TOGETHER

Corporate Responsibility 2021

OUR FOCUS

MESSAGE FROM THE CEO

CREATING SUSTAINABLE SOLUTIONS TOGETHER

102-14

Together. It is a word that brings strong meaning and represents an important element of Cooper Standard's culture. When looking back at the last two years, much has changed all around us … our business … the industries we serve … the world.

Prior to the pandemic, our team embarked on a quest, our Driving Value Plan, to recapture financial returns that had eroded due to unfavorable market conditions and position Cooper Standard with a stronger footing to better meet and exceed the needs of all our stakeholders. Since that time, our industries experienced many disruptions and significant change.

However, our quest was not deterred. Our teams worked together to protect the Company and mitigate risk while also moving our Driving Value Plan forward, improving the business and ensuring a profitable future. Together we dramatically reduced our cost and continue to right-size our footprint while addressing rising material costs. Together we continue to achieve world-class safety performance and deliver outstanding quality, service and engineered solutions our customers deserve. Together we are advancing our sustainability goals while developing innovative products and systems to address our customers' ever-changing needs, especially the unique requirements of the growing electric vehicle market.

While we have accomplished much together, we are not finished. Earlier this year we announced our updated Purpose Statement: Creating Sustainable Solutions TOGETHER. These four words summarize our ultimate quest, to create the solutions needed for a sustainable business, sustainable products, sustainable partnerships and a sustainable future … for our business… the industries we serve … and the world.

While challenges and changes will always exist in one form or another, one thing remains consistent – our outstanding team. Our employees have positioned the Company for success and I'm certain that we will achieve our Purpose – Together.

JEFFREY EDWARDS
Chairman and CEO

ABOUT COOPER STANDARD

102-1, 102-5

Cooper Standard (NYSE: CPS) is a leading global supplier of systems and components for diverse transportation and industrial markets, with a workforce of approximately 23,000 in more than 120 facilities across 21 countries. At Cooper Standard, we are committed to Creating Sustainable Solutions TOGETHER. Our highly engaged workforce pursues breakthrough innovations and implements cutting-edge manufacturing and business processes to deliver the highest quality and most robust solutions to meet the evolving needs of our customers and the global industries we serve. Throughout this report, we share with our stakeholders how we are prepared to meet the challenges of the future, while staying true to our core values.

In This Section

Our Purpose

Governance

Global Footprint

Products & Services

Financial &
Operating Performance

Awards & Recognition

Materiality &
Stakeholder Engagement

ESG Goals

Important Links

Our Purpose

Governance Website

Sealing Systems

Fluid Handling Systems

Industrial & Specialty Group

2021 10-K

ABOUT COOPER STANDARD

OUR PURPOSE

CREATING SUSTAINABLE SOLUTIONS TOGETHER

Evolving for a New Future

In 2021, through a series of workshops, Cooper Standard's Global Leadership Team assessed our culture and, with the help of employee feedback, updated the Company's Purpose, Mission, Values, and Capabilities to provide guidance and alignment for our team worldwide.

Cooper Standard's updated Purpose, Mission, Values, and Capabilities leverage our culture, agility for future growth and development, and align with the evolving transportation and industrial markets.

Our Purpose is comprised of four foundational words:

CREATING: Our Company is developing game-changing advancements in materials science and product innovations.

SUSTAINABLE: We deliver continued business viability and reduction of our environmental footprint.

SOLUTIONS: We deliver quality products and services to our stakeholders.

TOGETHER: We partner with all of our stakeholders to create a better tomorrow.

Cooper Standard's mission is to Be the First Choice of the Stakeholders We Serve by living out our core values and demonstrating our capabilities to meet or exceed their expectations.

CONNECTING ALL EMPLOYEES

In 2021, we launched a global employee communications mobile app, CS Connect, to create a real-time dialogue with our workforce. For the first time in our Company's history, all employees have access to one common digital tool, allowing us to expand our employee communications to a greater population.

CS Connect provides a personalized feed of communications to employees in their local language, made possible through automated translations and a dedicated network of content contributors at every Cooper Standard facility. Within CS Connect, employees have access to local stories, insight from leadership, operational alerts and easy access to resources such as policies, procedures, guides and tutorials, right from their mobile phone or website connection.

Given the challenges of bringing teams together during the Covid-19 pandemic, this significant advancement has connected the Cooper Standard team like never before with opportunities to hear from colleagues around the globe and interact through "likes" and "comments."

While promoting this new tool across our facilities, we have observed successful adoption rates at some of our facilities of up to 97%. CS Connect will allow us to share materials and communications to empower employees to speak up in the workplace. With a dedicated integrity channel, CS Connect also allows for a direct connection to ethical survey results which will further increase transparency and allow ethics statistics to be more widely shared.

GOVERNANCE

102-18, 102-19, 102-20, 102-22, 102-24

Cooper Standard's Board of Directors has adopted Corporate Governance Guidelines that provide a framework for the effective governance of the Company. The guidelines address matters such as the responsibilities of the Board, the Board's composition, the responsibilities of the lead director, director independence, the Board membership criteria, Board committees, and Board evaluation. The Board's Nominating and Governance Committee is responsible for overseeing and reviewing the guidelines at least annually, and recommending any proposed changes to the Board for approval. The Corporate Governance Guidelines, Certificate of Incorporation and Bylaws, the charters of the Board committees, and Board of Directors Code of Conduct provide the framework for the governance of the Company and are available on our website.

BOARD LEADERSHIP STRUCTURE

The Board is comprised of 11 members who are fully engaged and possess the key skills and experiences that are integral to the Company's success. All but one of the members are independent, as defined by the Board's Corporate Governance Guidelines, which reflect the independence standards of the New York Stock Exchange and the U.S. Securities and Exchange Commission.

The Board's leadership structure currently includes a combined chairman and chief executive officer role with a non-employee lead director, as permitted by our Corporate Governance Guidelines.

Chairman & Chief Executive Officer

Jeff Edwards serves as chairman of the Board of Directors as well as our CEO. The Board believes that this structure is in the best interests of our stockholders at this time because it takes into consideration the importance of having a chairman with in-depth knowledge of, and experience in, our industry and promotes communication between management and the Board, in particular with respect to the Board's oversight of the Company's strategic direction. In addition, this structure helps ensure that the non-employee directors' attention is devoted to the issues of greatest importance to the Company and our stockholders. Our Board periodically reviews its determination to have a single individual serve as both chairman and CEO.

Lead Director

The lead director position is elected by the non-employee members of the Board upon the recommendation of the Nominating and Corporate Governance Committee. The Board believes that the role of the lead director, together with the existence of a substantial majority of independent directors, fully independent Board committees, and the use of regular executive sessions of non-employee and independent directors achieves an appropriate balance between the effective development of key strategic and operational objectives and independent oversight of management.

We have a strong, independent, and highly experienced lead director with well-defined responsibilities that include:

- Presiding at all meetings of the Board at which the chair is not present, including executive sessions of the independent directors, and communicates with management concerning the substance of such meetings and sessions;
- Serving as liaison between the chair and the independent directors;
- Approving the Board's meeting agendas, schedules and information sent to the Board;
- In consultation with the Compensation Committee, assisting the Board with its evaluation of the performance of the CEO; and
- If requested by major stockholders, ensuring that he is available for consultation and direct communication.

COMMITTEE STRUCTURE

The Board has a robust committee structure consisting entirely of independent directors with oversight of various types of risks. Each committee is organized and conducts its business pursuant to a written charter adopted by the Board. Our Board of Directors currently has four standing committees with the following key responsibilities:

Audit Committee
- Select independent registered public accounting firm
- Oversee accounting and financial reporting processes and the annual audit and quarterly review of financial statements
- Oversee compliance with legal and regulatory requirements
- Review and evaluate the independence, qualifications, and performance of our independent auditors and the performance of our internal audit function
- Review and oversee our system of internal controls regarding finance, accounting, and legal compliance
- Oversee ESG disclosures, processes, and controls

Compensation Committee
- Review and approve corporate goals, objectives, and other criteria relevant to the CEO's and the other executive officers' compensation
- Evaluate the performance of all executive officers and determine their compensation
- Establish overall compensation philosophy and review and approve executive compensation programs, and assess related risks
- Review and approve any employment or severance arrangement with executive officers
- Review and approve equity-based compensation plans and awards made pursuant to such plans
- Oversee the Company's employee benefit plans, including the delegation of responsibility for such programs to the Company's Benefit Plan Committee
- Integration of select ESG goals and milestones into executive compensation plans

Nominating & Corporate Governance Committee
- Identify and evaluate individuals qualified to become members of the Board consistent with criteria approved by the Board
- Select or recommend to the Board the director nominees to stand for election by the stockholders or to fill vacancies on the Board and board committee memberships
- Develop and ensure compliance with corporate governance principles and practices applicable to the Company
- Review our legal compliance and ethics programs and policies
- Review and make recommendations to the Board on director compensation, as well as indemnification and insurance matters
- Oversee the annual performance evaluation of the Board and its committees
- Ensure stockholder engagement on ESG matters
- Ensure the Board has the skills, expertise and continued education necessary to oversee the successful execution of the Company's ESG priorities

Innovation & Business Development Committee
- Provide insights regarding megatrends affecting the industry, and together with management, assess any impacts on the Company's strategy
- Advise management regarding the Company's innovation and business diversification strategy, implementation plans and performance targets
- Review and advise management regarding the Company's commercialization strategy for new products in its core market, adjacent markets, and business model innovations

MANAGEMENT COMMITTEES

At Cooper Standard, we have numerous management committees that provide cross-functional oversight to our strategic priorities. These include:

- Global Leadership Team;
- Cooper Standard Foundation Board of Trustees;
- Enterprise Risk Management Committee;
- Global Commercial Council;
- Global Communications Council;
- Global Ethics and Compliance Committee;
- Global Manufacturing Council;
- Global Pricing Committee;
- Global Product Safety Council;
- Global Quality Council;
- Global Sustainability Council; and
- Global Technology Council.

BOARD MEMBERSHIP CRITERIA

In identifying and evaluating the nominees for director positions, the Nominating and Corporate Governance Committee takes into account the applicable requirements for directors under the Exchange Act and the NYSE listing rules. In addition, the Nominating and Corporate Governance Committee considers other criteria it deems appropriate, which may vary over time depending on the Board's needs. Nominating criteria includes automotive or manufacturing industry experience, general understanding of various business disciplines (e.g., marketing, finance, etc.), the Company's business environment, educational and professional background, analytical ability, diversity of experience and viewpoint, ESG skills and expertise, and willingness to devote adequate time to Board duties. Director candidates should demonstrate commitment to the highest personal and professional ethical standards, integrity, and the core values of the Company. Candidates are also

evaluated on their ability to consider and balance the legitimate interests and concerns of the Company's stockholders and other stakeholders effectively, consistently, and appropriately in reaching decisions.

The Company's Corporate Governance Guidelines also require that the potential pool of Board candidates reflects diversity in gender, race, ethnic background, country of citizenship, and professional experience. The Board evaluates each individual in the context of the Board as a whole, with the objective of retaining a group that can best enhance the Company's success and represents the interests of stockholders and other stakeholders through sound judgment.

BOARD'S ROLE IN RISK OVERSIGHT

The Board, as a whole and through its committees, has responsibility for the oversight of risk management, while management is responsible for the day-to-day management of risks to the Company. The effective oversight and management of the risks facing the Company are supported through a top-down and bottom-up communication framework that includes a robust enterprise risk management approach and active participation from leaders across all functional areas of the Company, along with our Global Leadership Team and our Board, fostering an appropriate culture of integrity and risk awareness throughout the Company.

9

board meetings

23

committee meetings

98%

attendance

9

executive sessions

BOARD STATISTICS FROM 2021

BOARD REFRESHMENT & DIVERSIFICATION

The Company recognizes the value of differing perspectives on our Board of Directors. We regularly add directors to bring new perspectives and ideas into the boardroom. Four out of the 10 independent directors have joined our Board within the past three years, including two of the women directors. The Nominating and Governance Committee and the Board as a whole are continually looking for ways to advance in these areas and leverage its diversity of thought to further the strength of our Company.

Gender

(1) Undisclosed
(7) Male
(3) Female

Race

(1) Hispanic
(1) African American / Black
(9) White

Age

(1) 45–54
(3) 65–75
62
Average Age
(7) 55–64

Tenure

(4) 0–5
(3) 10+
7
Average Tenure
(4) 6–9
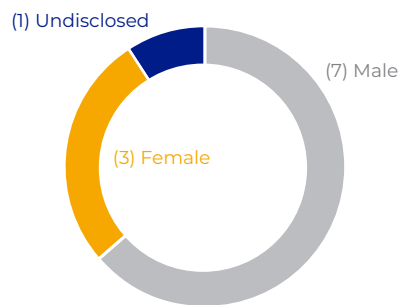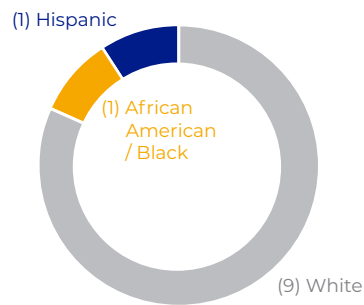
ESG BOARD GOVERNANCE FRAMEWORK

The Board as a whole is responsible for the oversight of our ESG strategy. It ensures the integration of ESG risks and opportunities into the Company's long-term strategy and enterprise risk management, and delegates certain ESG oversight responsibilities to its committees as set forth below:

Audit Committee

ESG disclosures, processes and controls, and their assurance ensuring:

- ESG disclosures (both qualitative and quantitative) are investor grade and follow appropriate ESG frameworks and/or standards
- Processes and controls are in place to ensure ESG disclosures are accurate, comparable and consistent
- Whether independent assurance is required

Compensation Committee

ESG accountability:

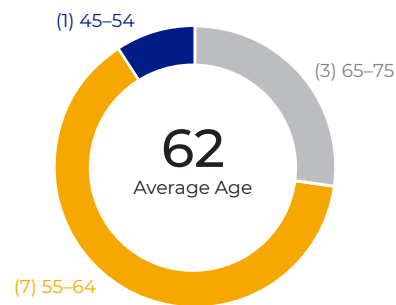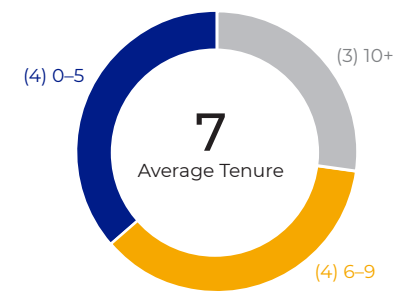- Integration of select ESG goals and milestones into executive compensation plans

Nominating and Corporate Governance Committee

ESG engagement, board composition and education ensuring:

- The Company's ESG story being effectively communicated to investors and other stakeholders
- ESG skills and expertise on the Board
- ESG Board education

The full Board receives regular updates on key ESG topics according to a standard Board calendar. Updates on governance, ethics and compliance occur every quarter to the Audit Committee, two times a year to the Nominating and Corporate Governance Committee, and annually to the full Board. In addition to reporting on our progress, we regularly invite expert speakers to Board meetings to report on emerging trends in our evolving global landscape.

KEY GOVERNANCE PRINCIPLES

The Board has adopted governance practices, structures and policies that it believes promote Board independence and the interests of shareholders. These practices, structures and policies include, among others:

- Independent Lead Director
- 10 of the 11 directors are independent
- Minimum stock ownership requirements for directors and executives
- Board committees composed of independent directors
- Annual Board evaluations
- Board considers diversity when evaluating prospective directors
- Board comprised of members with the key skills and experiences integral to the Company's success
- Board meets regularly in executive sessions
- Strong governance framework for the oversight of ESG matters
- Clawback policy covering cash and equity
- Anti-hedging and anti-pledging policy

GLOBAL FOOTPRINT

102-4, 102-7, 102-8

A detailed location list is available on our [website](#).

21 countries

120+ facilities

~23k team of employees
includes contingent workers

North America
47%

South America
6%

Europe
29%

Asia Pacific
18%

▨ Contingent ■ Employees
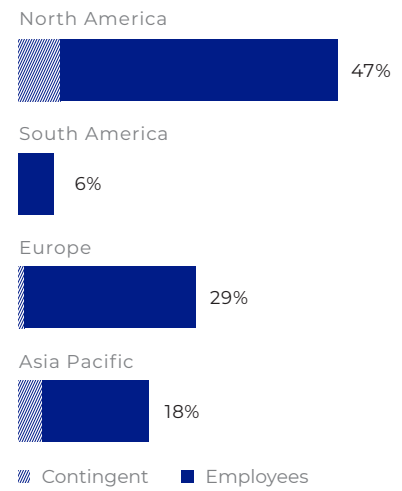
Regional Revenue Composition by Product
(2021 % of Sales)

52% North America

24% Europe

3% South America

21% Asia Pacific
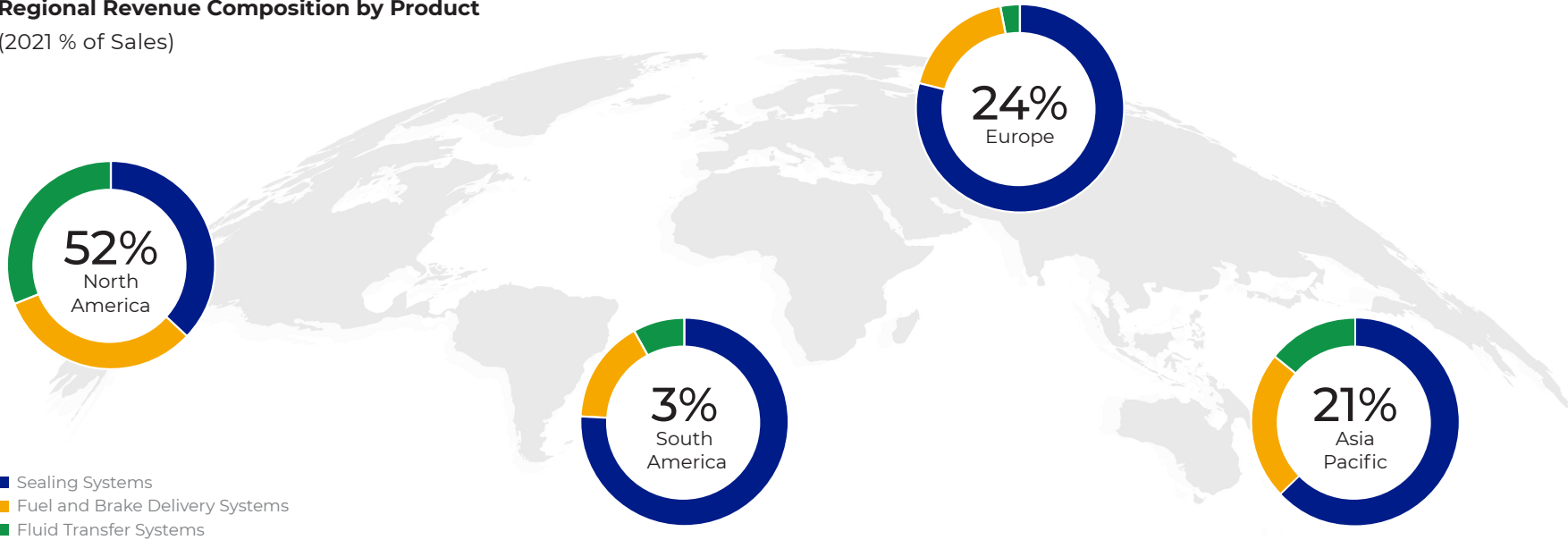
■ Sealing Systems
■ Fuel and Brake Delivery Systems
■ Fluid Transfer Systems

ABOUT COOPER STANDARD

PRODUCTS & SERVICES

102-2, 102-6

Cooper Standard develops quality components for the passenger car and light truck market, as well as advances materials science solutions to meet the needs of our automotive and diverse industrial customers. As a result of our focused approach, Cooper Standard holds a leadership position in each of our core automotive product lines: sealing systems; fluid handling systems (which includes our fluid transfer and fuel and brake delivery business). Cooper Standard's comprehensive expertise and proven thought leadership differentiates the Company from the competition. Our Advanced Technology Group (including our Applied Materials Science and Industrial and Specialty businesses) maximizes the value of the Company's materials science innovations in a wide range of markets, including footwear, aviation, and building and construction.
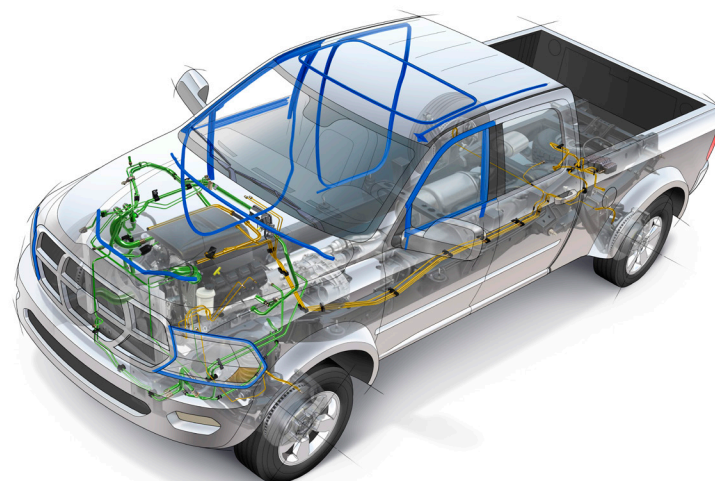
Building & Construction

Footwear

Fluid Handling & Sealing Systems

ABOUT COOPER STANDARD

FINANCIAL & OPERATING PERFORMANCE

From the foundation of our world-class culture, Cooper Standard remains focused on improving operating efficiency, achieving and sustaining double-digit adjusted EBITDA* margins and returns on invested capital (ROIC), and executing our diversification and innovation strategy. In 2021, we continued to deliver outstanding results to our customers and achieved 97.6% green customer score cards for product quality and 97.0% for program launches. Even more importantly, we had another outstanding year for employee safety. Our safety incident rate <pg. 37> was 0.40 per 200,000 hours worked, well below the world-class benchmark of 0.57. Remaining focused on our values, our global team stepped up to overcome industry disruptions and performed exceptionally well in the business areas we could control.

We are continuing our focus and drive toward our strategic financial targets of double-digit adjusted EBITDA margins and double-digit ROIC. These targets have not changed, but due to the hyper-inflationary environment of 2021 and what lies ahead this year, the timing of when we expect to reach those goals has changed. We have significantly improved our internal cost structure and operating efficiency, and we will leverage these accomplishments when production volumes normalize. We expect to be able to successfully offset the inflationary pressures through commercial negotiations and contract indexing, allowing us to get back on track to reach our stretch strategic goals for adjusted EBITDA margins and ROIC by 2024. For additional information, reference the Company's full financial report in the 2021 10-K filed with the U.S. Securities and Exchange Commission.

Process rationalization of European fuel and brake delivery operations

Continue lean manufacturing initiatives
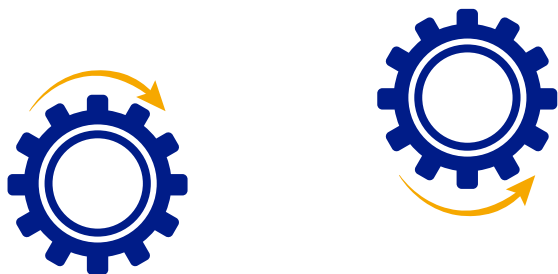
Complete targeted European plant restructuring initiatives
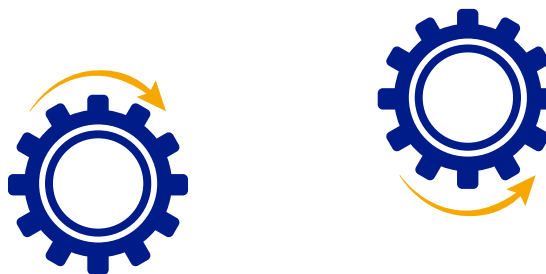
Further global overhead and SGA&E rationalization

Maintain laser focus on overall fixed costs controls

*see appendix for reconciliation to U.S.GAAP

ABOUT COOPER STANDARD

AWARDS & RECOGNITION

102-13

Employee Awards

Angela Greiner, senior program engineering manager, has been recognized by The Manufacturing Institute as one of its 2022 STEP Ahead Honorees for her accomplishments in bringing innovative technologies to the production floor and building the foundation for outstanding quality levels.

MEMBERSHIPS & ASSOCIATIONS

Automotive Industry Action Group

Manufacturers Alliance for Productivity & Innovation

Motor & Equipment Manufacturers Association

Business Ethics Leadership Alliance, Ethisphere®

Original Equipment Suppliers Association

InForum Michigan

Newsweek's America's Most Responsible Companies

Listed among American companies recognized for efforts in ESG concerns for the third consecutive year.

One of the World's Most Ethical Companies® by the Ethisphere Institute

Recognized for taking the long-term view with a purpose-based strategy and striving to create positive change throughout the global community for the third consecutive year.

2020 & 2021 GM Supplier of the Year and 2020 Overdrive Award Winner

Honored for the fourth and fifth consecutive years with the award that recognizes companies who consistently exceeded GM's expectations, create outstanding value or introduce innovations to the company. Cooper Standard was also recognized as a 2020 Overdrive Award winner in the category of 'Sustainability' for our Fortrex® chemistry platform.

CORP! Salute to Diversity

Recognized for championing diversity, equity, and inclusion initiatives and achievements within the organization and the community.

Regional Recognition

Changchun, China
FAW-VW Excellent Supplier Award
FAW-VW Best Supplier of Technology Development
FAW-VW New Technology Promotes Excellent Supplier

Guangzhou, China
2021 IGA QCC Competition Third Prize Award
2021 IGA Kaizen Competition Third Prize Award

Juarez 2, Mexico
Ford Best Managed Companies Award

Kunshan 1, China
JLRQ Award
Human Resource Skills Demonstration Enterprise
Gold Charity Ambassador of Growing Tree

Saltillo, Mexico
Ford Best Managed Companies Award
Ford Outstanding Quality Performance

Shenyang, China
SGM 2020 Excellent System Award

Sherbrooke, Canada
GM Weatherstrip Team Award of Excellence

Wuhu, China
CJLR Improvement Award

Yantai, China
SGM 2021 Supplier Excellence Award
SGM 2021 Best Supplier Chain Customer Agility Collaboration Award
SGM 2021 Sliver Award of the Year

OUR STRATEGIC IMPERATIVES

To help ensure global alignment, we defined strategic imperatives, allowing us to achieve our Mission and ultimately fulfill our Purpose.

Financial Strength

Execute our Driving Value plan, achieving and sustaining double-digit adjusted EBITDA margins and ROIC.

Growth – Building for The Future

Leverage our materials science and manufacturing expertise. Pursue opportunities for both organic and inorganic growth. Build an exceptional workforce.

World-Class Functional Expertise and Execution

Attain world-class results across all functions allowing the Company to Be the First Choice of Our Stakeholders We Serve.

Sustainability

Deliver value to all our stakeholders through ESG initiatives to ensure the long-term sustainability of the Company.

ABOUT COOPER STANDARD

MATERIALITY & STAKEHOLDER ENGAGEMENT

102-40, 102-42, 102-43, 102-44, 102-46, 102-47

Our corporate responsibility efforts are the most impactful when we focus on the issues that matter most to our business and stakeholders. We refine our approach and set our future trajectory by regularly engaging with various internal and external stakeholder groups, including our employees, customers, suppliers, investors and the communities where we live and work.

To do this, we use a variety of engagement methods, including conversations, forums, surveys and community outreach. We also conduct regular materiality assessments to serve as formal checkpoints for our sustainability strategy and reporting efforts.

We conducted our first materiality assessment in 2016, and in 2021 completed our third assessment. This process, in line with best practices, helps ensure we are managing and reporting on the sustainability issues most important to our industry and stakeholders.

SUSTAINABILITY COUNCIL

In 2021, Cooper Standard formed a Global Sustainability Council as part of our continued focus on sustainability and corporate responsibility. The council provides executive level oversight for the Company's sustainability strategy and ensures alignment and integration with business goals and stakeholder priorities.

Managed by an executive chair with membership from Cooper Standard subject matter experts, the council takes a holistic look at the Company's ESG initiatives, tracks rapidly evolving best practices and further develops long-term goals to drive world-class ESG performance. Leadership positions within the council are also assigned to each material topic.

Evolving from simple compliance to an integrated part of the business, in 2021 Cooper Standard further engaged internal stakeholders, including a plan to implement a sustainability sign-off on all capital spending requests in 2022. This process ensures ESG is considered throughout all aspects of our business.

Cooper Standard's longtime commitment to sustainability has positioned us well to tackle the biggest challenges of our time, as well as innovate our new processes, products and materials, like our Fortrex® chemistry platform, to meet stakeholders' current and future sustainability needs.

Our most recent materiality assessment identified seven clear priorities for Cooper Standard and external stakeholders: Business Ethics & Integrity; Climate Change; Diversity, Inclusion & Belonging; Employee Engagement & Talent Recruitment; Energy & GHG Emissions; Innovation and Product Lifecycle. This report addresses these top issues, as well as topics identified in our secondary tier, across environmental, social and governance and product-related topics. For the topics addressed in this report see the corresponding page numbers on the right.

Importance to External Stakeholders (y-axis)

Importance to Cooper Standard (x-axis)

Third Tier — Secondary Tier — Top Tier

Social
1. Employee Engagement & Talent Development — 26
2. Diversity & Inclusion — 29
3. Workplace Health & Safety — 33
4. Labor Relations — 69
5. Human Rights — 70
6. Community Involvement — 38
7. Public Policy
8. Wellness
9. Indirect Economic Impacts

Product
10. Innovation — 45
11. Product Lifecycle — 49
12. Product Quality & Safety — 52
13. Responsible Sourcing — 72
14. Customer Trust & Satisfaction — 57
15. Responsible Minerals — 73
16. Supplier Diversity

Governance
17. Ethics & Integrity — 61
18. Business Continuity — 66
19. Information & Data Security — 81
20. Digitization — 84

Environmental
21. Energy & Emissions — 77
22. Climate Change — 76
23. Operational Waste — 79
24. Water — 76
25. Air Quality
26. Biodiversity

COOPER STANDARD'S ESG GOALS

In 2021, we completed our third ESG materiality assessment through an objective third party firm. With the results of the assessment, Cooper Standard identified seven clear priorities:

- Business Ethics & Integrity;
- Climate Change;
- Diversity, Inclusion & Belonging;
- Employee Engagement & Talent Recruitment;
- Energy & GHG Emissions;
- Innovation; and
- Product Lifecycle.

We engaged our Global Leadership Team in the materiality process and findings, which allowed us to re-evaluate our ESG goals and long-term targets to ensure they align with our strategic objectives and evolving business needs. These long-term targets address our management approach and performance across ESG and people-related activities that have been deemed most material to our business. Each year we evaluate our goals, and report progress accordingly. By consistently evaluating and reporting progress to our ESG goals, we are transparent about our key performance indicator (KPI) progress for our most material ESG topic areas. Our goal-setting process helps ensure we provide information to our stakeholders in a comparable way and informs key decisions for our business.

Our commitment to addressing ESG issues makes our team, partnerships and business stronger. Effective ESG processes and practices are critical to attracting the strongest talent, maintaining a robust supply base and developing innovative, cost-effective solutions that meet our customers' evolving needs. We proudly commit to focusing on these drivers of long-term value creation for the health of our business and look forward to continuing our progress to Create Sustainable Solutions TOGETHER.

MEASURING ANNUAL PERFORMANCE

Goal progress can be found in the beginning of each topic section. Baseline performance for 2019 is indicated with a blue bar and 2021 performance is displayed numerically below the scale.

2019   Goal achieved

2021   Goal exceeded

WINNING IN THE WORKPLACE

ACHIEVE WORLD-CLASS PERFORMANCE IN
TALENT STRATEGY

Continue to meet or exceed world-class level of internal fill (68.2%) for our director level leaders and above.

Expand our existing functional and Leadership Colleges, launch additional functional colleges in Finance and Information Technology, and further enhance our overall learning and development opportunities by 2024.

CONTINUE BUILDING A
WORLD-CLASS SAFETY CULTURE

By 2023, each facility will have improved their safety balanced scorecard score by 15%.*

Achieve 30% of facilities certified to ISO 45001 by year-end 2021 and 100% by 2023.

CONTINUE GIVING BACK TO
COMMUNITIES WHERE WE WORK AND LIVE

Annually engage employees and their families equivalent to 50% of our workforce.

NEW!

→ Continue to move toward a goal of 50% diversity on our Senior Leadership Team succession plans by 2025;

Increase women in leadership roles to reflect the percentage of women in the Company by end of 2027;

Increase U.S. ethnicity salaried population in alignment with market representation by 2027; and

Increase U.S. ethnicity population in leadership roles to reflect the percentage of U.S. ethnic minorities in the Company by end of 2027.

ENHANCING PRODUCT VALUE

EMBED SUSTAINABILITY
THROUGHOUT OUR DAILY BUSINESS ACTIVITIES

Commit to linking 75% of our new innovations to improved sustainability outcomes in the production, use or end-of-life phases.

Implement our innovative materials and product solutions on half of all battery electric vehicles on the road (including hybrid vehicles) by 2023.

CONTINUE DRIVING PROACTIVE EFFORTS TO
HELP PREVENT WORKPLACE INCIDENTS

Reduce the percentage of potential safety-critical issues reaching customers by 50% by 2023.

Decrease our quality incidents per billion by 35%.

CONTINUE TO LISTEN TO
THE VOICE OF THE CUSTOMER
TO MEET OR EXCEED THEIR NEEDS AND EXPECTATIONS

Achieve 98% green or yellow customer scorecards by 2023.

*from a 2019 baseline

RESPONSIBLE BUSINESS

MAINTAIN A WORLD-CLASS REPUTATION FOR CONDUCTING
HONEST, ETHICAL AND RESPONSIBLE BUSINESS PRACTICES

Ensure and validate that 100% of employees know where to find the Code of Conduct and policies by 2023.

Foster an environment where 100% of employees will report feeling comfortable speaking up by 2023.

Foster an environment where 100% of employees don't feel pressured to compromise values by 2023.

Achieve 100% satisfaction with the reporting process by 2023.

IMPLEMENT SCREENING EFFORTS
WITH OUR GROW SUPPLIERS

Reach 100% response rate on supplier Sustainability Assessment Questionnaire from our direct materials Grow suppliers by 2023.

Audit 100% of our Grow direct materials suppliers for compliance with our Human Rights Policy by 2023.

REDUCE OUR IMPACT
ON THE ENVIRONMENT

Decrease our solid waste generated 25% by 2025.*

Commit to have 100% waste diversion rate globally by 2025.

Lower our Scope 1 and Scope 2 green house gas emissions indexed to sales 15% by 2025.*

Reduce our operational energy consumption indexed to sales 15% by 2025.*

Source our electricity from 100% renewable energy sources by 2025.

STRENGTHEN AND IMPROVE
OUR INFORMATION SECURITY
PROCESSES, DATA AND INFRASTRUCTURE

Provide annual training on our phishing data security practices for 100% of Cooper Standard employees who work with our systems by end of 2022.

Provide formal cyber security training for 100% of Cooper Standard employees who work with our systems by end of 2022.

Implement third-party cyber security assessments for all known vendors who pose critical or high risk to Cooper Standard systems or information by end of 2022.

*from a 2019 baseline

WINNING IN THE WORKPLACE

Our employees represent the strength of Cooper Standard and are our most important asset. We are successful because of our employees' talent and expertise, and we recognize the importance of retaining, developing and attracting employees who bring a diversity of thought and creativity to the work we do. We aspire to be an employer of choice by fostering a vibrant and inclusive culture that values and respects the perspectives of all employees. To retain and attract new talent and to cultivate leadership, we invest in our employees' growth and development. We are committed to protecting the well-being of our team and relentlessly work towards achieving zero safety incidents through our Total Safety Culture. We also support our employees by giving back to the communities where we work and live. In this section, we share the dedication to developing workplace culture, talent, diversity, safety and community engagement that strengthens our world-class reputation.

In This Section

Talent Strategy

Workplace Health & Safety

Community Involvement

Important Links

Diversity and Inclusion pg. 29

CS Connect pg. 6

Diversity, Inclusion & Belonging Policy

Cooper Standard Foundation

InForum's Next4Vets™

Michigan's DAV

Folds of Honor

S.A.Y. Detroit

WINNING IN THE WORKPLACE

TALENT STRATEGY

Cooper Standard is committed to building an inclusive and supportive environment to retain and attract the best talent to help us achieve our business objectives. Who we are is defined by the culture we have built together, rooted in the values we hold true and the capabilities that outline our behaviors. We value the contributions of every employee and take responsibility for providing a positive work environment to foster increased engagement, productivity and alignment toward our overall purpose and mission. We continue to empower our employees by providing them with the resources, development opportunities and training they need to thrive in their roles and become leaders within our organization. By increasing employee engagement, we strengthen our culture and further build the foundation of continuous feedback and talent development.

ACHIEVE WORLD-CLASS PERFORMANCE IN
TALENT STRATEGY

Continue to meet or exceed world-class level of internal fill (68.2%) for our director level leaders and above.

66%

60%

Expand our existing functional and Leadership Colleges, launch additional functional colleges in Finance and Information Technology, and further enhance our overall learning and development opportunities by 2024.

on track

NEW!

→ Continue to move toward a goal of 50% diversity on our Senior Leadership Team succession plans by 2025;

Increase women in leadership roles to reflect the percentage of women in the Company by end of 2027;

Increase U.S. ethnicity salaried population in alignment with market representation by 2027; and

Increase U.S. ethnicity population in leadership roles to reflect the percentage of U.S. ethnic minorities in the Company by end of 2027.

Key: ▮ 2019 Baseline   ▲ 2021 Results

Talent Acquisition

In an increasingly competitive job market, Cooper Standard must effectively compete against peers and leading companies from the manufacturing and materials science sectors. Our talent acquisition strategy includes building our talent pipeline by cultivating invaluable institutional knowledge, while supplementing our workforce with new ideas and skills. In order to ensure a pipeline of talent for the future, we work to create relationships with potential applicants, including those not currently active in the job market. We participate in several events that support and promote the future global manufacturing workforce. These initiatives include:

Hosting **Manufacturing Day** events at our facilities for students and community partners to showcase modern manufacturing and inspire the next-generation workforce to pursue manufacturing-related careers.

Supporting **STEM** (Science, Technology, Engineering and Math) education through our regional STEM Affinity Groups that leverage employee-led volunteer programs to inspire student achievement and interest in STEM careers.

Founding member of the **Michigan Mobility Talent Consortium** that supports and sponsors initiatives to fill the talent pipeline in Michigan for high tech jobs and skillsets.

OUR APPROACH
103-1, 103-2, 103-3

Cooper Standard's talent strategy is founded on attracting, developing, engaging, retaining and recognizing world-class and diverse employees. We designed our organizational structure to effectively meet the needs of our business objectives and to ensure our employees' success. Our Senior Vice President and Chief Human Resources Officer manages Cooper Standard's talent strategy. We provide monthly updates to the Global Leadership Team (GLT), which is led by our Chairman and CEO. The GLT is responsible for reviewing, approving, and prioritizing our talent and diversity strategies and initiatives that our Human Resources (HR) organization develops. In addition, we annually report on our talent strategy, initiatives and performance to the Board of Directors.

Since the start of the pandemic, we have canceled many in-person workforce development events to help protect the health of our employees and our community members. However, we have continued our recruiting and onboarding efforts through virtual meetings and programs. Some of our accomplishments include launching a new Interview Training and Resources site through Cooper Standard University. This site provides our hiring leaders with access to training on behavioral-based interviewing techniques, how to recognize and minimize unconscious bias, and understanding the value of diverse backgrounds and experiences. We also developed and published interview guides based on our Cooper Standard Capabilities Model along with interview checklists and tip sheets. In 2021, we also launched our internal Global Recruiter Community. Our Talent Acquisition team hosts quarterly virtual meetings with all human resources professionals tasked with recruiting responsibilities. These meetings facilitate the sharing of recruiting best practices, new tools and technology, and updated processes.

Early Career Programs

For students and those just entering the workforce, we offer several programs designed to appeal to talent early in their career.

- Summer internship opportunities provide exposure to the organization and potential careers.
- Co-op opportunities with select universities to supplement students' academic curriculum by developing their abilities to learn new processes, troubleshoot and resolve issues in an "on-the-job" setting; and
- College graduate opportunities where we offer entry-level positions and trainee positions within Cooper Standard in areas such as human resources, manufacturing and engineering.

We also acknowledge that there are many paths to a career at Cooper Standard, and we tailor opportunities to unique talent pools through efforts including providing career opportunities for military veterans and those who are transitioning from active service. The Michigan Veterans Affairs Agency (MVAA) recognizes Cooper Standard as a Veteran-Friendly Employer. You can read more about our efforts to build and foster a diverse workforce under Diversity and Inclusion <pg. 29>.

REMAINING A COMPETITIVE EMPLOYER IN THE MARKET

Our employee attraction strategy aims to cultivate a top-tier workforce and talent pipeline by creating a safe, respectful, and inclusive work environment, supporting employee development, and offering competitive benefits. Cooper Standard attracts and retains employees by offering a competitive salary and benefits package. While the specific benefits offerings are unique to each location, common offerings may include paid time off, comprehensive or supplemental health care benefits, risk benefits (life insurance, AD&D or disability benefits), physical and emotional & wellness solutions, educational assistance, retirement plans, discount programs, and other benefits. We regularly analyze how our total rewards package aligns to the external market, and to the needs of our employees, in all regions.

Further, we provide additional policies and programs for employees, including the following:
- Flex-time
- Remote working opportunities
- Employee assistance program (offering a variety of confidential employee and family support services, and other resources)
- Supplemental life and disability insurance
- Various additional voluntary benefits at group rates

Talent Development & Performance Management
404-2

Employee development opportunities are critical elements of our engagement and retention strategy. We place a high priority on developing self and others through coaching, feedback, exposure and stretch assignments. Formal performance management, talent identification, succession planning, and learning and development tools foster growth in our workforce. Continuously working to build and strengthen our workforce allows us to deliver value to all the stakeholders we serve.

We utilize a performance management process aimed at maximizing productivity and innovation by supporting employees' efforts to reach their full potential. We designed this process to enable employees to align their efforts in a manner that contributes to the organization's goals. We equip employees with tools to track their progress toward their goals, as well as help identify and remove any barriers to performance. Our process supports frequent, high-quality performance and developmental discussions, while preparing and holding managers and individuals accountable for these discussions.

Our Development Planning resources site through Cooper Standard University contains a series of eLearning sessions and job aids to enable employees to take ownership of their development at Cooper Standard. The site content provides insight into

Cooper Standard's development planning process, including how to create a formalized individual development plan (IDP), how to request feedback and how to start a career conversation with their manager. All employees are encouraged to create an IDP by working with their manager to evaluate their career goals and assess their development opportunities based on these goals. Using a learning model that includes experiential learning, social learning and formal learning, employees, in partnership with their manager, identify specific development actions to attain their goals and are responsible for managing and reviewing progress with their manager.

Our Talent Management strategy also relies on successful talent identification and succession planning. Our performance management tools help identify, recognize and develop high-potential and high-performing employees. In addition to succession planning for all senior leadership positions, we prioritize succession planning for our Global Leadership Team (GLT). This includes identifying ideal experiences, critical leadership capabilities and key rotations for each candidate to prepare for a GLT role.

Cooper Standard University

Using competency modeling and gap analyses, Cooper Standard continuously develops more efficient and effective processes to deliver training to our employees. We founded Cooper Standard University (CSU) to provide targeted learning opportunities to our workforce. The University's mission is to provide high-quality, diverse learning opportunities to promote and support employee development and organizational effectiveness. In 2021, we further developed CSU programs to improve individual development, and diversity, inclusion and belonging (DIB) in the workforce. We developed a Leadership Essentials program, a Communication Resources and Training catalog, and a new Diversity, Inclusion and Belonging catalog that includes resources and training courses in support of our DIB initiatives and goals. In 2021, we added 220 new courses to our learning management system including 208 eLearning courses, and our training hours delivered through CSU for salaried employees increased by 2,896 hours since 2020.

LEADERSHIP ESSENTIALS PROGRAM

In 2021, we launched a self-directed Leadership Essentials Program focused on developing the skills and competencies that contribute to developing strong leadership. The program consists of five modules that are designed for Cooper Standard leaders with zero to three years' leadership experience. An in-person program was also piloted in China, and through a combination of eLearning courses and workshops, our 31 participants were able to learn essential leadership skills and gain confidence to effectively handle the interactions and challenges faced by leaders every day.

The program consisted of the following topics throughout the eight-month program:

- Communication: Connecting Through Conversations
- Delegating with Purpose
- Developing Yourself and Others
- Driving Change
- Leveraging Diversity
- Interview Process and Skills
- Finance for Non-Financial People
- Cost Structure and Financial Basics
- Cooper Standard Product Portfolio

Competency assessments showed improvement across each of the five eLearning course topics, with an average competency improvement of 10.69%.

Talent Engagement

Cooper Standard recognizes that purposeful work attracts and retains top talent and translates into increased engagement, innovation, effort and productivity. We strive to create a positive work environment to drive long-term success by creating a place where employees feel valued and are inspired to do their best work. Our objective is to create an engaging workplace, built on our core values and capabilities.

We encourage meaningful conversations about career development with our employees by growing our communication methods and channels. For example, we send multi-lingual CEO letters to all employees throughout the year and launched CS Connect <pg. 6>, our global employee communications platform, sharing business strategies and opportunities, including updates on Covid, safety initiatives, quality highlights, employee/team recognition and other company developments.

In addition, our GLT holds regular global webcasts for our employees. They share the Company's direction, communicate priorities to ensure global alignment and respond to submitted and live questions during panel discussions. They also conduct an annual GLT Awards program, which recognizes high-performing teams.

Our leaders conduct "You Talk, We Listen" sessions at all levels of the organization to listen and respond to what is on our employees' minds. In 2020, we distributed randomized employee surveys to collect feedback on our Company's culture and mission, values and engagement. In 2021 Cooper Standard issued a similar survey to all employees with a Cooper Standard email address and used the feedback from the previous years' survey to revise the Company's strategy, including our new Purpose, Mission, Values, and Capabilities.

PRODUCT DEVELOPMENT CASE STUDY

Our Product Development Business Case Studies assessed various learning and development challenges that our Product Development (PD) team members and leaders were facing and worked to develop and present their recommendations and solutions to our Global Product Development Leadership (GPDL). The GPDL provided feedback and encouraged our PD team members and leaders to work on these solutions in 2022. Challenges that were addressed include developing the business mindset, the Company's value proposition and the innovation pipeline, as well as addressing new working patterns to improve global efficiency. These challenges were addressed by identifying and evaluating key gaps, opportunities, and actions to be taken through developing plans that align with our Driving Value Plan.

Highlights from 2021

37
subject matter experts created or facilitated **68 new** Product Development **training courses**

88%
of the Product Development team members participated in the completion of over **7,800 trainings**

4
Product Development business case studies were conducted by **29** of our **Product Development Leaders**

Diversity, Inclusion & Belonging
103-1, 103-2, 103-3

We believe that diversity makes us stronger and are committed to developing a culture that supports and promotes Diversity, Inclusion and Belonging (DIB). We feel that it is important to create a global workforce that reflects a broad range of human differences, leveraging the uniqueness of every team member and nurturing an inclusive culture where each employee feels they belong and are valued. Maintaining a strong focus on diversity, inclusion and belonging is essential as we aim to attract new talent, identify new business opportunities, and generate innovative solutions. Our talent acquisition strategy is an extension of our DIB commitments, and we are working to improve processes so that we can identify and invest in increasing our diverse candidate pipeline, eliminate bias in the hiring and interview process, and create a recruiting culture where everyone is a diversity champion. Our commitment to building a diverse and inclusive workforce is outlined in our DIB policy, signed by our GLT and lead Board member.

Our overarching goal is to foster a common perspective towards the significance of DIB across our organization by building awareness, improving recruiting culture and establishing a more strategic approach to improving overall diversity, inclusion and belonging at Cooper Standard. In 2020, we developed a DIB Action Group, which is responsible for managing DIB initiatives and overseeing progress made towards our DIB goals. The group aims to strengthen our DIB programs within six work streams, including: Company policies; recruiting; retention and development; communications and training; employee resource groups; and community and public policy support. The DIB Action Group reports goal updates to the GLT quarterly and our Board routinely discusses culture topics, including DIB, to build their awareness of our initiatives.

We believe that establishing a strong DIB culture starts with driving awareness and educating our employees, GLT and Board. We require all salaried employees, including the GLT, to participate in unconscious bias training and, going forward, intend on extending this training to our hourly workforce. We also host "Panels with a Purpose" for leaders and other colleagues to share their insight on a variety of DIB-related

WOMEN RISING IN THE WORKPLACE

To support the development of employees in the organization, the Cooper Standard WISE (Women, Inspire, Support and Enrich) Employee Resource Group expanded the scope of their annual mentoring program from a U.S.-focused program to a global program.

The WISE Mentoring Program goal is to provide networking and growth opportunities for both mentors and mentees. These formal mentoring relationships enable employees to receive and share information, and obtain guidance from an experienced professional who has a strong desire to help others grow and learn. In 2021, the WISE Mentoring Program helped to facilitate 120 mentoring relationships.

topics impacting today's workers. In addition, we launched a new article series called "Meaningful Conversations" to further explore some of these important topics and "Dialogue for Growth" focus group sessions to discuss challenging topics to foster opportunities for discovery and growth. These new communications have received positive feedback from employees and offer an avenue to encourage additional dialogue. To continue to drive focus on DIB, the Company has recently defined new DIB-related goals:

- Continue to move toward a goal of 50% diversity on our Senior Leadership Team succession plans (director level and above positions) by 2025;
- Increase women in leadership roles to reflect the percentage of women in the Company by end of 2027;
- Increase U.S. ethnicity salaried population in alignment with market representation by 2027 ; and
- Increase U.S. ethnicity population in leadership roles to reflect the percentage of U.S. ethnic minorities in the Company by end of 2027.

Cooper Standard's ability to attract and retain talented individuals from varied backgrounds and experiences depends on an inclusive culture that welcomes and celebrates a diverse workforce. Studies find that demographically diverse companies are more likely to outperform their more homogeneous peers, which is why developing DIB is critical to meeting our business objectives. To improve our recruiting process, we have certified diversity recruiters who implement interviewing and assessment best practices and help build diverse candidate slates. Our team is committed to broadening our recruiting network to look outside standard channels to include diverse candidates and target underrepresented candidates for all open positions.

Employee Resource and Networks Groups

**CS FAST
(Fitness, Athletics, Sporting Team)**

Promoting healthy living and supporting health related causes

Cooper Standard African American Network (CAAN)

Working to maintain an environment that promotes and provides resources for employees of African ancestry

Women Inspire Support Enrich (WISE)

Enriching employee experience and supporting women's causes

Science, Technology, Engineering and Math (STEM)

Promoting STEM-related careers and inspiring the next generation

OUR PERFORMANCE
401-1, 405-1

Cooper Standard is a strong advocate for gender equity in the workplace. Our Board is comprised of 20% women, and our GLT is comprised of 22.2%* women. While we acknowledge additional room for improvement, we continue to place focused effort to expand women representation in our workforce, with areas of focus such as increasing female salaried workforce, population in global manufacturing, and especially within leadership.

Total Employee Headcount

Year	Headcount
2018	30,000
2019	27,968
2020	25,100
2021	22,584
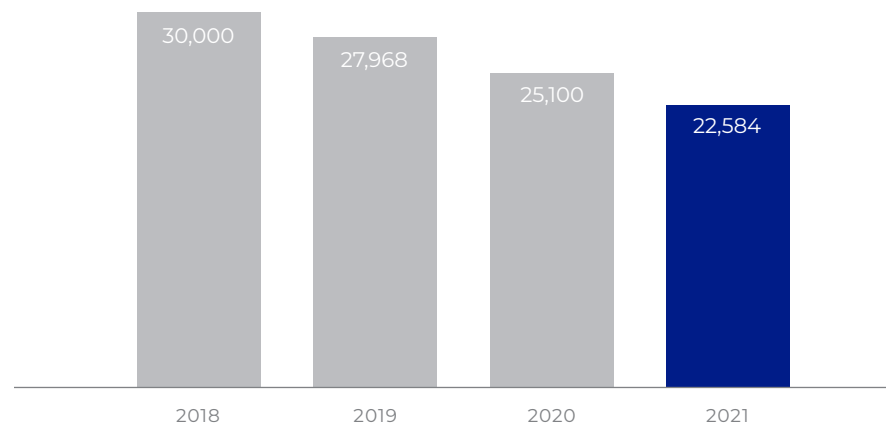
Total New Employee Hires
hourly & salary

Year	Hires
2018	13,392
2019	9,801
2020	9,847
2021	8,312
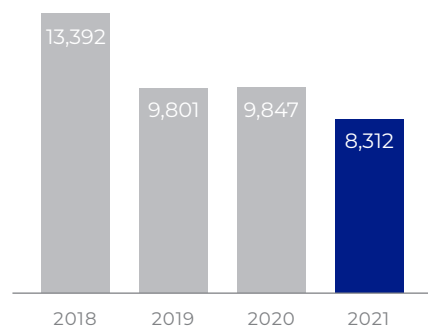
Internal Fill Rate**
director level & above
(including plant managers)

World-class Benchmark 66%

Year	Rate
2018	38.2%
2019	70.3%
2020	55.6%
2021	60.0%
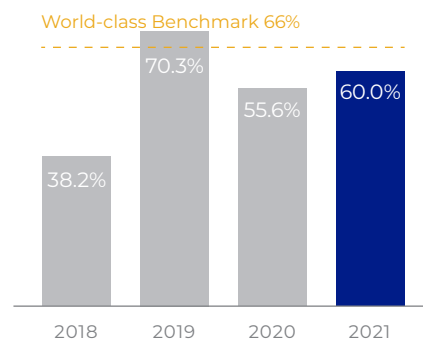
Employee Voluntary Turnover**
hourly & salary

Industry Benchmark 17.9%

Year	Rate
2018	13.6%
2019	14.7%
2020	12.7%
2021	19.8%
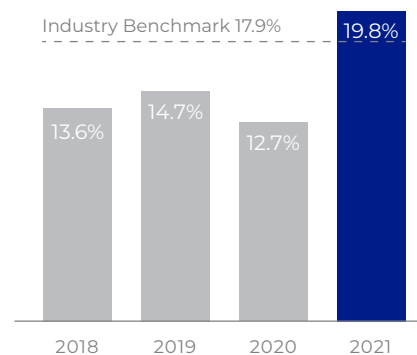
Total Employee Turnover**
hourly & salary

Industry Benchmark 25.2%

Year	Rate
2018	23.6%
2019	26.0%
2020	26.0%
2021	34.5%
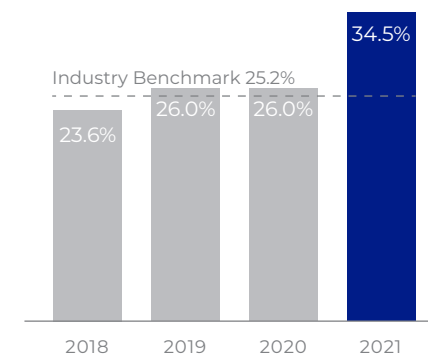
*as of April 2022
**excludes contingent employees

Women in the Enterprise*

Year	Value
2018	35.2%
2019	35.9%
2020	36.4%
2021	37.5%
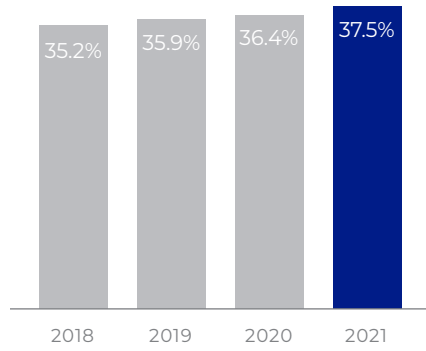
Women in Salaried Workforce
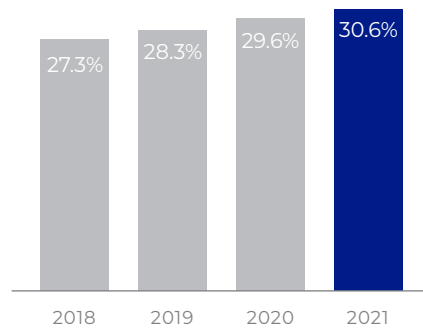
Year	Value
2018	27.3%
2019	28.3%
2020	29.6%
2021	30.6%

Women in Leadership*
including directors

Year	Value
2018	16.1%
2019	17.2%
2020	16.4%
2021	16.7%

Women in Leadership*
vice president & above

Year	Value
2018	21.6%
2019	24.0%
2020	20.0%
2021	22.2%
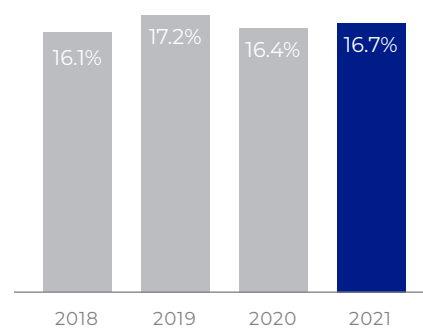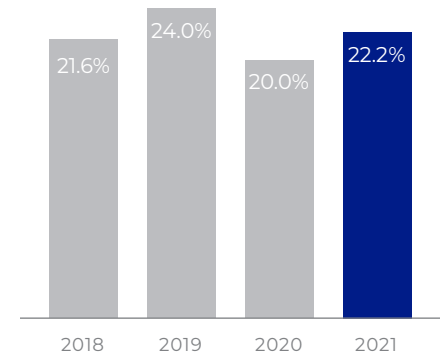
Workforce Demographics*
% U.S. workforce by ethnicity

2018
- 2% Other
- 2% Asian
- 3% Hispanic
- 7% Black
- 86% White

2019
- 2% Other
- 3% Asian
- 4% Hispanic
- 9% Black
- 82% White

2020
- 3% Other
- 3% Asian
- 3% Hispanic
- 8% Black
- 83% White

2021
- 3% Other
- 3% Asian
- 3% Hispanic
- 8% Black
- 83% White
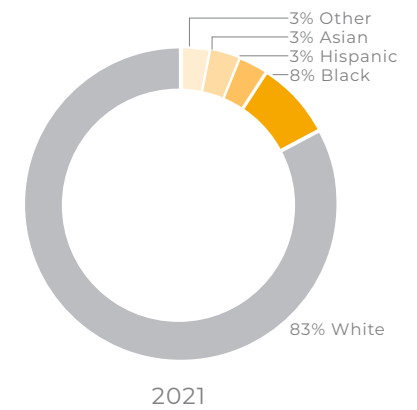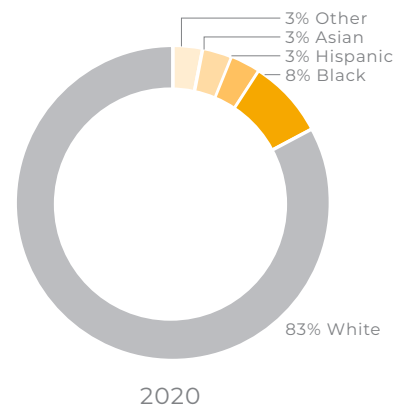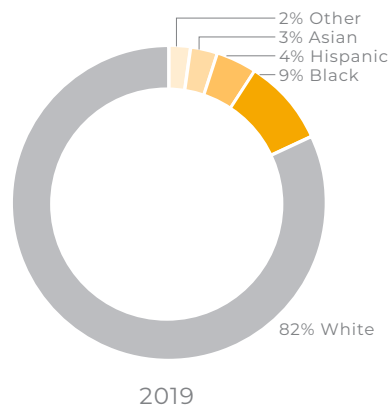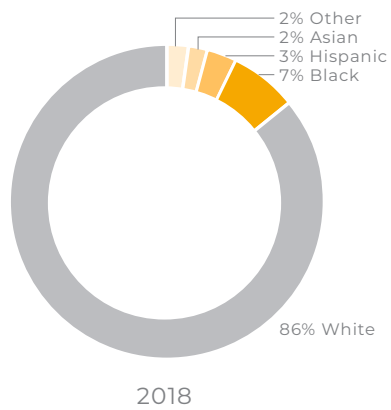
*excludes contingent employees

WORKPLACE HEALTH & SAFETY

At Cooper Standard, we are committed to Safety First as a part of our Total Safety Culture. We work together to ensure a physically and psychologically safe workplace, while focusing on providing environmentally responsible materials, products and processes. It is our responsibility to provide all employees with safety education, health resources and safe working conditions as we strive to achieve zero workplace injuries across our facilities. When the Covid-19 virus first impacted the Company in 2020, we immediately responded by establishing global and regional emergency response teams. In 2021, we continued to adapt and evolve in response to the pandemic and changing state and federal regulations, and we will continue to do so moving forward.

CONTINUE BUILDING A
WORLD-CLASS SAFETY CULTURE

By 2023, each facility will have improved their safety balanced scorecard score by 15% from a 2019 baseline.

11%

We will achieve 30% of facilities certified to ISO 45001 by year-end 2021, and 100% by 2023.

30%

37%

Key: | 2019 Baseline ▲ 2021 Results

LIVING A TOTAL SAFETY CULTURE, STRIVING FOR ZERO INCIDENTS

OUR PRIORITIES

103-3

Cooper Standard's Total Safety Culture creates an environment where all employees take ownership in mitigating health and safety risks. In 2021, we continued to take proactive measures to ensure all our facilities were a safe environment for our employees. Despite ongoing Covid-19 health risks, we observed continued progress towards our safety performance goals. We increased the number of ISO 45001 certified plants in 2021, from 24.7% of locations certified to 37%, exceeding our 30% objective that was set for 2021.

OUR APPROACH

103-1, 103-2

Our Total Safety Culture can be seen at all levels of the Company. Led by the Senior Vice President and Managing Director - Global Automotive, Cooper Standard's global manufacturing organization oversees safety performance. Our Vice President of Global Health, Safety and Environment is responsible for leading and evolving our Total Safety Culture. Regional Leaders of Health, Safety and Environment (HSE), country HSE managers, HSE plant leaders and staff manage safety at the local level. We report safety updates to the Global Leadership Team monthly and safety trends to the Board annually. The support and engagement of our leadership contributes to the overall success of Cooper Standard's Total Safety Culture.

Each week, we engage in multiple meetings with various stakeholders throughout the Company. Once a week, we have an overall business update meeting, where we provide updates on any issues that we have identified. We also have weekly meetings with the executive emergency response team, dedicated to addressing the current state of Covid-19 across all regions in which we operate to align our approach to handling the unique Covid-19 challenges of each region.

Each month, our Health & Safety team presents at our results meeting, where we discuss any significant projects on which we are working, and any new procedures that we have developed or released. Following the results meeting, we present any new key performance indicators and future plans at our World-Class Operations meeting.

The primary health and safety management system at Cooper Standard is our Safety Balanced Scorecard (SBS). Introduced to global facilities in 2019, Cooper Standard used the SBS as an institutional process for its first full year in 2020. This process will continuously mature to improve safety practices and risk management. In 2021, we developed a safety roadmap that evaluated SBS elements and created a calibration method to standardize scoring. In 2021, we continued to develop the SBS to create a more forward-looking perspective, allowing for a more proactive approach to safety management. Each plant has targets for its' SBS, and each year we update those targets based on performance in the previous year.

The SBS system rates each facility's performance across six elements:
- Safety culture maturity model survey;
- Safety engagement;
- Job hazard and risk assessment;
- Critical safety program evaluation;
- Incident statistics (total incident rate and lost day severity rate); and
- Validated critical safety event investigation.

The SBS elements are designed to meet and where possible exceed the requirements to drive our facilities to achieve world-class performance. The scorecard contains elements that are leading, rather than lagging indicators. These leading indicators help us proactively prevent safety issues, rather than simply measuring incidents after they happen.

Proactive Safety

An example of our safety proactivity is our Dock Safety Program. The Dock Safety Program allows us to verify compliance with our Global Dock Safety Procedure, and assigns responsibility for compliance to those at the facility to develop corrective actions and ensure that they are completed in a timely manner. The Dock Safety Program requires each Powered Industrial Vehicle (PIV) driver to complete a checklist for every trailer that connects to our docks, then the Shipping and Receiving Supervisor verifies that the checklists are completed. To ensure the safety of any employee entering a trailer, we require a minimum of three levels of equipment security on all trailers connected to our docks, whether the trailer is left at the dock for loading/unloading or the trailer is hitched to

a waiting PIV. Trailers must be secured at three levels, which may include but are not limited to dock locks, wheel chocks and glad hand air brake locks for live loads or a leveling jack if the trailer is dropped. The Dock Safety Program is implemented at all facilities that have docks.

Critical Safety investigations are another way Cooper Standard manages health and safety. These investigations are required for all critical incidents, whether or not an injury occurs. All Critical Safety investigations are elevated to leadership for review. When necessary, leadership instigates corrective action plans to prevent further incidents. We present lessons learned at our monthly Global Manufacturing Leadership meetings to help ensure that corrective actions are read across all regions.

Cooper Standard promotes a culture of open communication and encourages all employees to speak up and report health and safety concerns through a cloud-based database. This system allows for increased accessibility, capability and quality assurance for recording, analyzing and reporting incident information. The system reports work-related injuries, illnesses and first aid cases. All critical safety events, including near-misses, first aid, and other recordable safety events have to be assessed and validated.

Employees in Atibaia, Brazil attending a Leadership Building a Talented Organization workshop with a focus on Safety First.

Training & Plant Culture

403-5

Our Total Safety Culture finds its strength in the participation of our employees and leadership. At Cooper Standard, we believe it is the responsibility of all employees to create a safe, healthy and respectful work environment. In order to achieve our targets, leaders and employees at every plant location understand that Safety First is a core value.

Cooper Standard manages much of our health and safety training for our manufacturing teams through Building a Talented Organization (BTO); a global standardized training process for direct labor operators. BTO includes health and safety modules that range from ergonomics to safely operating machinery. In 2021, we designed a health and safety and environmental module that we will roll out by the end of the second quarter of 2022. These enhanced trainings will help to further ensure our plant trainers can identify hazards before problems occur and reduce the number of overall safety incidents. Additionally, our Plant Manager Institute sessions, part of Cooper Standard University, include a four-hour Total Safety Culture curriculum. All plant managers are required to attend these sessions, and new plant managers are assigned to view a recording of the session upon hiring.

Plant Managers use Cooper Standard's Fast Response process to track and manage recordable incidents, first aid occurrences, and near-miss health, safety, and environmental issues. Each of our facilities has a digital screen that displays health and safety incidents to personnel. Plant managers review the boards every day with their teams and make updates to the system. The Fast Response process is used to communicate significant HSE issues to management, assign ownership to corrective actions, and track progress through completion. If an HSE event becomes recordable, the health and safety management system sends alerts to all leadership employees around the globe. Plant managers highlight a weekly safety topic and use materials from our enterprise portal to implement training sessions at their location. Managers can elaborate on these topics and tailor them to their respective facilities.

GLOBAL SAFETY MONTH

All employees have an opportunity to take a survey at the end of June. The objective of the Global Safety Month is to:
- Increase safety engagement;
- Improve colleague collaboration;
- Focus on accident prevention; and
- Enhance health & safety performance.

During our Global Safety Month, we increased communications around safety, and held events and training programs. We experienced a 16% reduction in recordable injuries after Safety Month in the second half of 2021, suggesting a strong correlation between safety engagement and a safe workplace.

All locations participate in a safety culture maturity model survey at the end of June, which shows us the areas in each plant that require the most improvement. We analyze the results of the surveys, and use the results to guide our continuous improvement efforts.

Cooper Standard is committed to improving our health and safety performance year after year. In 2021, we integrated the Fast Response process into our global health and safety management system. This global integration was a multi-year process, and we are looking forward to seeing the benefits of the Fast Response process on a global scale.

0.40

TIR per 200,000 hours worked; well **below our 0.57 world-class benchmark**

23

plants achieved **zero incidents**

11

consecutive years **without any fatal accidents**

OUR PERFORMANCE

403-2

In 2020, Cooper Standard surpassed internal health and safety performance records, despite Covid-19. Our prompt response to the pandemic included persistent global contact tracing efforts, which showed zero instances of workplace spread. Additionally, we improved our Total Incident Rate (TIR) and exceeded the world-class benchmark for the fifth consecutive year. For the full year 2021, our TIR was our second best ever at just 0.40 per 200,000 hours worked, compared to 0.50 in 2019 and 0.35 in 2020 well below our world-class benchmark of 0.57. In addition, 23 of our plants achieved zero incidents.

- Seventeen of these plants achieved zero incidents for two consecutive years.
- Eight of these plants achieved zero incidents for three consecutive years.
- Five of these plants achieved zero incidents for four consecutive years.
- For the eleventh consecutive year, Cooper Standard did not experience any fatal accidents.

Facilities ISO 45001 Certified*

Year	Percentage
2018	17.0%
2019	24.7%
2020	24.7%
2021	37.0%

Total Incident Rate

World-class Benchmark 0.57

Year	Rate
2018	0.58
2019	0.50
2020	0.32
2021	0.40

Lost Time Incident Rate

Year	Rate
2018	0.25
2019	0.25
2020	0.11
2021	0.21
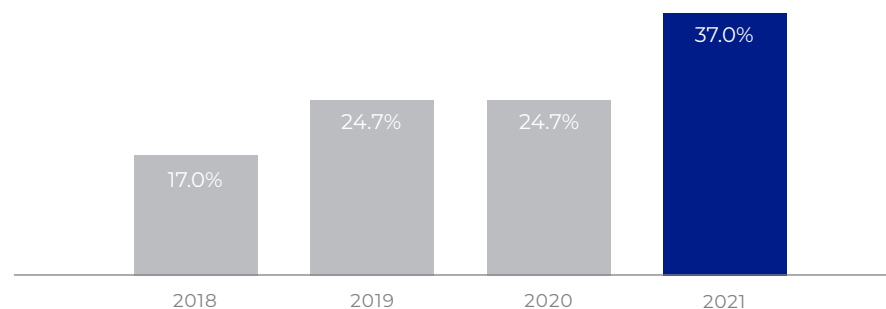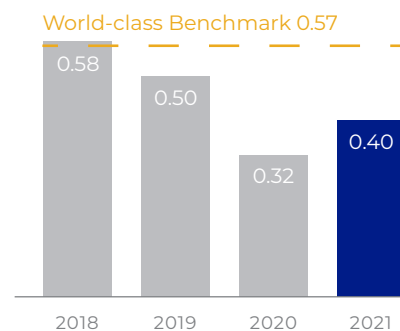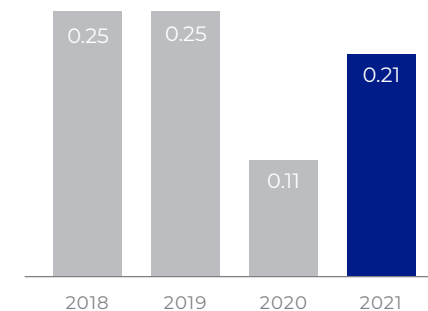
*data includes those plants certified to OHSAS 18001

COMMUNITY INVOLVEMENT

Cooper Standard is committed to being a good community partner. We strive to create sustainable solutions together, which means partnering with stakeholders in our community to live out our core values and exceed expectations. We strongly believe that supporting communities benefits our employees, attracts new talent, and improves our reputation as a leading global manufacturer. We promote environmentally responsible practices and provide philanthropic support to the places where we work and live to create a lasting positive impact and inspire others to contribute to our efforts. Our employees engage in many community involvement initiatives throughout the year and continue to find new ways to give back to the communities where they work and live. Although the ongoing Covid-19 pandemic has prevented us from gathering in-person for many community engagement events, the Cooper Standard team found alternative ways to provide continued support. Through ongoing employee engagement and the support of the Cooper Standard Foundation, we continue to focus on our community involvement efforts and dedicate resources to strengthen our philanthropic contributions.

CONTINUE GIVING BACK TO
COMMUNITIES WHERE WE WORK AND LIVE

Annually engage employees and their families equivalent to 50% of our workforce

31%

Key: | 2019 Baseline   ▲ 2021 Results

OUR CULTURE OF GIVING BACK

What sets Cooper Standard's community involvement apart is the employee engagement it fosters. These engagements have great impact on our local communities and on our employees' relationships with each other and with the Company. The Foundation's support and promotion of grassroots efforts is a large component of the Company's philanthropic culture and connects employees with our communities around the world.

A group of employees helped paint a local elementary school in Guaymas, Mexico

OUR PRIORITIES
103-3

The Cooper Standard Foundation provides opportunities for employees and their loved ones to give back to the communities where they work and live. Employees who participate in these experiences characterize them as incredibly valuable to their own feelings of engagement and to the community as a whole. In developing a strategic target for our community involvement, we focused on increasing rates of employee participation. In 2021, our community engagement was renewed despite ongoing challenges presented by the Covid-19 pandemic.

OUR APPROACH
103-1, 103-2, 413-1

Since its establishment, the Cooper Standard Foundation's mission has been to strengthen the communities where Cooper Standard employees work and live through the support of children's charities, education, health and wellness, and community revitalization.

The Cooper Standard Foundation focuses on four areas:
- Direct donations and grants to charitable organizations;
- Matching contributions for employee engagement activities;
- Scholarships for employees' children based on academic achievement and community involvement; and
- Global crisis funding.

Our Foundation Board of Directors, Board of Trustees and our Philanthropic Committee are all responsible for overseeing the activities of the Foundation. The Cooper Standard Foundation is a 501(c)(3) organization, governed by U.S. tax laws. Annual Board meetings are held each December where confirmation of the Board of Directors, Philanthropic committee and Board of Trustees are approved. The year-end meeting also includes a year-in-review presentation, budgetary approvals and other Foundation updates and discussions. In addition to the annual meeting, we have quarterly Philanthropic Committee meetings to review and approve philanthropic requests and monetary budgets. If further approval is necessary, we present requests to the Board of Directors for final approval.

Fairview (Mio), Michigan welcomed students
at their facility for Manufacturing Day

SHOWCASING MODERN MANUFACTURING

In 2021, Cooper Standard employees in Northville and Leonard, Michigan participated in the Northville Science, Technology, Engineering, Arts and Math (STEAM) Fair along with other local companies to help highlight modern manufacturing. During the event, 4th and 5th grade students were invited to learn more about Cooper Standard and join a virtual plant tour to watch manufacturing automation in action.

With more than 1,000 student, family and community participants, this event was a great opportunity to showcase Cooper Standard's innovation and manufacturing expertise to the community and spark interest in modern manufacturing for the next-generation workforce.

STEM and Manufacturing Education

As a global manufacturing leader, Cooper Standard is passionate about inspiring and cultivating the next generation of the manufacturing workforce, especially through science, technology, engineering and math (STEM)-related careers.

Our STEM Employee Resource Group continues to develop interest in manufacturing and STEM careers. The Resource Group consists of Cooper Standard volunteers, called "STEM Accelerators," who strive to inspire student interest in STEM careers through various community initiatives, including:

The Inspiration Program – Volunteers visited a Michigan middle school in the fourth quarter of 2021 to deliver hands-on STEM workshop to a group of 48 students.

National Manufacturing Day – Each year, Cooper Standard facilities invite students to learn about modern manufacturing. While Covid-19 restrictions limited some in-person visits in 2021, activities continued at 23 locations, both virtual and in-person as safety protocols allowed.

FIRST (For Inspiration and Recognition of Science and Technology) Robotics – Cooper Standard funds numerous FIRST Robotics Sponsorships and Programs across Metro Detroit school districts. Cooper Standard STEM Accelerators also help coach and mentor the FIRST Lego League program at the S.A.Y. Detroit Play Center.

Other Regional Events – Our STEM Resource Group hosted in-person and virtual events for local students and employees' children in our North America and Asia Pacific regions.

Commitment to Our Veterans

Cooper Standard is devoted to honoring and supporting military heroes through initiatives focused on helping veterans integrate back to civilian life through education and ultimately employment.

Cooper Standard co-developed and funded scholarships for InForum's Next4Vets™ program, which supports women veterans in navigating the business environment. Our support continues with the hiring of veterans wherever possible in our business.

In 2021, a group of veterans held a skeet shooting fundraiser for Michigan's Disabled American Veterans (DAV), raising $45,000. Michigan's Disabled American Veterans is dedicated to empowering veterans to lead high-quality lives with respect and dignity. These funds will assist the DAV to fund mobile units that travel to rural communities and assist veterans and their families by providing educational training regarding benefits. In addition to these trainings, members of the DAV assist veterans by helping them fill out the necessary paperwork to apply for funds.

Cooper Standard is also extremely proud to support Folds of Honor as they give back to the families of fallen and wounded heroes with the lifelong gift of education by granting scholarships to their children and spouses. To make an even greater impact, Cooper Standard created a partnership between Folds of Honor and the Michigan Colleges Alliance (MCA), a collection of 14 private colleges and universities in Michigan. Together with the MCA, we provide unique opportunities for scholarships to MCA schools for children of heroes with special circumstances.

Health & Wellness

Our employees engage in activities around health and wellness to make a difference in the lives of our neighbors in communities across the globe. Some examples of the numerous activities in which our employees participate include:

Charity Races – Employees from Metro Detroit, Michigan participated virtually in the American Heart Association's Heart Walk and Gilda's Club Family Walk and 5K Run of Metro Detroit.

Group Home Visit – A group of employees from Guangzhou, China visited Fusu village to spend time with residents and bring donations of food and hygiene products to the elderly.

Food Drive – The Tarazona, Spain team (below) collected food for a local shelter, "Caritas Tarazona".

Tarazona, Spain

Community Revitalization

Our community revitalization efforts directly connect to the Cooper Standard Foundation's mission to improve our communities.

S.A.Y. Detroit

Cooper Standard has been a proud partner with S.A.Y. Detroit for over 13 years. S.A.Y Detroit is an organization dedicated to revitalizing communities and providing support to the most vulnerable citizens. We have helped fund many of their programs, including the S.A.Y Detroit Clinic, which provides free service to homeless children, mothers, and veterans, and the S.A.Y. Play Center, where our STEM Employee Resource Group works to inspire the next generation to pursue careers in STEM fields.

Cooper Standard also participates in S.A.Y. Detroit's Working Homes & Working Families program. This program's purpose is to revitalize the community and neighborhood by refurbishing abandoned houses in Detroit for working families in need. Over the past three years, Cooper Standard participated in six events, including one in 2021 that worked to rebuild homes for deserving families, as well as other S.A.Y. projects focused on revitalizing the surrounding neighborhood parks, including the Higgins, Balduck and Morningside parks.

Cooper Standard is proud to continue our partnership with S.A.Y. Detroit and the Working Homes & Working Families program in 2022. Looking ahead, the Company will continue to strengthen the communities where employees work and live through the passionate support of children's charities, education, health and wellness and community revitalization.

ENHANCING OUR COMMUNITIES AROUND THE WORLD

From refurbishing urban areas to educating our youth on how to take better care of their communities, our revitalization campaign incorporates a large range of efforts, causes and locations. In 2021, some additional community revitalization projects included:

Aguascalientes, Mexico Tree Planting: Employees planted trees and cleaned up surrounding areas at the Conalep Institute.

Myślenice, Poland Funds Wheelchair Accessible Playground Equipment: The office partnered with the local City Hall to fund a wheelchair accessible merry-go-round for children, which was gifted during a Children's Day celebration.

Bowling Green, Ohio Habitat for Humanity: The plant participated in a local Habitat for Humanity project to provide a family with their forever home.

Yokohama, Japan Hama Road Supporter Project: Every month employees from the plant cleaned up the local neighborhood in partnership with the local Yokohama Council.

OUR PERFORMANCE

Charities Supported
since 2013

100+	120+	125+	140+
2018	2019	2020	2021
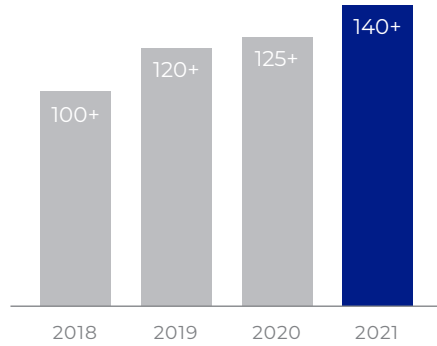
Countries Participating in Community Engagements
(annually)
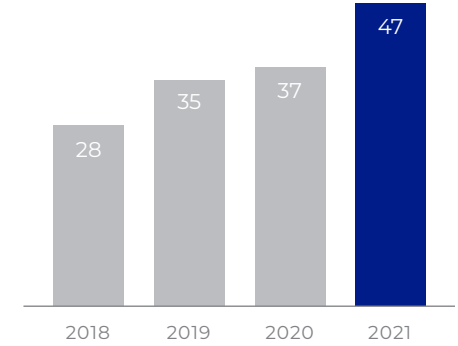
18	18	18	18
2018	2019	2020	2021

Total Community Engagements

28	35	37	47
2018	2019	2020	2021

Annual Contributions*
(millions)

$2.00	$1.50	$0.70	$0.75
2018	2019	2020	2021

Total Contributions*
(millions)

$12.00	$13.50	$14.20	$14.95
2018	2019	2020	2021
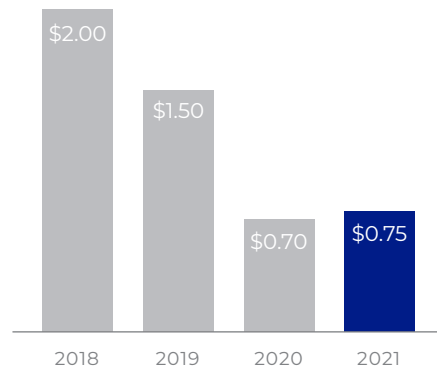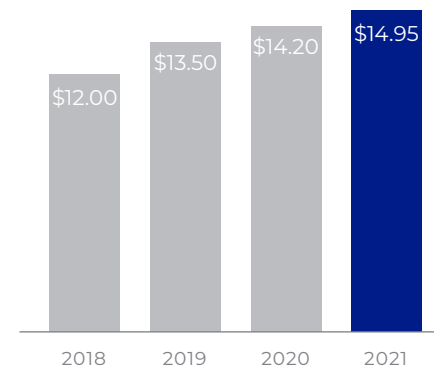
*approximately half from employee engagement

ENHANCING PRODUCT VALUE

Cooper Standard is dedicated to delivering exceptional products and services, and Creating Sustainable Solutions TOGETHER with the stakeholders we serve. We believe enhancing our product quality, value and customer relations is key to strengthening our business. We focus on developing innovative products and processes to meet evolving customer needs by efficiently and effectively securing and deploying resources. We maintain our reputation for manufacturing excellence, engineering expertise, safety performance and reliable delivery of high-quality products by holding ourselves to high standards. Our commitment to understanding and responding to our customers' needs with our unique expertise sets us apart as a supplier of choice. In response to our stakeholders' escalated concerns around climate change, we have developed innovative products that address global sustainability challenges and contribute to a low carbon economy. In this section, we share our commitments to innovative solutions, environmental stewardship and quality products to build stronger partnerships with our customers and suppliers alike.

In This Section

Innovation, Materials & Product Lifecycle

Product Quality & Safety

Customer Trust & Satisfaction

Important Links

4P and 4C Product Strategies pg. 48

Culture of Innovation

CS Open Innovation

Sealing Solutions

Fluid Handling Solutions

Liveline Technologies

GM Overdrive Award pg. 50

INNOVATION, MATERIALS & PRODUCT LIFECYCLE

Cooper Standard is continuously improving our products and embracing innovative ideas to fulfill our mission to Be the First Choice of the Stakeholders We Serve. In response to evolving stakeholder expectations and a heightened focus around climate change, we are dedicated to finding solutions that make our products more sustainable. We strive to implement sustainable practices through each stage of our product lifecycle while also balancing the technological and economic limitations to the sustainability of relevant materials for our products. Through our i^3 stage gate innovation process (Imagine, Initiate, and Innovate), our new 4P and 4C Product Strategies <pg. 48>, and our Product Lifecycle Management system, we are increasing the recyclability of our products, decreasing their carbon footprint, and reducing their weight to positively impact the economy of fuel and battery-powered vehicles, while also enhancing product performance and aesthetics. Our culture of innovation differentiates us from our competitors and allows us to be competitive in the global markets we serve.
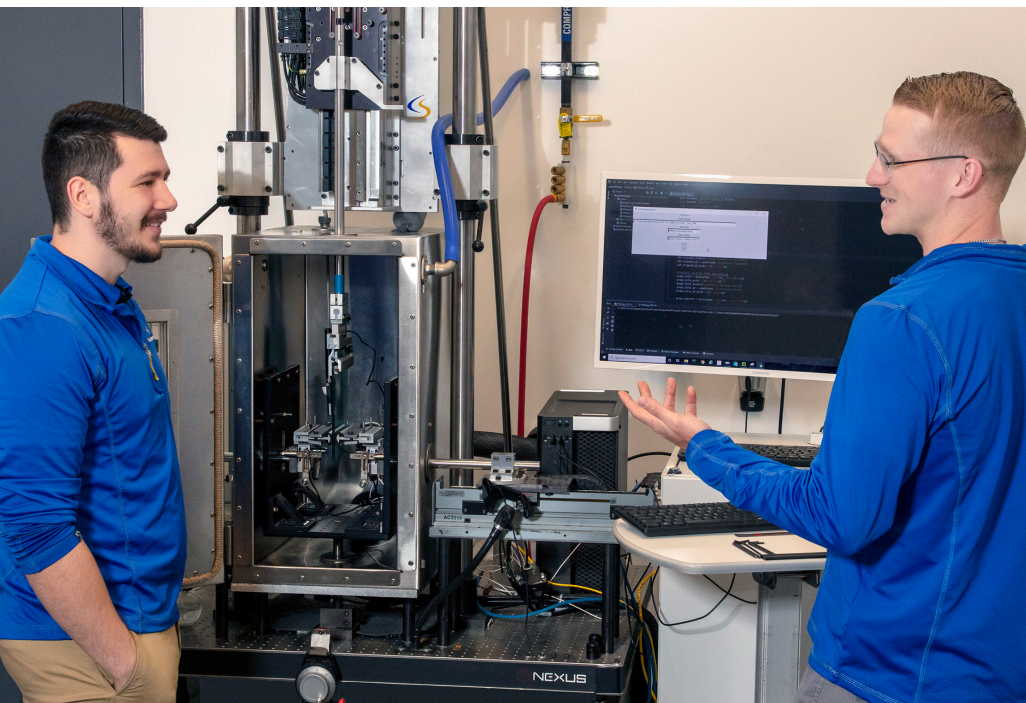
EMBED SUSTAINABILITY
THROUGHOUT OUR DAILY BUSINESS ACTIVITIES

Commit to linking 75% of our new innovations to improved sustainability outcomes in the production, use or end-of-life phases.

75%

Implement our innovative materials and product solutions on half of all battery electric vehicles on the road (including hybrid vehicles) by 2023.

45%

Key: | 2019 Baseline ▲ 2021 Results

OUR APPROACH

103-1, 103-2, 103-3

At Cooper Standard, we share our stakeholders' vision of reducing the environmental impact of our products. With our robust i^3 innovation process, our new 4P and 4C product strategies, and our Product Lifecycle Management system, we are also able to evaluate opportunities to improve the design and manufacturing of our products. From sourcing through end-of-life, our product engineering team tracks products using our Product Lifecycle Management database and Cooper Standard's launch management system. These tools serve as our primary repository of information, deliverables, and data when innovating and manufacturing more sustainable products.

Chaired by our Senior Vice President and Chief Technology and Procurement Officer, our Global Technology Council (GTC) oversees our innovation process. The GTC is a cross-functional governance body that oversees research and development in all business and product groups, including materials science, product design, manufacturing process technology, analytics and artificial intelligence. This research and development includes innovation within our Global Automotive and Applied Materials Science (AMS) businesses.

The AMS business serves diverse industries with our materials science innovations, such as our dynamic Fortrex™ chemistry platform. By leveraging Cooper Standard's manufacturing and materials science expertise, the team is commercializing custom-blended grades of materials for applications outside of the automotive industry. Notable progress includes our first commercial agreement with a major player in the footwear industry. Our Fortrex™ technology offers outstanding performance, but the key selling point is it's dramatically reduced carbon footprint when compared to traditional materials.

FIRST COMMERCIAL FOOTWEAR AGREEMENT

In the third quarter of 2021, Cooper Standard finalized our first commercial agreement with a global footwear manufacturer. The agreement grants the customer license to use our Fortrex™ chemistry platform in the manufacture of their footwear products. Our Fortrex™ technology was selected due to its ability to offer outstanding product performance while also dramatically reducing the carbon footprint, compared to traditional materials. We are continuing similar discussions and technology development work with other footwear manufacturers. Furthermore, we are working to determine viability of incorporating Fortrex™ technology in tire applications to improve sustainability.

Imagine, Initiate & Innovate

CS Open Innovation is an external initiative that provides a structure for startup companies, universities, and suppliers to collaborate with Cooper Standard for innovation. Through CS Open Innovation, we continually screen promising technologies and decide on strategic applications. Recent examples include recycled materials, light-weighting, and advanced polymer chemistries. Also, we have made significant progress in developing artificial intelligence for better control of manufacturing processes, which ultimately reduces waste and energy consumption.

Cooper Standard is also working with a partner to collaborate on the possibility of making our Fortrex™ technology out of upcycled consumer waste. Those efforts are ongoing. We believe these efforts can be beneficial to all customers, both automotive and non-automotive.

Throughout the year, our GTC screens and selects i³ ideas for development using a defined index score that considers cost-saving factors and environmental issues, such as recyclability, inclusion of hazardous materials, and total materials use. At this time, our index does not consider additional sustainability considerations, but we recognize this as an opportunity in the future. On average, the team reviews roughly 25 submissions each quarter.

The Company's i³ and Open Innovation processes serve as rich sources for innovative ideas. In 2021, we received 103 i³ submissions, and we typically have approximately 30 projects in various stages of completion at any given time. Innovations within our core automotive product lines, include our Fortrex® chemistry platform, FlushSeal™ movable glass sealing system, MagAlloy® next-generation metal coating process, Gen III Posi-Lock™ quick connector, LightHose™ TPV thermal management, Easy Lock™ push-to-lock quick connector, PlastiCool® 2000 lightweight multi-layer tube for glycol applications and our Satin Stainless Steel technology. For more information on our innovative sealing and fluid handling products, please refer to our website.

In 2021, we identified a major opportunity to increase our sustainable product offerings. Moving forward, we will work to develop a target of post-consumer recycled material and bio-renewable materials used in our products. We are introducing innovations to create new opportunities for sustainable and renewable products that have been made from recycled materials, generated from renewable materials, or generated from plant matter.
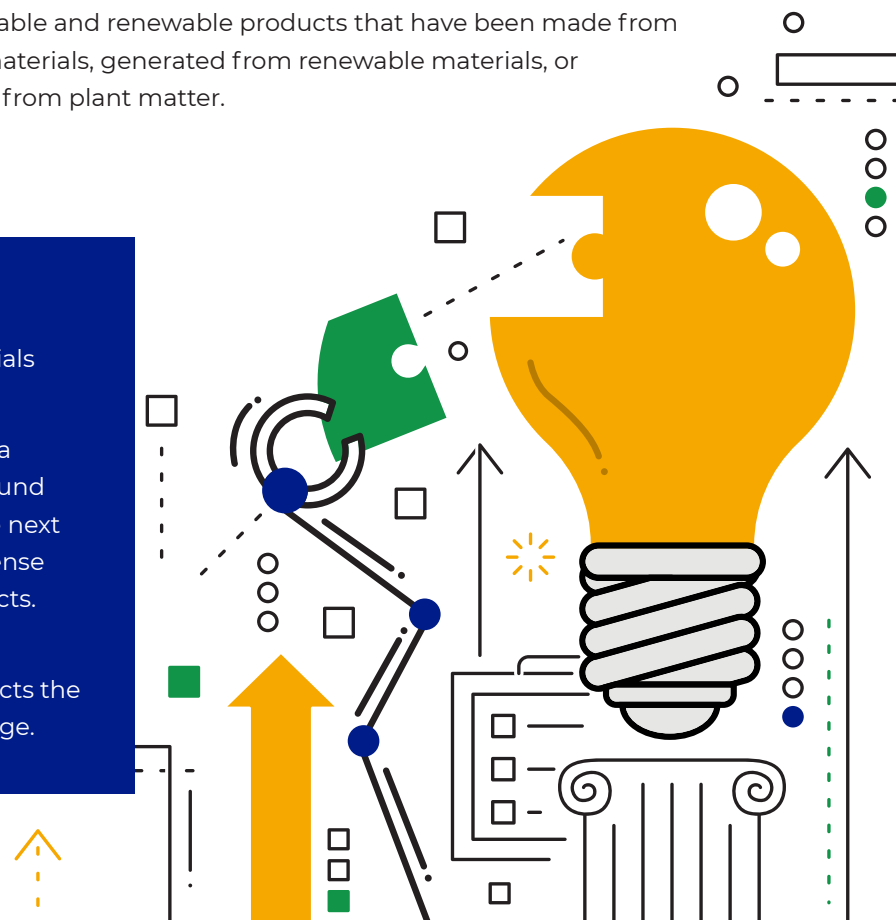
INNOVATING FOR THE FUTURE

Cooper Standard continues to develop lightweight solutions to help reduce use of materials and decrease energy and chemical usage.

Our MicroDense materials and the recently completed development of our Gen II formula enables utilization on nearly all new sealing projects. Today we supply 80% dense compound and 20% MicroDense compounds. The objective is to transition to a 70% / 30% ratio in the next 3 years. This shift not only provides customers with a lighter weight solution, but MicroDense products use less raw materials, helping reduce the overall carbon footprint of our products.

We also expanded our trim product portfolio with our satin stainless-steel technology to displace less environmentally-friendly aluminum products. These solutions provide products the decorative aesthetic our customers desire while also decreasing energy and chemical usage.

Formulink

At Cooper Standard, we innovate by securing and deploying resources in the most efficient and effective manner. Using Formulink, a solution developed with an external partner, we are able to accelerate development of advanced materials compounds and share these formulations globally. This tool analyzes our global database of compound recipes and associated physical properties, and suggests improved recipes that maximize performance, while minimizing costs and complexity. In addition, we use this tool to manage our global catalog of materials, and to identify less environmentally sustainable materials that can be targeted for reduction. Formulink is utilized throughout our operations worldwide, which allows us to drive global consistency, consolidate formulas, and ultimately improve product performance in the short and long term.

Design by Analysis

Cooper Standard's development team drives innovation using advanced tools for computer aided engineering (CAE) and simulation analysis. We create value by replacing physical tests with digital analysis wherever possible, leading to the production of fewer prototypes, and shortening the development cycle. We continue to invest in these digital technologies, and in expanding the range of validation work we can perform without physical samples. Design by analysis plays an important part of the development process, increasingly moving from part-level analysis toward the simulation of complex systems. These tools have reduced our development cycle time by 15% and increase our customer responsiveness and overall design quality.

Knowledge-Based Engineering (KBE)

KBE is the process of creating a database of information, drawings and standards, and using this captured knowledge to increase consistency and quality in our product designs. The use of the KBE dramatically reduces the time spent on routine tasks. It also allows for greater standardization with proven high-quality designs. With the help of KBE we were able to reduce the number of standard components we use in our bills of materials by more than 50%.

CONTINUED GROWTH AS A LEADING EXPERT

OUR 4P SEALING PRODUCT STRATEGY

Cooper Standard is leading the global automotive sealing industry as a trusted solution provider that is recognized for excellent launches. We are committed to the needs of our customers, especially on electric vehicles, in areas such as appearance differentiation and sustainability. Customers recognized our efforts in this field with awarded business of FlushSeal™ movable glass sealing system, Frameless, MicroDense and several trim design options. In order for Cooper Standard to become the benchmark for sealing with a focus on electric vehicles, the company developed its 4P Sealing Strategy. Through our focus on **Product, Process, Programming and Partnership**, Cooper Standard is committed to setting the benchmark and offering the best solutions to customers.

OUR 4C FLUID HANDLING PRODUCT STRATEGY

Cooper Standard's 4C Strategy elevates the Company from reacting to OEM architectures and connections to a fluid handling expert by driving architecture optimization via smart innovation. Our fluid handling products help **Convey, Connect, Control, and Communicate** throughout fluid systems for superior performance across diverse powertrains. We leverage our innovation expertise and vertically integrated manufacturing processes with strong global standardization to support customers.

Pre-Dimension (PreDim)

PreDim is a unique development tool that provides program engineers with a simplified interface to background CAE calculations. Application of CAE resources is optimized and focused on final design loops, resulting in a more flexible and efficient design process.

A.I.-enabled Manufacturing Controls

Cooper Standard integrates Artificial Intelligence (A.I.) throughout our operations. In 2020, we founded an A.I. startup company entirely owned by Cooper Standard, called Liveline Technologies. Liveline uses A.I. to design advanced process controls, which are then deployed to manufacturing plants. These A.I.-based controllers can monitor extrusion lines and make adjustments to machine parameters in real-time, resulting in significant quality improvement, less scrap, reduced consumption of raw materials, and less wasted energy, thereby reducing our environmental footprint.

Product Lifecycle Assessments

Currently, Cooper Standard conducts product lifecycle assessments on some of its products. We understand increasing the percentage of products covered is a priority for our stakeholders. In cases where we receive a direct request from a customer, we conduct assessments. We also conducted an assessment for Fortrex™, our thermosetting polymer, which showed a 53% reduction in the overall carbon footprint when compared to traditional materials in the automotive industry. While not all of our customers currently require product lifecycle assessments from their suppliers, we are preparing to integrate these assessments into all product development and manufacturing processes. This is another way we work to anticipate customer needs and exceed expectations.

Cooper Standard is identifying innovative ways to expand our product portfolio to include more **recycled post-consumer product, bio-based, and plant derived materials**. As the industry transitions to electric vehicles, the importance of these materials will increase. One way we have worked to create innovative solutions for electric vehicles is by switching from traditional EPDM rubber materials to plastic in both our sealing and fluid handling solutions. This creates vehicle infrastructure with less weight, which allows for the battery life in electric vehicles to last longer, as well as introduces recyclability potential.
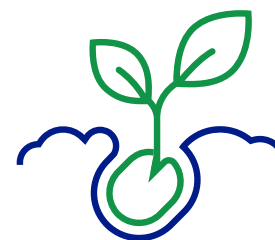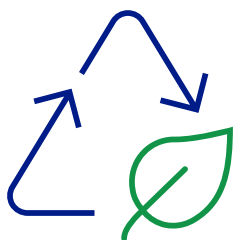
With the accelerating shift to electric vehicles, fluid handling systems will see significant opportunities for innovation. OEMs that no longer need cooling systems for gasoline engines are turning to their suppliers for cooling - and in some cases, heating - of electronics and batteries. Electric vehicles demand lighter, more durable, and more sustainable materials. Because of this, we expect the industry to transtition from rubber to plastic fluid handling systems. Cooper Standard has created a strong product portfolio of lightweight plastic components specifically designed to meet the unique needs of the electrified vehicle. With our fluid handling strategy and our decades of experience, we are well-positioned to meet the needs of an electrified future.

GENERAL MOTORS OVERDRIVE SUSTAINABILITY AWARD

In 2021, Cooper Standard received the General Motors Overdrive Award in the category of 'Sustainability' for our Fortrex® chemistry platform, due to its improved environmental footprint versus traditional EPDM and TP sealing materials. Our Fortrex® technology offers enhanced product performance while also significantly reducing the total lifecycle carbon footprint through product weight savings and a more efficient manufacturing processes with reduced emissions.
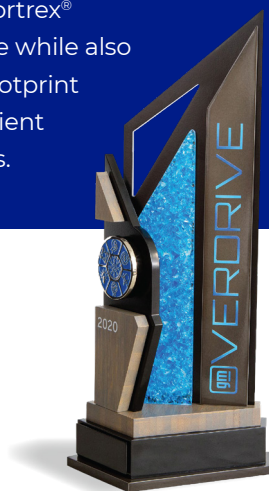
OUR PERFORMANCE

Innovation Patents

2018	2019	2020	2021
39	23	23	8
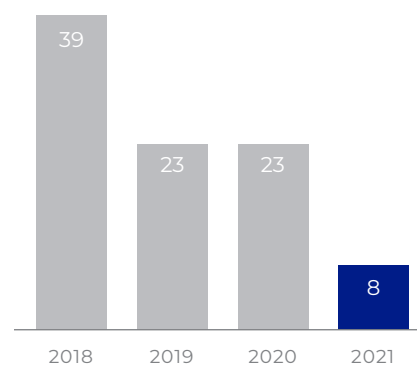
Research & Development Spend
(% of revenue)
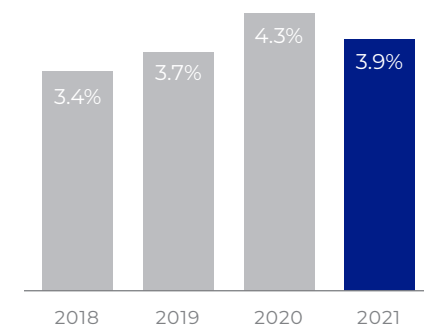
2018	2019	2020	2021
3.4%	3.7%	4.3%	3.9%

Average Innovation Idea Submissions
each quarter

2018	2019	2020	2021
30	30	22	25

Total Major Innovations Introduced to Market

2018	2019	2020	2021
10	11	16	7
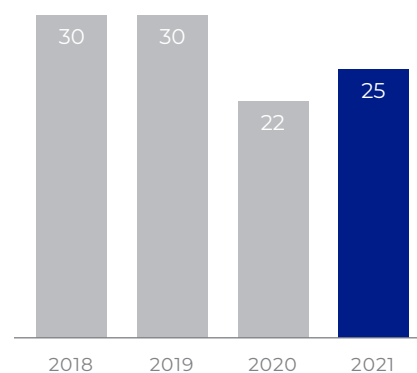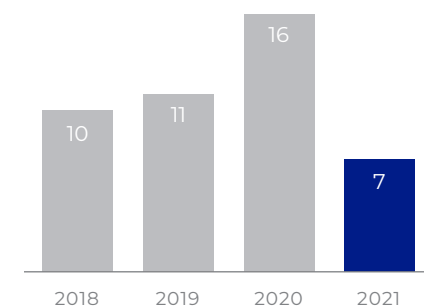
LIGHTWEIGHTING ADVANCEMENTS LEVERAGING THERMOPLASTIC MATERIALS

The diverse industries Cooper Standard serves are rapidly evolving. As the push for electric vehicles grows, so does the desire for lighter weight and more optimized products. Cooper Standard is addressing new demands with advanced materials that are lightweight, more sustainable, and enable significant improvements in safety. These products include our:

Fortrex® chemistry platform which provides 30% weight reduction (versus traditional EPDM) and 10% weight reduction (versus TPV) with a reduced carbon footprint;

PlastiCool® multi-layer tube which provides excellent chemical resistance and weight reduction versus traditional EPDM hoses; and

Quick connector portfolio which provides superior performance and enables significant improvements in ergonomics, safety, verification options and more.

PRODUCT QUALITY & SAFETY

We deliver world-class quality in all we do at Cooper Standard, and our consistency allows us to uphold our reputation as a trusted supplier for our customers. We are committed to providing high-quality solutions that exceed expectations to minimize performance issues and recalls, increasing our customers' confidence in Cooper Standard as a partner of choice. Our core value of Safety First means that we are focused on creating and utilizing materials, products and procedures which support our safety and environmental responsibility commitments. In 2020 and 2021, Covid-19 presented new risks related to product quality and safety due to overall fluctuation in our customers and workforce. With our extensive quality management system, we improved our quality rankings despite those challenges. In fact, in 2021 Cooper Standard achieved its highest quality performance in 10 years.

CONTINUE DRIVING PROACTIVE EFFORTS TO
HELP PREVENT WORKPLACE INCIDENTS

Reduce the percentage of potential safety-critical issues reaching customers by 50% by 2023.

Decrease our quality incidents per billion by 35%.

25%

25%

Key: | 2019 Baseline ▲ 2021 Results

ESG CONSIDERATIONS FOR CAPITAL SPEND REQUESTS

In 2021, we developed a plan to implement a sustainability sign-off on all capital spend requests moving forward. This new step in the capital expenditure approval process requires that a member of the Sustainability Council review the request to ensure that Company ESG interests are considered before moving forward with the spend activity. This is just one way that Cooper Standard is embedding sustainability and ESG throughout all aspects of our business, and we look forward to implementing this sign off in 2022.

OUR PRIORITIES
103-3

Safety First is one of our core values at Cooper Standard. We are dedicated to providing safe products for all of our customers. Our Global Product Safety Committee (GPSC) is a cross-functional team made up of employees from all regions represented by a regional Product Safety Lead, as well as representatives from global engineering, manufacturing, finance, and legal teams. Product Safety is represented by a topic owner on the Global Sustainability Council (GSC). Product Safety performance and progress is reviewed in GPSC meetings every other month, during bi-monthly meetings of the GSC, as well as twice annually at the Sustainability Council Steering Committee meetings. Cooper Standard management teams continue to fully engage when product safety and quality issues are reported both internally and externally, involving our cross-functional teams to ensure our responses meet all requirements set by the National Highway Traffic and Safety Administration. Throughout 2021, our focus continues to be preventing potential Product Safety issues by sharing best practices and lessons learned, and then integrating those insights into our product designs and manufacturing processes. By paying close attention to where the majority of our issues have occurred, we are able to better focus our efforts on resolving problems that will

have the greatest impact. We strive to eliminate product safety failures in our business, and we will continue to report on our progress annually to hold ourselves accountable to our commitment to excellence.

We developed a set of external goals regarding our critical safety issues and quality incidents to drive our efforts to be proactive, rather than reactive. In 2021, we saw a 25% reduction from 2020 in our incidents per billion, and we are on track to hit our goal of 35% reduction by 2023. In addition, we improved performance across all of our key quality metrics, including our percentage of green customer scorecards.

OUR APPROACH
103-1, 103-2

As a part of Cooper Standard's Product Safety Process, we ensure all product safety standards and regulations are embedded into our product design, manufacturing processes, quality assurance, and supplied parts. This process ensures that our response to real and potential product safety issues is consistent globally, follows best practices, and enables these best practices to be shared. Our process allows us to perform to such a high standard that we can meet and exceed our customers' expectations at every step of the process.

Quality

Cooper Standard's Global Quality Council oversees three product quality charters that track actions and progress related to product quality. Each of the charters addresses product safety issues related to end form measurement standardization, fuel leak reaction, and hose under insertion for a particular region. Recognizing that many systemic issues have various root causes and impacts, our investigative process is ongoing and is reviewed once per quarter by a cross-functional team. As we continue to better understand the root causes of safety issues in our products, we continue to evaluate our goals around the charter activities.

The Quality Problem Database that Cooper Standard uses to gather and record quality incidents from opening to closure was enhanced this last year. This new enhancement sends automatic email notification for every quality incident that occurs. In addition, the email notice goes out to all plants that make similar products or have similar manufacturing processes, which allows for clear and timely lines of communication between different plants, which will help them mitigate future incidents.

Suppliers

Cooper Standard values our commitment to excellence and remains focused on delivering sustained value for all of the stakeholders we serve. This level of commitment and focus extends to our suppliers. We strive to build partnerships and relationships that mutually benefit all parties, which is the reason we work collaboratively with our suppliers to identify possible issues early and expect our suppliers to be proactive about notifying us if they believe there may be an issue. Our regional Supplier Development teams maintain a monthly scorecard for each supplier that includes performance metrics, such as quality, delivery, packaging and personal safety performance as well as sustainability-related metrics.

New Product Launches

Our product launch process, known as CLauS (Cooper Launch System) requires Product Safety Line Certification (PSLC) before the start of production. PSLC involves a multi-disciplinary team review on the plant floor that assesses the production and test conditions against customer requirements and internal standards and procedures. Every time a new product is launched, a complete safety assessment is included as part of the PSLC process.

The PSLC process includes a thorough technical design review, which assesses and incorporates lessons learned from similar programs, parts benchmarking and any available warranty data. The reviews help us operate more proactively and identify potential failures in the design or process before we begin full-scale production.

We continue to use our PSLC process as a part of our standard Product Safety practices. The results of PSLC audits are reviewed every other month at our GPSC meetings, which allows us to ensure our equipment and processes meet our documented best practices and prevent future issues.

Internal Risk Assessments

Our engineers are trained to recognize potential product safety issues (PPSI) before our products reach the customer. PPSIs are issues that affect our ability to meet customer specifications, the performance of our products, federal guidelines or consumer experience. PPSIs may result from purchased material defects, formula changes, flawed specifications, processing defects and/or equipment failures. PPSIs elevate production processes that could potentially cause harm to the end user or to workers in our customers' operations.

We use a tool to standardize our failure identification process in order to establish the baseline for identifying safety risks. This risk assessment process strengthens our quality control as well as our ability to address issues efficiently. Identifying problems in a timely manner gives us a chance to resolve the problem before it reaches our customers. Regardless of the issue or root cause, finding these problems and solving them efficiently is our priority. The Global Product Safety Committee verifies all PPSIs for acceptance of closure actions. The Committee also reviews potential warranty issues for resolution.

PRODUCT SAFETY TRAINING

In our continued efforts to increase employee training and development, we have launched a new eLearning course. This module introduces learners to all elements of product safety, including defining product safety and the Cooper Standard Product Safety Process. The module also covers the impacts of failed product safety, what team members should look for when addressing product safety, as well as how team members should report potential product safety issues. Our employees are able to assess their product safety knowledge and aptitude during a certification quiz at the conclusion of the course. Throughout the next year, our goal is to have every salaried manufacturing employee in North America take and pass this course. Upon completing this course, our employees will have gained a better understanding of the role they can play in product safety and will increase their dialogue around product safety at Cooper Standard.

Another important program that we have instituted is the Building a Talented Organization (BTO) Quality Program. This instructor led program takes key leaders in every one of our global plants through a 10-hour training. The purpose of this training is to globally align all of our plants with a standardized Quality and Safety Onboarding process. This allows new hires to connect to the important elements taking place on the shop floor.

Product Safety

With Safety First as a core value, we consider ourselves a safety partner with our employees and our customers. We immediately investigate and report any quality and safety concerns to customers. In the rare case that there is an incident during the product's use-phase, we investigate to identify the cause, extent, and responsible party. Using this data, Cooper Standard analyzes ways to mitigate risk of future incidents. Additionally, we request customer evaluation of our products and services by submitting scorecards, which we use to assess and improve our quality management.

Reducing Substances of Concern

Additionally, our global materials database enables us to identify and update material formulations to remove substances of concern (SOC). It is critical to our global strategy that we keep pace with, or even stay ahead of, advancing chemical regulation in the regions where we sell and operate. Our Global Manager of Chemical Compliance monitors the ever-changing legal landscape. Following European regulations, our French facilities significantly reduced the carcinogenic materials used in the production process. We also minimize the use of isocyanates, a known irritant, in our European and U.S. facilities.

We author and update product Safety Data Sheets to comply with laws in the regions where we market our materials. We create and update our Material Data Sheets in the automobile industry's International Material Data System (IMDS), based on the Global Automotive Declarable Substance List requirements. If a new regulation is introduced for a substance, we take action promptly. Our product development teams work to eliminate these substances from our products at our global facilities.

OUR PERFORMANCE

In 2021, Cooper Standard continued to succeed in delivering quality products to our customers. Although Covid-19 presented new risks to quality and safety, our excellent quality management maintained our reputable service. An independent third-party performed peer benchmarking as a part of our materiality assessment and found that our Product Safety Program scored above average within our benchmarked peer group. As a testament to our quality and safety management, we received a record number of green scorecards from our customers in 2021. Our quality management efforts have proven to be successful and have enhanced our global design, equipment, and process standards for our products.

Recalls Issued
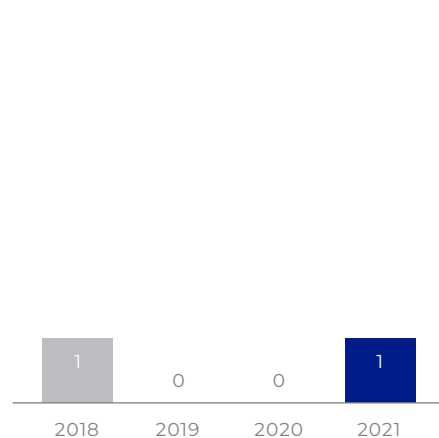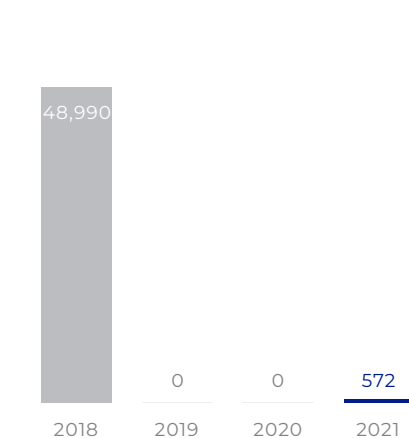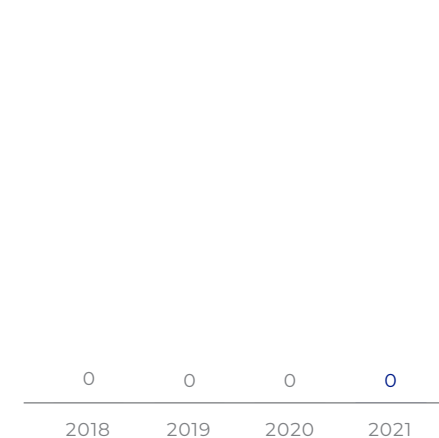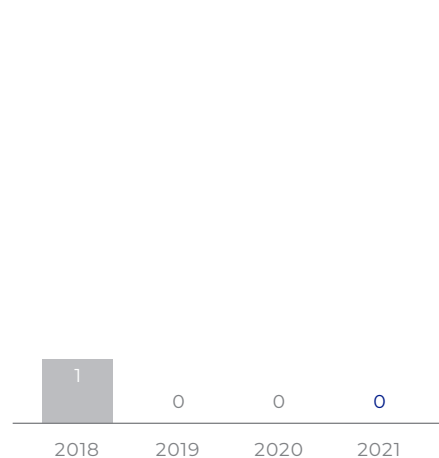
	1	0	0	1
	2018	2019	2020	2021

Units Recalled

48,990				572
	0	0		
2018	2019	2020	2021	

Voluntary Recalls

0	0	0	0
2018	2019	2020	2021

Involuntary Recalls

1	0	0	0
2018	2019	2020	2021

Fines Associated with False Marketing/Advertising

0	0	0	0
2018	2019	2020	2021

Violations for Non-Conformance
(with labeling or marketing regulation)

0	0	0	0
2018	2019	2020	2021
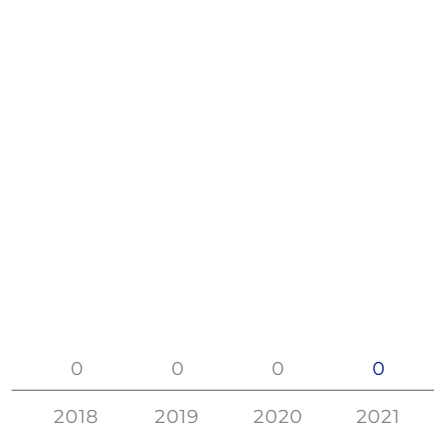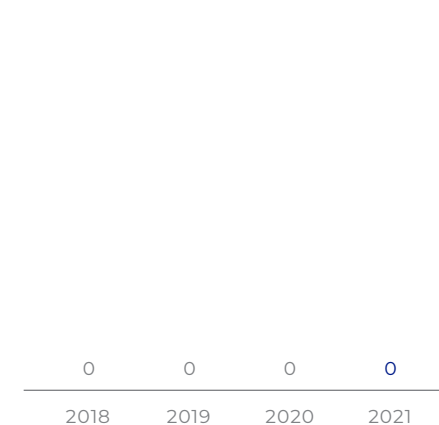
ENHANCING PRODUCT VALUE

CUSTOMER TRUST & SATISFACTION

As a part of our commitment to excellence, we hold ourselves to high standards and consistently improve through courage, creativity, perseverance and discipline. We aspire to exceed customer expectations by developing innovative and sustainable products and processes to meet their current needs, while also identifying future needs to meet evolving market dynamics. We have a long history of fostering long-term and strategic partnerships with our customers, and we look forward to collaborating with our customers to maintain and improve satisfaction.

We hold ourselves accountable through informal and formal discussions with our customers. We rely on customer feedback to identify how we can improve to best serve them moving forward.

CONTINUE TO LISTEN TO
THE VOICE OF THE CUSTOMER
TO MEET OR EXCEED THEIR NEEDS AND EXPECTATIONS

Achieve 98% of green or yellow customer scorecards by 2023.

97.6%

Key: |2019 Baseline ▲ 2021 Results

OUR APPROACH
103-1, 103-2

In 2020, we added the new Global Sales Organization (GSO), which allows us to track and monitor progress with the sales goals within our global sales groups. GSO meetings focus on all primary commercial discussions, including global customer issues and opportunities. Through our global customer leads, we have maintained and built strong customer relationships.

In addition to the GSO, we established the Commercial Management Office (CMO) to track our global sales goals and to align global sales processes and procedures. In 2021, we launched two key targets of CMO: to update our global sales quote process in cooperation with all affected functions and to support development of new global commercial software for contract management and revenue forecast. Additionally, CMO is acting as the central function in support of global sales teams to foster communication and collaboration between regions as well as other functions.

While the GSO is focusing primarily on commercial activities around the world, our Global Commercial Council (GCC) continues to discuss cross-functional topics to ensure strategic alignment across all functions and to develop long-term strategies. The GCC is overseen by the Vice President of Global Business Development and includes regional business development and sales leads and representatives from our global quality, strategy, program management, innovation, engineering, operations and communications teams. Sharing the latest sustainability assessment requests from our customers, aligning on footprint strategies to support quotes or approving pricing strategies for new innovations are examples of topics that the GCC covers.

OUR PRIORITIES
103-3

Throughout the last two years, Cooper Standard has continued to improve customer relations with our ability to adapt to evolving circumstances and maintain quality service, communications and deliveries. In both 2020 and 2021, we were able to adapt quickly when facing the evolving challenges of Covid-19, and we continued to demonstrate resiliency by quickly responding to new customer demands. Utilizing the feedback from our customer scorecards, we will continue meeting expectations and proactively adjusting to changes in the market. We remain on track to accomplish our customer service goal by 2023, and we will continue to report annually on our progress and evolve our business strategies to hold ourselves accountable to our valued customers and partners.

Surpassing Customer Expectations

Cooper Standard strives to meet and exceed our customers' current and future needs. Our primary mechanism through which customers provide feedback is our customer scorecards. Customer scorecards are unique to individual companies, who customize them to reflect critical expectations. Scorecards typically evaluate a supplier's performance in quality, warranty, delivery, launch, service parts, givebacks and responsiveness. Our customers combine our scores in each weighted category into a cumulative total that they categorize as green, yellow or red which represents our level of meeting customer expectations.

To help ensure sustained excellence, Cooper Standard is dedicated to collecting and analyzing customer feedback through our customer scorecards. After receiving these scorecards, Cooper Standard focuses on adjusting our approach to align with customer needs. We are able to review the performance of each region during our Automotive Leadership Meetings. Our Customer Satisfaction Index, organized by customer and region, allows us to address challenges at a local level and monitor trends worldwide. To promote a culture of continuous improvement, we display every plant's rank onsite, regularly discuss feedback opportunities and celebrate key successes and improvements. Both indices for current production and development programs are tabulated along with customer feedback from our sales organization, and these scores are summarized in a total customer satisfaction overview, which is also shared every month with the GLT.
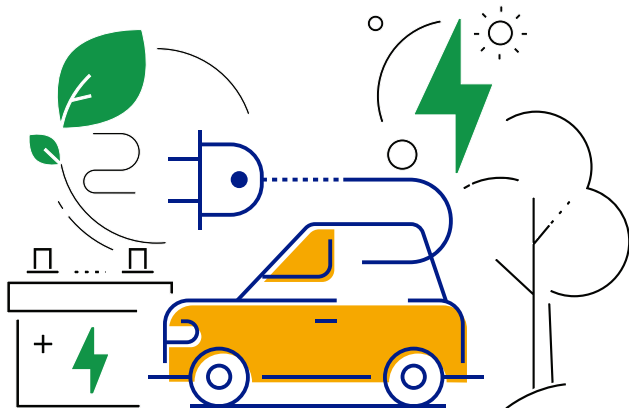
Addressing Market Changes

Cooper Standard recognizes and responds to our constantly evolving markets, monitoring the latest market trends and sharing updates at key levels of the organization. We are diligently transitioning our product portfolio to stay ahead of the competition. Of particular note, we are deeply focused on advances in the electric vehicles (EVs) space and continue to address these opportunities with stakeholders and within the organization.

This market trend towards electrification is accelerating. Whereas in 2020, 50% of our total net new business awards was with EVs, in 2021 we have achieved more than 60%. With that, Cooper Standard is a current supplier on four of the top five and 14 of the top 25 EV programs*.

In 2021, we began updating our global quote process to include a focus on sustainability in response to an increase in customers requesting documents, materials and additional information on ESG related disclosures. Addressing this increasing demand from our customer base will allow us to be more transparent with our customers about our ESG strategy, priorities and progress.

OUR PERFORMANCE

In 2021, Cooper Standard delivered one of our best years in customer service performance. Despite the continuous challenges carrying over from 2020 due to the global pandemic and incremental issues caused by global microchip shortages and other supply chain disruptions, we received a record number of green scorecards from our customers. Cooper Standard managed all external issues without any delivery stoppage to our customers. For the fifth consecutive year, General Motors (GM) listed us as a recipient of the global Supplier of the Year award. We also received the GM Overdrive Award <pg. 50> last year for the sustainability benefits of our Fortrex™ chemistry platform. This award, first given in 2012, recognizes supply partners for extraordinary leadership in cultural change and commitment initiatives that drive exceptional business results for GM.

*based on IHS Markit global EV production estimated for 2022 (excluding Japan)

RESPONSIBLE BUSINESS

Cooper Standard strives to be a leader in corporate responsibility. We built our culture around business practices that are honest, ethical and responsible. We demonstrate accountability by implementing quality data security practices, upholding robust ethics and compliance policies, communicating our expectations regarding human rights and operating our facilities with respect for the environment and natural resources. We maintain our reputation as a trusted and reliable supplier with our unfailing integrity, transparency and responsible business practices. We prioritize building collaborative partnerships with our stakeholders to support our long-term corporate responsibility strategy. The elements we discuss in this section are foundational to achieving our goals and meeting or exceeding the expectations of all our stakeholders.

In This Section

Business Ethics & Integrity

Business Continuity

Responsible Sourcing, Human Rights & Labor relations

Climate Change, Energy, Emissions & Waste

Data Privacy, Cyber Security & Digitization

Important Links

Enterprise Risk Management pg. 66

Code of Conduct

Supplier Code of Conduct

Cooper Standard IntegrityLine

World's Most Ethical Companies®

Automotive Industry Action Group

Human Rights Policy

Workplace Health & Safety pg. 33

Global Terms and Conditions

Responsible Minerals Policy

RESPONSIBLE BUSINESS

BUSINESS ETHICS & INTEGRITY

Cooper Standard's positive work environment and ethical culture provide the foundation to maintain our steadfast commitment to being a trustworthy business. While all our values guide us, our core value of Integrity Always drives us to consistently engage in honest, ethical and responsible business practices. By adopting and adhering to ethical standards, focusing on the management of business risks, and complying with all relevant laws and regulations, we will continue to promote ethical practices across our business. In 2022, Cooper Standard was recognized for the third time by the Ethisphere Institute as one of the World's Most Ethical Companies®. This recognition is a testament to our values, culture and employees who are dedicated to conducting responsible business throughout the Company.

MAINTAIN A WORLD-CLASS REPUTATION FOR CONDUCTING
HONEST, ETHICAL & RESPONSIBLE BUSINESS PRACTICES

Ensure and validate that 100% of employees know where to find the Code of Conduct and policies by 2023.

91%

Foster an environment where 100% of employees will report feeling comfortable speaking up by 2023.

85%

Foster an environment where 100% of employees don't feel pressured to compromise values by 2023.

91%

Achieve 100% satisfaction with the reporting process by 2023.

58%

Key: | 2019 Baseline   ▲ 2021 Results

OUR PRIORITIES
103-3

Maintaining a world-class reputation for honest, ethical and responsible business practices is our priority. We believe the conduct of our employees is the foundation for earning and sustaining this reputation. Accordingly, we have identified goals to ensure our employees understand how to apply our values in everyday business activities, know where to turn for support or report concerns and are confident in the investigation and resolution process.

OUR APPROACH
103-1, 103-2

Our core value of Integrity Always is at the foundation of everything we do and influences our ethics and compliance program. We maintain an effective ethics and compliance program, including robust ethics reporting resources, training and education initiatives, and risk assessment, mitigation and monitoring initiatives.

Our integrated approach to risk management combines processes related to ethics and compliance, enterprise risk management and sustainability to detect, prevent and mitigate risks. We maintain an ethics and compliance program that reflects well-established elements of an effective program. We continuously improve through regular self and third-party program assessments, supported by business plans to address potential gaps in our processes as compared to world-class benchmarks, including the World's Most Ethical Companies® population as recognized by Ethisphere Institute.

As described in the Enterprise Risk Management <pg. 66> section, we conduct an annual risk assessment that inventories potential compliance, strategic, financial, and operational risks and assesses each for likelihood, impact and speed of onset.

To measure progress, Cooper Standard conducts periodic ethical culture surveys and fraud risk assessments in partnership with internal audit. In 2020, we conducted our most recent ethical culture survey with the assistance of an independent third party. In 2021, we analyzed the results, measuring our progress since the first survey in 2018, and implemented additional action plans to build confidence in our reporting and resolution process and deploying training for managers on their role as an ethics reporting resource, including monitoring for and preventing retaliation. With a focus on continuous improvement, we will again measure our progress in our next ethical culture survey in 2022.

Integrity Drives Us, Our Code of Conduct
102-16

Our Code of Conduct provides guidance about our Company's policies and is designed to help all stakeholders recognize and address ethical issues, enabling us to maintain our culture of integrity and accountability. Everyone who works at Cooper Standard is responsible for understanding and following our Code, which is available in all languages in which we conduct business and is posted throughout our facilities and on internal and externally facing websites and CS Connect, our global employee communications application. Our salaried workforce is required to complete annual training through our online learning management system and certify they have read and understood the Code of Conduct. We expect all employees and covered individuals to understand the Code, ask questions when more guidance is needed and speak up when something doesn't seem right.

We take integrity seriously. Behavior that falls below the standards set forth in our Code may result in disciplinary action, up to and including termination of employment. These situations include:

- Actions that violate the Code;
- Requesting others to violate the Code;
- Failure to promptly raise a known or suspected violation of the Code;
- Failure to cooperate in investigations of possible violations of the Code; and
- Retaliation against another employee for reporting a possible violation of the Code.

We also expect our suppliers to comply with our Supplier Code of Conduct, which outlines our expectations for conducting ethical business practices and compliance with our policies and the law.

PARTNERING WITH OUR SUPPLIERS

In early 2021 Cooper Standard enhanced the Supplier Code of Conduct as a requirement for our Suppliers. Prior to 2021, Cooper Standard's Supplier Code of Conduct was referenced in the CS Global Supplier Quality Manual as "Suppliers are expected to comply with the latest version of our Code of Conduct." Today, the individual criteria within the sections of our Code of Conduct are ranked in a Supplier Profile and Self-assessment workbook. These sections include Integrity, Human Rights, Safety, and Corporate Responsibility. This workbook must be uploaded to our supplier portal under a 3-year expiration workflow. An expired Supplier Profile negatively impacts the Supplier's Scorecard, which is reviewed in the sourcing decision process.

As part of this new requirement, Cooper Standard intends to have 100% of our preferred Grow suppliers upload workbooks by the end of 2023. Grow suppliers are the suppliers with whom we have chosen to strategically support our new business opportunities.

42%
of our suppliers
completed the requirement
by the end of 2021

Reporting Concerns & Seeking Guidance
102-17

We expect all stakeholders, including our employees, suppliers and customers to speak up, both to ask questions and raise concerns. Our goal is that ethical misconduct never happens at Cooper Standard, but if it does, we need to be informed so we can work to resolve it. We depend on all of our team members to recognize misconduct and expect them to report it to one of the ethics reporting resources. It is our belief that the sooner we learn about Code violations, the sooner we can end the behavior and work to resolve any issues.

Our ethics reporting resources are available to respond to questions and concerns. These include:

- Supervisors;
- Representatives of the human resources team;
- Members of the legal department; and
- Members of the Global Ethics and Compliance Committee.

The Global Ethics and Compliance Committee is comprised of a team of corporate officers and representatives from the Company who review the Company's operational compliance with applicable legal requirements and sound ethical standards. This committee also regularly reviews data from our ethics reporting resources to identify opportunities to improve our compliance training and communications.

The Cooper Standard IntegrityLine
102-17

We are committed to maintaining an environment where open, honest communications are the expectation, not the exception. We want all stakeholders to feel comfortable approaching our supervisors or management team with questions and concerns while we also understand there may be situations in which our stakeholders may prefer another option. For this reason, we established the Cooper Standard IntegrityLine. The Cooper Standard IntegrityLine is a toll-free telephonic and internet-based helpline managed by an independent, third-party vendor through

Integrity reports are most frequently received by telephone or online through our case management system, the Cooper Standard IntegrityLine, though some employees chose to contact our other ethics reporting resources, including members of our Global Ethics and Compliance Committee. In 2021, we received **147 reports to our IntegrityLine**, which consisted of: **69% workplace concerns**; **10% business integrity concerns**; and the remaining reports related to financial, health and safety and misuse of corporate assets. Approximately 71% of the reports were from North America, 18% from South America, 5% from Asia Pacific and 7% from Europe.

INTEGRITY LINE

7%
71%
18%
5%
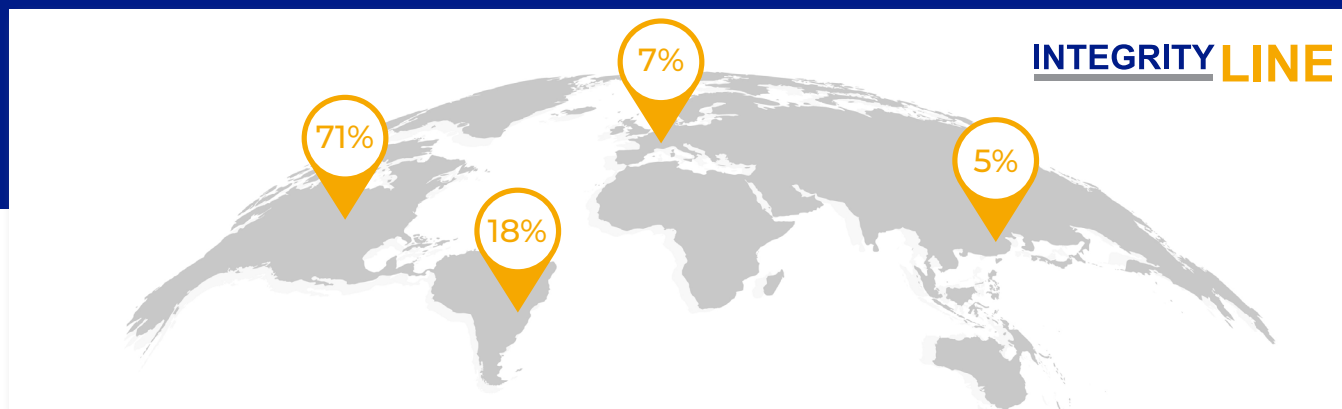
which known or suspected violations of the Code, applicable laws or policies can be reported anonymously when allowed by local law.

Pursuant to our Ethics Reporting Response Policy, each report is reviewed by the ethics and compliance office and assigned to an independent investigator. The outcome of each investigation, and remediation plan for those reports where concerns were substantiated, are reviewed by the ethics and compliance office prior to closure of the matter. Matters involving integrity, accounting, financial, legal or regulatory matters are escalated at intake based upon criteria set forth in our Ethics Reporting Response Policy. Additionally, the Audit Committee of the Board of Directors and Global Ethics and Compliance Committee receive a quarterly report, which contains the ethics reporting statistics for the quarter as compared to peer benchmarks, as well as review of all significant matters.

Ethics & Compliance Training
205-2

As part of our efforts to ensure employees understand how to comply with our Code, we expect all direct hire salaried employees at Cooper Standard to complete compliance training and certify they understand and will comply with our Code annually. Courses are assigned online through a learning management system that enables us to track and deliver training consistently across our worldwide operations. Our training curriculum addresses topics such as: our Code of Conduct; respect in the workplace; and compliance with global anti-bribery, anti-corruption and competition laws. In 2021, 98.8% of salaried employees completed the training and certification program. The remaining 1.2% are in process and we maintain a follow-up process that is designed to achieve 100% completion.

While our core curriculum is the same across the enterprise, we supplement online content with live training based on trends observed from our ethics reporting resources, input from our human resources, internal audit and legal departments and changes to applicable laws.

Our supervisors and managers are the primary ethics reporting resource for our employees. Accordingly, we recently introduced a Manager's Guide to Responding to Employee Questions and Concerns About Business Conduct, which includes an online training course to assist managers in understanding their role as an ethics reporting resource.

In addition to our mandatory online and live training sessions, we work to share ethics and compliance information across the enterprise. We make ethics and compliance resources readily available both on our corporate intranet and external website.

OUR PERFORMANCE

As a testament to the progress we have made, we earned recognition by Ethisphere Institute as being among the World's Most Ethical Companies® for the third time. Ethisphere® recognized 136 companies and Cooper Standard is proud to be among only six automotive sector companies named. As a further testament, our Senior Director - Ethics & Compliance, Associate General Counsel, who leads the design and implementation of these processes, was named a finalist in the 2021 Compliance Week's Excellence in Compliance Awards in the Compliance Innovator of the Year category. The Senior Director - Ethics & Compliance is an active member of the Society of Corporate Compliance and Ethics, having served as a speaker at the ESG virtual forum and for the opening general session at the 2021 Compliance and Ethics Institute. She was also recently a featured guest on Great Women in Compliance podcast series.

Senior leaders gather to proudly accept recognition as One of the World's Most Ethical Companies®

BUSINESS CONTINUITY

As Cooper Standard evolves to meet the current and future needs of our stakeholders, we remain focused on preparing to forecast and manage disruptions and changes that will occur down the road. In 2021, we prioritized Business Continuity as a material topic. Our focus is anticipating and managing micro-economic, geopolitical and other business risks that could disrupt commercial activities and affect the continuity of our core business operations. Business Continuity encompasses many issues we already prioritize at Cooper Standard, including cyber security risks, climate change risks, health and safety risks, and other business interruption risks.

OUR PRIORITIES
103-3

Cooper Standard maintains a holistic risk management process through our Enterprise Risk Management (ERM) approach. This approach informs the strategic and business planning processes through identification, detection, prevention and mitigation of risks that could impede the achievement of the Company's strategic objectives and business goals. Our risk management strategy aligns the ERM process with strategic planning and corporate responsibility initiatives to ensure the sustainability of the enterprise.

Integrated, Strategic Workflow

The ERM committee is comprised of senior-level leaders from each functional area of the Company working in coordination with our Global Leadership Team and Board. The ERM committee is charged with pursuing a holistic, consolidated risk management approach for all risk classes, including strategic, operational, financial, and compliance. The ERM committee has adopted a common risk management language, process, and metrics that are designed to inventory, assess and rank unmitigated and mitigated risks so that the leadership team can determine the appropriate response and mitigation strategies in alignment with the Company's risk appetite. This comprehensive risk management process allows for effective risk management and efficient capital allocation, and fosters a risk-aware culture embedded into daily operations across the organization at all levels.

With the formation of the **Global Sustainability Council** (GSC) in 2021, we have worked to further enhance and integrate our ERM and ESG activities. Each identified risk has been assessed by our GSC leaders for corresponding ESG materiality, informing our risk management team where ESG materiality may influence our risk tolerance. In 2022, we continue to prioritize risk identification as we further develop our ESG priorities.

ESG Materiality Assessment

Stakeholder assessment and sustainable development goals

Strategic Planning

Specification of strategic initiatives that consider ESG priorities

Risk Inventory

Identification of risks to and of each strategic initiative

Risk Assessment

Prioritization of risks to be monitored/managed

Risk Management

Monitoring and management of risks through documented plans

Corporate Responsibility Report

Summary of ESG-related accomplishments

OUR APPROACH

103-1, 103-2

In 2021, we made progress incorporating climate change risks into our Enterprise Risk Management Framework. We also identified emerging environmental, social, and economic risks throughout the regions we operate. Beginning in 2020 and throughout 2021, we were faced with addressing the challenges of the Covid-19 pandemic. The pandemic highlighted vulnerabilities throughout global supply chains and highlighted the need for continued planning to mitigate risks that will accompany future disruptions.

A global contingency planning procedure has been implemented at all our manufacturing locations to mitigate risks to our ability to manufacture and ship product from our plants. In this process, a master contingency plan was developed to address possible risks in areas such as weather / natural disasters, supply shortages, labor disruptions, transportation disruptions, equipment / tool loss etc. Each plant uses the master as a guide to develop a plan customized to their facility. This plan is updated and audited annually.

At Cooper Standard, we partner with the Automotive Industry Action Group (AIAG) to collaborate with key stakeholders to engage in discussions focused on addressing emerging threats to the sustainable growth of the automotive industry. AIAG is a not-for-profit organization where OEMs, suppliers, service providers, government entities, and individuals in academia have worked collaboratively for more than 40 years to drive down costs and complexity from the automotive supply chain. Members of AIAG not only are kept up to date on developments in the automotive industry related to new regulations, standards, and requirements, but members are also a part of shaping the future of discussions.

Cooper Standard actively contributes to and influences international standards through our corporate membership in AIAG. The guidelines published by AIAG are the foundation for Cooper Standard's product development, launch, and service processes. In 2018 Cooper Standard co-chaired and authored the second edition of AIAG's CQI-20 Effective Problem-Solving Guide, which serves as the industry standard for systematically eliminating performance issues that jeopardize us, our customers, and the public.

OVERCOMING ADVERSITY

2021 was a year of unique challenges. Supply chains were impacted by the lingering effects of Covid-19, natural disasters and severe logistic constraints. Cooper Standard rose to this challenge by addressing 45 notices of force majeure from suppliers and more than 200 supply risk incidents without disrupting the production of our OEM customers. These accomplishments would not have been possible without the collaboration between our cross-functional Cooper Standard team and our supplier partners.

The level of support, creativity and commitment shown by our Cooper Standard community sustains our competitive advantage. While we anticipate 2022 will create its own headwinds and volatility, we are reassured to know that we have a strong foundation and a strategically aligned business continuity process in place to sustain our operations despite challenges.

RESPONSIBLE SOURCING, HUMAN RIGHTS & LABOR RELATIONS

At Cooper Standard, protecting human rights is among our top priorities. We also recognize that human rights and responsible sourcing are significant concerns for our stakeholders. In early 2021, we revised our Human Rights, Supplier Code of Conduct and Responsible Minerals policies to reflect updated standards. Cooper Standard prioritizes transparency and accountability, which includes communicating our supplier expectations and standards, and disengaging with suppliers whose practices do not align with our values. Through these practices, we always place integrity and safety first. We hold our suppliers and ourselves accountable as we strive to protect the rights of our stakeholders throughout the value chain.
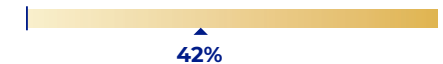
IMPLEMENT SCREENING EFFORTS
WITH OUR GROW SUPPLIERS

Reach 100% response rate on supplier Sustainable Assessment Questionnaire from our direct materials Grow suppliers by 2023.

54%

Audit 100% of our Grow direct materials suppliers for compliance with our Human Rights Policy by 2023.

42%

Key: ▮ 2019 Baseline ▲ 2021 Results

OUR APPROACH
103-1, 103-2

At Cooper Standard, we promote fundamental human rights throughout our value chain. We are committed to ethical and honest business conduct and strive to ensure proper working conditions for all workers contributing to Cooper Standard products. We work with our suppliers and our employees to uphold our values and integrity by elevating any potential concerns that conflict with our Human Rights Policy. Human rights concerns, if any, are immediately elevated to our Global Leadership Team and communicated to our Chief Human Resources Officer.

Human Rights Policy

Cooper Standard's Human Rights Policy sets forth our values, requirements and practices regarding child labor, forced labor, human trafficking, modern slavery, diversity and inclusion, freedom of association, collective bargaining, safe work environment, and wages and benefits. Our Policy aligns with the Universal Declaration of Human Rights and additional guidance contained within the International Bill of Rights and the International Labor Organization's 1998 Declaration on Fundamental Principles and Rights at Work.

In early 2021, we updated our Human Rights Policy to reflect updated standards. Our Human Rights Policy applies globally, including all our worldwide subsidiaries, affiliates, partnerships, ventures and other business associations that Cooper Standard controls. All our directors, officers and employees, including part-time, temporary and other personnel working for or on behalf of Cooper Standard, are subject to the Policy. Our suppliers, contractors and all other partners with whom we do business, are expected to adhere to our standards, including, but not limited to, human rights and labor practices.

Our directors, officers and employees are responsible for ensuring compliance with our Policy and applicable laws. The Global Ethics and Compliance Committee, including but not limited to the Chief Legal Officer and Chief Human Resources Officer, is responsible for enforcing the Policy. We recently began a regular review of our policy with our Board of Directors.

OUR PRIORITIES
103-3

To measure the reach of our supplier screening efforts, we set strategic goals with our direct materials suppliers in the Grow category. Grow suppliers are the suppliers with whom we have chosen to strategically support our new business opportunities. In 2021, our efforts to audit our Grow suppliers were hindered because of travel restrictions, and we were still able to audit 42%. We recognize that our human rights screening and auditing targets will require continued focus and attention over the coming years, and we will continue to report on this goal annually to be transparent about our progress toward screening our supply chain for potential human rights concerns.

Safe & Respectful Workplace Culture

As a part of our Total Safety Culture, we value Safety First. This entails making sure that all employees are in a physically and psychologically safe workplace, where all individuals take ownership over their behaviors. We encourage a culture of open communication that allows all employees to be heard. It is critical that all employees feel safe, respected and valued in the workplace and we are constantly working to develop new goals to accomplish this. Read more about our dedication to workplace health and safety on page 33.

Human Rights Due Diligence

Cooper Standard has a holistic approach to human rights due diligence. Respect for human rights is deeply ingrained in our culture. Within our own business, Cooper Standard's approach to managing and assuring human rights is derived from our Code of Conduct, which provides guidance about our Company's policies and is designed to help all stakeholders recognize and address ethical and human rights issues. Everyone who works at Cooper Standard is responsible for understanding and following our Code, enabling us to maintain our culture of integrity and accountability in everything that we do. By living our Code, we create an inclusive workplace where our success depends on each individual's involvement in upholding our values. Read more about our Code of Conduct on page 63.

At Cooper Standard, our Code of Conduct incorporates principles, policies, and procedures that allow us to do business in an ethical and responsible way. We understand our responsibility to ensure a safe and inclusive work environment for all employees here at Cooper Standard. We inform our employees that they have the power to raise concerns regarding any adverse human rights impact through our reporting mechanism, **Cooper Standard's IntegrityLine**. As a global company, we comply with all applicable regional laws and honor the principles of internationally recognized human rights when faced with conflicting requirements.

Responsible Sourcing

102-9, 102-10

Cooper Standard is committed to sustainably sourcing inputs and raw materials, by implementing green procurement guidelines, increasing the proportion of lower carbon, lower waste materials, and minimizing negative social and economic impacts from product sourcing. To ensure our suppliers are aligned with our commitments, we require our suppliers to engage in responsible supply chain practices outlined in our Supplier Code of Conduct. The Supplier Code of Conduct addresses topics such as anti-corruption, anti-bribery, responsible minerals, human rights (e.g., forced labor, child labor, freedom of association and anti-discrimination), health, safety, environment and chemical compliance. In 2021, we updated our Supplier Code of Conduct to better align with customer expectations, industry initiatives, and international human rights standards. We expanded its existing provisions on anti-corruption and anti-bribery, books and records, child labor, confidentiality and data security, collective bargaining rights, and the environment. We also added new provisions concerning fair competition and antitrust, conflicts of interest, working hours, and sustainability requirements for our Suppliers.

In addition to our Supplier Code of Conduct, our Global Terms and Conditions require that our suppliers comply with all laws, including those related to human rights. Under our Global Terms and Conditions, our suppliers and all products manufactured and distributed by our suppliers must comply with all laws, rules and regulations of the countries of origin and destination that relate to the labeling and transportation of the products. This includes laws and regulations related to data

protection, environmental matters, wages, hours and conditions of employment, subcontractor selection, discrimination, occupational health and safety and motor vehicle safety. For more information about supplier requirements, see our Global Terms and Conditions.

We evaluate our suppliers through our Cooper Standard Supplier Performance Rating System's (SPRS) scorecard and questionnaire. We also request that our Grow suppliers complete a Sustainability Assessment Questionnaire (SAQ) on sustainability through the NQC platform, which reflects the values represented in our Supplier Code of Conduct. Through our strategic supply chain initiative, we identified Grow suppliers as those with whom we choose to strategically grow our business. These questionnaires require our suppliers to disclose their internal Human Rights Policy and business practices related to child labor, wages and benefits, working hours, forced labor, freedom of association and harassment. We will increasingly use this system to inform new business award decisions as we advance. Many of our peers also use the NQC questionnaire to collect supply chain sustainability data, so it is familiar to our partners.

REAFFIRMING COMMITMENTS

Cooper Standard updated our Human Rights Policy, Supplier Code of Conduct and Conflict Minerals Policy to reflect updated standards and reaffirm our commitment to excellence.

In the event a supplier performs below our human rights standards – through our screening phase or an audit – we will work with them to develop a time-bound corrective action plan to guide our ongoing relationship. We will monitor their progress to become compliant, and revisit their status as a Grow supplier if they are unable to become compliant with our Human Rights Policy.

Covid-19 Update

To ensure compliance with our Supplier Code of Conduct and performance expectations for our key suppliers, we conduct onsite and remote audits each year. In 2020 and 2021, pandemic protocols required an emphasis on remote audits and assessments. A small portion of critical suppliers experiencing high risk situations in quality or delivery warranted Cooper Standard onsite engagement. As 2022 pandemic protocols reduce, onsite audits will resume to include medium and low risk suppliers. All new suppliers continue to require an onsite audit, and all our Grow suppliers continue to update their Supplier Profile and Self-assessment, which now includes a Supplier Code of Conduct score. Poor scores will be identified for further onsite auditing and reconsideration of the Supplier's Grow status.

By the end of 2023, 100% of our direct material Grow suppliers will have updated their Supplier Profile and Self-assessment with Supplier Code of Conduct scores. At the end of 2021, 42% of our Grow suppliers have completed this task.

Responsible Minerals

Cooper Standard is committed to ethical and socially responsible business practices and recognizes its responsibility in promoting the protection of human rights. We are committed to ensuring our parts and products are free from responsible minerals contributing to armed conflict in the Democratic Republic of Congo and other conflict-affected and high-risk areas.

Through our support of responsible mineral sourcing initiatives, our goal is to ensure that the materials and components used in the products that we buy and the products that we manufacture do not support or fund the inhumane treatment of workers or contribute to the environmental degradation associated with the mining regardless of where they are sourced, processed or sold. In 2021, we updated our Responsible Minerals Policy to align with emerging regulations around the world. In addition to tin, tantalum, tungsten and gold, we recognize there are additional, non-regulated minerals that have potentially high risk supply chains.

Utilizing our Chemical Compliance Management System and International Material Data System we perform reasonable-country-of-origin (RCOI) due diligence queries of our supply chain. Over the past years, we have consistently received responses from 100% of our in-scope suppliers. In 2021, 21 suppliers reported smelters sourcing from mines in covered countries, and 54 of the 324 smelters reported required outreach. We have communicated with our suppliers and the smelters within our supply chain according to the guidelines of the Responsible Minerals Initiative (RMI). Our annual Specialized Disclosure Report, available in our SEC filings, will reflect any updated reports since year-end.

Cooper Standard is also a member of the RMI, a resource group supporting more than 400 member companies in responsible minerals risk assessment, due diligence and reporting. RMI is dedicated to helping companies make informed choices about responsibly sourced minerals in their supply chains. Our membership in RMI helps fund RMI's audits of mines and smelters globally.

Employee Engagement & Training

Cooper Standard has a strong culture of open communication and transparency, and we equip our employees to address grievances in regards to human rights. Cooper Standard promotes our ethics reporting resources internally and externally to our suppliers to ensure all concerns are elevated without retaliation. In 2020, customers requested that we begin to provide evidence of our human rights trainings. To ensure that we are providing a safe and welcoming work environment, we implemented awareness training for all employees on our Human Rights Policy in 2021. We are in the process of improving our Human Rights Policy training to include all components of our Global Policy.

RESPONSIBLE BUSINESS

CLIMATE CHANGE, ENERGY, EMISSIONS & WASTE

Cooper Standard is committed to evolving for a new future. We share the growing concerns of our stakeholders around climate change and are taking action to manage climate risks in a changing world. With this increasing global focus, we believe it is essential to the longevity of our business and the health of our planet to mitigate our environmental impact by reducing our energy usage, emissions and waste. In 2021, we continued to invest in advanced technology and energy efficiency programs in an effort to reduce our carbon footprint. Throughout the last year, we have continued to develop our sustainability strategy to advance the low-carbon and circular economy. Cooper Standard strives to be a leader in sustainable manufacturing, using resources and operating efficiently to achieve excellence and ensure a prosperous future for generations to come.

REDUCE OUR IMPACT
ON THE ENVIRONMENT

Decrease our solid waste generated by 25% by 2025.*

25%

43%

Commit to have 100% waste diversion rate globally, by 2025.

93%
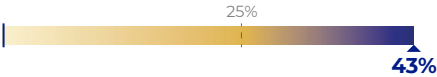
Lower our Scope 1 and Scope 2 GHG emissions indexed to sales by 15% by 2025.*

11%

Reduce our operational energy consumption (Scope 1 and 2) indexed to sales 15% by 2025.*

2.2%

Source our electricity from 100% renewable energy sources, by 2025.

0%

Key: | 2019 Baseline ▲ 2021 Results

*from a 2019 baseline

OUR PRIORITIES

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To reduce our impact on the environment and to reduce our contribution to climate change, we work diligently to decrease our emissions and resource consumption. In 2020, we reevaluated and adapted our energy and waste goals to better align with our customers' environmental agendas and expectations, and we made progress on those goals throughout 2021. Understanding the level of focus required for this undertaking, Cooper Standard is actively working with third-party consultancies to discuss how we can best support our customers in achieving their climate change goals. Throughout 2021, we worked with a third-party consultant to develop a roadmap to meet our ambitious renewable energy goals. Our Product Development group is actively working to investigate low carbon raw materials while our site level operations departments are continuing to further our energy and waste reduction activities. We will continue to report our progress annually to hold ourselves accountable to our stakeholders and achieve our goals.

One way that we are working to reduce our environmental impact is through gaining a better understanding of our current impacts. In 2021, we implemented market-based emission factors to calculate our carbon emissions. Cooper Standard is currently working with a third-party consultancy to accomplish a robust inventory of our Scope 3 emissions data. This process includes collecting data from our internal and external stakeholders, mapping our value chain to ensure we understand where our emissions are coming from, and finally calculating and quantifying emissions. We are looking forward to reporting our Scope 3 emissions data in the future, and we are excited to be taking this first step towards setting science-based emissions targets.

ENERGY SAVING PROJECTS

In 2021, we prioritized investing in projects that help drive down our operating costs and energy usage in our facilities. In 2021, we implemented multiple new energy saving projects, starting with a two-year plan to install modern LED technology lighting systems in our plants. In addition to replacing existing lighting when installing more efficient lighting systems, we worked to optimize some existing lighting in storage and production areas by utilizing more natural light. By cleaning the windows more frequently, we are able to get the most natural light as possible into our facilities, reducing the need for artificial lighting sources that are more energy intensive.

Another way we worked to save energy throughout 2021 was through the installation of energy efficient compressors and dryers. In 2021, we replaced six of our compressors and 2 of our dryers with 4 new energy efficient compressors and dryers.

OUR APPROACH

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At Cooper Standard, we are focused on increasing our energy efficiency, reducing our waste generation, and addressing our role in mitigating climate risks. Cooper Standard maintains a Health, Safety and Environmental policy, which applies to all employees, directly supervised contract and contingent workers and all company facilities, including joint ventures where we have majority ownership. We have various environmental programs and policies that address these issues and a global environmental management system that parallels the requirements of ISO 14001. 51 of our 62 plants are ISO 140001 certified. All of our German locations in addition to one of our Polish locations are certified to ISO 50001 (6 in total). In addition to the ISO 50001 certifications already in place, we have implementation plans in place to certify one French plant.

In 2021, we continue to enhance environmental programs to address our Company's climate-associated risks, including industry changes, market changes and emerging regulations. Our Senior Vice President and Managing Director - Global Automotive oversees the health, safety and environment programs within our Global Manufacturing Organization.

Our Vice President of Global Health, Safety and Environment is directly responsible for managing operational environmental impacts and reports on health, safety and environment issues in weekly staff meetings. These topics are discussed in GLT meetings at least once each month.

Climate Change

At Cooper Standard, we believe that by evaluating and managing climate-related risks and identifying strategies and actions, we can assist in the global transition to a low-carbon economy. Through this process, we will be able to drive business innovation and resiliency while contributing to the betterment of our environment.

In our effort to mitigate climate risk as a part of our long-term business strategy, as previously mentioned, we have begun the process of aggregating our Scope 3 emissions data. This process will help us to reach our goal of being able to set science-based targets in the future.

Another way we address climate risk is through reporting to the CDP. Each year, the CDP supports companies in their efforts to measure and manage their risks and opportunities on climate change, water security and deforestation. Cooper Standard first reported to the CDP in 2011, and has released CDP responses to the public since 2018. Through public disclosures, Cooper Standard is able to practice transparency so that our stakeholders remain informed on our sustainability efforts. In 2020, our Water and Climate Change scores both increased from D to C and B- respectively from their 2018 and 2019 scores. In 2021, our Water and Climate Change scores remained unchanged from our 2020 scores of C and B-.

Overall Water Risk

Low	Low - Medium	Medium- high	High	Extremely high
(0-1)	(1-2)	(2-3)	(3-4)	(4-5)

■ No data

Cooper Standard's Water Risk Heatmap utilizing the WRI Aquaduct tool.
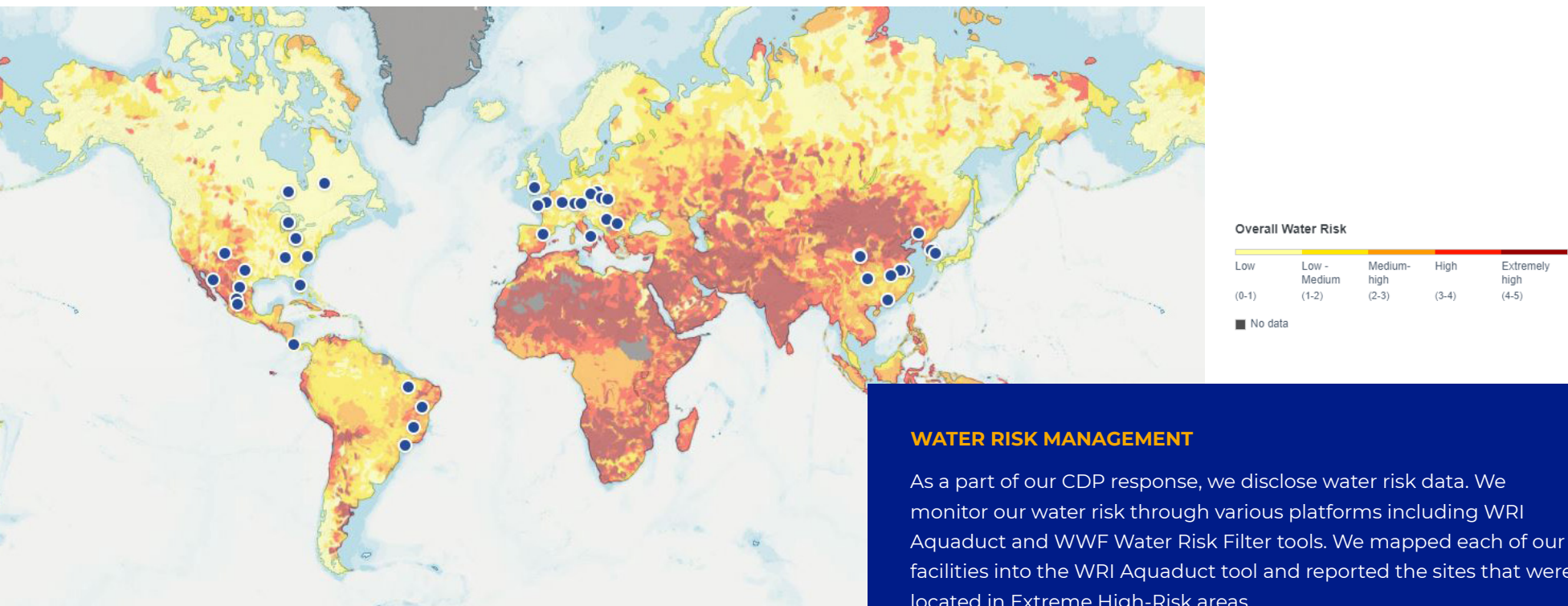
WATER RISK MANAGEMENT

As a part of our CDP response, we disclose water risk data. We monitor our water risk through various platforms including WRI Aquaduct and WWF Water Risk Filter tools. We mapped each of our facilities into the WRI Aquaduct tool and reported the sites that were located in Extreme High-Risk areas.

ENERGY HUNTS

Cooper Standard is constantly looking for ways to increase energy efficiency, which is why we conduct energy hunts within our plants. Energy hunts allow us to look for opportunities to see where our plants could run more efficiently. Following the energy hunts, we address the opportunities we find to increase the energy efficiency of our plants.

In 2021, we conducted an energy hunt in our plant in Aguascalientes, Mexico, to evaluate energy consumption, balance capacity and demand, and improve energy efficiency in all plant processes. Through utilizing tools such as pressure gauges, ultrasonic technology, and training, we were able to appropriately identify potential opportunities for improvement. After identifying opportunities, we defined the optimal conditions to operate each system, and then turned off unnecessary equipment and supply lines, and finally implemented daily monitoring controls to ensure continued success. The Aguascalientes energy hunt is predicted to save roughly $143,000 USD annually, in addition to saving an estimated 1,353,099 kWh annually.

Energy & Emission

As a global corporation and supplier of sealing and fluid handling systems and components to diverse transportation and industrial industries, Cooper Standard understands our role in combating climate change. We strive to improve energy efficiencies and use increasingly renewable energy sources to improve performance, decarbonize operations, and reduce greenhouse gas emissions. We will achieve this through committing to partnerships with stakeholders, transitioning to energy-saving production techniques, and adopting renewable energy sources across all global operations.

We are working to transition many of our products away from rubber to plastic alternatives that are less energy intensive to produce and provide additional opportunities for recyclability. One example of this is our Sales and Product Development teams are working with customers to transition them from EPDM based to Fortrex™ technology based sealing products. Our fluid handling team is also transitioning many of its products from EPDM to plastic alternatives. We are committed to reducing our carbon emissions through our energy-efficient programs, capital investments, and innovations.

At Cooper Standard, we believe that collaboration drives success. For the past five years, Cooper Standard has partnered with the U.S. Department of Energy (DOE)'s Better Plants program as a Honda Supply Chain Cohort partner. The Better Plants Program is a voluntary partnership initiative intended to drive efficiency improvements across energy-intensive industrial companies and organizations. As a participant, Cooper Standard's U.S.-based facilities aim to reduce our total energy intensity by 25% by 2025, using our 2015 baseline. To achieve this goal, we have invested in LED lighting replacement projects and air leak management projects to achieve more optimal energy efficiency. We continue to identify opportunities for capital investments that will result in energy savings now and into the future.

Commitment to Renewable Energy

A key component for Cooper Standard's evolving sustainability strategy is to increase energy from renewable sources. This includes biomass, geothermal, solar, wind, and water. We are aligning ourselves with the RE100 technical criteria, with plans to investigate membership in the future. The RE100 mission is to accelerate change and ultimately achieve a zero-carbon grid through renewable energy commitments of their member organizations. Cooper Standard is committed to sourcing from 100% renewable energy sources across our global operations by 2025. Based on a formal study of our regional opportunities, we developed this ambitious goal that will begin implementation in 2022.

Given the location of Cooper Standard's operations, electricity consumed, and evaluation of contractual instruments, our third-party consultant has recommended short- and long-term Renewable Electricity (RE) solutions. Beginning with the purchase of Energy Attribute Certificates (EAC), while investigating onsite solar installations and Power Purchase Agreements (PPA/VPPA) we can envision our path to 100% RE by 2025.

Global Renewable Glidepath
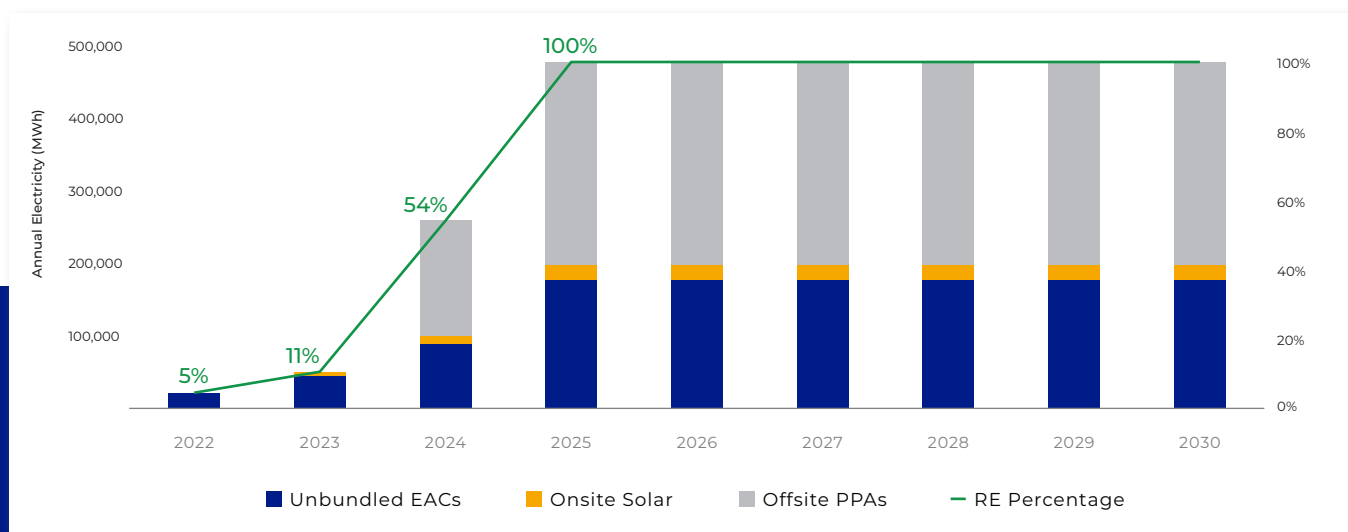
In 2022, Cooper Standard will continue pursuing potential collaborations with stakeholders for renewable energy projects. To meet our goal of 100% renewable energy by 2025, we will ramp up our onsite solar and both direct and virtual PPAs starting in 2024 to reduce unbundled EAC purchases. Additionally, we plan to continue our procurement of supply programs in heavily regulated regions.

Operational Waste & Waste Management

Cooper Standard prioritizes reducing waste from our operations and facilities. We do this by creating innovative ways to minimize packaging, eliminate byproducts, and improve operational efficiencies through modernizing our production lines. Cooper Standard closely tracks resource consumption and seeks opportunities to improve our waste management programs. Cooper Standard's manufacturing operations generate various waste streams, primarily EPDM rubber scrap, plastic, cardboard packaging, wood pallets, and aluminum and steel scrap. Many of these primary waste streams are readily recyclable. For non-recyclable materials, we collaborate with vendors to repurpose the waste. Four locations in North America have successfully implemented a recycling program for our plastic and rubber waste. Three additional locations are under review for 2022. One way we repurpose waste is through our partner vendors who convert EPDM – which accounts for about 50% of our total process scrap – into rubber crumb for artificial turf, landscape mulch, sub-flooring and matting, and rubberized asphalt. Other waste-to-energy vendors use rubber waste as a supplemental fuel source for cement kilns. In 2021, 69% of our facilities achieved over 90% waste diversion, and we diverted 93% of our global production waste. To accomplish 100% diversion by 2025, we continue to work with the remaining 31% of facilities to reach our goal.

Cooper Standard aspires to advance the circular economy by innovating recyclability options. With regard to the limited diversion capabilities for EPDM rubber, we are pioneering methods to reduce EPDM scrap as much as possible. Cooper Standard is not a significant generator of hazardous waste – accounting for only 4.9% of our total waste in 2021. We generate the most considerable portion of our hazardous waste at our spray booths (filters and waste coatings) and dispose of it following all applicable codes and regulations. We will continue to seek innovative solutions to achieve greater rates of recycling and work toward zero waste to landfill.

EXTERNAL STAKEHOLDERS

At Cooper Standard, we believe we will all do better by working together to tackle the environmental challenges in manufacturing. We partner with a variety of stakeholders, including industry organizations, customers and suppliers to learn about best practices and new ideas. Some of our important relationships include:
- AIAG (Corporate Responsibility Steering Committee - co-chair)
- CLEPA Invited Guest
- Drive Sustainability (Drive+)
- MAPI Sustainability Council (founding member - since 2011)
- Suppliers Partnership for the Environment (invited guest)
- Key customers work with our product development group to jointly investigate opportunities for low carbon raw materials, benchmarking for recyclable content, reducing waste in manufacturing, etc.
- Some customers are offering partnerships in Virtual Power Purchase Agreement opportunities for renewable energy.

OUR PERFORMANCE

Our total energy consumption, GHG emissions and total waste generation were significantly reduced in 2020 as a result of facility closures triggered by the pandemic. In 2021, we saw an 8% reduction in Scope 1 and 2 emissions with a slight improvement in emissions intensity. These reductions and improvements occurred despite a 1.4% increase in gross energy consumption in 2021. In 2021, we have continued our discussions around strengthening our sustainability strategy and advancing our environmental programs to achieve ambitious reductions aligned with our customer and stakeholder expectations. We look forward to continuing to evaluate progress in this area, especially as we keep an eye on the ongoing changes resulting from the pandemic. As always, we will continue to communicate transparently about our challenges and progress.

ISO 14001 Certification
(% of facilities certified)

2018	2019	2020	2021
81%	84%	84%	82%
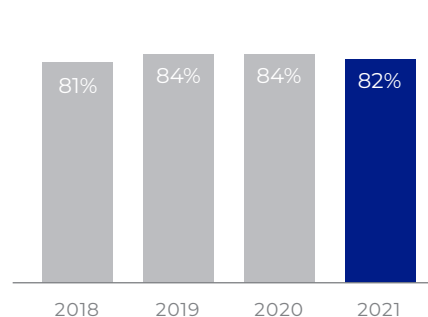
Reduction in Scope 1 & 2 Emissions
(year over year / sales)
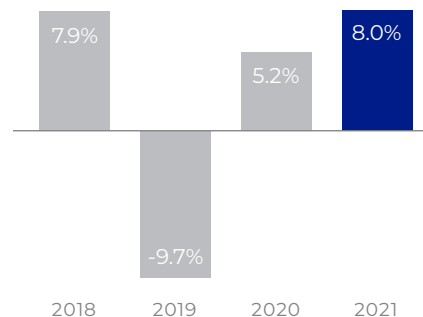
2018	2019	2020	2021
7.9%	-9.7%	5.2%	8.0%

Absolute Scope 1 Emissions
(thousand Tonnes)

2018	2019	2020	2021
85.26	81.16	61.34	58.22

Absolute Scope 2 Emissions
(thousand Tonnes)

2018	2019	2020	2021
310.66	290.95	208.36	189.91
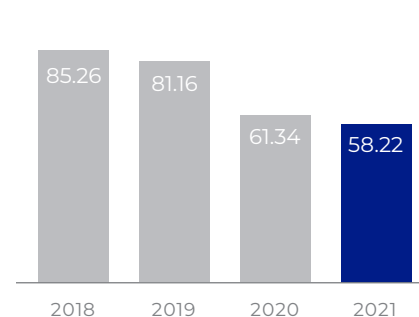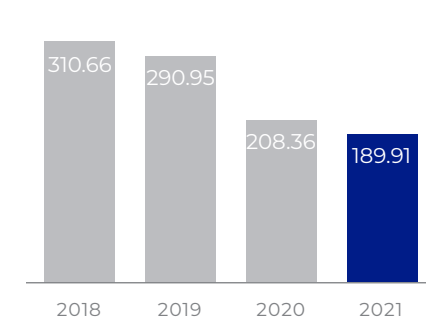
Reduction in Total Energy Consumption
(year over year)

2018	2019	2020	2021
3.7%	2.9%	27.6%	-1.4%

Total Electric Power
(TWh)

2018	2019	2020	2021
0.67	0.65	0.46	0.47
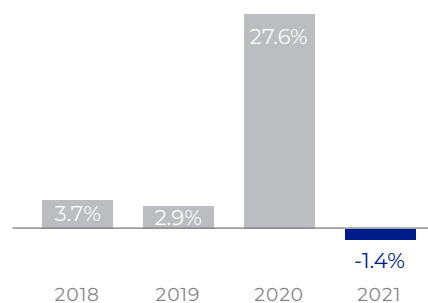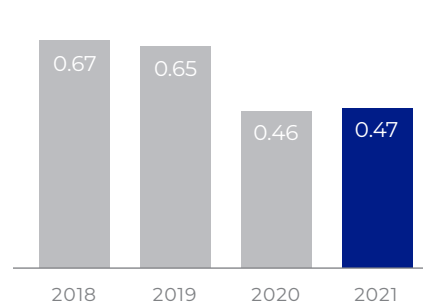
Total Manufacturing Waste Generated
(thousand Tonnes)

2018	2019	2020	2021
	115.46	82.28	65.67
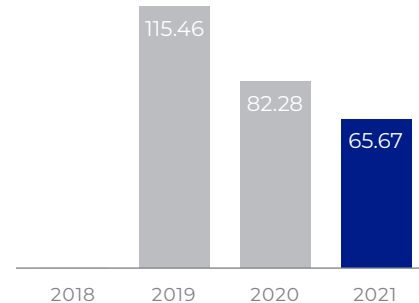
Plants Reporting Diversion Rate >90%

2018	2019	2020	2021
47%	62%	69%	69%
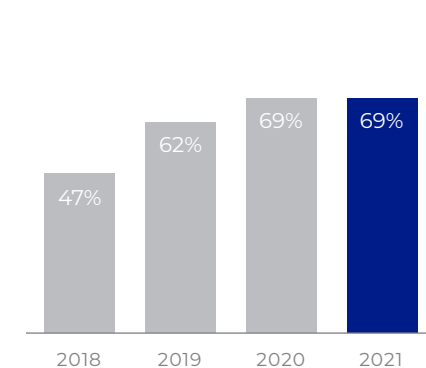
DATA PRIVACY, CYBER SECURITY & DIGITIZATION

Protecting Cooper Standard's digital assets is a top priority for our organization. Today, businesses increasingly rely on data and digital transactions to operate efficiently and effectively. As threats disrupt daily operations for businesses across the globe, Cyber Security and IT Compliance within Cooper Standard are working to uphold our commitment to excellence through protecting the confidentiality, integrity, and availability of our systems and data. In 2021, approximately half of our office workforce outside of our manufacturing locations continued to work remotely after the shift resulting from Covid-19. Our focus on cloud and mobile technologies, as well as our robust data security efforts, enabled us to make the initial transition to working from home, and have continued to support that model throughout 2021. This successful management of data security allows us to offer the flexibility of an in-office/at-home hybrid work model to our office workforce going forward. Protection of digital assets will continue to be a critical aspect of our risk mitigation plan throughout our global operations and one of the many ways we take action to attain world-class results for our stakeholders.

STRENGTHEN AND IMPROVE OUR INFORMATION SECURITY

PROCESSES, DATA AND INFRASTRUCTURE

Provide annual training on our phishing data security practices for 100% of Cooper Standard employees who work with our systems by end of 2022.

100%

Provide formal cyber security training for 100% of Cooper Standard employees who work with our systems by end of 2022.

33%

Implement third-party cyber security assessments for all known vendors who pose critical or high risk to Cooper Standard systems or information by end of 2022.

95%

Key: ❘ 2019 Baseline ▲ 2021 Results

OUR PRIORITIES
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Cooper Standard continued to strengthen our cyber security initiatives in 2021 to protect the systems, networks, and critical information of our enterprise and stakeholders. To direct our progress in the coming years, we set external goals that allow us to focus on critical performance indicators. In 2021, we continued to make progress towards achieving these goals. ISO/IEC 27001 continued to be the foundation of our Cyber Security Program and our focus was to improve existing controls. The previous objective of implementing all 114 ISO controls has been refined to ensure we are focused on the right security measures. This shift supports our risk-based approach to protecting our digital assets and aligns with ISO 27001 guidance. Our focus on employee awareness and third-party cyber security demonstrated this focus. We will continue working with our third party to refine future goals in 2022 and beyond, and we will continue to report our progress annually to hold ourselves accountable and ensure data security across our organization.

OUR APPROACH
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Digitizing our global business and moving software and infrastructure services to the cloud allows us to use our data and technology resources more efficiently and strategically. Cooper Standard has continuously worked to grow, strengthen, and evolve our "cloud first" strategy, and we consider ourselves early adopters of many cloud-service technologies. Due to our early global digitization efforts, our employees were able to transition to remote work quickly in 2020, and we continued to utilize those capabilities throughout 2021. Cyber security has become increasingly important at Cooper Standard due to our digitization efforts, use of technology by the business, cloud service accessibility, the increased impact of global cyber-crime and ongoing remote work.

Our Cyber Security and IT Compliance Programs have been aligned to take advantage of a mature IT controls environment. Our Senior Vice President, Chief Information Technology Officer is responsible for overseeing the risks related to cyber security. The Cooper Standard IT Leadership Team manages the global cyber security organization and directly reports updates to the Enterprise Risk Management Committee and the Audit Committee of the Board of Directors. From an accountability perspective, Internal Audit independently assesses the Cyber Security Program by evaluating the design and effectiveness of our controls. Additionally, we have an Architecture Review Board (ARB) which reviews new IT initiatives to ensure they align with our digital strategy. Similarly, our Project Management Office (PMO) monitors those initiatives throughout implementation. The ARB and PMO processes include cyber security requirements designed to ensure this topic is considered from the beginning.

To ensure our Cyber Security Program was properly focused, we contracted a third party to conduct a comprehensive, enterprise-wide risk assessment. The assessment evaluated Cooper Standard's information security program and existing IT controls for alignment with ISO/IEC 27001 security principles. We chose to implement ISO/IEC 27001 because it is an internationally recognized information security framework, appropriate for our global business. Based on the assessment results, we developed a roadmap for our Cyber Security Program, focused on addressing high-risk vulnerabilities first. As a result, we have established a strong foundation for the program and addressed gaps identified during the evaluation. To stay current, we continuously monitor for significant changes and emerging risks and adjust the roadmap as needed.

INDUSTRY 4.0
PLANT DIGITIZATION

PULSE PRINT@SOURCE

In 2018, Cooper Standard began to roll out a solution we call Pulse Print@ Source. This solution was built to help lessen the growing number of customer order mislabels. Previously, we printed customer labels in batches, and in many cases, this was done in supervisor offices and then distributed to the work cells. This process increased the possibility for human error by placing the wrong labels on shipping containers. To improve this process, the IT Digital Factory team provided a solution that forces the labels to be printed directly from the work cell, allowing only a single set of labels to print when the box has the correct number of parts packed in it. There are also additional features that provide security checks through control labels along with PLC automation. We have implemented this new process in around 800 cells around the world, (AP=20, EU=500, and NA=300) and plan to add an additional 470 cells (AP=20, NA=450) in 2022.

PULSE WAT (WIRELESS ASSET TRACKER)

The Global Center of Competence (CoC) Manufacturing Engineering and IT Digital Factory developed a solution called WAT (Wireless Asset Tracker). The system does machine level tracking to understand the cycles of the equipment to provide overall machine utilization. This tracking is accomplished using industrial sensors and wireless access points that connect to the machines on the shopfloor and feed data back to the application. The business justification for this solution was to measure the machine utilization or OAE (overall asset effectiveness) to improve manufacturing productivity involving capital equipment, as a means of reducing operating costs and optimizing Return on Invested Capital (ROIC). We have more than 2000 assets equipped with this technology and have already seen savings in new capital spend of over

a million dollars. At Cooper Standard, we know that when we improve manufacturing productivity, we can make a positive impact on energy usage and carbon emission reduction.

PULSE eANDON

In 2021, Global Center of Competence (CoC) Manufacturing Engineering asked us to identify a solution to reduce response time to production maintenance requests. Later named Pulse eAndon, the concept digitalized a classic Andon system to help our manufacturing locations by decreasing the time to respond to maintenance support requests coming from manufacturing shopfloors. Our goal was for the Pulse eAndon system to reduce unplanned technical downtime in our manufacturing locations and improve visibility of the current productivity challenges on the shopfloor. Pulse eAndon has worked so well in our Proof of Concept (POC) locations in China, that we plan to deploy the solution in 12 additional locations in 2022.

Digitization & Cloud First Strategy

At Cooper Standard, digitization was identified as one of our top priorities in 2021. We strive to modernize our operational systems that utilize big-data analytics, robots, and digital innovation to improve operational efficiency.

The technical ecosystem in Cooper Standard is highly robust and complete with global cloud-based platforms for ERP (Enterprise Resource Planning), human resources, purchasing, financial planning, product lifecycle management, incident management, chemical compliance and manufacturing. Leveraging this connected enterprise, our global organization has been able to standardize best practices and processes in an efficient manner. The integration of our technical platforms, with an industry leading integration hub, has improved productivity and enabled us to share capabilities across the business.

In 2020, with over 80% of our facilities already on a single ERP, we migrated to an intelligent cloud ERP with cross-industry support, built-in analytics and enhanced performance. We approach cloud applications and services thoughtfully and with cyber security in mind. To mitigate risk, we require cloud-based service providers to provide independently certified assurance of their security controls based on internationally recognized standards (e.g. ISEA 3402 SOC 2, SSAE16, SAS 70, etc.). Our Third-Party Cyber Security program has been designed to ensure our data is adequately protected. The level of scrutiny used to protect traditional on-premises applications has been, and will continue to be, extended to our cloud-based resources.

MANTIS PROJECT

In 2021, we leveraged Mantis, a new tool to project the impact of raw material cost increases. This past year commodity markets rose 75-200%, driving price increases for our raw materials. To understand how to recover these costs, we created the Mantis dashboard. Mantis allows Cooper Standard's internal stakeholders within our commercial and finance teams to access data on these raw materials price increases, and model current and future impact on customer pricing and product profitability.

TRANSFORMING OFFICE PRINT SERVICES

In an enterprise such as Cooper Standard, one seemingly small change replicated across hundreds of locations or thousands of clients becomes significant. This was the case in the transformation of office print services.

In late 2020, Cooper Standard started the journey with a Request for Proposal (RFP) with four global print providers. In January 2021, we selected our managed print services vendor because they had the strongest financial offer, provided a centralized global account team and their customer loyalty and retention rate according to external rating sources. They are an award winner by ISRI for "Design for Recycling," their printers are designed to last 7+ years compared to the industry standard at 5+, and they are recognized with a 100% CEI score for diversity and inclusion. Their values around customer focus, care of the environment and inclusiveness of their people align nicely with the culture and values of Cooper Standard.

There were 722 multi-function and standard printers in scope globally between NA (49%), EU (38%), SA (8%), and AP (5%). Additionally, multiple brands of printers used with a mixture of leased vs purchased, under maintenance vs not, and under a supplies contract vs purchasing supplies manually. There were billing issues and little in the way of central oversite and reporting capability. We moved to 100% managed print services (MPS) paying only per page, introducing global billing, reporting and oversite, and reducing cost. We adopted cloud print, eliminating a print server at each location; providing release print allowing for deleting abandoned printouts, touchless (Covid-19 friendly) badge authentication; and defaulting globally to double-sided and B&W print to reduce paper and cartridge use in consumables and saving costs. We are implementing Lexmark's global recycling program for consumables at each facility at no cost to Cooper Standard. Finally, reducing the overall fleet by 20% and replacing older printers with the latest version of Energy Star certified printers help to ensure we are making the most efficient use of power consumption for print services.

There were 10 trees (85,000 pages) worth of paper saved in abandoned prints and 14 trees (116,000 pages) worth of paper saved from double-sided print. These savings will increase in 2022 with a full year of print services and more employees returning to the office.

20%
overall fleet reduction; replacing older printers with the **latest Energy Star certified** versions

85k
pages worth of paper saved in **abandoned prints**

116k
pages worth of paper saved from **double-sided prints**

Data Privacy & Cyber Security

Cooper Standard works diligently to comply with all relevant privacy and information security laws and regulations. By adhering to laws and regulations such as HIPAA and the EU General Data Protection Regulation (GDPR), we are protecting the privacy and security of all our stakeholders' personal information and intellectual property. This includes our customers, current, former, and potential employees, from cyber attacks, data loss, and other unauthorized events during data collection, disclosure, retention, and disposal.

Cooper Standard follows strict protocols to protect company and stakeholder information. Our cyber security program has been built on a collection of fundamental security controls, focused on the overall security of our network and protecting the data stored on and accessed by personal computers connected to our network. To protect our systems, we utilize stringent security patching and anti-malware processes. Email continues to be one of the most exploited technologies used by cyber criminals. In order to reduce risk in this area, we utilize email filtering to block more than 9 million threats each month. Additionally, we recently increased the level of protection against email threats by implementing a more advanced capability that is able to identify and block malicious attachments. Other improvements planned, such as blocking websites in emails and automating response to email threats, are planned for early 2022 implementation. We combine these processes with other foundational security measures, such as use of multi-factor authentication (MFA), utilizing strong passwords and removing administrative privileges to create a strong base for our security efforts.

Adherence to good cyber security practices and the implementation of more advanced protective controls allowed us to extend protection beyond our network. Prior to the pandemic, we implemented a cloud proxy solution, providing a high level of protection from web-based threats on the corporate network and while working remotely. As a result, we block an average of 984,000 threats and 58.3 million potentially harmful activities each month, and our users can work securely in cafés, hotels, homes or other environments outside of our control. Our strength in fundamental cyber security practices and our global digitization advancements have proven to be effective and advantageous during unprecedented times.

Multi-Factor Authentication (MFA)

In 2021, Cooper Standard implemented multi-factor authentication (MFA) for all users of specific applications. The introduction of MFA is likely the most significant improvement we have made since the creation of our cyber security program. To ensure maximum benefit, we targeted the highest risk applications and now require MFA for all users of those applications by default. Going forward, the use of MFA will be expanded, and this will become a core capability used to reduce risk.
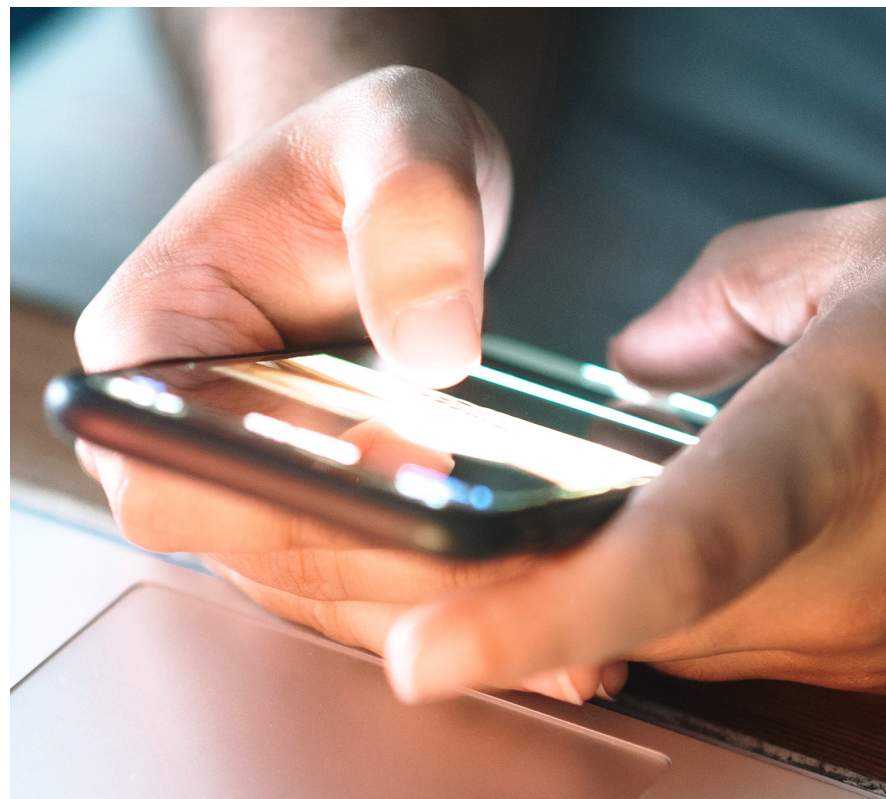
INCREASED CYBER SECURITY FOCUS

In late 2021, as a result of the increase in sophistication and capabilities of cyber-criminals, Cooper Standard increased resources dedicated to supporting cyber security. The Cyber Security and IT Compliance team was separated from other functions, allowing them to be focused on improving our security posture. The shift to a robust dedicated team was a strategic move for Cooper Standard and will allow us to commit more effort to continuously improve cyber security.

Awareness Training

Employees are vital to cyber security, and training is essential to help ensure everyone understands their role and the importance of cyber security. They need to be equipped to recognize risks and take the proper steps to mitigate and report them. For that reason, in 2021, we increased focus on employee awareness and training regarding cyber security. To prevent information security breaches before they occur, we proactively facilitate awareness training for employees. Cooper Standard's new employees are also trained in cyber security as a part of their onboarding curriculum. We also include cyber security training in our annual Code of Conduct course.

To continuously reinforce the importance of cyber security and to help employees stay current, Cooper Standard provides periodic awareness campaigns via email announcements and communications through our Intranet, and CS Connect. In 2021, we increased the frequency of these campaigns from quarterly to monthly to ensure a more consistent dialogue around cyber security.

Given the rising number of email threats and phishing schemes, Cooper Standard frequently tests all our email users to improve their ability to recognize malicious email. Using phishing-simulation testing globally, we send suspicious emails based on active phishing campaigns on the Internet. If employees identify and report the risk, they are congratulated. If they do not correctly recognize the threat, the system immediately provides a real-time learning message and enrolls them in a subsequent phishing training course.

In October 2021, as part of Cyber Security Awareness month, we introduced the first ever Annual Cyber Security training initiative to reinforce employee awareness regarding important cyber security related topics and to help communicate their role in keeping the Company safe.

Our 2020 goal was to provide annual training on our phishing data security practices for all Cooper Standard employees who are connected to our digital systems by end of 2021. We are proud to have reached this goal, and we remain committed to training 100% of our employees on our phishing data security practices moving forward. Additionally, to further raise awareness, we plan to reach all employees with formal cyber training by the end of 2022. This training was provided to 33% of our employees in 2021, and we strive to reach the remainder of our employees by the end of this year. We will continue to report our progress annually to hold ourselves accountable and ensure formal cyber security training across our organization.

Third-Party Cyber Security

As mentioned previously, we also address the cyber security of vendors and third parties. In 2021, we completed an evaluation of 95% of our existing critical, high and medium-risk vendors using the criteria defined within our third-party cyber security program. In 2022, we plan to continue to monitor the security posture of our existing vendors to ensure our information is properly protected. As the importance of supply chain risk increases, we recognize the need to continuously improve in this area. In the coming year, we plan to transition the operational responsibilities of this program to a managed service which will add continuous, real-time monitoring. As we consider new vendors, we validate their security practices and ensure they meet our requirements before contracting with them. Our assessment evaluates important cyber security features, including access controls, data backup and recovery, employee screening, and security control certification (e.g. SOC 2). We re-evaluate third parties with a higher level of potential impact to maintain strong security practices.

Incident Response Procedures

Cooper Standard continuously works to update and strengthen our Incident Response (IR) program. Created and implemented in 2016, the IR program defines response procedures and prescriptive controls designed to streamline response to incidents, when and if they occur. One of the most important aspects of the IR program at Cooper Standard is continuous improvement. Lessons learned from table-top exercises and actual incidents have been identified, reviewed and incorporated to enhance processes. For example, contact information for a key resource was found to be missing during one of the exercises. As a result, the IR process was updated, and this was not a problem during a later test. Additionally, we have designated a cross-functional Incident Response Team consisting of leaders from human resources, global communications, legal, internal audit and information technology.

Assurance, Evaluation & Testing

To ensure the integrity of our cyber security and information technology controls, we conduct various forms of testing each year. Our Internal Audit team includes cyber security controls, policies and processes in our annual testing activities. Many of the controls associated with our Cyber Security program are audited annually by an independent third party to attest to our Sarbanes-Oxley (SOX) compliance. Additionally, we conduct penetration testing twice annually to validate that we have adequately established technical security defenses to protect against current and evolving threats.

LOOKING AHEAD

Moving into 2022, Cooper Standard's Cyber Security program is being improved in several aspects. With the Cyber Security & IT Compliance organizations separated, each is now solely responsible for these distinct functions. We plan to revise cyber security governance by establishing a Cyber Security Steering Committee to oversee the initiatives associated with the program. Our goal is to evolve our strategy, build upon the strong foundation of compliance, and transition to a more risk-based approach for identifying, prioritizing and communicating cyber security initiatives. Efforts and resources will be focused on protecting critical data and ensuring continuous operations. To support these objectives, business continuity planning and disaster recovery (BCP/DR) has been identified as an area of focus for 2022. In addition to BCP/DR, several other enhancements and improvements are planned to reduce risk and increase protection for our stakeholder information.

OUR HISTORY

1960
Cooper Tire established automotive division

1999 - 2012
Cooper Standard Holdings purchases business from Cooper Tire

Company established global footprint and market leading positions through acquisitions and JVs
- Standard Products Company
- Siebe Automotive
- Gates Corp. Automotive Hose
- ITT Fuel Handling
- Metzeler Automotive Profiles
- Formed Sujan JV
- Expanded Nishikawa Partnership

2013
Acq. Jyco sealing (North America / China)

Listed on NYSE: CPS

Cooper Standard's i³ innovation process launched

2014 - 2016
Divested thermal and emissions product line

Acq. Huayu-Cooper Standard (China)

Divested trim product line

Acq. Ami Industries' fuel and brake business

2017
Opened Global Technology Center in Livonia, Michigan, U.S.

Acq. Lauren Manufacturing

Acq. LS Mtron's automotive parts business

Acq. Hutchings Products

Advanced Technology Group established

2019
Transitioned to a global organization

Divested anti-vibration systems product line

2020
Launched CS Open Innovation

Liveline™ Technologies established

Divested European rubber, fluid transfer and specialty sealing businesses, and certain India operations

2021
First commercial agreement for the use of Fortrex™ in footwear

Received GM's Overdrive Award in the category of sustainability for Fortrex®

Launched Cooper Standard's Global Sustainability Council

KEY METRICS

		2018	2019	2020	2021
OVERVIEW					
Economic Performance	Revenue (USD billions)	$3.63	$3.11	$2.38	$2.33
	Adjusted EBITDA %	10.3%	6.5%	1.5%	(0.3%)
	Free cash flow (USD millions)	($69)	($67)	($108)	($212)
Total Sales by Region	North America	53%	53%	51%	52%
	South America	3%	3%	3%	3%
	Europe	28%	28%	26%	24%
	Asia Pacific	16%	16%	20%	21%
Operations	# of countries of operation	21	21	21	21
	# of facilities	150+	174	121	129
Employees by Region (% contingent)	North America	-	43% (7%)	47% (7%)	47% (7%)
	South America	-	6% (0%)	5% (0%)	6% (0%)
	Europe	-	34% (2%)	30% (3%)	29% (1%)
	Asia Pacific	-	17% (1%)	17% (4%)	18% (4%)
Innovation	New customer programs launched	196	271	137	155
	Annual net new business (USD millions)	$441	$451	$190	$186
WINNING IN THE WORKPLACE					
Employee Retention	Total number of employees (includes contingent workers)	30,000	27,968	25,100	22,584
	Total number of new employee hires (includes contingent workers)	13,392	9,801	9,847	8,312
	% internal fill rate (director & above)	38.2%	70.3%	55.6%	60.0%
	% internal fill rate (manager level)	-	47.0%	58.6%	50.4%
	% voluntary employee turnover	13.6%	14.7%	12.7%	19.8%
	% total employee turnover	23.6%	26.0%	26.0%	34.5%
Talent Development	% employees receiving performance reviews (% of eligible salaried employees)	-	-	-	99.7%
Diversity & Inclusion	% women in the enterprise (salaried & hourly)	35.2%	35.9%	36.4%	37.5%
	% women in leadership (vice president & above)	21.6%	24.0%	20.0%	22.2%
	% women in leadership (including directors)	16.1%	17.2%	16.4%	16.7%

	2018	2019	2020	2021
WINNING IN THE WORKPLACE				
% U.S. Workforce by Ethnicity				
White	86%	82%	83%	82%
Black	7%	9%	8%	8%
Hispanic	3%	4%	3%	3%
Asian	2%	3%	3%	3%
Other	2%	2%	3%	3%
% U.S. Workforce by Age				
Under 30	20%	20%	19%	19%
30-50	43%	43%	44%	41%
Over 50	37%	37%	38%	40%
Not disclosed	0%	0%	0%	0%
Total Recordable Incident Rate (employees & contractors / workers)	0.58	0.50	0.32	0.40
Lost Time Incident Rate (employees & contractors / workers)	0.25	0.25	0.11	0.21
Total Days Away, Restricted or Transferred (employees & contractors / workers)	-	-	-	1318.00
# of fatalities	0	0	0	0
% of locations with 0 incident rate	19	19	29	23
% of facilities ISO 45001 certified	17%	24.7%	24.7%	37%
# of charities supported	100+	120+	125+	140+
# of countries participating in community engagement	18	18	18	18
Annual contributions (millions, approximately half from employee engagement)	$2	$1.5	$0.7	$0.6
Total contributions (millions, approximately half from employee engagement)	$12	$13.5	$14.2	$14.8
# of community engagements held	28,000	35,000	37,000	47,000
Innovation				
# of patents	39	23	23	8
% research & development spend	3.4%	3.7%	4.3%	3.9%
Major innovations introduced to market	10	11	16	7
Product Lifecycle				
% revenue from products providing resource efficiency benefits	-	$424M / 14%	$520M / 22%	$725M / 31%

Row groups (leftmost column labels): Workforce Demographics; Workforce Health & Safety; Community Involvement (since 2013); Innovation, Materials & Product Lifecycle*

*The Company is re-evaluating a better approach to determine the metric "% of products with resource-use benefits for customers or consumers" and may share updated data in our 2022 report."

		2018	2019	2020	2021
ENHANCING PRODUCT VALUE					
Product Quality & Safety	**Product Quality**				
	# of recalls issued	1	0	0	1
	# of units recalled	48,990	0	0	572
	# of voluntary recalls	0	0	0	0
	# of involuntary recalls	1	0	0	0
	Fines associated with false marketing / advertising	0	0	0	0
	# of violations for non-conformance w/ labeling or marketing regulation	0	0	0	0
Customer Satisfaction	**Customer Scorecards**				
	% negative	-	7%	3.7%	2.4%
	% positive	-	93%	96.3%	97.6%
RESPONSIBLE BUSINESS					
Board of Directors	Total Directors	9	10	10	11
	# of Independent Directors	7	9	9	10
	% Independent Directors	77.8%	90%	90%	91%
Board Demographics	White	-	-	80%	82%
	Black	-	-	0%	9%
	Hispanic	-	-	10%	9%
	Asian	-	-	0%	0%
	Other	-	-	0%	0%
	Not disclosed	-	-	10%	0%
	Under 30	-	-	0%	0%
	30-50	-	-	0%	0%
	Over 50	-	-	100%	100%
Business Ethics & Integrity	Employees completing Code of Conduct Training	-	-	98.2	99%
Political Contributions	Political contributions	$0	$0	$0	$0
	Lobbying contributions	$0	$0	$0	$0
	Trade association expenditures	$0	$0	$0	$0
Energy, Emissions & Waste	**ISO Certification**				
	% of sites with ISO 14001 certification	81%	84%	84%	82%
	% of sites with ISO 50001 certification	-	-	-	10%

	2018	2019	2020	2021
RESPONSIBLE BUSINESS				
Energy				
% grid electricity	100%	100%	100%	100%
Natural Gas (TWh)	0.46	0.43	0.34	0.32
Coal Consumption	-	-	-	0
Other Fuel (Diesel)	-	-	-	0
Electric power (TWh)	0.67	0.65	0.46	0.47
Energy intensity (MWh / $1000 revenue)	0.31	0.34	0.33	0.34
% renewable energy	-	-	-	-
% reduction in energy consumption	3.7%	2.9%	27.6%	-1.4%
Emissions				
Absolute Scope 1 emissions (thousand tonnes)	85.26	81.16	61.34	58.22
Absolute Scope 2 emissions (thousand tonnes)	310.66	290.95	208.36	189.91
% reduction in Scope 1 and 2 emissions (indexed over sales)	7.9%	-9.7%	5.2%	6.2%
Total CO2 emissions (thousand tonnes)	396	372	270	248
Total CO2 emissions Intensity (tonnes CO2e / $1000 revenue)	0.1091	0.1197	0.1135	0.1065
Waste				
Total manufacturing waste to landfill (tonnes)	-	24,552	4,759	4,488
% hazardous waste	-	4.0%	2.8%	4.9%
% waste recycled	-	78.7%	94.2%	93.2%
% Of plants reporting >90% diversion rate	47%	62%	69%	69%
Total waste generated (tonnes)	-	115,462	82,283	65,672
Total waste to landfill (tonnes)	-	24,552	4,759	4,488
Total hazardous waste (tonnes)	-	4,561	2,319	3,229
Total waste intensity (tonnes / $1000 revenue)	-	0.037	0.035	0.028
Water				
Water withdrawn from public inlet (1,000 cubic meters)	-	2,702	1,934	1,857
Water withdrawn from surface water (stream)	-	-	-	-
Total water discharge	-	2702	1934	1857
Total water consumption	-	2702	1934	1857
Total freshwater use intensity (cubic meters / $1000 revenue)	-	0.869	0.830	0.782
% of water usage in high or extremely high baseline stress area	-	26.0%	31.3%	29.5%

Row group labels: "Energy, Emissions & Waste" (Energy, Emissions, Waste sections); "Other Environmental" (Water section).

GRI / SASB CONTENT INDEX

This quick-reference index contains disclosures from the GRI Standards and SASB Auto Parts Sector Standard. The disclosures referenced are at least partially fulfilled.

GENERAL DISCLOSURES

Disclosure	Disclosure #	Description	Location Within Report	Page #
ORGANIZATIONAL PROFILE				
GRI	102-1	Name of the organization	About Cooper Standard	4
	102-2	Activities, brands, products, and services	Products & Services	13
	102-3	Location of headquarters	Northville, Michigan	N/A
	102-4	Location of operations	Global Footprint	12
	102-5	Ownership and legal form	About Cooper Standard	4
	102-6	Markets served	Products & Services	13
	102-7	Scale of the organization	Global Footprint	12
	102-8	Information on employees and other workers	Global Footprint	12
	102-9	Supply chain	Responsible Sourcing, Human Rights, Labor Relations: Responsible Sourcing	72
	102-10	Significant changes to the organization and its supply chain	Responsible Sourcing, Human Rights, Labor Relations: Responsible Sourcing	72
	102-11	Precautionary Principle or approach	Cooper Standard manages risks and impacts of our products and operations but does not formally address the precautionary principal globally	N/A
	102-12	External initiatives	Cooper Standard does not currently endorse nor subscribe to any charters or principles	N/A
	102-13	Membership of associations	About Cooper Standard: Awards & Recognition	15-16
Strategy				
GRI	102-14	Statement from senior decision-maker	Message From the CEO	3
Ethics & Integrity				
GRI	102-16	Values, principles, standards, and norms of behavior	Business Ethics & Integrity: Integrity Drives Us, Our Code of Conduct	63
	102-17	Mechanisms for advice and concerns about ethics	Business Ethics & Integrity: The Cooper Standard IntegrityLine	64

Governance				
GRI	102-18	Governance structure	Governance	7
	102-19	Delegating authority	Governance	7
	102-20	Executive-level responsibility for economic, environmental, and social topics	Governance	11
	102-22	Composition of the highest governance body and its committees	Governance	7-8
	102-24	Nominating and selecting the highest governance body	Governance	10
Stakeholder Engagement				
GRI	102-40	List of stakeholder groups	Materiality & Stakeholder Engagement	17
	102-41	Collective bargaining agreements	Omitted; confidential	N/A
	102-42	Identifying and selecting stakeholders	Materiality & Stakeholder Engagement	17
	102-43	Approach to stakeholder engagement	Materiality & Stakeholder Engagement	17
	102-44	Key topics and concerns raised	Materiality & Stakeholder Engagement	17-18
Reporting Practices				
GRI	102-45	Entities included in the consolidated financial statements	2021 10-K	N/A
	102-46	Defining report content and topic Boundaries	Materiality & Stakeholder Engagement	17-18
	102-47	List of material topics	Materiality & Stakeholder Engagement	18
	102-48	Restatements of information	None	N/A
	102-49	Changes in reporting	None	N/A
	102-50	Reporting period	2021	N/A
	102-51	Date of most recent report	May 2021	N/A
	102-52	Reporting cycle	Annual	N/A
	102-53	Contact point for questions regarding the report	Our Focus	2
	102-54	Claims of reporting in accordance with the GRI Standards	Our Focus	2
	102-55	GRI Content Index	GRI / SASB Content Index	94
	102-56	External assurance	This report has not been externally assured	N/A

MATERIAL TOPICS

Disclosure	Disclosure #	Description	Location Within Report	Page #
WINNING IN THE WORKPLACE				
Talent Strategy				
GRI	103-1	Explanation of the material topic and its Boundary	Talent Strategy: Our Approach	24
	103-2	The management approach and its components	Talent Strategy: Our Approach	24
	103-3	Evaluation of the management approach	Talent Strategy: Our Approach	24
	401-1	Total number of new employee hires during the reporting period	Talent Strategy: Our Performance	31
	404-2	Programs for upgrading employee skills and transition assistance programs	Talent Strategy: Talent Development & Performance Management	26
Goal Metric		Internal Fill Rate	Talent Strategy: Our Performance	31
KPI		Total employee turnover	Talent Strategy: Our Performance	31
		Employee voluntary turnover	Talent Strategy: Our Performance	31
		Total employee headcount	Talent Strategy: Our Performance	31
Diversity, Inclusion & Belonging				
GRI	103-1	Explanation of the material topic and its Boundary	Talent Strategy: Diversity, Inclusion & Belonging	29
	103-2	The management approach and its components	Talent Strategy: Diversity, Inclusion & Belonging	29
	103-3	Evaluation of the management approach	Talent Strategy: Diversity, Inclusion & Belonging	29
	405-1	Diversity of governance bodies and employees	Talent Strategy: Diversity, Inclusion & Belonging	32
KPI		Workforce demographics	Talent Strategy: Our Performance	32
Workplace Health & Safety				
GRI	103-1	Explanation of the material topic and its Boundary	Workplace Health & Safety: Our Approach	34
	103-2	The management approach and its components	Workplace Health & Safety: Our Approach	34
	103-3	Evaluation of the management approach	Workplace Health & Safety: Our Priorities	34
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Workplace Health & Safety: Our Performance	37
	403-5	Worker training on occupational health and safety	Workplace Health & Safety: Training & Plant Culture	36
Goal Metric		Safety Balanced Scorecard results	Workplace Health & Safety	33
		Percent of facilities certified to ISO 45001	Workplace Health & Safety: Our Priorities	34
KPI		Lost Time Incident Rate	Workplace Health & Safety: Our Performance	37
		Total Recordable Incident Rate	Workplace Health & Safety: Our Performance	37

Community Involvement					
GRI	103-1	Explanation of the material topic and its Boundary	Community Involvement: Our Approach	39
	103-2	The management approach and its components	Community Involvement: Our Approach	39
	103-3	Evaluation of the management approach	Community Involvement: Our Priorities	39
	413-1	Operations with local community engagement, impacts assessments, and development programs	Community Involvement: Our Approach	39
Goal Metric		Percent of employees participating	Community Involvement	38
KPI		Total volunteer engagements	Community Involvement: Our Performance	43
		Total foundation contributions	Community Involvement: Our Performance	43
		Charities supported	Community Involvement: Our Performance	43
		Countries participating	Community Involvement: Our Performance	43
ENHANCING PRODUCT VALUE					
Innovation, Materials & Product Lifecycle					
GRI	103-1	Explanation of the material topic and its Boundary	Innovation, Materials & Product Lifecycle: Our Approach	46
	103-2	The management approach and its components	Innovation, Materials & Product Lifecycle: Our Approach	46
	103-3	Evaluation of the management approach	Innovation, Materials & Product Lifecycle: Our Approach	46
SASB	TR-AP-440b.1	Percentage of products sold that are recyclable	Through our i^3 stage gate innovation process (Imagine, Initiate, and Innovate), our new 4P and 4C Product Strategies, and our Product Lifecycle Management system, we work to increase the recyclability of our products, decrease their carbon footprint, reduce their weight to positively impact the economy of fuel and battery-powered vehicles, while also enhancing product performance and aesthetics.	45
	TR-AP-440b.2	Percentage of input materials from recycled or remanufactured content		
	TR-AP-410a.1	Revenue from products designed to increase fuel efficiency and/or reduce emissions	$725 million USD; 31% of revenue; Key Metrics at a Glance	91
Goal Metric		Percent of new innovations linked to improved sustainability outcomes in the production, use, or end-of-life phases	Innovation, Materials & Product Lifecycle	45
		Percent of electric battery vehicles on the road with CPS innovative materials	Innovation, Materials & Product Lifecycle	45
KPI		Innovation patents	Innovation, Materials & Product Lifecycle: Our Performance	50
		Research & development spend as a percent of revenue	Innovation, Materials & Product Lifecycle: Our Performance	50
		Average innovation idea submission	Innovation, Materials & Product Lifecycle: Our Performance	50
		Major innovations introduced to market	Innovation, Materials & Product Lifecycle: Our Performance	50
Product Quality & Safety					
GRI	103-1	Explanation of the material topic and its Boundary	Product Quality & Safety: Our Approach	53
	103-2	The management approach and its components	Product Quality & Safety: Our Approach	53
	103-3	Evaluation of the management approach	Product Quality & Safety: Our Priorities	53

SASB	TR-AP-250a.1	Number of recalls issued	Product Quality & Safety: Our Performance	56
	TR-AP-250a.1	Total units recalled	Product Quality & Safety: Our Performance	56
	TR-AP-440a.1	Description of the management of risks associated with the use of critical materials	Product Quality & Safety: Reducing Substances of Concern	55
Goal Metric		Percentage of potential safety critical issues reaching customers	Product Quality & Safety	52
		Quality Incidents per Billion	Product Quality & Safety	52
KPI		Voluntary recalls	Product Quality & Safety: Our Performance	56
		Involuntary recalls	Product Quality & Safety: Our Performance	56
		Fines associated with false marketing/advertising	Product Quality & Safety: Our Performance	56
		Violations for non-conformance (with labeling or marketing regulation)	Product Quality & Safety: Our Performance	56
Customer Trust & Satisfaction				
GRI	103-1	Explanation of the material topic and its Boundary	Customer Trust & Satisfaction: Our Approach	58
	103-2	The management approach and its components	Customer Trust & Satisfaction: Our Approach	58
	103-3	Evaluation of the management approach	Customer Trust & Satisfaction: Our Priorities	58
Goal Metric		Percentage of favorable customer scorecards	Customer Trust & Satisfaction	57
RESPONSIBLE BUSINESS				
Business Ethics & Integrity				
GRI	103-1	Explanation of the material topic and its Boundary	Business Ethics & Integrity: Our Approach	62
	103-2	The management approach and its components	Business Ethics & Integrity: Our Approach	62
	103-3	Evaluation of the management approach	Business Ethics & Integrity: Our Priorities	62
	205-2	Communication and training about anti-corruption policies and procedures	Business Ethics & Integrity: Ethics & Compliance Training	65
	102-16	Values, principles, standards, and norms of behavior	Business Ethics & Integrity: Integrity Drives Us, Our Code of Conduct	63
	102-17	Mechanisms for advice and concerns about ethics	Business Ethics & Integrity: Reporting Concerns & Seeking Guidance	64
SASB	TR-AP-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	$0; We did not have monetary losses as a result of legal proceedings relating to anticompetitive behavior regulations in 2020.	N/A
Goal Metric		Percent of employees who report knowing where to find the Code of Conduct and Cooper Standard policies	Business Ethics & Integrity	61
		Percent of employees who report feeling comfortable speaking up	Business Ethics & Integrity	61
		Percent of employees reporting pressure to compromise values	Business Ethics & Integrity	61
		Satisfaction rate for Cooper Standard ethics reporting process	Business Ethics & Integrity	61

Business Continuity				
GRI	103-1	Explanation of the material topic and its Boundary	Business Continuity: Our Approach	68
	103-2	The management approach and its components	Business Continuity: Our Approach	68
	103-3	Evaluation of the management approach	Business Continuity: Our Priorities	66
Responsible Sourcing				
GRI	103-1	Explanation of the material topic and its Boundary	Responsible Sourcing, Human Rights, Labor Relations: Our Approach	70
	103-2	The management approach and its components	Responsible Sourcing, Human Rights, Labor Relations: Our Approach	70
	103-3	Evaluation of the management approach	Responsible Sourcing, Human Rights, Labor Relations: Our Priorities	70
	102-9	Supply chain	Responsible Sourcing, Human Rights, Labor Relations: Responsible Sourcing	72
	102-10	Significant changes to the organization and its supply chain	Responsible Sourcing, Human Rights, Labor Relations: Responsible Sourcing	72
SASB	TR-AP-440a.1	Description of the management of risks associated with the use of critical materials	Responsible Sourcing, Human Rights, Labor Relations: Responsible Minerals	73
KPI		Percent of suppliers responding to reasonable country of origin inquiry (RCOI)	Conflict Minerals Report	
		Number of suppliers sourcing from mines in countries covered by RCOI	Conflict Minerals Report	
		Number of suppliers sourcing requiring outreach regarding RCOI	Conflict Minerals Report	
Human Rights				
GRI	103-1	Explanation of the material topic and its Boundary	Responsible Sourcing, Human Rights, Labor Relations: Our Approach	70
	103-2	The management approach and its components	Responsible Sourcing, Human Rights, Labor Relations: Our Approach	70
	103-3	Evaluation of the management approach	Responsible Sourcing, Human Rights, Labor Relations: Our Priorities	70
Goal Metric		Percent of direct materials Grow suppliers responding to supplier scorecard	Responsible Sourcing, Human Rights, Labor Relations	69
		Percent of Grow direct materials supplier audited for compliance with our Human Rights Policy	Responsible Sourcing, Human Rights, Labor Relations	69
Labor Relations				
GRI	103-1	Explanation of the material topic and its Boundary	Responsible Sourcing, Human Rights, Labor Relations: Our Approach	70
	103-2	The management approach and its components	Responsible Sourcing, Human Rights, Labor Relations: Our Approach	70
	103-3	Evaluation of the management approach	Responsible Sourcing, Human Rights, Labor Relations: Our Priorities	70
Climate Change, Energy, Emissions & Waste				
GRI	103-1	Explanation of the material topic and its Boundary	Climate Change, Energy, Emissions & Waste: Our Approach	75
	103-2	The management approach and its components	Climate Change, Energy, Emissions & Waste: Our Approach	75
	103-3	Evaluation of the management approach	Climate Change, Energy, Emissions & Waste: Our Priorities	75
	302-4	Reduction of energy consumption	Climate Change, Energy, Emissions & Waste: Our Performance	80
	305-1	Direct (Scope 1) GHG emissions	Climate Change, Energy, Emissions & Waste: Our Performance	80
	305-2	Energy indirect (Scope 2) GHG emissions	Climate Change, Energy, Emissions & Waste: Our Performance	80

GRI & Goal Metric	305-5	Reduction of GHG emissions	Climate Change, Energy, Emissions & Waste: Our Performance	80
GRI & SASB	302-1 TR-AP-130a.1	Energy consumption within the organization	Climate Change, Energy, Emissions & Waste: Our Performance	80
SASB	TR-AP-130a.1	Percent grid electricity	100%	77
	TR-AP-130a.1	Percent renewable	Cooper Standard did not use renewable energy sources in 2021. However, Cooper Standard is committed to sourcing from 100% renewable energy sources across our global operations by 2025. Based on a formal study of our regional opportunities, we developed this ambitious goal that will begin implementation in 2022.	78
	TR-AP-150a.1	Percent of generated waste that is hazardous	Climate Change, Energy, Emissions & Waste: Operational Waste & Waste Management	79
	TR-AP-150a.1	Percent of waste recycled	Climate Change, Energy, Emissions & Waste: Operational Waste & Waste Management	79
SASB & Goal Metric	TR-AP-150a.1	Total manufacturing waste generated	Climate Change, Energy, Emissions & Waste: Our Performance	80
Goal Metric		Energy consumption	Climate Change, Energy, Emissions & Waste	74
		Renewable Energy consumption	Climate Change, Energy, Emissions & Waste	74
		Reduction in Scope 1 & 2 GHG emissions	Climate Change, Energy, Emissions & Waste	74
		Percent of global waste diversion	Climate Change, Energy, Emissions & Waste	74
KPI		Percent of facilities certified to ISO 14001	Climate Change, Energy, Emissions & Waste: Our Performance	80
		Total electric power	Climate Change, Energy, Emissions & Waste: Our Performance	80
		Percent of facilities reporting diversion rate >90%	Climate Change, Energy, Emissions & Waste: Our Performance	80
Data Privacy, Cyber Security & Digitization				
GRI	103-1	Explanation of the material topic and its Boundary	Data Privacy, Cyber Security & Digitization: Our Approach	82
	103-2	The management approach and its components	Data Privacy, Cyber Security & Digitization: Our Approach	82
	103-3	Evaluation of the management approach	Data Privacy, Cyber Security & Digitization: Our Approach	82
Goal Metric		Percent of employees trained annually on information security practices	Data Privacy, Cyber Security & Digitization	81
		Percent of employees who work with our systems formally trained on cyber security by end of 2022	Data Privacy, Cyber Security & Digitization	81
		Percent of third-party vendors who pose critical or high risk to Cooper Standard systems or information assessed	Data Privacy, Cyber Security & Digitization	81

FINANCIAL STATEMENTS

Forward-Looking Statements

This report 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: Impacts, including commodity cost increases and disruptions related to the war in Ukraine and the current Covid-related lockdowns in China; our ability to offset the adverse impact of higher commodity and other costs through negotiations with our customers; 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 report, 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 report 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.

Non-GAAP Financial Measures

EBITDA, adjusted EBITDA, adjusted EBITDA margin, 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, 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. 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, 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, 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, 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, it should be noted that in the future the Company may incur expenses similar to or in excess of the adjustments in the below report. This report of adjusted EBITDA 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, and free cash flow follow.

Non-GAAP Reconciliations

The following table provides a reconciliation of EBITDA, adjusted EBITDA and free cash flow from net cash (used in) provided by operating activities, which are the most comparable financial measures in accordance with U.S. GAAP:

	Year End December 31		
	2021	**2020**	**2019**
	Dollar Amount in Thousands		
Net (loss) income attributable to Cooper-Standard Holdings Inc.	$(322,835)	$(267,605)	$67,529
Income tax (benefit) expense	39,392	(60,847)	36,089
Interest expense, net of interest income	72,511	59,167	44,113
Depreciation and amortization	139,008	154,229	151,953
EBITDA	**(71,924)**	**(115,056)**	**299,684**
Impairment charges [1]	25,609	103,887	23,139
Restructuring charges	36,950	39,482	51,102
Pension settlement charges [2]	1,279	184	15,997
Lease termination costs [3]	748	771	1,167
Gain on sale of business, net [4]	(696)	(2,834)	(191,571)
Project costs [5]	-	5,648	2,090
Divested noncontrolling interest debt extinguishment	-	3,595	-
Adjusted EBITDA	**$(8,034)**	**$35,677**	**$201,608**
Sales	$2,330,191	$2,375,439	$3,108,400
Net (loss) income margin	(13.9)%	(11.3)%	2.2%
Adjusted EBITDA margin	(0.3)%	1.5%	6.5%

Free Cash Flow

	Year End December 31		
	2021	**2020**	**2019**
	Dollar Amount in Thousands		
Net cash (used in) provided by operating activities	$(115,510)	$(15,934)	$97,697
Capital expenditures	(96,107)	(91,794)	(164,466)
Free cash flow	**$(211,617)**	**$(107,728)**	**$(66,769)**

[1] Non-cash impairment charges in 2021 related to fixed assets and goodwill. Impairment charges in 2020 included impairment of assets held for sale and other impairment charges related to fixed assets and right-of-use operating lease assets, net of portion attributable to our noncontrolling interests. Impairment charges in 2019 related to fixed assets.

[2] Non-cash pension settlement charges and administrative fees incurred related to certain of our U.S. and non-U.S. pension plans.

[3] Lease termination costs no longer recorded as restructuring charges in accordance with ASC 842.

[4] In 2021, subsequent adjustments were recorded to the net gain on sale of business, which related to the 2020 divestiture of our European rubber fluid transfer and specialty sealing businesses. In 2020, the gain on sale of business primarily related to divestitures.

[5] Project costs recorded in selling, administration and engineering expense related to acquisitions and divestitures.

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