



Creating Sustainable Solutions TOGETHER

Transforming Our Business for a Sustainable Future

JP Morgan Auto Conference
August 10, 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.

| Business Overview

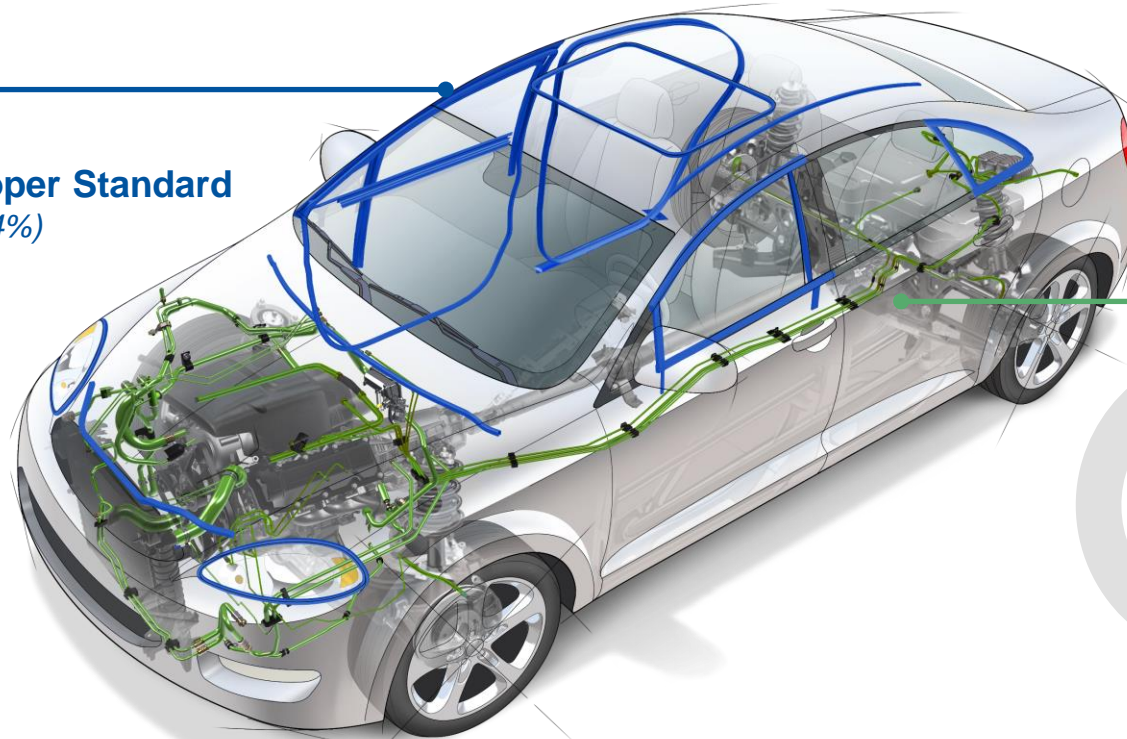
Leading Market Positions Across Core Product Lines

2022 Revenue by product / % of Total Revenue¹

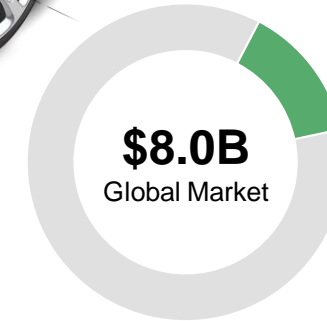
#1 GLOBAL LEADER Sealing Solutions



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

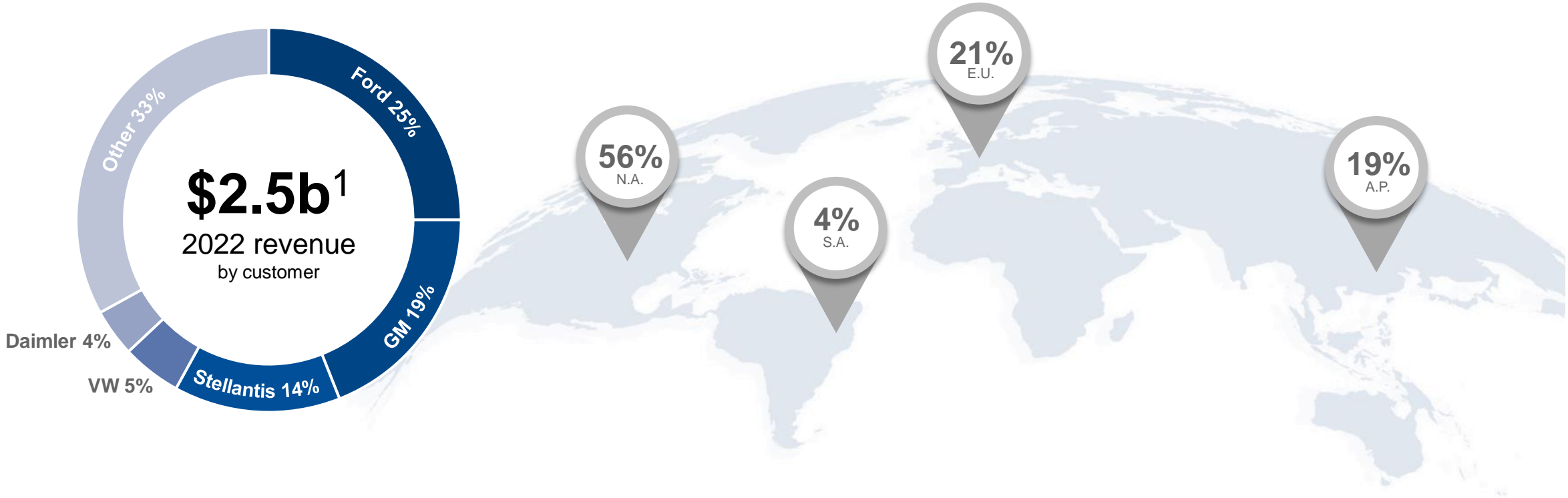
Key Competitors

TI Fluid Systems
Sanoh
Cikautxo
Martinrea

Maruyasu
Hutchinson
ContiTech
Akwel

Teklas
Frankische

A Trusted Partner With a Strong Global Customer Base



Strong Commitment to Core Values and Sustainability

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

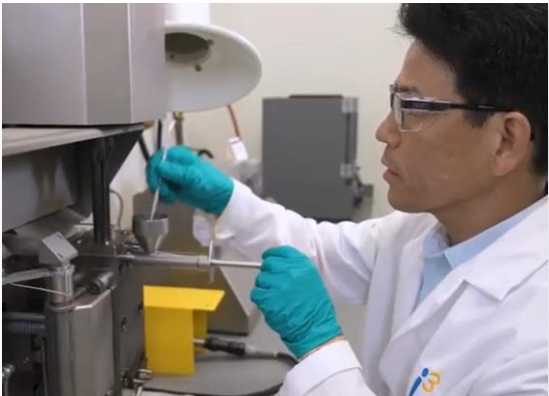
- Recognized for world-class integrity and ethics
- Earning customer and industry recognition
- Strategic integration of sustainability into the business
 - Committed to doing business the right way
 - Innovating materials, processes and products with reduced environmental impact
 - Executive oversight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



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



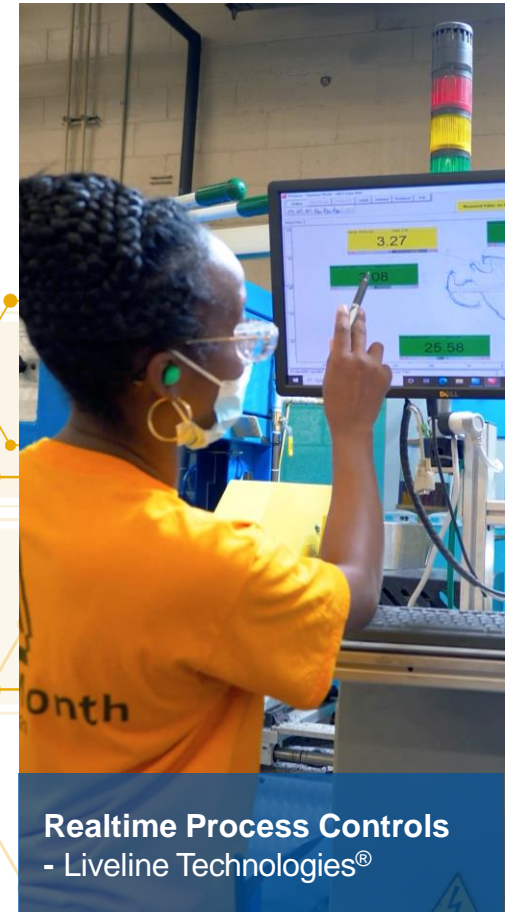
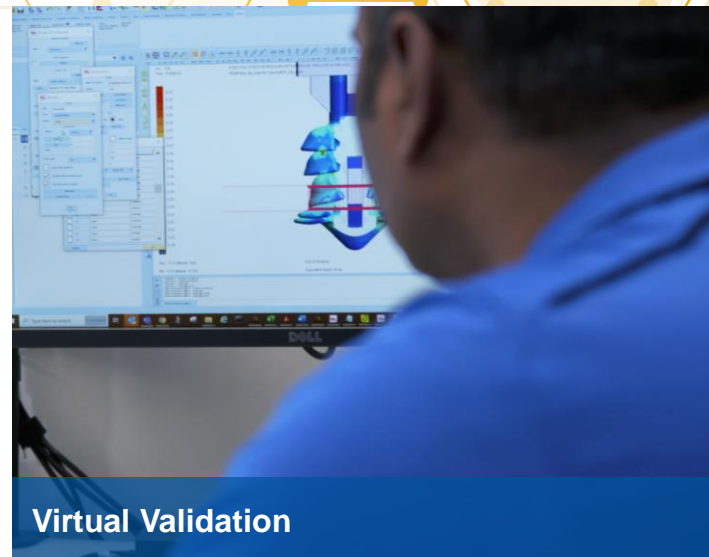
Manufacturing

World-class operations / advantaged global footprint

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

Applying Advanced Technology to Deliver Exceptional Value

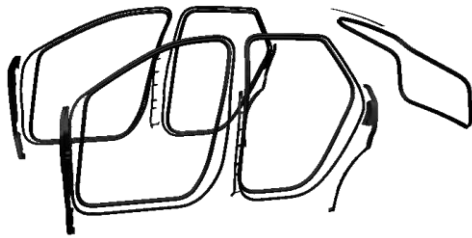
- Leading expert of choice
- Increasing speed to market
- Eliminating physical samples, positively impacting sustainability
- Producing optimal products more efficiently
- Delivering diverse analysis with data-driven insights for better system performance



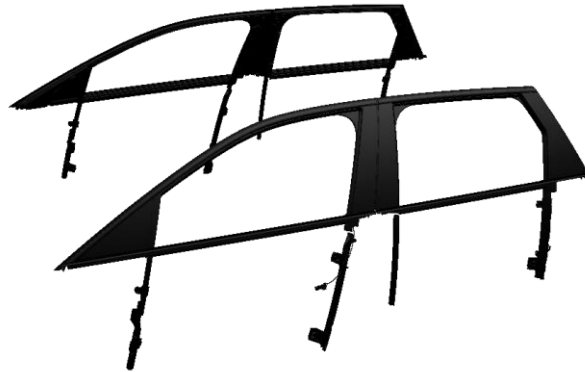
EV Transition Increasing OEM Complexity, CPV Growth

Increasing CPV Opportunity

Dynamic Sealing



Static Sealing
Added Complexity



Frameless Sealing
Highest Complexity, Specialty

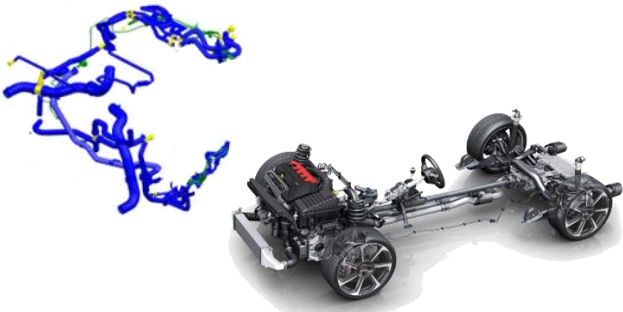


Powertrain Evolution Generating Increased CPV Opportunities

Increased Complexity Requires More Content

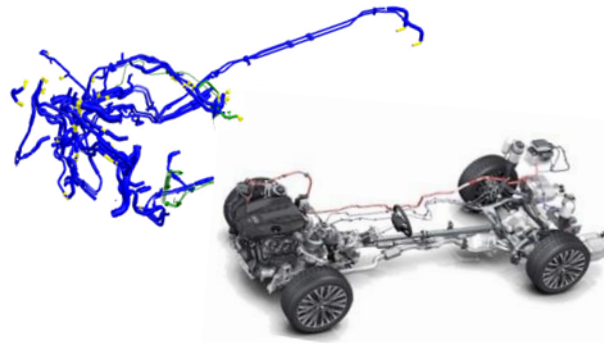
8 Part Numbers

Internal Combustion Engine



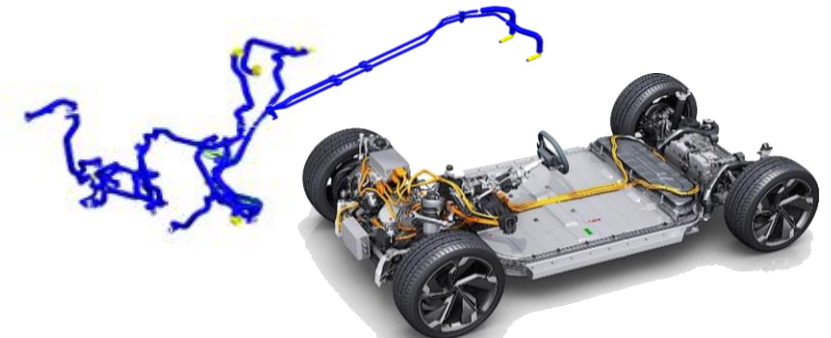
28 Part Numbers

Hybrid Electric Vehicle



20 Part Numbers +20% CPV

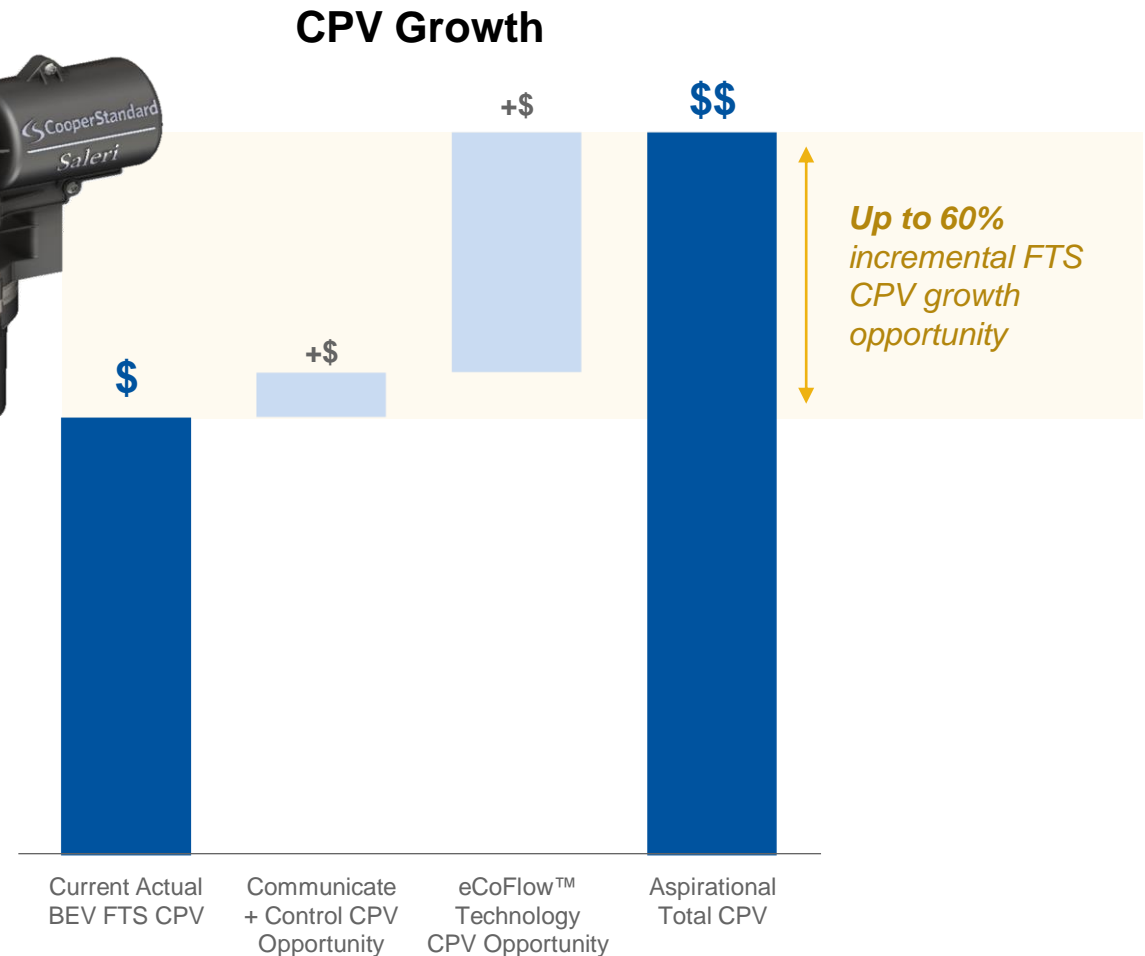
Battery Electric Vehicle



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

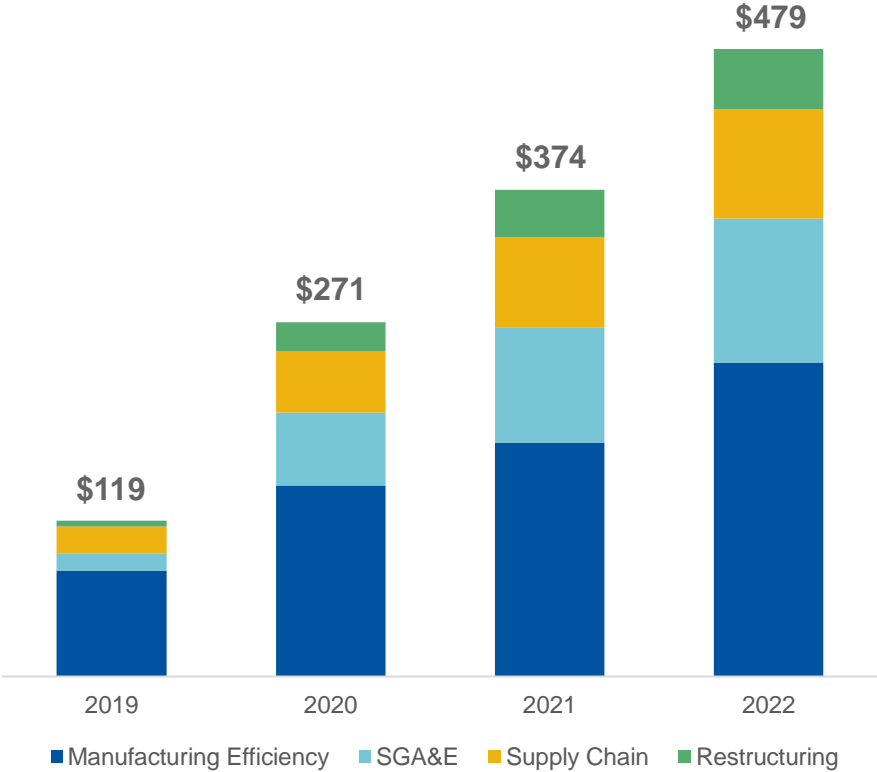


- Sustainable dynamic seal offering recyclability
- 30% weight reduction vs. traditional EPDM with stainless steel or aluminum carriers
- Proprietary carrier design to meet mechanical integrity
- Color options available
- Less energy consumption vs. traditional EPDM

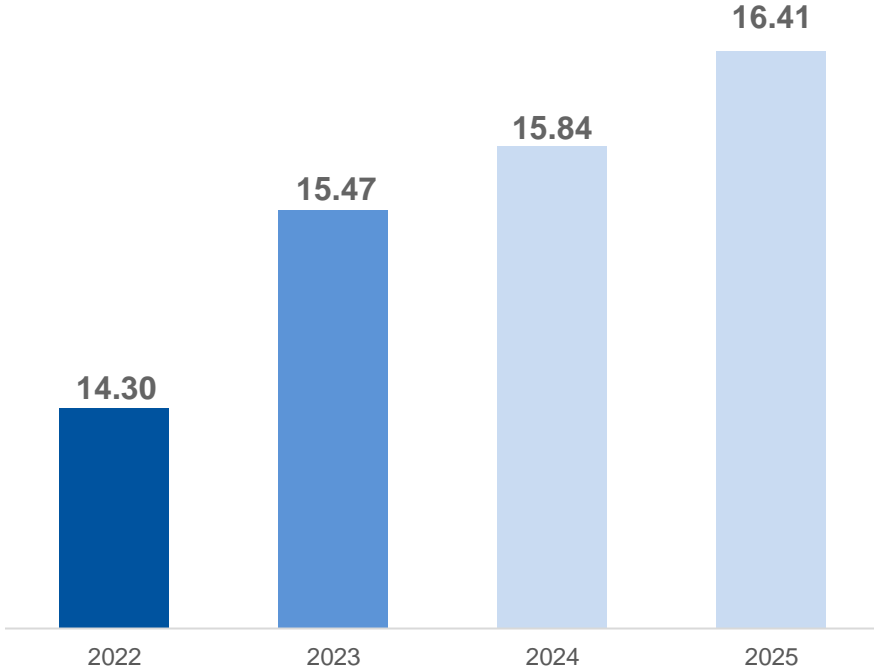
| Strong Foundation Enabling Business Transformation

Leveraging Lean Cost Structure on Higher Production Volume

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



North America Light Vehicle Production¹ (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 and Price Discipline**
Higher VCM on future program launches



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