Cooper Standard

Culture · Innovation ·Value

Investor Presentation

June 2020

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: our financial condition and results of operations presented by the COVID-19 pandemic; the impact, and the expected continued impact, of the recent COVID-19 outbreak on significant risks to our liquidity; 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; 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.

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. For additional discussion, see “Item 1A. Risk Factors” in our Annual Report on Form 10-K for the year ended December 31, 2019, as updated by our subsequent filings with the Securities and Exchange Commission, including our Form 10-Q for the quarter ended March 31, 2020 and the updated “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and risk factor disclosure therein.

Non-GAAP Financial Measures

EBITDA, adjusted EBITDA, 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 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 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 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 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 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 net income, adjusted earnings per share and free cash flow follow.

Company Overview

Leading Market Positions Across All Core Product Lines

2019 Revenue: $3.1 billion
(53% NA, 28% Europe, 16% Asia, 3% SA)
~$300 million unconsolidated JV

2019 Revenue by product / % of Total Revenue[1]

Key Competitors

Sealing Systems
$1.5B / 51%
#1 Globally

Global Market Size: $8.7 billion
CPS Current Share: 18%

Henniges
Hutchinson
Saar Gummi
Standard Profil
Toyoda Gosei

Fuel & Brake Delivery Systems
$0.7B / 25%
#2 Globally[2]

Global Market Size: $4.7 billion
CPS Current Share: 16%

Martinrea
Maruyasu
Sanoh
TI Automotive

Fluid Transfer Systems
$0.6B / 20%
#3 Globally

Global Market Size: $5.7 billion
CPS Current Share: 11%

ContiTech
Hutchinson
MGI Coutier/Avon
Teklas
Tristone

[1] Pro Forma 2019 revenue excluding anti-vibration segment, which was sold on April 1, 2019.
[2] Two companies tied at this level
Global Market Size based on IHS light vehicle production data and estimated average content per vehicle

Strong and Diversified Global Footprint

78 Major Manufacturing Facilities

NORTH/CENTRAL AMERICA - 30

15 USA

9 Mexico

1 Costa Rica

5 Canada

SOUTH AMERICA - 5

5 Brazil

EUROPE - 21

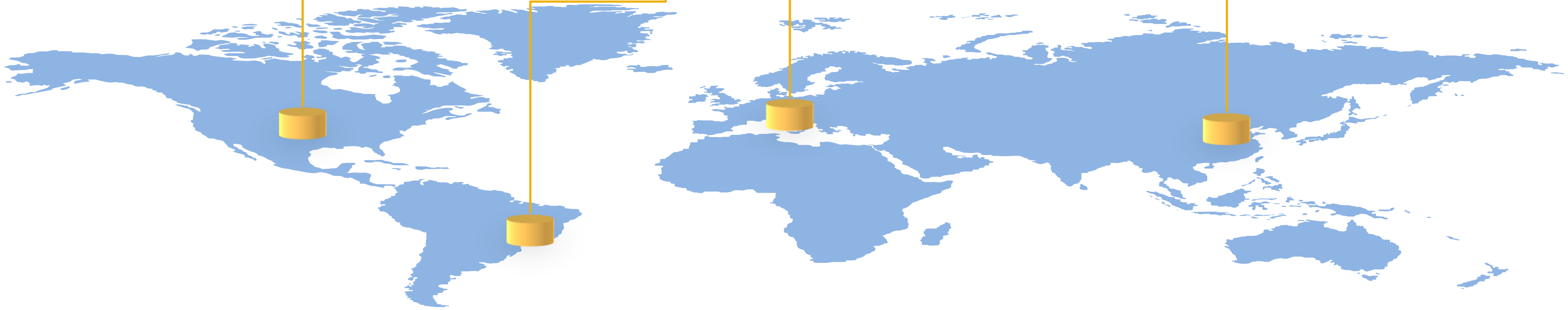
8 countries

ASIA PACIFIC - 22

12 China

3 Korea

7 India



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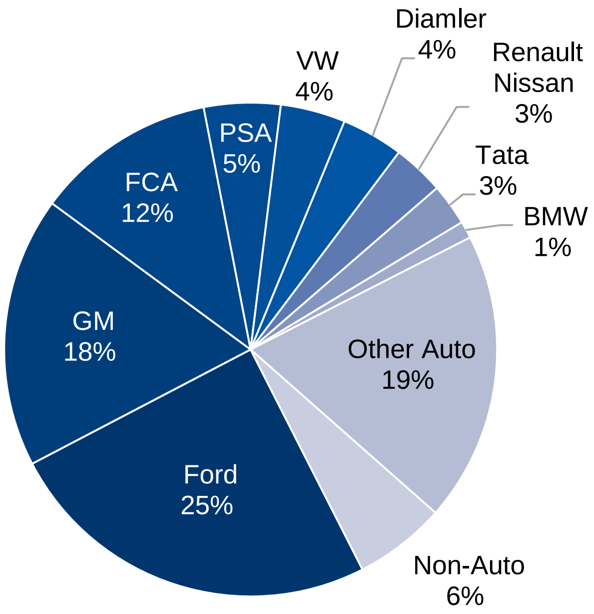
Supporting Diverse Global Customer Base

2019 Revenue
$3.1B[1]



Automotive

RENAULT NISSAN FIAT TATA
SSANGYONG DAIMLER Ford Mahindra
PEUGEOT GM TESLA CHRYSLER GEELY
VOLVO Mercedes-Benz BYD HYUNDAI

Diverse Markets

BOEING POLARIS PACCAR HARLEY-DAVIDSON MOTOR CYCLES 3M Pella

[1] *Includes revenue from the anti-vibration systems business that was sold on April 1, 2019*

Products Essential Across all Powertrains and Mobility Options

Significant Supplier on Major EV Platforms

		Internal Combustion	Hybrid	All Electric	Autonomous
SEALING SYSTEMS					
FLUID TRANSFER SYSTEMS					
FUEL & BRAKE DELIVERY SYSTEMS					

INNOVATION ENHANCEMENTS FOR LIGHTER MATERIALS AND QUIET INTERIORS

ADDITIONAL COOLING LOOPS = HIGHER CPV

Majority of CPS product categories are either powertrain agnostic or see tailwinds from hybrid / electric

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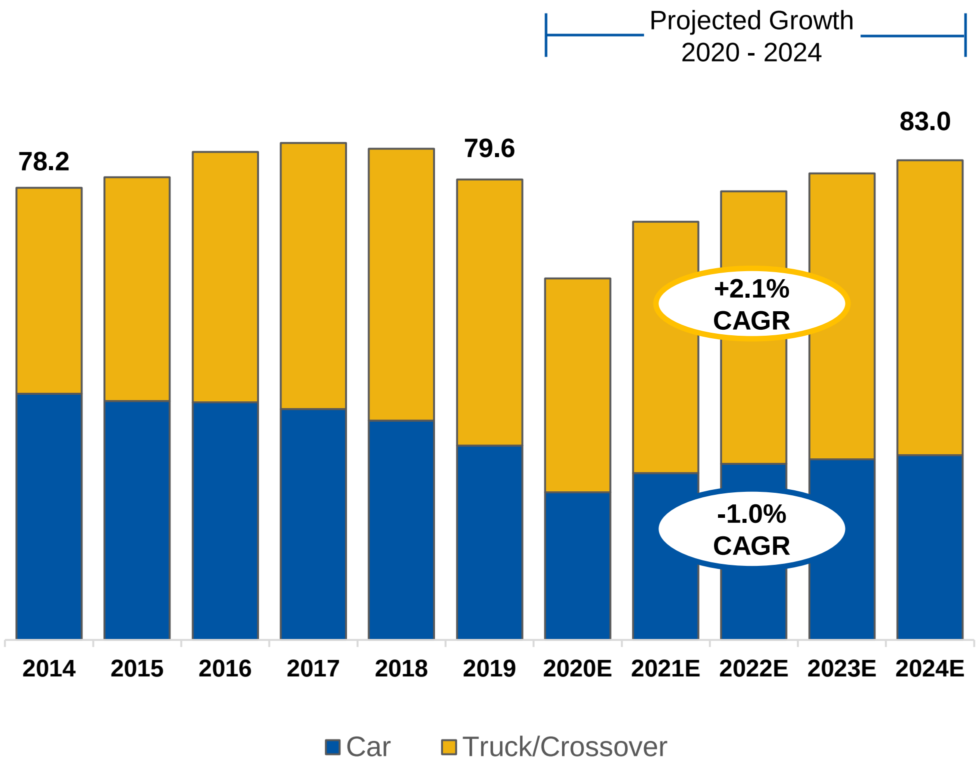
Advantaged Market Position

Strategic Focus on Growth and CPV Opportunity

Global Light Vehicle Production - Million Units[1]



Cooper Standard's 2020 mix favorably weighted[2]

	Cars	Trucks/ Crossovers
% Revenue – Global[3]	25%	69%
% Revenue - N. America[3]	11%	81%
CPV (relative to cars) – Global		~1.9x
CPV (relative to cars) – N. America		~2.8x

[1] Source: IHS – April 2020 (excluding Japan)
[2] Data based on IHS global volume estimates, Company estimates and management projections – full year 2020
[3] Does not show non-automotive revenue of 6% globally and 8% in North America

2020 Top 10 Vehicle Platforms

Vehicle	Global Platform*	Sealing	Fuel and Brake	Fluid Transfer
Ford F-150				
Chevrolet Equinox				
Ford Explorer				
Ram 1500				
Mercedes Benz C-Class				
Chevrolet Silverado				
Volkswagen Lavida				
Buick Envision				
Ford Ecosport				
Chevrolet Malibu				

- **Unweighted average content per vehicle (CPV) across top 10 platforms is ~$140**
- **CPV on our top platform is ~$340**
- **Platform lineup weighted toward light trucks, SUVs and CUVs**

Top 10 platforms and lead vehicle based on CS revenue
** Global platforms manufactured in two or more regions*

Advanced Technology Group

Innovation/Diversification Strategy Validated During Global Crisis

Material Licensing and Sales

Wire and Cable

Building and Construction

ATG plants have remained open, providing components to critical industries

- Medical
- Personal protective equipment (PPE)
- Agriculture
- Commercial vehicle
- Emergency vehicle

Applied Materials Science (AMS) development work/support continues

- Pursuing additional development agreements in 2020 by expanding on existing applications/technology
- Second licensee launched Fortrex™ based product line in May

Converted Materials

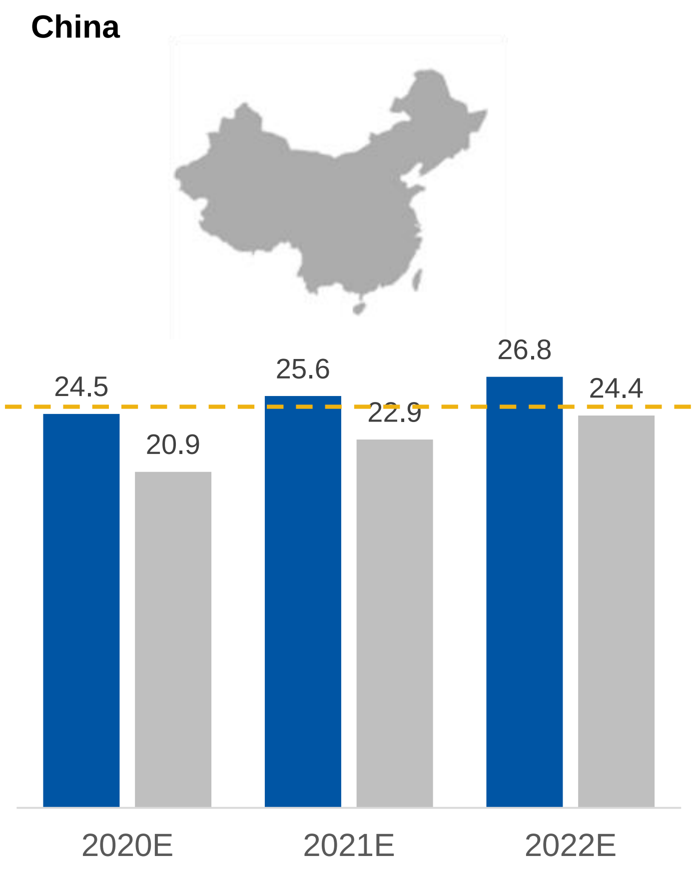
Industrial and Consumer

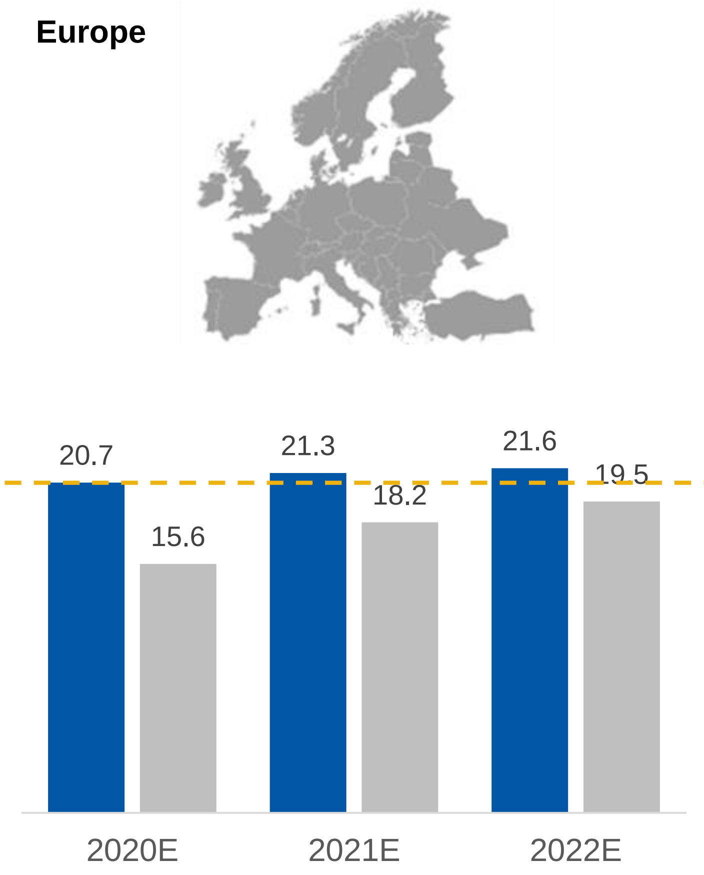
Commercial and Recreational

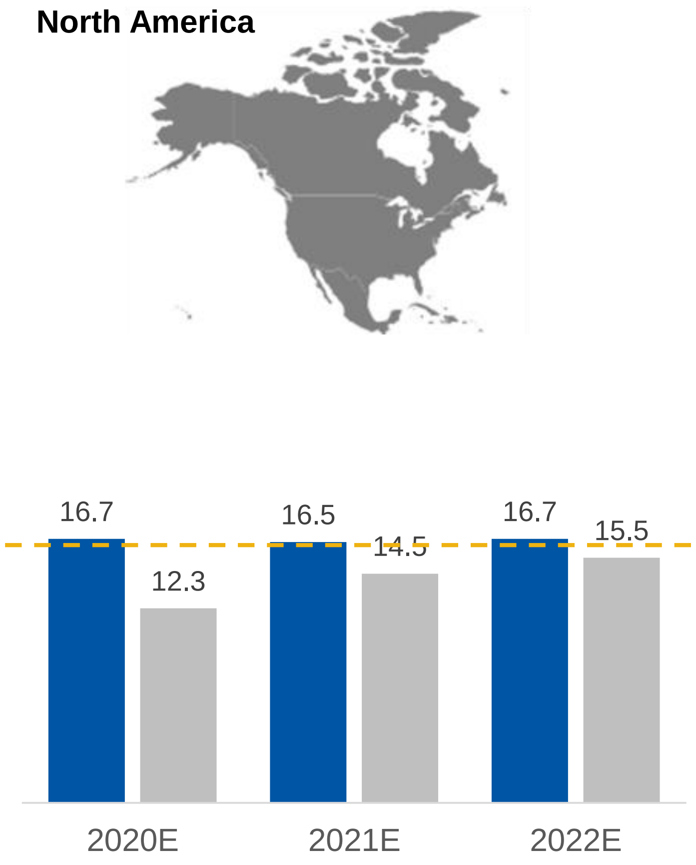
Industry and Operations Update

Automotive Industry Outlook

Light Vehicle Production Forecast (units in millions)







December 2019 Estimates   May 2020 Estimates   2019 Actual

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Source: IHS

Operations Update - Current Status and Restart Plans

China

- New health and safety measures implemented
- Phased restart began in late February
- Successfully managing diverse supply chain challenges
- All plants have resumed operation
- Working at ~75% production capacity, ~97% staffing level
- China restart provides a successful "playbook" for other regions

Europe

- Customer shutdowns began in early March
- Most plants were completely closed by mid March
- A few maintained limited, essential production
- Phased restart in process; ramping up production to support customer schedules
- All plants now open

North America

- Most plants in U.S. and Canada closed in late March
- Mexico plants closed by mid-April
- Critical launch activities continued in some locations
- Non-automotive plants remained open to support essential business
- Phased restart in process; ramping up production to support customer schedules
- All plants in U.S. and Canada now open; expect remaining 2 Mexico facilities to open by the end of the first week in June

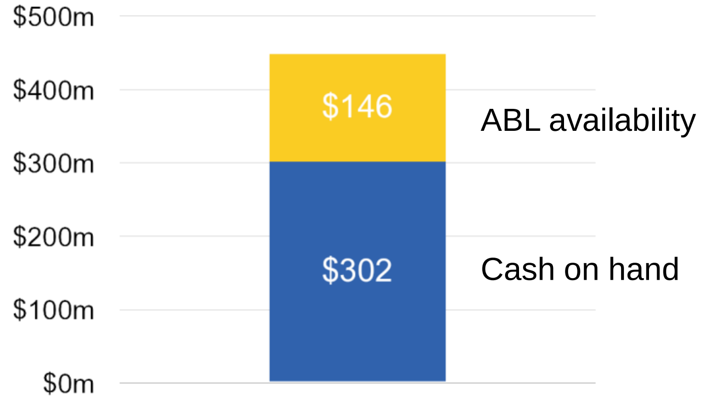
Expected ramp up to ~70% of pre-COVID production levels by end of June; ~90% by end of July [1]

[1] Based on current customer releases. Our sales are generally based upon purchase orders issued by customers, with updated releases for volume adjustments, which may fluctuate based on market conditions. These orders may also be terminated by our customers at any time, and if such cancellations occur, we may not achieve the production the levels we currently anticipate.

Financial Update

Conserving Liquidity and Managing Financial Flexibility

March 31, 2020 Liquidity



Financial Flexibility

- No near-term maturities or significant obligations
- Aggressive actions to reduce costs, CAPEX have positioned CPS well
- Liquidity outlook expected to be sufficient over the next 12 months, based on current restart plans
- $241m proceeds from recent bond offering provides additional "insurance" against further potential market disruption

Cost Reductions/Cash Preservation

- Immediate reductions in capital spending
  - Current plan ~30% lower than original plan
- Cost reductions/deferrals
  - Manufacturing labor furloughed
  - Open requisitions canceled
  - All business travel (T&E) restricted
  - Salaried workforce payroll reduction/deferral
- Leveraging government programs
  - Deferred tax payments
  - Deferred pension contributions
- Intensified focus on working capital
  - Accelerated tooling collections
  - Weekly cash forecast/analysis

Path Forward to Improving Results

Production Volumes and Company Profitability

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020E	2021E	2022E	2023E	2024E	2025E
Production (mil units)[1]:																
North America	11.9	13.1	15.4	16.2	17.0	17.5	17.8	17.1	17.0	16.3	12.2	14.9	15.9	15.9	16.0	16.1
Europe	19.0	20.2	19.3	19.5	20.1	21.0	21.5	22.2	22.0	21.1	15.9	18.3	19.4	20.2	20.4	20.7
Greater China	17.1	17.6	18.6	21.3	23.0	24.0	27.4	28.0	26.9	24.7	20.9	23.0	24.5	26.0	27.2	28.3
All Other	26.2	25.9	28.2	27.8	27.2	26.3	26.4	27.8	28.4	26.8	20.4	23.5	25.3	26.6	27.4	28.3
Total	74.3	76.9	81.5	84.7	87.4	88.8	93.1	95.1	94.2	88.9	69.3	79.7	85.1	88.8	91.1	93.4
Revenue ($ mil):	$ 2,414	$ 2,853	$ 2,881	$ 3,091	$ 3,244	$ 3,343	$ 3,473	$ 3,618	$ 3,624	$ 3,108						
Adj EBITDA %	11.5%	11.4%	10.3%	9.3%	9.6%	10.8%	12.0%	12.5%	10.3%	6.5%	Defined, focused ROIC improvement plan in place					

Adj. EBITDA margins have averaged >10% over past 10 years; Expect defined, aggressive actions to drive return to normal

- Continuing to leverage growth trends in light trucks and SUVs
- Significant actions already undertaken in 2019 to reduce SGA&E and fixed overhead
- Further opportunities have been identified within supply chain, commercial and manufacturing areas
- Quickly adapting cost structure to align with “new normal” lower production, lower revenue environment

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[1] Source: IHS

Proactive Steps to Better Position the Business

2019 Actions and Initiatives

- Sale of non-core anti-vibration systems (AVS) business
- Permanently closed 10 facilities
- Achieved significant reductions in SGA&E expense
  - Voluntary separation program
  - Transition to more efficient global organization and management structure
  - Executive and mid-level headcount reductions
- Initiated global supply chain optimization initiative
- Initiated strategic review process to exit unprofitable businesses
- Increased emphasis on working capital management

Executing Strategic Initiatives

Fix or Exit Under-performing Businesses

Agreement in place to exit 11 plants, ~2500 employees across 4 countries:

✓ Divest Indian Operations
- 7 plants
- Sealing, FBD

✓ Divest European Rubber FTS Business
- 2 plants in Poland
- 1 plant in Spain

✓ Divest 1 plant in Italy (specialty sealing)

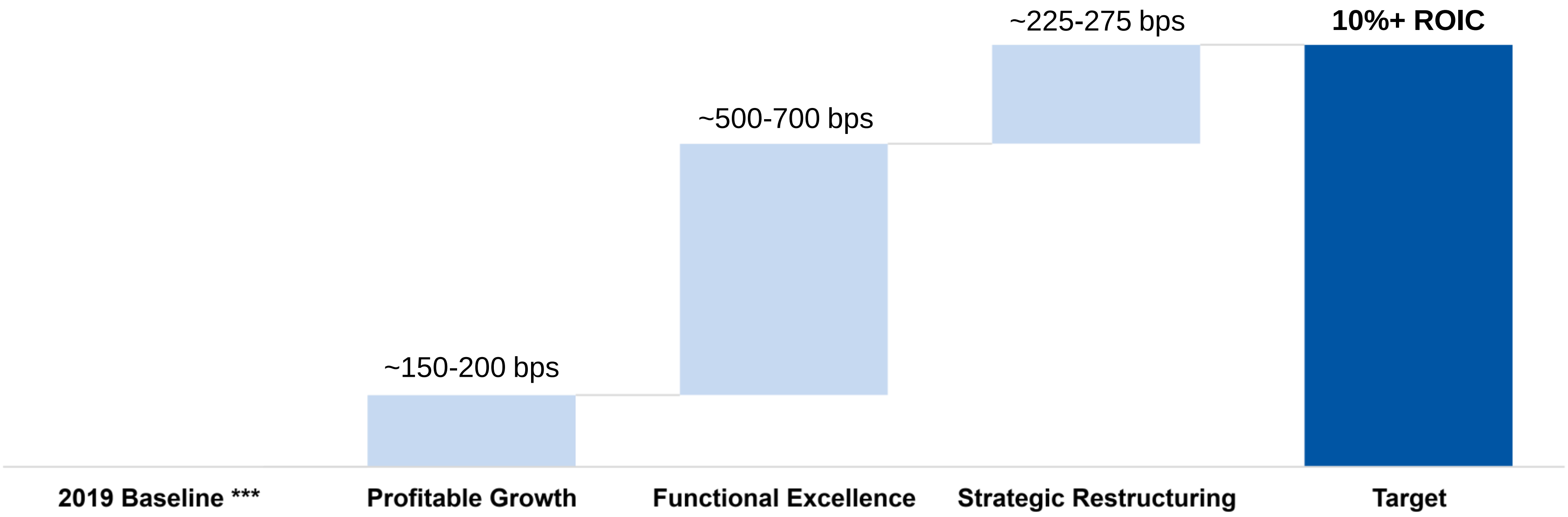
✓ Combined 2019 Financial Data Points
- ~$200m revenue
- ~$(14)m adj. EBITDA
- ~$(20)m free cash flow

Transaction Expected to be Accretive to Future Earnings and Cash Flows When Closed

Defined, Focused ROIC Improvement Plan

Targeted Return to Double Digits

CPS Historical ROIC*	
2014	6.8%
2015	9.8%
2016	12.8%
2017	11.9%
2018	8.2%
2019	7.0%**



Profitable Growth

- Commercial actions
- Margin retention
- Material economics

Functional Excellence

- Supply chain optimization
- Lifecycle margin management
- Continuous improvement in manufacturing

Strategic Restructuring

- Fix or exit unprofitable businesses
- Right-sizing / optimization

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* Source: Bloomberg
** Includes the gain on the sale of the AVS business in April 2019
*** Excludes the gain on the sale of the AVS business in April 2019

Cooper Standard – *Compelling Investment Thesis*

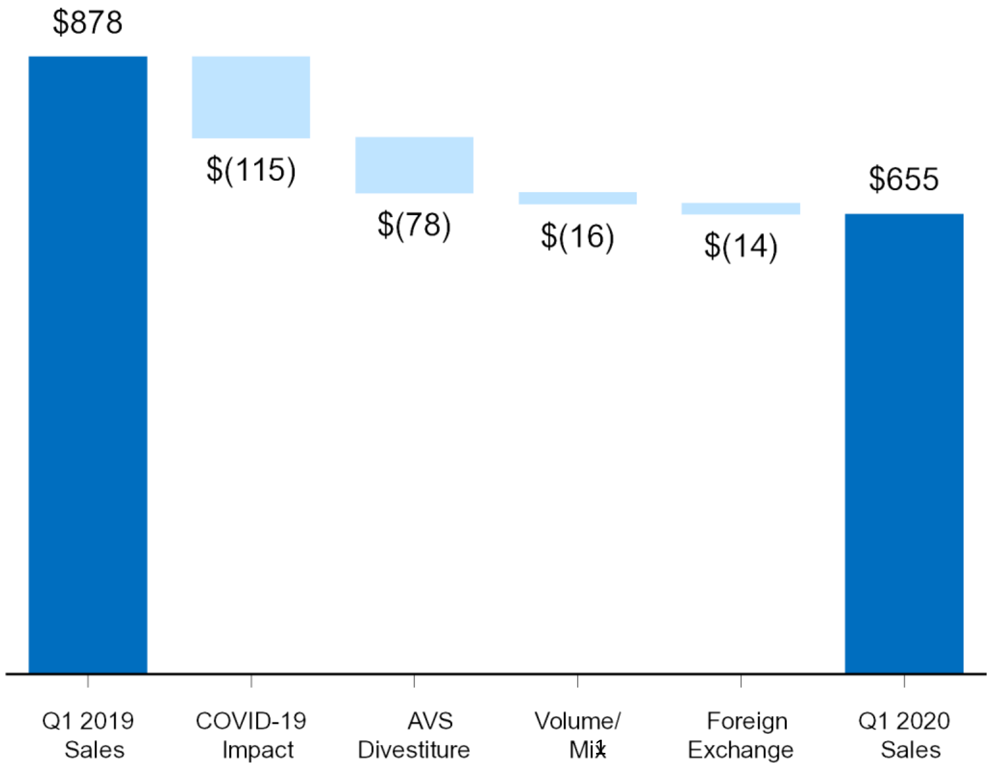
1. **Automotive Business Focused on Three Core Product Groups with Leading Market Positions in Each**
2. **Products Essential Across all Powertrain and Mobility Options**
3. **Strategically Positioned to Capitalize on Growth Trends in Trucks and SUVs**
4. **Strategic Diversification - Leveraging Advanced Technology and Materials Science Beyond Automotive Industry**
5. **Rapidly Right-sizing Operations and Reducing Costs to Adapt to Challenging Market Conditions**
6. **Implementing Defined, Focused Plan to Return to Double-digit ROIC**

Appendix

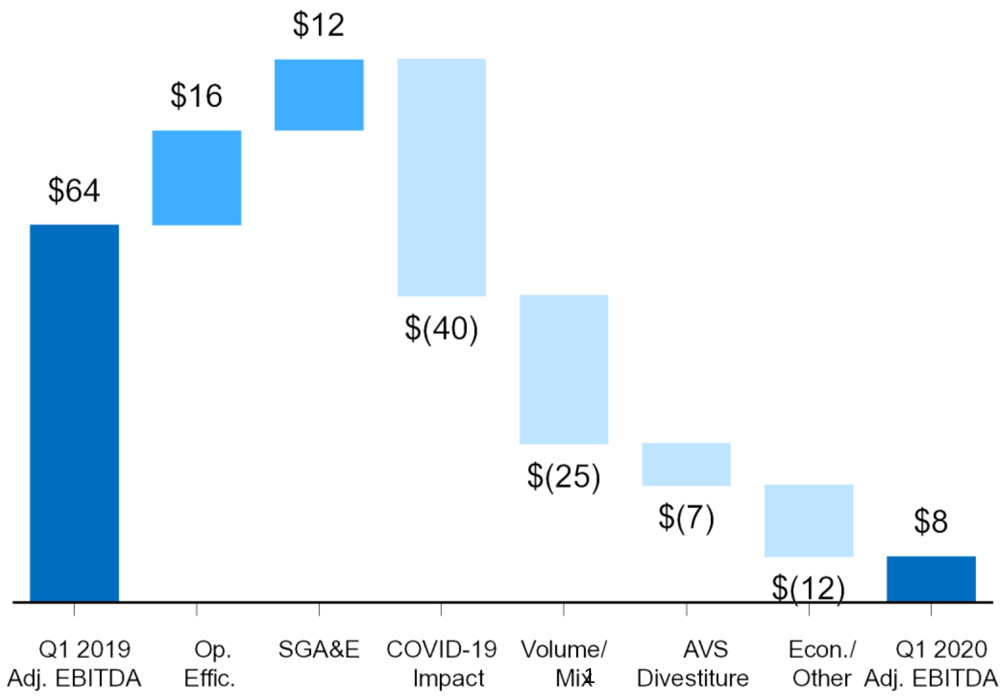
First Quarter Bridge Analysis

(USD millions)

Sales



Adjusted EBITDA[2]



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

Totals may not add due to rounding

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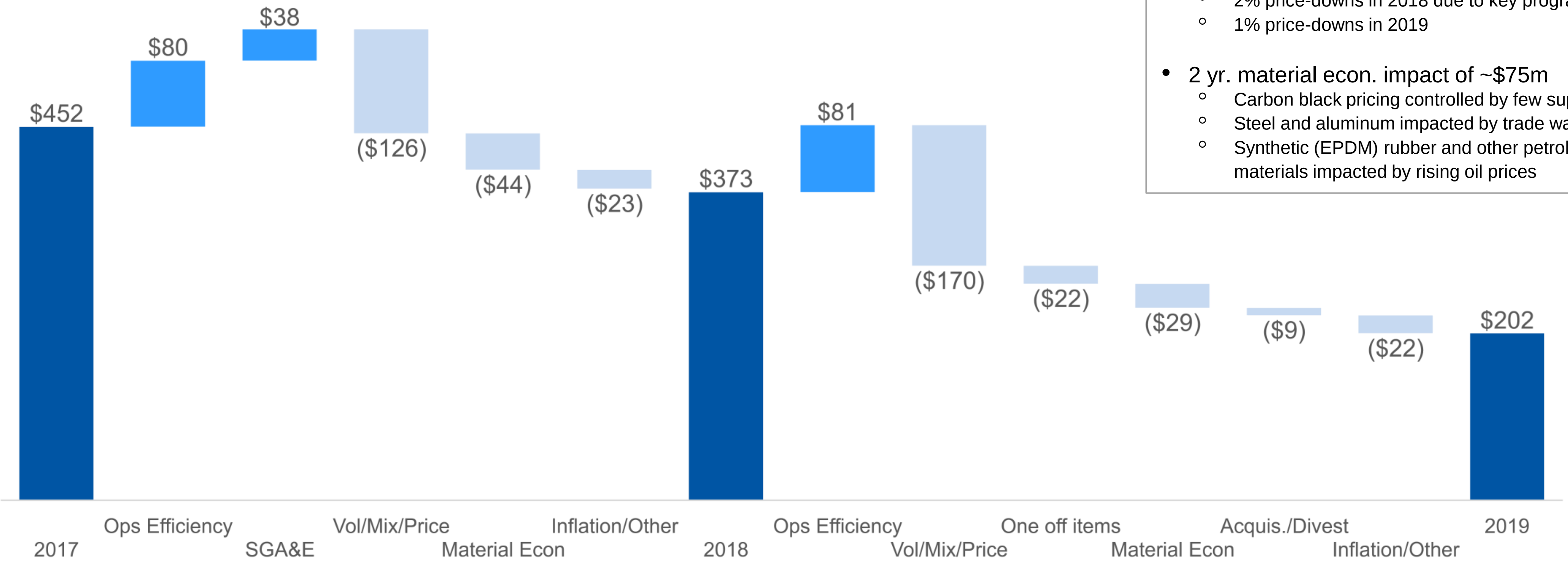
Strong Market Headwinds Have Impacted Recent Profitability

Rapid Production Declines in China, Europe; Price Pressure; Commodities

Two Year Adjusted EBITDA Walk

(US$ millions)



- 2 yr. volume/mix impact of ~$200m
  - Production declines in China where we were planning and investing for rapid growth
  - Rapid drop in luxury/premium vehicle demand in Europe
  - Runout of large platforms in N. Am. while ramp up of key replacement programs was delayed
- 2 yr. price impact of ~$100m
  - 2% price-downs in 2018 due to key program renewals
  - 1% price-downs in 2019
- 2 yr. material econ. impact of ~$75m
  - Carbon black pricing controlled by few suppliers
  - Steel and aluminum impacted by trade war/tariffs
  - Synthetic (EPDM) rubber and other petroleum-based materials impacted by rising oil prices

EBITDA and Adjusted EBITDA Reconciliation (Cont.)

(Unaudited, dollar amounts in thousands)

	Year Ended December 31,		
	2019	2018	2017
	(Dollar amounts in thousands)		
Net income attributable to Cooper-Standard Holdings Inc.	$ 67,529	$ 103,601	$ 137,971
Income tax expense	36,089	(29,400)	71,506
Interest expense, net of interest income	44,113	41,004	42,112
Depreciation and amortization	151,953	146,698	138,088
EBITDA	$ 299,684	$ 261,903	$ 389,677
Other impairment charges (1)	23,139	43,706	14,763
Goodwill impairment charges (2)	—	39,818	—
Restructuring charges (3)	51,102	29,722	35,137
Gain on sale of land (4)	—	(10,377)	—
Project costs(5)	2,090	4,881	—
Amortization of inventory write-up(6)	—	1,460	—
Loss on refinancing and extinguishment of debt (7)	—	770	1,020
Pension settlement charges (8)	15,997	775	6,427
Foreign tax amnesty program (9)	—	—	4,623
Gain on sale of business (10)	(191,571)	—	—
Lease termination costs (11)	1,167	—	—
Adjusted EBITDA	$ 201,608	$ 372,658	$ 451,647
Sales	$ 3,108,400	$ 3,624,042	$ 3,617,773
Net income margin (Net Income/Sales)	2.2%	2.9%	3.8%
Adjusted EBITDA margin (Adjusted EBITDA/Sales)	6.5%	10.3%	12.5%

(1) Other non-cash impairment charges in 2019 and 2017 related to fixed assets of $23,139 and $14,763, respectively. Impairment charges in 2018 related to intangible assets of $791 and fixed assets of $42,915.
(2) Non-cash goodwill impairment charges in 2018 related to impairments at our Europe and Asia Pacific reporting units, net of approximately $5,463 attributable to our noncontrolling interests.
(3) Includes non-cash impairment charges related to restructuring.
(4) Gain on sale of land in Europe that was contemplated in conjunction with our restructuring plan.
(5) Project costs recorded in selling, administration and engineering expense related to acquisitions and divestiture.
(6) Amortization of write-up of inventory to fair value for the 2018 acquisitions.
(7) Loss on refinancing and extinguishment of debt relating to the March 2018 amendment and May 2017 amendment of the Term Loan Facility.
(8) Non-cash pension settlement charges and administrative fees incurred related to certain of our U.S. and non-U.S. pension plans.
(9) Relates to indirect taxes recorded in cost of products sold.
(10) Gain on sale of AVS product line.
(11) Lease termination costs no longer recorded as Restructuring charges in accordance with ASC 842.

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Adjusted EBITDA Margin, Financial Ratios

Twelve Months Ended March 31, 2020

(Unaudited, dollar amounts in thousands)

	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Twelve Months Ended March 31, 2020
Net income (loss) attributable to Cooper-Standard Holdings Inc.	$ 145,205	$ (4,877)	$ (67,384)	$ (110,588)	$ (37,644)
Income tax expense (benefit)	44,223	745	(10,912)	(14,117)	19,939
Interest expense, net of interest income	11,575	10,351	10,255	10,237	42,418
Depreciation and amortization	37,868	37,495	39,985	37,763	153,111
EBITDA	**$ 238,871**	**$ 43,714**	**$ (28,056)**	**$ (76,705)**	**$ 177,824**
Gain on sale of business (1)	(189,910)	1,730	(3,391)	—	(191,571)
Impairment of assets held for sale	—	—	—	74,079	74,079
Other impairment charges (2)	2,188	1,958	18,993	684	23,823
Restructuring (3)	5,927	5,572	21,888	7,276	40,663
Project costs (4)	405	335	87	2,425	3,252
Lease termination costs (5)	491	512	164	520	1,687
Settlement charges (6)	—	—	15,997	—	15,997
Adjusted EBITDA	**$ 57,972**	**$ 53,821**	**$ 25,682**	**$ 8,279**	**$ 145,754**
Debt					
Debt payable within one year					$ 62,530
Long-term debt					744,745
Total debt					$ 807,275
Less: cash and cash equivalents					301,841
Net debt					**$ 505,434**
Leverage ratio (Total debt/TTM Adjusted EBITDA)					5.5
Net leverage ratio (Net debt/TTM Adjusted EBITDA)					3.5
Interest coverage ratio (Adjusted EBITDA/Interest expense)					3.4
Sales	**$ 764,698**	**$ 739,518**	**$ 726,189**	**$ 654,890**	**$ 2,885,295**
Net income margin (Net income/Sales)	**19.0%**	**(0.7)%**	**(9.3)%**	**(16.9)%**	**(1.3)%**
Adjusted EBITDA margin (Adjusted EBITDA/Sales)	**7.6%**	**7.3%**	**3.5%**	**1.3%**	**5.1%**

(1) Gain on sale of AVS product line and post-closing adjustments.
(2) Other non-cash impairment charges related to fixed assets. Q1 2020 impairment of $684 net of approximately $293 attributable to noncontrolling interests.
(3) Includes non-cash impairment charges related to restructuring.
(4) Project costs recorded in selling, administration and engineering expense related to assets held for sale in 2020 and acquisitions and divestiture costs in 2019.
(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.