billion	$2.5 - $2.7 billion
	Adj. EBITDA[2]	$35.7 million	$180 - $200 million
	Capital Expenditures	$91.8 million	$100 - $125 million
	Cash Restructuring	$40.3 million	$50 - $55 million
	Cash Taxes	$1.7 million	$10 - $15 million
Light Vehicle Production[2] (Million Units)	North America	13.0	16.3
	Europe	16.6	19.0
	Greater China	23.6	25.1

3 Year Driving Value Targets	
Sales CAGR:	~ 10%
SGA&E:	< 9%
Adj. EBITDA:	> 10%
CAPEX:	< 5%
ROIC:	> 10%

[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 January 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.

Q & A

APPENDIX

Non-GAAP Financial Measures

EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income, adjusted earnings per share, 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 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 divided by 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. 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 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 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 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 and free cash flow follow. We have not provided a reconciliation of projected adjusted EBITDA and projected adjusted EBITDA margin to projected net income and projected net income margin 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, we cannot reconcile projected adjusted EBITDA to U.S. GAAP net income without unreasonable effort.

EBITDA and Adjusted EBITDA Reconciliation

(Unaudited, dollar amounts in thousands)

	Quarter Ended December 31,		Year Ended December 31,	
	2020	2019	2020	2019
	(dollar amounts in thousands)			
Net (loss) income attributable to Cooper-Standard Holdings Inc.	$ (27,179)	$ (67,384)	$ (267,605)	$ 67,529
Income tax (benefit) expense	(5,362)	(10,912)	(60,847)	36,089
Interest expense, net of interest income	18,174	10,255	59,167	44,113
Depreciation and amortization	37,502	39,985	154,229	151,953
EBITDA	$ 23,135	$ (28,056)	$ (115,056)	$ 299,684
Impairment of assets held for sale	—	—	86,470	—
Gain on sale of business, net (1)	(520)	(3,391)	(2,834)	(191,571)
Restructuring charges (2)	16,246	21,888	39,482	51,102
Other impairment charges (3)	16,470	18,993	17,417	23,139
Pension settlement charges (4)	184	15,997	184	15,997
Project costs (5)	1,414	87	5,648	2,090
Lease termination costs (6)	87	164	771	1,167
Divested noncontrolling interest debt extinguishment	—	—	3,595	—
Adjusted EBITDA	$ 57,016	$ 25,682	$ 35,677	$ 201,608
Sales	$ 696,882	$ 726,189	$ 2,375,439	$ 3,108,400
Net (loss) income margin	(3.9)%	(9.3)%	(11.3)%	2.2 %
Adjusted EBITDA margin	8.2 %	3.5 %	1.5 %	6.5 %

1. Gain on sale of business primarily related to divestitures in 2020 and divestiture of AVS product line in 2019.
2. Includes non-cash impairment charges related to restructuring.
3. Other non-cash impairment charges in 2020 of $17,417 related to fixed assets and right-of-use operating lease assets, net of approximately $476 attributable to our noncontrolling interest. Impairment charges in 2019 related to fixed assets of $23,139.
4. Non-cash pension settlement charges and administrative fees incurred related to certain of our U.S. and non-U.S. pension plans.
5. Project costs recorded in selling, administration and engineering expense related to acquisitions and divestitures.
6. Lease termination costs no longer recorded as restructuring charges in accordance with ASC 842.

Adjusted Net Income (Loss) and Adjusted EPS

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

	Quarter Ended December 31,		Year Ended December 31,	
	2020	2019	2020	2019
	(dollar amounts in thousands, except per share amounts)			
Net (loss) income attributable to Cooper-Standard Holdings Inc.	$ (27,179)	$ (67,384)	$ (267,605)	$ 67,529
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Pension settlement charges (4)	184	15,997	184	15,997
Project costs (5)	1,414	87	5,648	2,090
Lease termination costs (6)	87	164	771	1,167
Divested noncontrolling interest debt extinguishment	—	—	3,595	—
Tax impact of adjusting items(7)	(3,390)	(8,620)	(24,492)	27,271
Adjusted net income (loss)	$ 3,312	$ (22,266)	$ (141,364)	$ (3,276)
Weighted average shares outstanding				
Basic	16,928,472	16,859,946	16,913,850	17,146,124
Diluted (8)	16,928,472	16,859,946	16,913,850	17,208,768
(Loss) earnings per share:				
Basic	$ (1.61)	$ (4.00)	$ (15.82)	$ 3.94
Diluted	$ (1.61)	$ (4.00)	$ (15.82)	$ 3.92
Adjusted earnings (loss) per share:				
Basic	$ 0.20	$ (1.32)	$ (8.36)	$ (0.19)
Diluted	$ 0.19	$ (1.32)	$ (8.36)	$ (0.19)

1. Gain on sale of business primarily related to divestitures in 2020 and divestiture of AVS product line in 2019.
2. Includes non-cash impairment charges related to restructuring.
3. Other non-cash impairment charges in 2020 of $17,417 related to fixed assets and right-of-use operating lease assets, net of approximately $476 attributable to our noncontrolling interest. Impairment charges in 2019 related to fixed assets of $23,139.
4. Non-cash pension settlement charges and administrative fees incurred related to certain of our U.S. and non-U.S. pension plans.
5. Project costs recorded in selling, administration and engineering expense related to acquisitions and divestitures.
6. Lease termination costs no longer recorded as restructuring charges in accordance with ASC 842.
7. 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.
8. For the purpose of calculating adjusted diluted earnings (loss) per share for the quarter ended December 31, 2020 and the year ended December 31, 2019, the weighted average shares outstanding were 17,097,743 and 17,146,124, respectively.

Free Cash Flow

(Unaudited, dollar amounts in thousands)

	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2020	2019	2020	2019
Net cash provided by (used in) operating activities	$ 10,598	$ 67,790	$ (15,934)	$ 97,697
Capital expenditures	(18,387)	(33,381)	(91,794)	(164,466)
Free cash flow	$ (7,789)	$ 34,409	$ (107,728)	$ (66,769)

CooperStandard