

# STRONGER

**TEAM, PARTNERSHIPS, BUSINESS**

*Corporate Responsibility 2020*



*Driving Value Through Culture, Innovation and Results*



# OUR FOCUS



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**102-50, 102-53, 102-54**

Cooper Standard's\* 2020 corporate responsibility report, "Stronger: Teams, Partnerships, Business", covers calendar year 2020. This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Standards, and Sector Standards from the Sustainability Accounting Standards Board, both of which can be found in our index. This report has not been externally assured. For more information, contact [corporateresponsibility@cooperstandard.com](mailto:corporateresponsibility@cooperstandard.com).

\*Cooper Standard is also referenced as "the Company," "CPS," "we," "our" and "us" in this report.

# OUR VISION

Driving Value Through Culture Innovation and Results



## VOICE OF THE CUSTOMER

We design and develop our products to meet the current and future needs of our customers. We listen intently and adjust to customer feedback to consistently provide customer-focused solutions, especially to meet the rapidly changing industries we serve.



## ENGAGED EMPLOYEES

Our employees sustain our culture of engagement, ensure that our core values guide our daily work, facilitate innovation across all areas of our business, and partner with the communities where we work and live.



## SUPERIOR PRODUCTS

We provide customers with market-leading solutions with predictable quality that meet or exceed expectations in sealing, fuel and brake delivery, fluid transfer systems, materials sales and licensing, and converted materials for diverse transportation and industrial markets.



## WORLD-CLASS OPERATIONS

We are committed to sustained excellence through the global standardization of our manufacturing processes, as well as a highly trained workforce. Our Global Product Development and Global Manufacturing Colleges within Cooper Standard University provide comprehensive training to ensure operational consistency across our global footprint.

# MESSAGE FROM THE CEO

## STRONGER: TEAM, PARTNERSHIPS AND BUSINESS

102-14

Despite the unimaginable challenges Cooper Standard faced in the wake of the COVID-19 pandemic, I'm proud of how our team rallied together to manage the things we could control.

Our employees have always been our key competitive advantage. When faced with industry shutdowns and a global health crisis, the Cooper Standard team took swift action to help protect the health and safety of employees and our communities. Our team achieved record safety performance and worked tirelessly to not just preserve the business but continuously improve. As a result, we grew stronger.

We continued to evolve our culture and formally introduced a new diversity, inclusion and belonging policy along with training and communication channels to help ensure we foster an environment that values the perspectives and leverages the strengths of all employees. As a result, we grew stronger.

We collaborated with our partners to develop industry-leading solutions to address customers' current and future needs. Our ability to be agile to market changes has earned Cooper Standard business on 16 of the top 25 selling electric vehicles in 2020. We achieved outstanding customer satisfaction feedback, while also making strides to further sharpen our sustainability strategy. As a result, we grew stronger.

As the Company grows stronger, we continue to push our horizons. With new goals for renewable energy and waste reduction, along with a focus on climate change risks and impacts, we are committed to aligning our sustainability initiatives with our customers' goals, growing stronger partnerships and delivering sustained value for all our stakeholders. We are building on our successes and learning from our challenges. I'm pleased to share our progress towards our long-term goals supporting key environmental, social and governance material topics. As a result, Cooper Standard is growing stronger each day.

## 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 25,000 in more than 121 facilities across 21 countries.

At Cooper Standard, we are committed to driving value through culture, innovation and results. Our highly engaged workforce pursues breakthrough technology 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.

[Governance Structure](#)  
[Global Footprint](#)  
[Brands, Products & Services](#)  
[Driving Value](#)  
[COVID-19 Response](#)  
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[ESG Goals](#)

## SUGGESTED LINKS

[Corporate Governance Guidelines and Committee Charters](#)

[Locations](#)

[Workplace Health & Safety <pg.28>](#)

[Face Shields <pg.49>](#)

[Community Involvement <pg.32>](#)

[Customer Satisfaction <pg.47>](#)

[2020 10-K](#)

# GOVERNANCE STRUCTURE

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

As of December 31, 2020, the Board of Directors consisted of 10 directors, nine of whom were determined to be independent by the Board of Directors (the “Board”) in its annual independence assessment. The four standing committees of the Board are:

- Nominating and Corporate Governance;
- Compensation;
- Audit; and
- Innovation and Business Diversification Committee.

Descriptions of the Board's [corporate governance guidelines and committee charters](#) can be found on our website.

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, 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. In 2020, two of nine board members, or 22%, were female until our Annual Meeting of the Stockholders that was held in May 2020, at which time, a board of ten members was elected. Of those ten board members, two, or 20%, are female and one, or 10% are Hispanic.

The full Board receives regular updates on key environmental, social and governance topics according to a standard Board calendar. In 2020, the Board focused on talent development, culture and recruitment. Updates on governance, and 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.

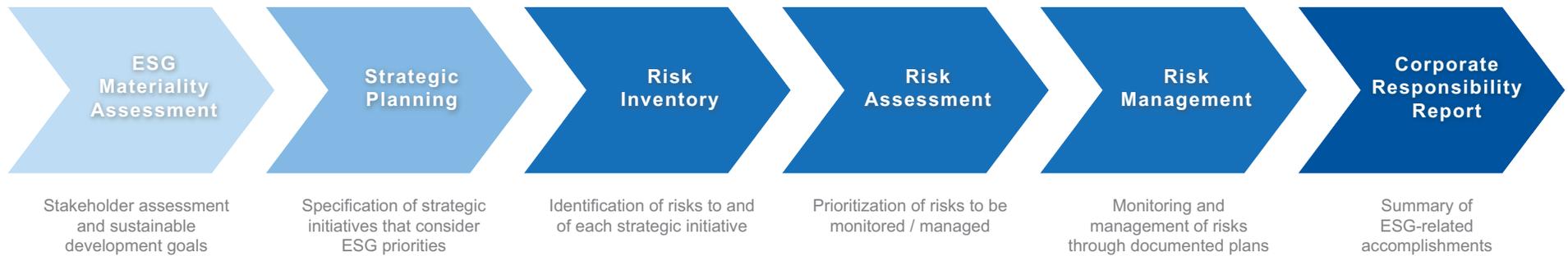


At Cooper Standard, we have numerous management committees that provide cross-functional oversight to our strategic priorities. These include:

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

# ENTERPRISE RISK MANAGEMENT

Our enterprise risk management (ERM) approach is designed to inform 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. A priority in our approach is to connect 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 of the functional areas of the company working in concert 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.

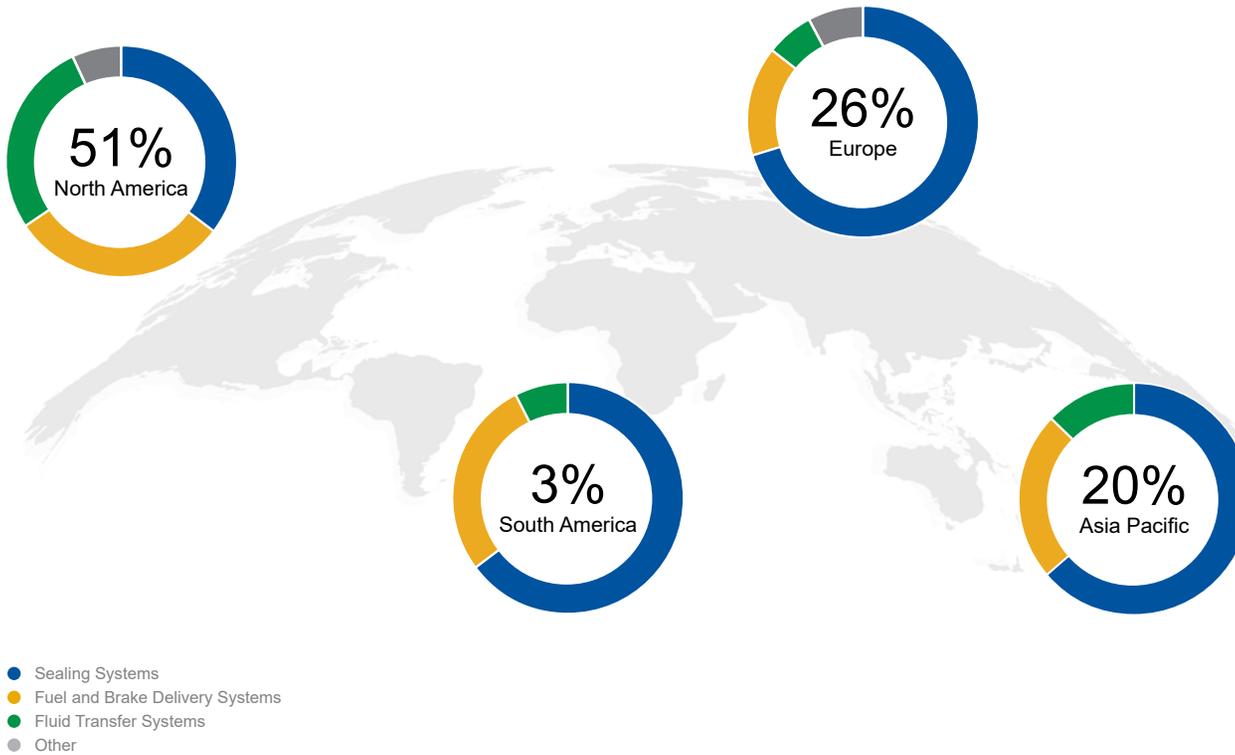
# GLOBAL FOOTPRINT

102-4, 102-7

Cooper Standard's advantaged global manufacturing footprint provides operating efficiencies and coverage in every major customer market. A key component of our profit improvement plan is to fix or exit unprofitable operations. In 2020, the Company closed four facilities and divested 11 underperforming operations.

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

## Regional Revenue Composition by Product (2020 % of Sales)



## Company Statistics

102-8

~25,000

Team of employees

Includes ~11% contingent workers

North America



South America



Europe



Asia Pacific



Contingent Employees



21  
Countries

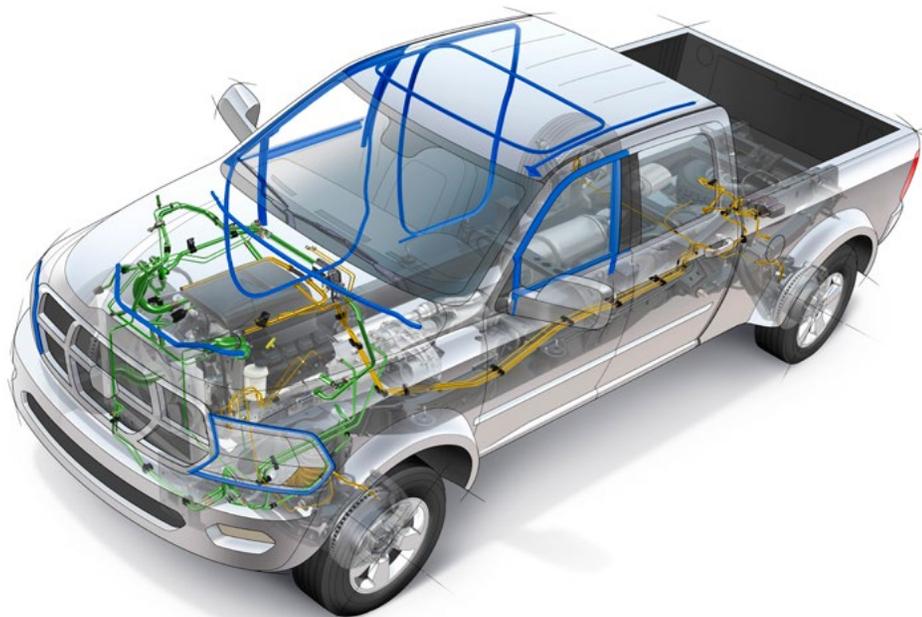


121  
Facilities

# BRANDS, PRODUCTS & SERVICES

102-2, 102-6

Cooper Standard develops quality systems and components for the passenger car and light truck market, as well as advancing materials science solutions to meet the needs of our diverse transportation and industrial customers. As a result of our focused approach, Cooper Standard holds a leadership position in each of our core automotive product lines: sealing; fuel and brake delivery (FBD); and fluid transfer systems (FTS). Cooper Standard's comprehensive expertise and proven thought leadership differentiates the Company from the competition. Our Advanced Technology Group maximizes the value stream of the Company's materials science innovations and converted materials in a wide range of markets, including footwear, and building and construction.



- Sealing Systems
- FBD
- FTS



# DRIVING VALUE

Cooper Standard addresses business challenges and optimizes our performance to create sustainable value for our stakeholders. Following a decline in Return on Invested Capital (ROIC), Cooper Standard developed and implemented a strategic 'Driving Value' plan at the end of 2019 to help ensure the Company's long-term success. In response, the Driving Value plan establishes a clear vision for achieving profitable growth with a defined, focused path to return to double-digit ROIC, providing the basis for delivering even greater value.

Driving Value is a combination of several workstreams organized into three major areas:

- Profitable Growth – improved margins and top line growth;
- Functional Excellence – driving efficiencies in our operations and processes; and
- Strategic Profitability – initiatives that help reduce costs and improve our asset utilization.



## Profitable Growth

Cooper Standard builds strategic partnerships and promotes our business to increase profitable growth. Our commercial team is implementing a market strategy to improve sales growth and protect margins. Additionally, we have embarked on an initiative with customers and suppliers to implement indexing, where it makes sense, to help hedge against raw material market fluctuations.



## Functional Excellence

Teams across the Company are improving program margins, optimizing our supply chain, and monitoring plant margins. We are streamlining our supply base and addressing part proliferation across the enterprise through a strategic collaborative effort between our purchasing, engineering and manufacturing teams to significantly reduce material costs.



## Strategic Profitability

In addition, we address underperforming businesses and underutilized assets. These efforts involve putting intense scrutiny on the expenses of the business, as well as rationalizing our manufacturing footprint, to help improve the Company's overall profitability.

### LOOKING AHEAD

The success of our ROIC improvement initiative through the Driving Value strategy is at the heart of our plan for long-term success. With the combined efforts of all workstreams, our goal is to achieve 10% or greater ROIC by 2023.

# COVID-19 RESPONSE

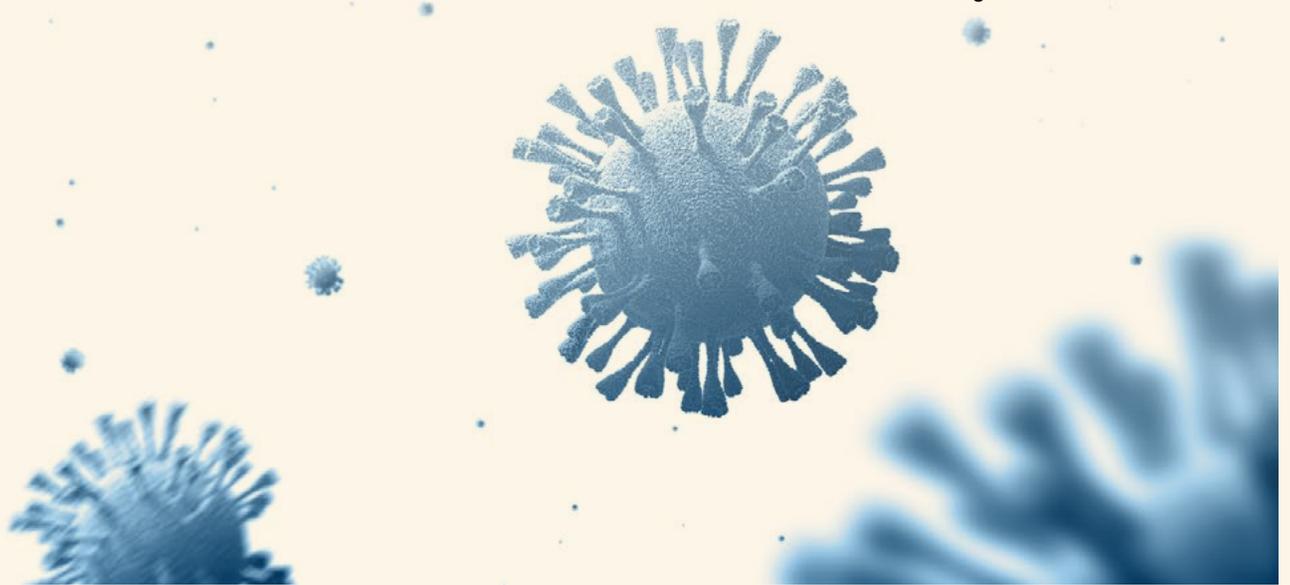
In 2020, our primary focus related to the COVID-19 pandemic was safeguarding the health of our employees. When the virus first surfaced, Cooper Standard immediately mobilized Global and Regional Emergency Response Teams to mitigate risks and proactively manage operational challenges.

Because of our on-going globalization, digitization and cyber security efforts, Cooper Standard was able to successfully transition to remote work for office-based employees, while keeping Company and customer data secure. As Cooper Standard was an early adopter of cloud technologies and services prior to the pandemic, our transition to working from home was seamless. To date, many of our employees still successfully work flexible hours from home. The Company also launched a new remote work policy that allows many of our employees to continue working remotely either part time or full time permanently.

To prepare for essential employees to return to our plants, we published a detailed guide to help facilities implement global safety guidelines that: ensured proper social distancing, including workstation modifications where necessary; installed a mask mandate; implemented sanitation requirements; and established visitor restrictions. We required mandatory training for all employees returning to onsite workplaces. Plant managers provided additional training as necessary and installed signage with best housekeeping and health care practices around workstations. We continue to implement protective measures as recommended by the Center for Disease Control and Prevention (CDC) and World Health Organization. For more information on our COVID-19 safety protocols, please see the [Workplace Health & Safety <pg.28>](#).

In addition, Cooper Standard had the opportunity to support the production of personal protective equipment and ventilators. We collaborated with customers to help manufacture nine million [face shields <pg.49>](#) and 15,000 ventilator components. Please see the [Community Involvement <pg.32>](#) and [Customer Satisfaction <pg.47>](#) sections to read more about our efforts during the pandemic.

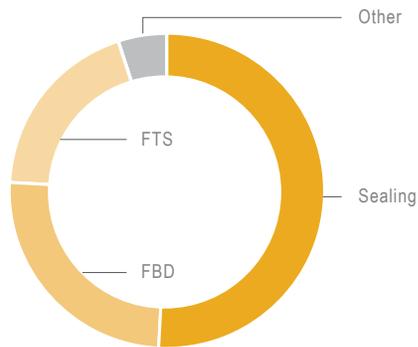
Despite the challenges of 2020, the Cooper Standard team continues to grow stronger. Our innovative spirit and continuous drive to improve the business and leverage the efficiencies of our globalized organization truly shined during these challenging times. We continue to work diligently to manage the dynamic situation, maintain our Total Safety Culture and meet business commitments while delivering value for all stakeholders.



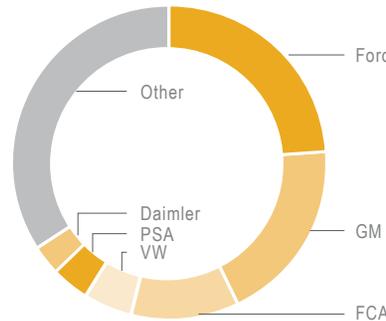
# PERFORMANCE HIGHLIGHTS

From the foundation of our world-class culture, Cooper Standard remains focused on executing our diversification and innovation strategy, improving operating efficiency, increasing returns on invested capital and striving for zero safety incidents. For the full year 2020, our safety incident rate was our best ever at just 0.32 incidents per 200,000 hours worked, well below our 2020 benchmark of 0.60. We also continue to deliver outstanding results to our customers and achieved 97% green customer scorecards for product quality and 98% for program launches. Remaining focused on our core values, our global team stepped up to overcome unprecedented challenges and performed exceptionally well in the business areas we could control. For more detailed information, please reference the Company's full financial report in the [2020 10-K](#) filed with the U.S. Securities and Exchange Commission.

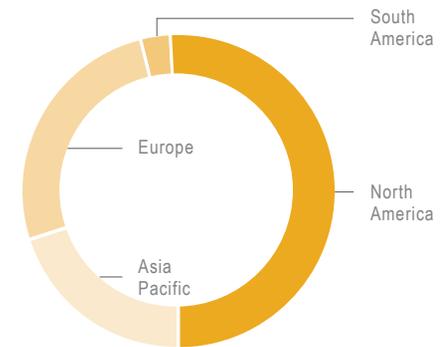
**2020 Sales by Product**



**2020 Sales by Customer**

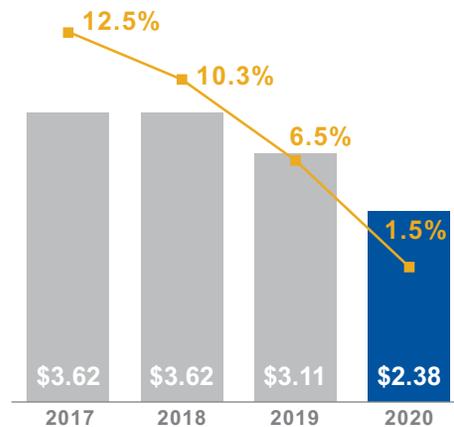


**2020 Sales by Region**

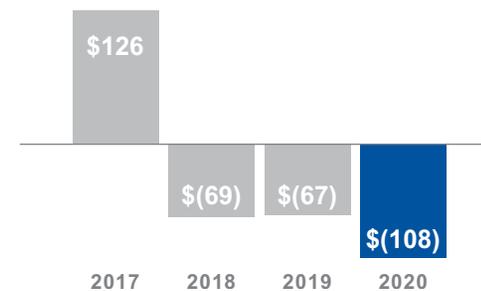


**Annual Performance**

■ Revenue (USD Billions)  
 ■ Adjusted EBITDA %\*



**Free Cash Flow\***  
 (USD Millions)



\*See appendix for reconciliation to U.S.GAAP

# AWARDS & RECOGNITION



## 2019 GM SUPPLIER OF THE YEAR

Honored for the third consecutive year with the award that recognizes companies who consistently exceed GM's expectations, created outstanding value or introduced innovations to the company.



## ONE OF THE WORLD'S MOST ETHICAL COMPANIES® BY ETHISPHERE®

One of four honorees in the automotive industry to be recognized for taking a long-term view with a purpose-based strategy and striving to create positive change throughout the global community.



## NEWSWEEK'S AMERICA'S MOST RESPONSIBLE COMPANIES

Listed among U.S. companies recognized for efforts in environmental, social and corporate governance (ESG) concerns for the second consecutive year.



## COMPLIANCE INNOVATOR OF THE YEAR FINALIST

**Michele Kryszak Abraham** | Senior Director - Ethics & Compliance, Associate General Counsel

*Compliance Week's* Excellence in Compliance Awards recognize individuals in the profession for their standout performance.

## MEMBERSHIPS & ASSOCIATIONS

### 102-13

- Automotive Industry Action Group
- Business Ethics Leadership Alliance, Ethisphere®
- Inforum Michigan
- Manufacturers Alliance for Productivity & Innovation
- Motor & Equipment Manufacturers Association
- Original Equipment Suppliers Association
- Responsible Minerals Initiative
- U.S. Department of Energy's Better Plants program

## COMMUNITY & CUSTOMER RECOGNITION



### EUROPE

**Ecovadis Sustainability Gold Status 2021**  
Mannheim, Germany



### NORTH & LATIN AMERICA

**2020 GM Customer Care and Aftersales On-time Shipping Award**  
Saltillo, Mexico (Platinum); Surogoinsville, Tennessee (Silver); Stratford, Ontario (Gold); Torreón, Mexico (Platinum)

**2020 GM Supplier Quality Excellence**  
Cartago, Costa Rica; Fairview, Michigan; Gaylord, Michigan; Glencoe, Canada; Guaymas, Mexico; Guaymas West, Mexico; Juarez, Mexico; Oscoda, Michigan; Saltillo, Mexico; Sherbrooke, Canada



### ASIA PACIFIC

**2020 Annual System Excellence Award**  
Shenyang, China

**2020 GM Customer Care and Aftersales On-time Shipping Award**  
Gumi, South Korea (Platinum)

**2020 GM Supplier Quality Excellence**  
Dangjin, South Korea; Gumi, South Korea; Kunshan II, China; Shenyang, China

**Excellent Enterprise in HR Management**  
Kunshan I, China

**GAC/FCA Golden Award (Quality Month)**  
Guangzhou, China

**GAC Toyota Kaizen Good Case Award**  
Guangzhou, China

**SGM Dongyue 2020 Excellent Supplier Award**  
Yantai, China

**Shanghai High and New Technology Enterprises**  
Qingpu I, China



# MATERIALITY & STAKEHOLDER ENGAGEMENT

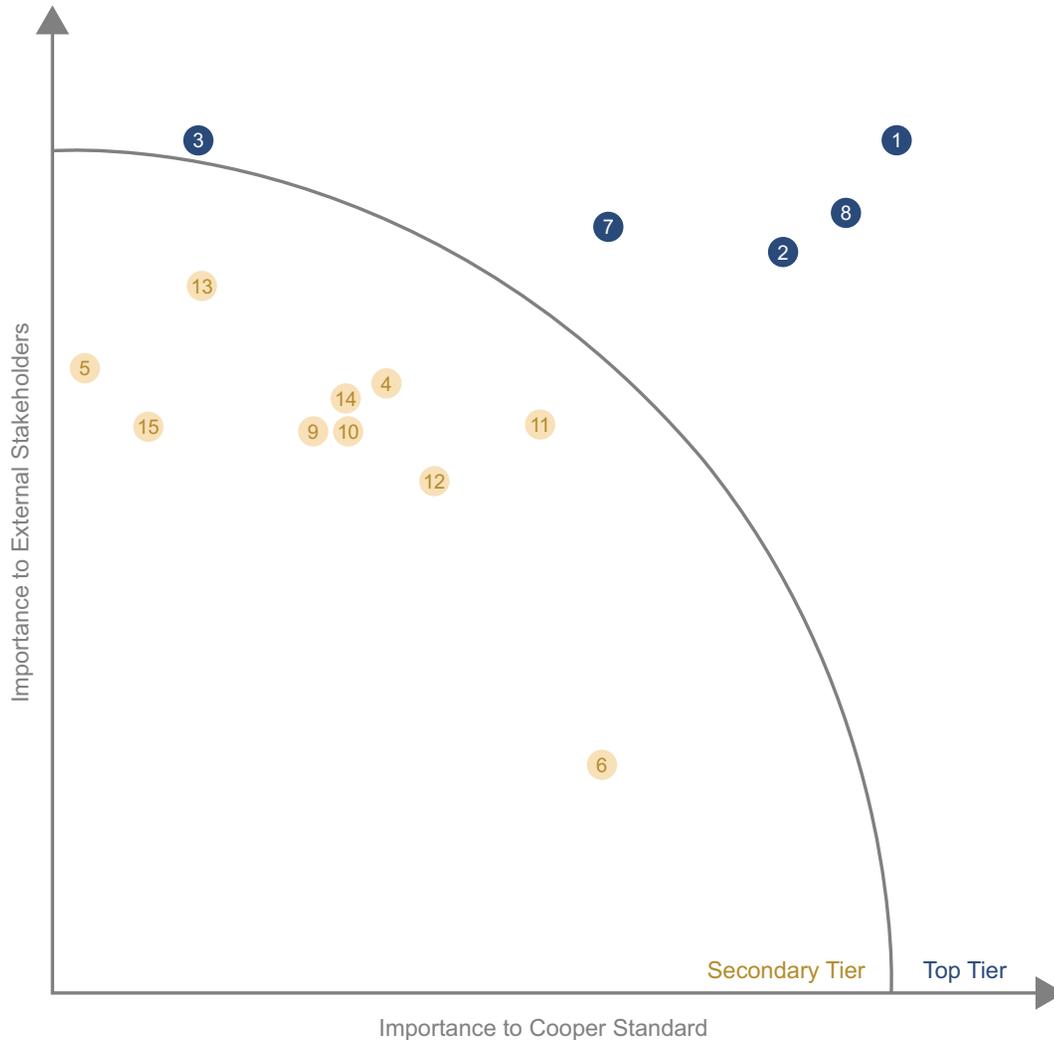
[102-40](#), [102-42](#), [102-43](#), [102-44](#), [102-46](#), [102-47](#)

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, 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, completed an updated assessment in 2019, and will complete another assessment in 2021. This process, in line with best practices, helps ensure we are reporting on the sustainability issues most important to our industry and stakeholders.

Our most recent materiality assessment, conducted in 2019, identified five clear priorities for Cooper Standard and external stakeholders: Talent Management; Innovation; Workplace Safety; Product Safety and Quality; and Diversity and Inclusion. This report addresses these top issues, as well as items identified in our secondary tier, across environmental, social and governance and product-related topics.



Boundary	Material Topics	Page
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● ●	8. Innovation	38
● ●	9. Product Lifecycle	42
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●	14. Energy & Emissions	64
●	15. Waste	65

● Communities	● Suppliers
● Customers	● Internal

# COOPER STANDARD'S ESG GOALS

Following our 2019 environmental, social and governance (ESG) materiality assessment, Cooper Standard engaged our Global Leadership Team to set forward-looking targets for each of our most significant topic areas, in line with our strategic business objectives. These long-term targets address both management and performance across environmental, social, governance and product-related activities.

Our strategic business objectives naturally align with the targets we outlined in response to our materiality assessment. Effective ESG processes and practices have always been critical to attracting the best 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 deliver sustained value for all our stakeholders.

Our ESG goals enable us to be transparent and measure our progress for our most material ESG topic areas. The 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. Cooper Standard is making strides to sharpen our sustainability strategy further, focusing on climate change, the low-carbon economy and circularity. After we conduct our updated materiality assessment in 2021, Cooper Standard will re-evaluate our ESG goals to make sure they align with our stakeholders' expectations.



## 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 2020 performance is displayed numerically below the scale.





**Talent Strategy**  
**Achieve World-class Performance in Talent Strategy.**

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

Continue expanding Cooper Standard University and further enhancing our overall learning and development opportunities by 2022.

Commit to continue increasing the diversity of our workforce.



**Workplace Health & Safety**  
**Continue Building a World-class Safety Culture.**

Improve each facilities' safety balanced scorecard rating by 15% from a 2019 baseline by 2023.

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



**Community Involvement**  
**Continue Giving Back to Communities Where We Work and Live.**

Target annual engagements of employees and their family members equivalent to 50% of our workforce.



**Innovation, Materials & Product Lifecycle**  
**Embed Sustainability Throughout Our Daily Business Activities.**

Commit to linking 75% of our new innovations to help improve 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 full hybrid vehicles) by 2023.



**Product Quality & Safety**  
**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%.



**Customer Satisfaction**  
**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, as determined by Cooper Standard's evaluation method.



**Ethics & Compliance**  
**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.



**Human Rights**  
**Implement Screening Efforts with Our GROW Suppliers.**

Reach 100% response rate on supplier SAQ 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.



**Information & Data Security**  
**Strengthen and Improve Our Data and Information Security Processes and Infrastructure.**

Implement 114 controls aligned with ISO 27001 by the end of 2022.

Train all new employees on information security during onboarding by the end of 2020.

Provide annual training on our phishing data security practices for 100% of Cooper Standard employees who work with our systems by end of 2021.

Implement third-party cyber security assessments for all known vendors who pose critical or high risk to Cooper Standard systems or information by the end of 2021.



**Energy, Emissions & Waste**  
**Reduce Our Impact on the Environment.**

Reduce our operational energy consumption indexed to sales 15% by 2025 from a 2019 baseline.

Lower our Scope 1 and Scope 2 GHG emissions indexed to sales by 15% by 2025, from a 2019 baseline.

Decrease our solid waste generated by 25% by 2025, from a 2019 baseline.

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

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

# WINNING IN THE WORKPLACE

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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 more of those skills. 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, we invest in our employees' growth and development to cultivate leadership. 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 places where we live and work. Our dedication to developing workplace culture, talent, diversity, safety, and community engagement strengthens our world-class reputation.

[Talent Strategy](#)

[Workplace Health & Safety](#)

[Community Involvement](#)

## **SUGGESTED LINKS**

[Manufacturing Day <pg. 34>](#)

[Veteran-Friendly Employer](#)

[Diversity & Inclusion <pg.25>](#)

[Diversity, Inclusion & Belonging Policy](#)

[Cooper Standard Foundation](#)

[Inforum](#)

# TALENT STRATEGY

Cooper Standard is committed to building an inclusive and supportive environment in order to retain and attract the best talent who can help us achieve our business objectives. 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 vision and strategy. We continue to empower our employees by providing them the resources and training they need to thrive in their roles and become leaders within our organization. By increasing employee engagement, we strengthen our talent and overall culture strategy, and further build the foundation of continuous feedback and growth.

## OUR PRIORITIES

### 103-3

Despite the challenges presented by the COVID-19 pandemic, we adapted and continued to make progress in strengthening our recruitment and talent development programs. In 2020, we continued to expand our Cooper Standard University and grow our talent pipeline. Amidst the economic crisis of the pandemic, we observed lower turnover rates for salaried employees, which resulted in fewer available opportunities at the director level. Overall, this had the effect of reducing our internal fill rate, which we expect to see rise again as we return to more normal operations. We are committed to promoting from within, and will continue to measure our performance and report our progress annually to hold ourselves accountable.

## OUR APPROACH

### 103-1, 103-2

Cooper Standard's talent strategy is focused on attracting, developing, engaging, retaining and recognizing world-class employees. We designed our organizational structure to effectively manage our talent strategy and support our employees' success. Our Senior Vice President and Chief Human Resources Officer manages Cooper Standard's talent strategy. The Global Leadership Team (GLT), led by our Chairman and CEO, reviews, approves and prioritizes the strategies and initiatives that our Human Resources organization develops. We continue to report on our talent strategy and initiatives to the Board of Directors annually.



### Achieve World-class Performance in Talent Strategy

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



Continue expanding Cooper Standard University\* and further enhancing our overall learning and development opportunities by 2022.



Commit to continue increasing the diversity of our workforce.

\*In 2020, we continued expanding our Manufacturing and HR Colleges, launching additional colleges in Product Development and Leadership.



2019 Manufacturing Day event in Aguascalientes, Mexico

## 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 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, whether or not they are currently active in the job market. We also participate in a number of events that support and promote the future global manufacturing workforce. While many of these events were postponed due to the pandemic, we plan to re-engage in these activities during the 2021 school year, when it is deemed safe to do so. These initiatives include:



Hosting annual [Manufacturing Day](#) <pg.34> events at our facilities for students and community partners to showcase high tech, modern manufacturing and inspire the next-generation workforce to pursue manufacturing-related careers; and



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

In 2020, we continued our recruiting and onboarding efforts through virtual meetings and programs. Some of our accomplishments include launching a new Careers page on our website, providing recruiter development training, and bolstering our relationships with external candidates. Our newly launched Talent Community enables us to communicate job opportunities proactively to current and potential candidates based on their identified career and location preferences. This technology enables our recruiters to share targeted information through the candidates' preferred communication channels, such as personal email or text. This also maximizes our recruiters' time to build relationships, and provides an improved and personal experience to our candidates. As we develop our recruiting resources, we keep in mind the modern candidate experience to attract new talent for the future.

## Early Career Programs



For students and those just entering the workforce, we offer a number of programs designed to appeal to talent early in their careers. In 2020, we scaled back our intern program and offered a select number of internships across the enterprise due to the pandemic. However, we successfully launched our standard college recruitment process through virtual means in the fall of 2020 for our 2021 intern program which has been reinstated and redesigned for a remote learning environment. Internship opportunities provide exposure to the organization and potential careers during summer school breaks.

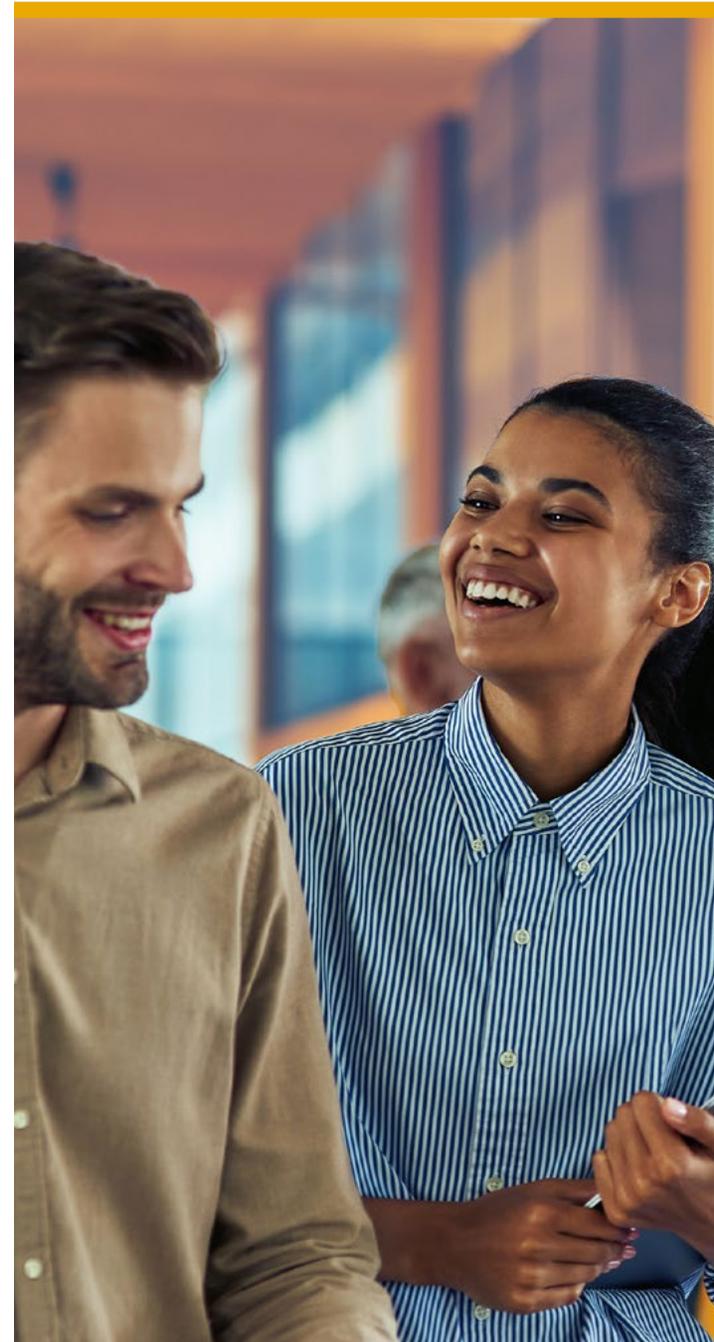


Cooper Standard also offers co-op opportunities with select universities to supplement students' academic curriculum by developing their abilities to learn new processes, and troubleshoot and resolve issues in an "on-the-job" setting.



College graduate opportunities are also available where we offer entry-level positions and Accelerated Development Program 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 our Careers for Veterans Program. We established the program to provide career opportunities for military veterans and those who are transitioning from active service. The Michigan Veterans Affairs Agency recognizes Cooper Standard as a [Veteran-Friendly Employer](#) and in 2020 awarded us silver status for the sixth consecutive year. You can read more about our efforts to build and foster a diverse workforce under [Diversity and Inclusion <pg.25>](#).



## Talent Development & Performance Management

### 404-2

Learning opportunities and pathways to growth are critical elements of our engagement and retention strategy. Formal performance management, talent identification, succession planning and learning and development tools foster development in our workforce.

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.

In 2020, we launched a Development Planning resources page through our Leadership College. This page contains a series of e-Learning 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 the 70-20-10 learning model (70% experiential learning, 20% social learning and 10% 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 leadership positions, we prioritize succession planning for our 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. CSU's mission is to provide access to high-quality, diverse learning opportunities to promote and support employee development and organizational effectiveness. In 2020, we continued to make significant developments to CSU, and were able to officially launch three new colleges: Product Development; Leadership; and Human Resources. In development for launch in 2021 is our Informational Technology college, along with new e-Learning courses and content for our existing colleges.



## 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. We send a monthly multi-lingual letter from our CEO to all employees, sharing business strategies and opportunities including updates on COVID-19, safety initiatives, quality highlights, employee/team recognition and other Company

developments. 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. Our GLT also holds regular global webcasts for our employees where they share the direction of the Company and communicate priorities to ensure global alignment. In addition, leadership responds to submitted and live questions through panel discussions.

In 2020, we conducted a randomized employee survey to collect feedback on our Company’s culture, mission, ethical culture, values and engagement. The GLT depends on these pulse surveys to advance our talent strategy. We are also in the process of launching a mobile app for employees to create real-time dialogue with our workforce. This digital tool will also allow us to expand our employee communications surveys to

a greater population in a more efficient manner. We hope that this new technology will foster increased communication and engagement with our employees, especially those at our plants.

We believe in the importance of recognizing the achievements of our world-class employees. In 2020, we launched the GLT Awards, which recognize high-performing teams. Due to the overwhelmingly positive response, we intend to include these acknowledgments from leadership into our talent strategy moving forward.

## Diversity, Inclusion & Belonging

103-1, 103-2, 103-3

Cooper Standard is committed to developing a strong culture that supports and promotes Diversity, Inclusion and Belonging (DIB). In 2020, Cooper Standard introduced a new [Diversity, Inclusion and Belonging policy](#) signed by our GLT and lead Board member, which was supported by the launch of several activities to foster diversity, inclusion and belonging and enhance our culture. We routinely discuss culture topics with our Board of Directors, including DIB, to build their awareness of our initiatives. We launched a global action group to strengthen our DIB initiatives within six workstreams, including: Company policies; recruiting; retention and development; communications and training; employee resource groups; and community and public policy support. Our overarching goal is to foster a common perspective towards the significance of DIB across our organization. This includes expanding our understanding of the definition and breadth of diversity, including gender, ethnicity, age, physical ability, sexual orientation, faith and spirituality. Our 2020 DIB priorities were threefold: building awareness; improving recruiting culture; and establishing a more strategic approach to improving overall DIB at Cooper Standard.

**“Valuing the Perspectives and Leveraging the Strengths of All Employees”** - DIVERSITY, INCLUSION AND BELONGING

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 focused on diverse candidate slates who implement interviewing and assessment best practices. 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.

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% women. While we acknowledge additional room for improvement, this is more than double the representation of five years ago. To foster more opportunities for women in our organization, we are creating development programs for high-potential women, and will partner with our internal Women Inspire Support Enrich (WISE) employee resource group to create local chapters around the world.

## HIGHLIGHT STORY

### PROMOTING DIVERSITY

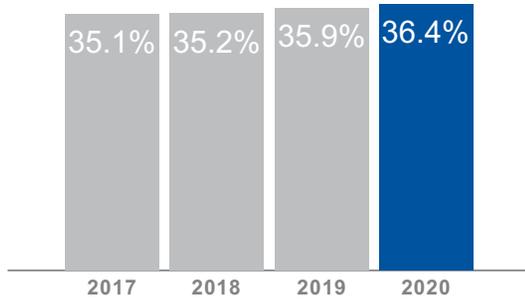
We believe that establishing a strong DIB culture starts with driving awareness and educating our employees, GLT and Board. In 2020, we required all salaried employees, including the GLT, to participate in an unconscious bias training and, going forward, intend on extending this training to hourly employees. Spurred by this renewed focus, we have launched “Panels with a Purpose” for leaders and other colleagues to share their insight on a variety of DIB-related topics impacting today’s workforce. In addition, we launched a new article series called “Meaningful Conversations” to further explore some of these important topics. These new communications have received positive feedback from employees and offer an avenue to encourage additional dialogue. We are also in the process of developing a culture training series and a set of global guidelines and communications for new resource groups, which we also plan to launch in 2021. To promote participation in DIB-related events even further, we developed the following goals for the GLT:

- Participate in at least one quarterly DIB panel discussion;
- At least once a quarter, include DIB topics as part of your “You Talk We Listen” and Focus Topic sessions; and
- Engage in at least one rotating monthly leadership communication to our global population (i.e., blog, personal experience, open discussion).

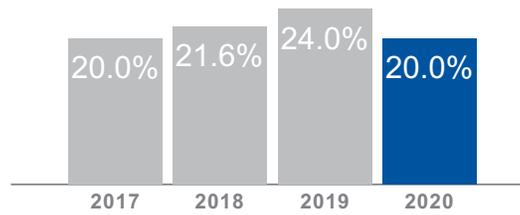
# OUR PERFORMANCE

401-1, 405-1

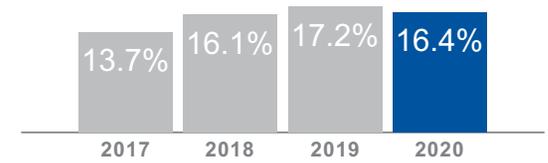
## Women in the Enterprise\*



## Women in Leadership\* (vice president & above)

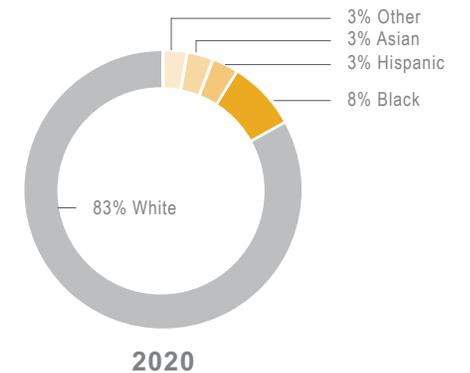
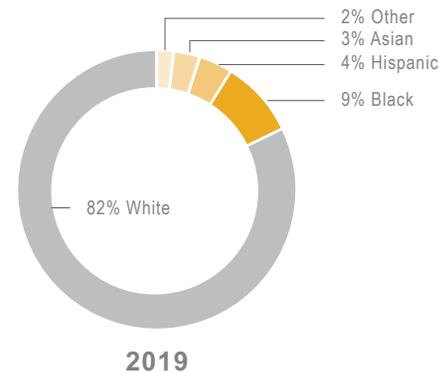
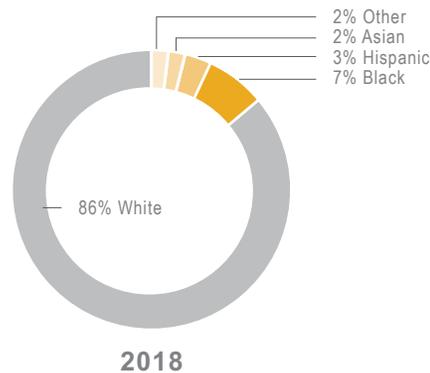
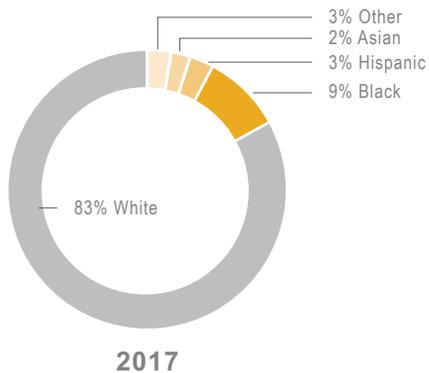


## Women in Leadership\* (including directors)



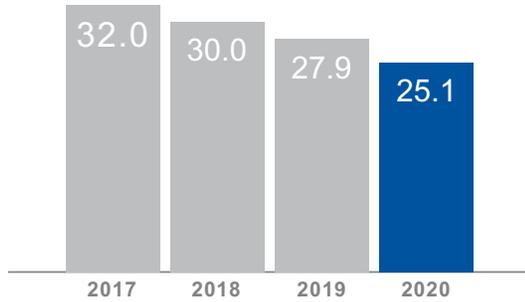
## Workforce Demographics\*

(% U.S. workforce by ethnicity)

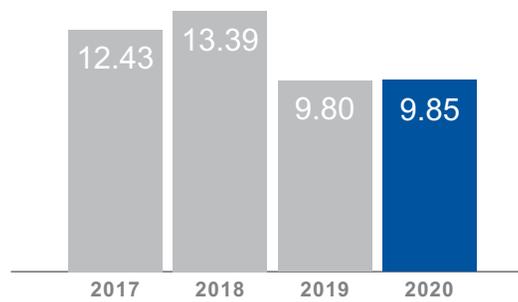


\*Excludes contingent employees

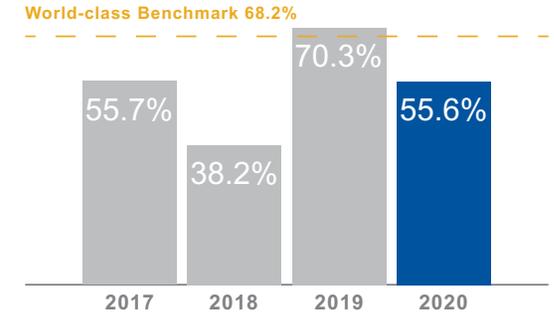
**Total Employee Headcount**  
(thousands)



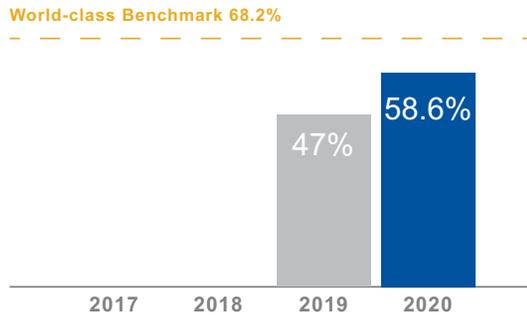
**Total New Employee Hires**  
hourly & salary (thousands)



**Internal Fill Rate\***  
director level & above (including plant managers)



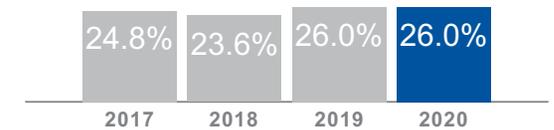
**Internal Fill Rate\***  
manager level



**Employee Voluntary Turnover\***  
hourly & salary



**Total Employee Turnover\*\***  
hourly & salary



\*Excludes contingent employees  
\*\*Excludes contingent employees and 2019 / 2020 divestiture activity

# WORKPLACE HEALTH & SAFETY

At Cooper Standard, we are committed to continuously strengthening our Total Safety Culture as one of our Company's core values. It is our responsibility to provide all employees with safety education, health resources and safe working conditions as we strive to achieve zero workplace incidents across our facilities. When the COVID-19 virus was discovered, we immediately responded by establishing global and regional emergency response teams. We believe our proactive efforts have resulted in record-breaking safety achievements this year.

## OUR PRIORITIES

### 103-3

Cooper Standard's Total Safety Culture helps all employees mitigate health and safety risks. In 2020, we took proactive measures to ensure our plants were a safe environment for our employees. Despite the COVID-19 health risks, we observed continued progress towards our safety performance goals. Although we did not increase the number of ISO 45001 certified plants, we expect to make progress on certifications in 2021. We will continue to report our progress annually to hold ourselves accountable in achieving a world-class safety culture.

## OUR APPROACH

### 103-1, 103-2

We integrate our Talent Safety Culture at all levels of the Company. Cooper Standard's global manufacturing organization, led by the Senior Vice President and Chief Global Manufacturing Officer, oversees safety performance. Our Vice President of Global Health, Safety and Environment is responsible for growing 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 GLT monthly and safety trends to the Board annually. Our success in this area is in part due to the support and engagement of our leadership.



### Continue Building a World-class Safety Culture

Improve each facilities' safety balanced scorecard rating by 15% from a 2019 baseline by 2023.



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



Our Safety Balanced Scorecard (SBS) is the primary health and safety management system at Cooper Standard. Piloted in 2018 and introduced to global facilities in 2019, Cooper Standard used the SBS as an institutional process for its first full year in 2020. This program continuously matures to improve safety practices and risk management. In 2020, we developed a safety roadmap that evaluated SBS elements and created a calibration method to standardize scoring.

The SBS system rates each facility's performance across six elements:

- Safety Culture Maturity Model survey;
- Safety engagement;
- Job hazard and risk assessment risk management;
- Critical safety event evaluation;
- Incident statistics (Total Incident Rate and Lost Day Severity Rate); and
- Validated critical safety event investigation.

The SBS elements are significant for Cooper Standard and our industry because they go far beyond legal requirements to drive our facilities to achieve world-class performance. For example, 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.

Cooper Standard also manages health and safety through Critical Safety investigations. These investigations are required for all critical incidents, whether or not there was an injury. All Critical Safety investigations are elevated to leadership for review. When necessary, leadership will instigate 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 report health 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, first aid cases and near misses.





Employees from New Philadelphia plant attending BTO training during onboarding.

## 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 workers at every plant location must prioritize health and safety. Cooper Standard manages health and safety training through our Building a Talented Organization (BTO), a global standardized training process for all operators. BTO includes health and safety modules that range from ergonomics to safely operating machinery. In 2021, we will develop additional BTO health and safety modules that will be available to indirect operators, as well as direct operators. Additionally, our Plant Manager

Institute sessions, under the 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.

In North America, plant managers use Cooper Standard's Fast Response process to track and manage recordable, first aid, 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 leadership teams and make updates to the systems. The Fast Response process is used to communicate significant HSE issues to management, assign ownership to corrective actions, and track progress through completion.

## HIGHLIGHT STORY

### ENSURING SAFETY DURING COVID-19

Cooper Standard immediately established emergency response teams at the onset of the COVID-19 outbreak. We established global guidelines and implemented new safety protocols including: limiting personnel to essential workers only; establishing visitor restrictions; requiring temperature readings and a mask mandate for all employees; and adjusting operations to ensure proper social distancing, including workstation modifications where necessary. We also placed education signage around our facilities and published our COVID Quick Start guide – a one-stop-shop for all our COVID-19 protocols and updates – to remind employees of best practices to protect themselves and others. In addition to implementing these guidelines within our facilities, Cooper Standard also shared these guidelines with suppliers to aid in their efforts as well. To ensure compliance, we conducted two virtual plant tours at each facility and launched a global health screening mobile tool for employees.



Žďár, Czech Republic

If an HSE event becomes recordable, the health and safety management system sends alerts to all manufacturing leadership 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.

Cooper Standard is committed to improving our health and safety performance year after year. Originally, we expected to implement the Fast Response process globally in 2020; however, due to COVID-19, we experienced delays. We are on track to integrate the Fast Response process into our global health and safety management system by the end of 2021.

## OUR PERFORMANCE

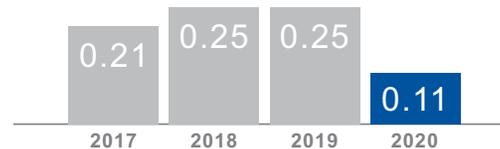
### 403-2

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. Additionally, we considerably improved our Total Recordable Incident Rate and exceeded the world-class benchmark for the fourth consecutive year. For the full year 2020, our Recordable Incident Rate (TRIR)\* was our best ever at just 0.32 per 200,000 hours worked, compared to 0.50 in 2019, well below our world-class benchmark of 0.60. In addition, 29 of our plants achieved zero incidents, which is triple the amount from the previous year. Thirteen of these plants achieved zero incidents for two consecutive years. For the tenth consecutive year, Cooper Standard did not experience any fatal accidents.

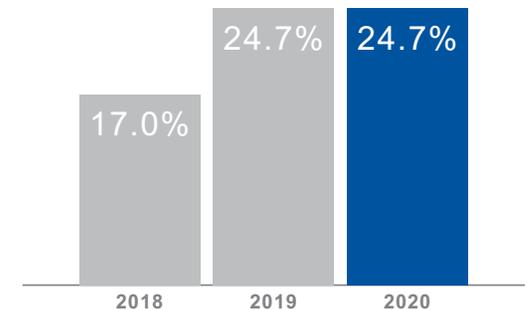
Total Recordable Incident Rate



Lost Time Incident Rate



Facilities ISO 45001 Certified\*



\*Data includes those plants certified to OHSAS 18001

# COMMUNITY INVOLVEMENT

Cooper Standard is committed to being a good community partner. We strongly believe that supporting communities benefits our employees, attracts new talent and improves our reputation as a leading global manufacturer. 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 COVID-19 pandemic prevented us from gathering in-person for community engagement events, the Cooper Standard team found alternative ways to provide continued support. Through increased employee engagement and the support of the [Cooper Standard Foundation](#), we continue to grow our community involvement and strengthen our philanthropic contributions.

## OUR PRIORITIES

103-3

The Cooper Standard Foundation provides opportunities for employees and their loved ones to give back to the communities where they live and work. 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 2020, our focus on community engagement continued despite the COVID-19 pandemic and took shape in new and exciting ways.



### Continue Giving Back to Communities Where We Work and Live

Target annual engagements of employees and their family members equivalent to 50% of our workforce.



| 2019 ▲ 2020

## OUR CULTURE OF GIVING BACK

What sets Cooper Standard's community involvement apart is the employee engagement it fosters. In 2019, and continued in 2020, the Cooper Standard Foundation shifted a greater allocation of funds from direct donations to matching contributions and volunteerism of employees. These contributions 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.

(Since 2013)

**\$14.2m**

**Total Contributions**

Includes employee fundraising, contributions and volunteerism

**37k**

**Volunteer Engagements**

**18**

**Participating Countries**

**126+**

**Charities Supported**

**14**

**Community Partners**



Employees spend time with residents at a local home for adults with Alzheimer's in Aguascalientes, Mexico (January 2020).

## OUR APPROACH

### 103-1, 103-2, 413-1

Since its establishment, the Cooper Standard Foundation's mission is 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.

The Foundation's 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 for final approval.

## STEM & 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 Resource Group continues to develop interest in manufacturing and STEM careers. The 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 Michigan middle schools in the first quarter of 2020 to deliver hands-on STEM workshops to multiple groups of 20 students, who were nominated by school administrators. We look forward to this program’s continuation with the resumption of in-person learning following the COVID-19 pandemic.



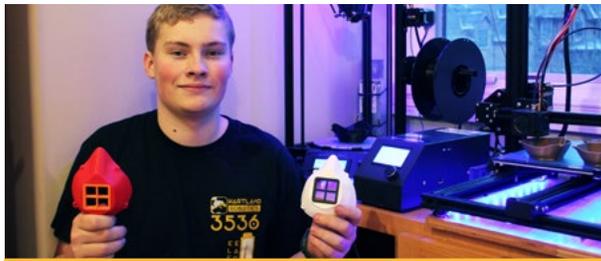
### National Manufacturing Day

Each year, Cooper Standard facilities invite students to learn about modern manufacturing. While COVID-19 restrictions prevented in-person visits in 2020, we were able to continue some activities virtually and anticipate resuming this activity in the fall of 2021.

### HIGHLIGHT STORY

## SHOWCASING MODERN MANUFACTURING

For several years, Cooper Standard has supported Kettering University’s Academically Interested Minds (AIM) program, which helps students of color transition from high school to college. In 2020, through coordination with our STEM Accelerators, students from the AIM program participated in a virtual plant tour of our Leonard, Michigan facility.



### FIRST® Robotics

*(For Inspiration and Recognition of Science and Technology)*

Cooper Standard funds numerous FIRST® Robotics Sponsorships and Programs across Metro Detroit school districts. In 2020, FIRST® Robotics teams in Southeast Michigan, supported by our STEM Accelerators, produced personal protective equipment for COVID-19 frontline workers. We also contributed to the FIRST® Robotics, Lego League and Tech Team programs 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. We look forward to continuing a more robust program in 2021 after COVID-19 restrictions are lifted.

## 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.



### FOLDS of HONOR

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 helped create 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. In 2020, The Cooper Standard Foundation awarded \$30,000 to three deserving students attending a participating MCA-affiliated institute.

\*Inforum combines strategic connections, proven professional development programs, a respected forum for new ideas, and original research to accelerate careers for women and boost talent initiatives for companies.

## HEALTH & WELLNESS

Our employees engage in activities around health and wellness to make a difference in the lives of our neighbors. 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®.



**Group Home Visit:** In Xinjing Town, China, a group of employees visited the residents of Sunshine Home, which supports adults with cognitive disabilities.



**Food Drive:** The Grünberg, Germany, team collected food for a local food bank during the COVID-19 pandemic. The plant also donated 150 plastic boxes for the food bank to make deliveries to families in need.

“Fueling employee engagement and partnering with our communities through wellness initiatives”

- CS FAST (FITNESS, ATHLETICS, SPORTING TEAM) RESOURCE GROUP



Employees from Southeast Michigan volunteer to continue revitalization of a neighborhood park in Detroit, Michigan.

## COMMUNITY REVITALIZATION

Our community revitalization efforts directly connect to the Cooper Standard Foundation's mission to improve the communities where we live and work.

### S.A.Y. Detroit

Cooper Standard has been a proud, long-term partner with S.A.Y. Detroit for over 12 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 services to homeless children, mothers, and veterans, and the S.A.Y. Play Center, where the 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 five events, including one in 2020, rebuilding 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 2021. 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.

### HIGHLIGHT STORY

## 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 2020, some additional community revitalization projects included:

### Guaymas, Mexico Animal Shelter Project:

Employees donated and planted trees for a local animal shelter, Huellas de Angel.

### Battipaglia, Italy Red Bench Project:

The plant installed a bench outside the plant, which was painted red to bring awareness to violence and discrimination against women.

### East Tawas, U.S. Community Cleanup:

The plant donated trash collection supplies to help clean up the local community.

### Juarez, Mexico Nubia Park Improvement:

Employees donated an irrigation system and helped plant 30 trees to transform the local park.

# ENHANCING PRODUCT VALUE

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Cooper Standard is dedicated to delivering exceptional products and services. We believe enhancing our product quality, value and customer relations is the key to strengthening our business. When we ask our stakeholders what comprises Cooper Standard's reputation for manufacturing excellence, our engineering expertise, safety performance and reliable delivery of high-quality products are leading attributes. 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. Our innovative solutions, environmental stewardship and quality products build stronger partnerships with our clients.

Innovation, Materials &  
Product Lifecycle

Product Quality & Safety

Customer Satisfaction

## **SUGGESTED LINKS**

[i³ Innovation Process](#)

[CS Open Innovation](#)

[Innovative Products](#)

[Liveline™ Technologies](#)

# INNOVATION, MATERIALS & PRODUCT LIFECYCLE

Cooper Standard works hard to improve our products and bring innovations to life, all with the goal of meeting and exceeding our stakeholder expectations. In response to growing concerns around climate change, we are committed to finding solutions that make our products more sustainable. While there are technological and economic limitations to the sustainability of certain materials that go into our products, we strive to implement sustainable principles through each stage of our product lifecycle. Through our [i<sup>3</sup> stage gate innovation process](#) (Imagine, Initiate and Innovate) and our Product Lifecycle Management system, we are increasing the recyclability of our products, decreasing their carbon footprint, and reducing their weight, all while positively impacting the economy of fuel and battery-powered vehicles. Our culture of innovation differentiates us from our competitors and allows us to be competitive in the dynamic global market.

## OUR PRIORITIES

### 103-3

In 2020, due to our sustainable and innovative material and product solutions, we currently supply 16 of the top 25 bestselling electric vehicle (EV) platforms. To hold ourselves accountable, we measure our progress towards our business objectives and embed sustainability throughout our daily business activities.

## OUR APPROACH

### 103-1, 103-2

At Cooper Standard, we share our stakeholders' vision of reducing the environmental impact of our products. Our robust i<sup>3</sup> innovation process and Product Lifecycle Management system enable us to evaluate opportunities to improve the design and manufacturing of our products. Our product engineering team tracks products from sourcing through development and launch using our Product Lifecycle Management database and Cooper Standard launch management system. These tools serve as our primary repository of information, deliverables, and data when innovating and manufacturing more sustainable products.

Our Global Technology Council (GTC), a cross-functional governance body chaired by our Senior Vice President and Chief Technology Officer, oversees our innovation process. The GTC supervises research and development in all business and product groups, including materials science, product design, manufacturing process technology, analytics,



### Embed Sustainability Throughout Our Daily Business Activities

Commit to linking 75% of our new innovations to help improve 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 full hybrid vehicles) by 2023.



2019 ▲ 2020



and artificial intelligence. This research and development includes innovation within our global automotive business and the Applied Materials Science (AMS) business.

The AMS business serves diverse industries with our materials science innovations, such as our dynamic chemistry platform, Fortrex™. 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 development programs with clients in footwear and building and construction. With innovation and diversification at the forefront, the AMS Group is advancing business partnerships with market leaders in these industries.

### **Imagine, Initiate and Innovate**

In 2020, the launch of [CS Open Innovation](#), an external initiative, provided a structure for startup companies, universities, and suppliers to collaborate with Cooper Standard for innovation. Through CS Open Innovation, we continually screen promising technologies for a variety of 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.

Throughout the year, our GTC screens and selects i<sup>3</sup> ideas for development using a defined index score. Our index considers cost-saving factors and environmental issues such as recyclability, hazardous materials and total

material use. At this time, our index does not consider additional sustainability issues, but we recognize this may be an opportunity in the future. On average, the team reviews roughly 30 submissions each quarter.

The Company's i<sup>3</sup> and Open Innovation Processes serve as rich sources for innovative ideas. In 2020, we received 70 i<sup>3</sup> and 14 Open Innovation 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™ moveable glass sealing system, MagAlloy® next-generation metal coating process, Gen III Posi-Lock™ quick connector, Ergo-Lock™+ quick connector, Easy Lock™ push-to-lock quick connector and PlastiCool® 2000 lightweight multi-layer tube for glycol thermal management applications. For more information on our [innovative products](#), please refer to our website.

Below, we describe a few of the engineering processes enhancing our ability to deliver high quality products to our customers.

### Design by Analysis

Cooper Standard's development team drives innovation using advanced tools for Computer Aided Engineering and simulation. We create value by replacing physical tests with digital analysis wherever possible, leading to the production of fewer prototypes, and shortening the

## HIGHLIGHT STORY

# GAME-CHANGING THERMAL MANAGEMENT FOR THE EVOLVING EV MARKET

The rapid onset of vehicle electrification has generated opportunities for innovations in the thermal management landscape. Cooper Standard addresses these needs with our innovative portfolio of fuel and brake delivery, fluid transfer and sealing systems. Leveraging our global expertise and our vertically integrated manufacturing, Cooper Standard is well-positioned to support customers with advanced solutions to handle the next generation of glycol coolant systems and offer improved aerodynamics and aeroacoustic performance in electrified vehicles (EVs).

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 25%, and increased our customer responsiveness and overall design quality. Using this approach, we are on track to reduce our lab costs by 50% by 2022.

### 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.

#### A.I.-enabled Materials Database

Cooper Standard integrates artificial intelligence (A.I.) technology 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.

Cooper Standard also uses a unique A.I. assistant to accelerate the development of advanced materials compounds. 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. Usage of this tool has also reduced our compound development time by up to 80% in certain cases, compared with traditional trial-and-error approaches.

### Reducing Substances of Concern

Additionally, our global material database enables us to identify and update material formulations to remove substances of concern. 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 voluntarily restrict the use of isocyanates, a powerful irritant that can present serious health effects, in our European and U.S. facilities.

We author and update product Safety Data Sheets to comply with laws in the regions we market our materials. We create and update our material data sheets in the automobile industry's International Material Data System, based on the Global Automotive Declarable Substance List requirements. If new regulations are introduced for a substance, we take action immediately. Cooper Standard then works with the Global Automotive Group to eliminate these substances from our products at our global facilities.

## HIGHLIGHT STORY

# INNOVATING SUSTAINABLE SOLUTIONS

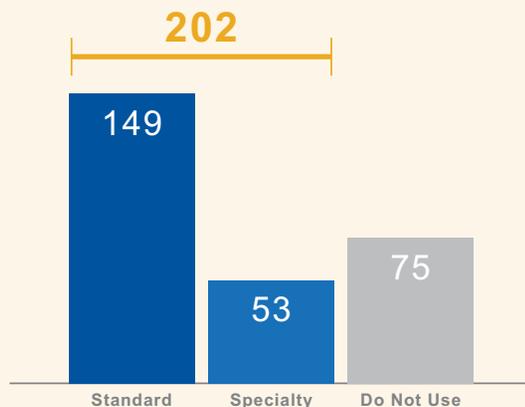
Cooper Standard actively grows our portfolio of innovations and sustainable products. Noteworthy accomplishments and new objectives set in 2020 include:

- Reducing the use of carbon black material in our products by 10-15% over the next five years;
- Replacing non-recyclable materials with recyclable polypropylene, which has a smaller carbon footprint;
- Increasing the recyclability of our products by reducing thermoplastic compounds from 202 to 96 standard and specialty materials;
- Decreasing our use of volatile organic compounds in China by 50% to address rising demands from our customers;
- Reducing the specific gravity of our compounds to minimize the use of raw material (EPDM rubber, CB, Oil, etc.) and the carbon footprint of our products;
- Integrating artificial intelligence (A.I.) tools into our engineering processes to rapidly discover new material formulations;
- Integrating A.I. tools into manufacturing process control to reduce scrap, waste and energy consumption; and
- Launched a new materials management process (M2) to accelerate developments in materials science.

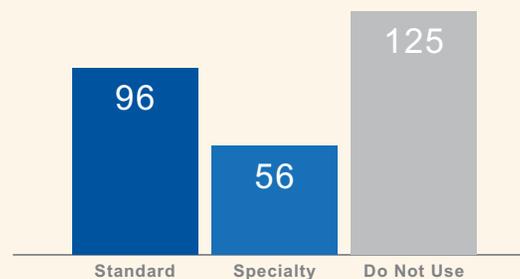
In 2020, we streamlined our standard and specialty compounds, reducing our thermoplastic portfolio by 47.5% through the identification of 46 compounds (38%) which are now marked “do not use” to avoid duplication of recipes and optimizing new ones.

## Our Thermoplastics Portfolio

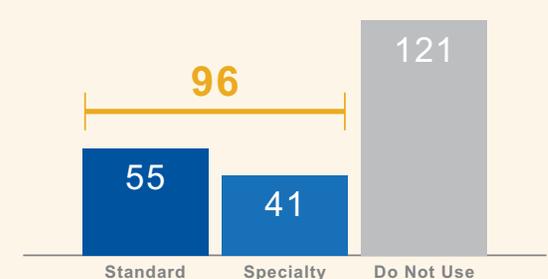
April 2019



January 2020



December 2020

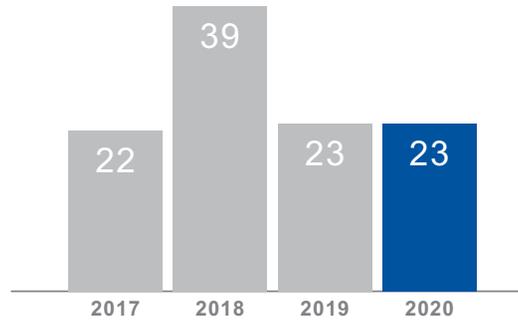


## Product Lifecycle Assessments

Currently, Cooper Standard does not conduct product lifecycle assessments for all our projects; however, we have noticed that this is a growing concern for our customers and consumers. In cases where we receive a direct request, we conduct assessments for our products as needed. We also conducted an assessment for our thermosetting polymer, Fortrex™. Our customers are not currently requesting product lifecycle assessments from their suppliers; however, we are preparing to integrate these assessments into our product manufacturing and innovation processes, leveraging our advanced management system and tools.

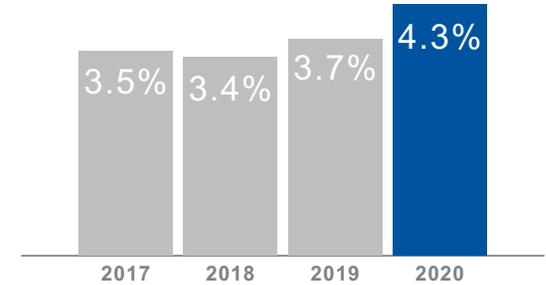
## OUR PERFORMANCE

### Innovation Patents



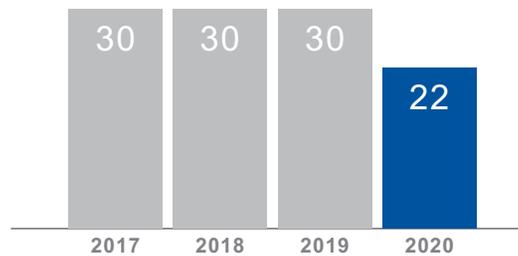
### Research & Development Spend

(% of revenue)



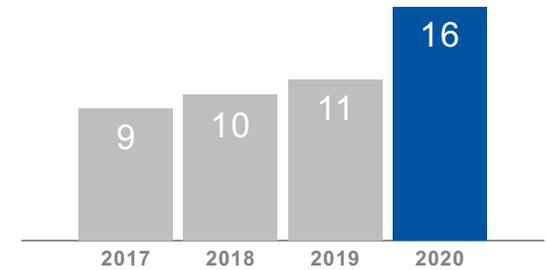
### Average Innovation Idea Submissions

(each quarter)



### Total Major Innovations Introduced to Market

since 2016



# 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 to 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. In 2020, COVID-19 presented new risks related to product quality and safety; however, due to our extensive quality management system, we improved our quality rankings despite those challenges.

## OUR PRIORITIES

### 103-3

Quality and Total Safety are core values at Cooper Standard. We developed a set of external goals regarding our safety critical issues and quality incidents to drive our efforts to be proactive, rather than reactive. In 2020 we maintained our improvement trend in incidents per billion towards our 2023 goal despite some never before seen challenges caused by the pandemic. In addition, we improved performance across all of our safety metrics, including our percent of green customer scorecards. We will continue to report on our progress annually to hold ourselves accountable to our commitment to excellence.

## OUR APPROACH

### 103-1, 103-2

We are dedicated to establishing key quality objectives that are communicated and understood at all levels of the organization. We ensure our global Quality Policy is in place and executed at all our facilities, which enables consistency and standardization. At Cooper Standard, we are committed to:

- Achieving quality results for products, processes, designs and services, which exceed both external and internal customer expectations;
- Growing our culture of continual education and training;
- Building a roster of strategic supply partners that share our quality expectations;
- Ensuring a culture of defect prevention and defect escape to the next process;
- Compliance with statutory and regulatory requirements; and
- Leveraging innovation, continuous improvement and quality management systems to assist in achieving our quality goals.



### 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%.





Our Juarez, Mexico Sealing Plant team attending a staff meeting in front of our Fast Response Board.

Our Vice President of Global Quality is responsible for overseeing the management of product quality and safety. Our regional leads for both quality and product safety are members of the Global Product Safety Committee and Global Quality Council, and report to the Vice President. The Global Quality Council meets monthly to review significant challenges, potential quality risks, lessons learned, best business practices and rapid response plans to manage and oversee resolutions.

Cooper Standard also reports, tracks and addresses product quality and safety concerns at the local level. Plant managers meet with their leadership teams daily to escalate any concerns or notices, review incidents and report on resolution statuses. All plant managers enter product quality and safety updates into a Fast Response Board, which are installed at all our facilities in a central

and visible location. These boards connect to our global Product Quality Database, which automatically sends notifications to our Governance team. This system fosters collaboration and allows us to communicate best practices and potential risks quickly to facilities across our global network.

Our strategy to ensure world-class products and services is to monitor and track quality and safety proactively at the supplier, production and consumer levels throughout the product lifecycle.

### Suppliers

We work collaboratively with our suppliers to identify possible issues early and expect them to be proactive about notifying us if they believe there may be an issue.

## HIGHLIGHT STORY

### MAINTAINING QUALITY DURING A PANDEMIC

In 2020, the dynamic nature of production demand and workforce availability required many employees to work on unfamiliar production lines, presenting a risk in product quality and safety. To mitigate these risks, we conducted additional audits at our facilities and increased our sampling of completed parts throughout key manufacturing points. We also utilized the Building a Talented Organization (our standardized training process for operators) to facilitate training and ensure diligent oversight.

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.

Cooper Standard has also invested in a major supply chain initiative to reduce the complexity of our product designs and consolidate sourcing with targeted suppliers. With the implementation of this initiative, we expect to increase our product quality and safety prior to the start of production.

### New Product Launches

In our product launch process, known as CLauS (Cooper Launch System), we require 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, part 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.

In 2020, we included equipment standards as a component to our PSLC process by developing additional check sheets via our Cooper Standard Operating System. These check sheets ensure our equipment and processes meet our documented best practices and prevent future issues.

### Internal Risk Assessments

We train our engineers to recognize potential product safety issues (PPSI) before they reach the customer. Examples of PPSIs include issues that affect our ability to meet customer specifications, the performance of our products, federal guidelines, or the consumer experience. PPSIs may result from purchased material defects, formula changes, flawed specifications, processing defects and/or equipment failures.

PPSIs elevate production processes that are critical to safety and which potentially cause harm to the end-user or to workers in our customers' operations. Our engineering team regularly compiles a master list of the critical safety steps in our global Product Lifecycle

Management system. We use a tool to standardize our failure identification to establish the baseline for identifying safety risks. This risk assessment process strengthens our quality control and improves our ability to address issues efficiently. Regardless of the issue or root cause, identifying the problem early gives us a chance to resolve it before it reaches our customers. The Global Product Safety Committee verifies all PPSIs for acceptance of closure actions. The Committee also reviews potential warranty issues for resolution.

### Training

Our Plant Manager Institute sessions, part of Cooper Standard University, include a four-hour Product Quality and Safety curriculum. Cooper Standard also provides additional e-learning modules for employees to continue

their quality and safety training. By 2022, all manufacturing employees will be required to participate in an e-learning product quality and safety training.

### Product Safety

At Cooper Standard, we consider ourselves a safety partner to our customers. We immediately communicate any quality and safety concerns to customers. With every purchase, customers receive safety information related to the products. In the rare case that there is an incident during the product's use-phase, we investigate to identify the cause, extent, and the responsible party. We use the data we collect to make improvements for future activities. Additionally, we request customer evaluation of our products and services by submitting scorecards, which we use to assess and improve our quality management.



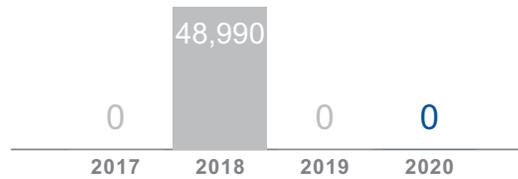
## OUR PERFORMANCE

In 2020, 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. As a testament to our quality and safety management, we received a record number of green scorecards from our customers in 2020. Since 2018, we have not had a recall incident due to improvements to our quality process, design review, and equipment standards. Our quality management efforts have proven to be successful and have enhanced our global design, equipment, and process standards for our products.

### Recalls Issued



### Units Recalled



### Voluntary Recalls



### Involuntary Recalls



### Fines Associated with False Marketing/Advertising



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



# CUSTOMER SATISFACTION

Cooper Standard's strategy to remain competitive in the markets we serve starts with listening to the Voice of the Customer, one of our key strategic pillars. We aspire to exceed expectations by meeting customers' current needs and collaborating to identify future needs to meet evolving market dynamics. We have a long history of fostering long-term and strategic partnerships with our customers, and maintaining and improving satisfaction is crucial to our leading reputation in the global market.

## OUR PRIORITIES

### 103-3

In 2020, Cooper Standard drove improved customer relations with our ability to adapt to novel circumstances and maintain quality service, communications and deliveries. We demonstrated resiliency by quickly responding to COVID-19 challenges and new customer demands, such as converting production lines to manufacture ventilators and personal protective equipment. We continue to evolve our business strategies using the feedback from our customer scorecards to ensure that we are 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 to hold ourselves accountable to our valued customers and partners.



**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, as determined by Cooper Standard's evaluation method.



## OUR APPROACH

### 103-1, 103-2

Overseen by the Vice President of Global Business Development, Cooper Standard's cross-functional Global Commercial Council (GCC) manages all primary commercial discussions, including global customer issues and commercial opportunities. The GCC includes regional Business Development & Sales leads and representatives from our global Quality, Program Management, Innovation, Engineering and Operations teams. We maintain and build major customer relationships through our global customer leads, who provide key support to the GCC by serving as one voice to customers around the globe. To ensure we are exceeding expectations and maintaining strong customer relations, we have routine feedback mechanisms in place, as well as processes for customers to escalate any issue to a global customer lead, who serves as a consistent point of contact to ensure the opportunity is effectively addressed.



### **Surpassing Customer Expectations**

Cooper Standard strives to meet our customers' current and future needs. Customer scorecards are a primary mechanism through which customers provide feedback. 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.

To help ensure sustained excellence, Cooper Standard is dedicated to collecting customer feedback, analyzing customer scorecards and adjusting our approach to align with customer needs. We review the performance of each region and our Global Manufacturing Council meetings by evaluating the customer scorecards. 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.

In addition, the GCC reflects customer focus beyond just commercial activity and incorporates program management and innovation as key aspects of customer satisfaction. The GCC monitors the effects of changes in other countries that may affect cost for both Cooper Standard and our customers. In 2020, we established a global database to promote sharing of best practices, lessons learned and challenges across our entire organization.

### **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. In 2020, our EV business awards represented 50% of total net new business for the year, and we were proud to be a supplier on 16 of the top 25 best-selling EV platforms. We submit an EV business report on a monthly basis to our Global Leadership Team that evaluates our position in the market and changes in market demand. We are continuously monitoring opportunities to innovate our products to meet the demands of today and tomorrow.

## HIGHLIGHT STORY

# OUR ABILITY TO SUSTAIN AND SUPPORT

COVID-19 presented significant challenges that impacted the markets we serve. Our customers sought confirmation that despite the disruptions to the global supply chain caused by the pandemic, we could maintain our production schedules, supply chain and overall financial stability. To address these concerns, we met with several customers to demonstrate Cooper Standard's financial stability, provide reassurance of inventory levels, and identify and mitigate risks. Within our operations, we implemented new and comprehensive procedures to help keep employees healthy and work environments safe, and regularly shared and adopted best practices in collaboration with our customers.

Keeping employees' health and safety as our top priority. We encouraged employees to work from home if they could. We limited on-site personnel to essential workers until plants could reopen safely. Following the U.S. Center for Disease Control (CDC) and World Health Organization requirements, we required masks, health screenings, temperature checks, daily workplace sanitation, workspace barriers and social distancing. Our strong and immediate response allowed us to quickly take control of our workplace environments and stabilize our workstreams.

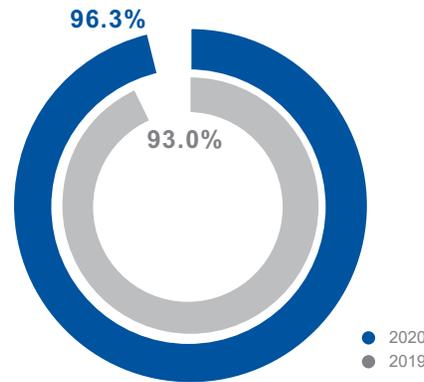
Our success in returning our employees to work safely and quickly allowed us to support our customers in novel ways. In 2020, Cooper Standard proudly partnered with Ford Motor Company on their COVID-19 face shield project. Through collaboration with their global suppliers, in just about one week, Ford was able to turn an idea into a reality and produce more than 1 million face shields for frontline workers. When it was identified that an alternate head strap would be needed, Ford turned to Cooper Standard to reimagine a rubber extrusion in place of elastic bands for the strap. Cooper Standard and our dedicated employees opened the doors of our Global Technology Center in Livonia, Michigan at 4 a.m. the next day to begin producing a contingency design. In total, the innovative rubber strap was a key component in the production of 9 million face shields.



## OUR PERFORMANCE

In 2020, Cooper Standard delivered one of our best years in customer service performance. Despite the challenges faced by our industry, supply chain and the global economy during the pandemic, we received a record number of green scorecards from our customers. Additionally, for the third consecutive year, General Motors listed us as a recipient of a Supplier of the Year award, and for the first time, we achieved this award for two of our production lines. General Motors also ranked Cooper Standard as a top-five supplier for cultural fit, demonstrating the alignment and success of our strategic focus on customer service.

### Green Customer Scorecards



Congratulations to our 2020 Global Leadership Team's Plant of the Year, Qingpu, China!

## HIGHLIGHT STORY

### DIAMOND PLANTS

We foster superior performance in our operations through internal competition and recognition as part of our Diamond Plant program. Each year, the competition steadily increases for achieving Diamond Plant status, which recognizes our best manufacturing plants for performance against various operational key performance indicators, including total incident rate, green customer scorecards and safety balanced scorecards. In 2020, our commitment to world-class manufacturing continued and we applaud the following Diamond Plant winners on their accomplishments:

- Aguascalientes Mixing, Mexico;
- Chongqing, China;
- Craiova, Romania;
- Guangzhou, China;
- Juarez, Mexico;
- Kunshan I, China;
- Kunshan II, China;
- Kunshan III, China;
- Leonard, Michigan;
- Myślenice, Poland;
- Qingpu, China;
- Shenyang, China; and
- Yantai II, China.



# RESPONSIBLE BUSINESS

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Cooper Standard strives to be a leader in corporate responsibility. We grow stronger by demonstrating quality data security practices, upholding robust practices around ethics and compliance, communicating our expectations regarding human rights and operating our facilities with respect for the environment and natural resources. Our unfailing integrity, transparency and responsible business practices have influenced our reputation as a trusted and reliable supplier. In 2020, we focused on collaborating with our stakeholders to evaluate and develop our sustainability strategy, and in turn, strengthen our partnerships and operational goals. The elements we discuss in this section are foundational to achieving our goals and the expectations of all our stakeholders.

[Ethics & Compliance](#)  
[Human Rights](#)  
[Information & Data Security](#)  
[Energy, Emissions & Waste](#)

## **SUGGESTED LINKS**

[Enterprise Risk Management <pg.7>](#)

[Code of Conduct](#)

[Cooper Standard IntegrityLine](#)

[World's Most Ethical Companies®](#)

[Human Rights Policy](#)

[Supplier Code of Conduct](#)

[Responsible Minerals Policy](#)

[RE100](#)

[Innovation, Materials & Product Lifecycle <pg.38>](#)

# ETHICS & COMPLIANCE

At Cooper Standard, our positive work environment and 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 drives us to engage in honest, ethical and responsible business practices. Being recognized a second time by the Ethisphere Institute as one of the World's Most Ethical Companies® in 2021 is a testament to our values, culture and employees who are dedicated to conducting responsible business throughout the Company.

## OUR PRIORITIES

### 103-3

Earning a world-class reputation for honest, ethical and responsible business practices is our priority. We believe the foundation for earning and sustaining this reputation begins with our employees. 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 and are comfortable with the resolution process. To measure progress, Cooper Standard conducts periodic ethics and compliance culture surveys. The baseline information provided reflects the results of the employee survey conducted in 2018 and the updated results are from the 2020 employee survey.

## OUR APPROACH

### 103-1, 103-2

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

Our integrated approach to risk management combines processes related to ethics and compliance, enterprise risk management and corporate social responsibility to detect, prevent and mitigate risks. We maintain an ethics and compliance program that reflects well-established elements of an effective program and continuously improve through regular program assessments that are supported by a business plan to address known 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.7>](#) 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.



### 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.



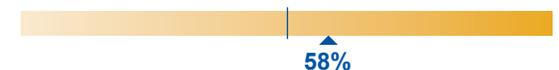
Foster an environment where 100% of employees will report feeling comfortable speaking up by 2023.



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.



## 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. Our salaried workforce is required to complete annual training through our online learning management system and certify they have read and understand 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 business ethics and integrity and compliance with our policies and the law.



### Reporting Concerns & Seeking Guidance

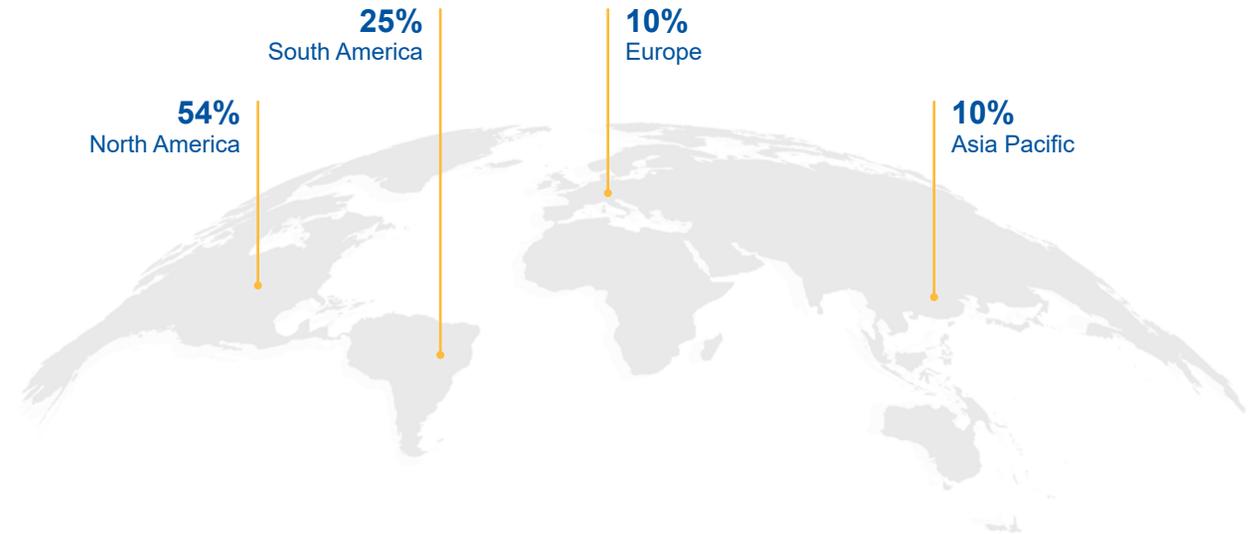
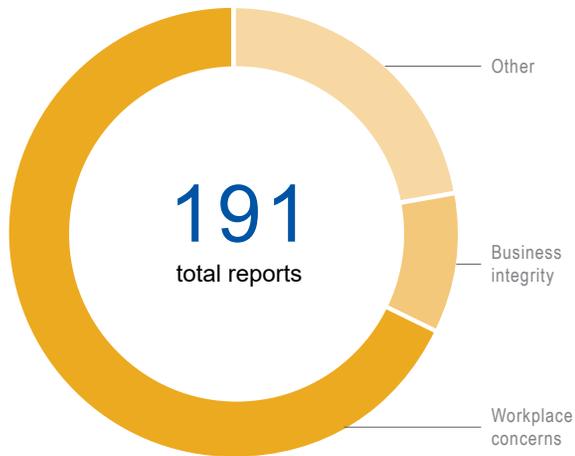
We expect all stakeholders, including our employees, suppliers and customers to speak up, both to ask questions and raise concerns. We hope that ethical misconduct never happens at Cooper Standard, but if it does, we need to know about it so we can work to resolve it. We depend on all of our team members 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 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.

## 2020 IntegrityLine Reports



### 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. At the same time, we 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 which known or suspected violations of the Code, applicable laws or policies can be reported anonymously when allowed by local law. We investigate all reports made following our Ethics Reporting Response Policy.

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 2020, we received 191 reports to our IntegrityLine, which consisted of: 68% workplace concerns; 10% business integrity concerns; and the remaining reports related to financial, health and safety and misuse of corporate assets. Approximately 54% of the reports were from North America, 25% from South America, 10% from Asia Pacific and 10% from Europe.

Pursuant to our Ethics Reporting Response policy, each report is reviewed by the ethics and compliance officer 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 require 100% of direct-hire and 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.

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, in 2021, we earned recognition by Ethisphere Institute as being among the [World's Most Ethical Companies](#)® for the second time. Ethisphere® recognized 135 companies and Cooper Standard is proud to be among only four 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.



### NON-RETALIATION POLICY

We do not tolerate acts of retaliation against anyone who in good faith raises a concern, reports misconduct or participates in an investigation. Making a report in "good faith" means that the information provided is complete and accurate, and the reporter believes it to be true. Individuals who are responsible for, or who participate in, retaliation could be subjected to disciplinary action, up to and including termination. Employees who believe they have experienced retaliation are encouraged to report it to one of our ethics reporting resources immediately. Anyone making a report not in good faith could also be subject to disciplinary action.

# HUMAN RIGHTS

Protecting human rights is essential to Cooper Standard and a significant concern for our stakeholders. In early 2021, we revised our Human Rights, Supplier Code of Conduct and Responsible Minerals policies to reflect updated standards. At Cooper Standard, we prioritize transparency and accountability, which includes communicating our expectations and standards and disengaging with suppliers whose practices do not align with our values. By doing so, we hold our suppliers to the same standards of conduct that we hold ourselves accountable for as we strive to protect the rights of our stakeholders throughout the value chain.

## OUR PRIORITIES

### 103-3

We set strategic goals to measure the reach of our supplier screening efforts with our direct materials suppliers in the GROW category – those with whom we have decided to strategically grow our business. Due to the COVID-19 pandemic, our efforts to audit our GROW suppliers were hindered because of travel restrictions. In 2020, we developed supplier screening processes that we are currently launching with our supply base, and we expect our first audit results in 2021. We recognize that our human rights screening and auditing targets require continued focus and attention over the coming few years. 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.

## OUR APPROACH

### 103-1, 103-2

At Cooper Standard, we promote fundamental human rights throughout our value chain. We are committed to ethical 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 the Senior Vice President and Chief Human Resources Officer.



### Implement Screening Efforts with Our GROW Suppliers

Reach 100% response rate on supplier SAQ 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.



## 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, working hours, 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 of 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 other business 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.

## Our Suppliers

### 102-9 102-10

We require our suppliers to engage in responsible supply chain practices, and these expectations are set forth in our [Supplier Code of Conduct](#). The Supplier Code addresses topics such as anti-corruption, anti-bribery, conflict minerals, human rights (e.g., forced labor, child labor, freedom of association and anti-discrimination), health, safety, environment and chemical compliance. In early 2021, we updated our Supplier Code of Conduct to align with customer expectations and world-class standards of conduct.

We use our Cooper Standard Supplier Performance Rating System's scorecard and questionnaire to evaluate our suppliers. We also request that our GROW suppliers complete a Self-Assessment Questionnaire (SAQ) on

sustainability through the NQC platform, which reflects the values represented in our Supplier Code of Conduct. GROW suppliers are those with whom we decided 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, to name a few. 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.

To ensure compliance with our Supplier Code of Conduct and performance expectations for our key suppliers, we conduct onsite audits of a portion of key suppliers each year. In 2020, we could not conduct onsite audits due to the pandemic, and in 2021 we plan to resume audits.



All new suppliers will require an onsite audit, and our current GROW suppliers will be required to perform a self-assessment. Any medium or high-risk responses will prompt an onsite audit. By 2023, we will conduct audits for 100% of our direct materials suppliers with the GROW designation. We plan to add an evaluation of their compliance with our Human Rights Policy to the audits. While this process is in the early stages of implementation, we expect to audit about a third of these suppliers in 2021, with subsequent thirds in 2022 and 2023. We look forward to reporting on this process, our challenges and our learnings in the future.

In the event a supplier is not up to par with our human rights standards – through our screening phase or an audit – we will require them to provide a corrective action plan to continue working with them. Through our auditing process, we will monitor their progress to ensure they reach compliance. Non-compliance with our Human Rights Policy will result in terminating their status as a GROW supplier.

### Conflict Minerals

Cooper Standard is committed to ethical and socially responsible business practices and recognizes its responsibility in promoting the protection of human rights. 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 early 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 any additional, non-regulated, minerals, such as cobalt and mica, as part of our risk assessment.

We use both our Chemical Compliance Management System and International Materials Data System to

perform reasonable-country-of-origin due diligence queries of our supply chain. Over the past consecutive years, we have consistently received responses from 100 percent of our in-scope suppliers. In 2020, 20 suppliers reported smelters sourcing from mines in covered countries, and 48 of the 287 smelters reported required outreach. Our annual Specialized Disclosure Report will reflect any updated reports since year-end.

In addition, Cooper Standard is a member of the Responsible Minerals Initiative (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 in-turn helps fund RMI's audits of mines and smelters globally.



### EMPLOYEE ENGAGEMENT & TRAINING

Cooper Standard has a strong culture of open communication, 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 will begin training our employees on our Human Rights Policy regularly in 2021.

# INFORMATION & DATA SECURITY

Protecting Cooper Standard's digital assets is a priority for our organization. Because of the pandemic, information technology and cyber security became more critical than ever. In 2020, more than half of our office workforce worked remotely due to COVID-19. Given our focus on cloud and mobile technologies, paired with robust data security efforts, we securely transitioned to remote work overnight. Data protection will continue to be a critical aspect of our risk mitigation plan throughout our global operations and one of the many ways we sustain value for all of our stakeholders.

## OUR PRIORITIES

### 103-3

In 2020, Cooper Standard continued to strengthen our cyber security initiatives to protect the privacy of our enterprise and stakeholder information. We have a set of external goals that direct our progress and focus on critical key performance indicators. In 2020, we continued to make progress towards achieving these goals. Despite our progress, we experienced challenges due to the pandemic that resulted in us having to push back our ISO 27001 goal to 2022. We will continue to report our progress annually to hold ourselves accountable and ensure data security across our organization.

## OUR APPROACH

### 103-1, 103-2

Digitizing our global business and moving to the cloud means more efficient and strategic use of our data and infrastructure. Cooper Standard has continuously worked to grow and strengthen our "cloud-first" strategy, and we consider ourselves early adopters of many cloud-service technologies. Our early global digitalization efforts enabled employees to transition to remote work overnight during the pandemic. Information and data security remain a top priority with the significant increase of remote employees, use of technology by the business, cloud service accessibility and global cyber-crime.

We have aligned our Cyber Security and IT Compliance programs to take advantage of a mature IT controls environment. Our Senior Vice President and Chief Information and Procurement Officer is responsible for overseeing the risks related to cyber security. Our 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. We use a risk-based approach for identifying and prioritizing our cyber security initiatives. Additionally, we have an Architecture Review Board that reviews new IT initiatives to ensure they align with our digital strategy.



### Strengthen and Improve Our Data and Information Security Processes and Infrastructure

Implement 114 controls aligned with ISO 27001 by the end of 2022.



Trained all new employees on information security during onboarding by the end of 2020.



Provide annual training on our phishing data security practices for 100% of Cooper Standard employees who work with our systems by end of 2021.



Implement third-party cyber security assessments for all known vendors who pose critical or high risk to Cooper Standard systems or information by the end of 2021.



2019 ▲ 2020



To ensure the Cyber Security program was properly focused, we contracted a third-party company 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 established a strong foundation for the program and addressed gaps we identified during the evaluation.

In response to the COVID-19 crisis, our IT team met daily to discuss IT-related needs and monitor cyber security issues. Due to our early adoption of cloud services,

strong cyber security governance and seamless remote network connection, we were able to keep our business running and employees connected during the initial onset of the pandemic and throughout the year.

#### **Fundamental Protective Measures**

Cooper Standard follows strict protocols designed 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. Additionally, we utilize email filtering to block more than 7 million threats each month. We combine these processes with

other foundational security measures, such as removing administrative privileges and utilizing strong passwords, to create a strong base for our security efforts.

Adherence to good cyber security practices and the implementation of more advanced protective controls allows 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 750,000 threats 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.

## “Cloud-First” Strategy

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 percent of our business already on a single ERP, we migrated to an intelligent Cloud ERP with cross-industry support, built-in analytics and enhanced performance. We approach web-based software 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.). The level of scrutiny used to protect traditional on-premise applications has been, and will continue to be, extended to our cloud-based resources.

## Third-Party Cyber Security

We also address the cyber security of vendors and third parties. In 2020, we completed an evaluation of 85% percent of our existing critical and high-risk vendors using the criteria defined within our third-party

cyber security program. In 2021, we plan to complete evaluations for the remaining critical and high-risk and all existing medium-risk vendors. Additionally, as we consider new vendors, we evaluate them to validate their security practices and ensure they meet our requirements. 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 good security practices.

## Incident Response Procedures

Cooper Standard continuously works to update and strengthen our Incident Response program. The program defines response procedures and prescriptive controls designed to streamline response to incidents, when and if they occur. Additionally, we have designated an Incident Response Team consisting of individuals from Human Resources, Global Communications, Legal, Internal Audit and IT, each with defined roles. To train and practice our response to a potential attack, we conduct tabletop exercises with cross-functional leadership to help ensure our teams are ready to respond quickly. Ongoing and future exercises will continue to include critical partners from various functions within the business.

## Evaluation & Testing

To ensure the integrity of our cyber security and information technology controls, we conduct various forms of testing each year. In 2020, the Internal Audit team included cyber security controls, policies and

processes in our annual testing activities. As discussed previously, we utilize tabletop exercises to test our Incident Response program. We conduct penetration testing twice annually to validate that we have adequately established our technical security defenses to protect against current and evolving threats.

## Awareness Training

To prevent information security breaches before they occur, we proactively facilitate awareness training for employees. Cooper Standard conducts quarterly awareness campaigns with email announcements and communication through our intranet.

Due to the sharp increase in phishing schemes in 2020, Cooper Standard educated and equipped our employees to help defend against attacks. We have invested in an application that allows employees to report phishing emails within Microsoft Outlook with one click, making it easier and quicker to identify and mitigate issues. In 2020, we increased the frequency of phishing-simulation testing globally, which sent suspicious emails to all of our email users. If employees did not correctly identify the risk, the system immediately offered them a real-time learning message and enrolled them in a subsequent phishing training course.

In addition, we introduced cyber security training to the onboarding curriculum for new employees. We also include cyber security training in our annual Code of Conduct course. Employees are vital to our cyber security and training is essential to help ensure they understand the importance of security, and are equipped to recognize risks and take the proper steps to mitigate and report them.

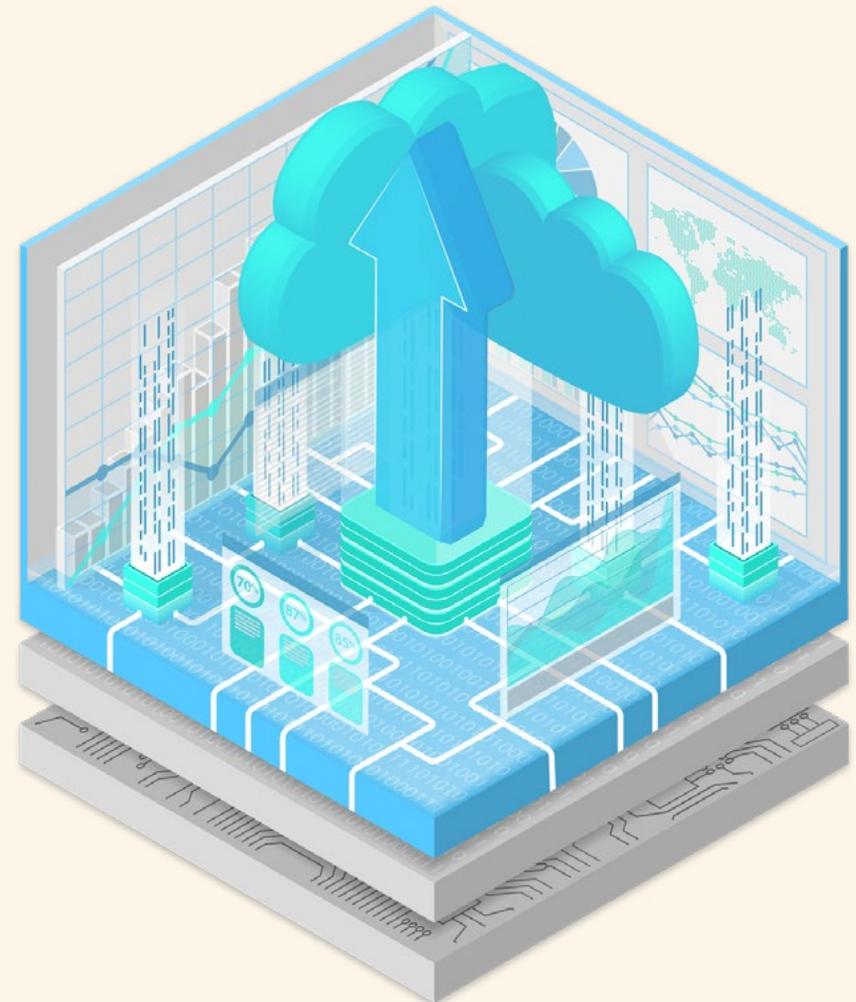
## HIGHLIGHT STORY

# UNPRECEDENTED CHALLENGE, EXCEPTIONAL RESULTS

Despite facing unprecedented challenges in 2020, Cooper Standard took major steps forward with our digitization strategy by simultaneously upgrading our ERP system from SAP ECC6 to SAP HEC (HANA Enterprise Cloud) and moving to the cloud. This endeavor involved moving 74 sites globally in 12 languages with 5,240 users running more than four million transactions daily. This included migrating hardware, moving to the cloud, transferring a five-terabyte database, transferring 6,000 custom objects, and integrating 35 systems.

For a manufacturing company, being offline for so many hours is concerning. Instead of allowing this disruption to derail our plans, we leveraged the COVID-19 slowdown to roll out the SAP system globally. Our team executed the transition to the new system while working 100% remotely with exceptional results. After we completed the move, there were zero data discrepancies found during validation, and the change resulted in no critical support issues. The result was a smooth transition with only three weeks of extra care post going live.

This transition was part of an ongoing initiative to consolidate 13 legacy manufacturing systems into a single global platform. In addition to being in line with our “cloud-first” strategy, the upgrade moved us away from a version that was nearing its end of life and enabled us to leverage many updated or new functional capabilities. The new solution provides flexibility to adjust capacity as needed to support our business requirements. It also positions us to take advantage of digital access to further our Industry 4.0 initiatives and complements our “mobile first” strategy by incorporating native mobile capabilities. This new system has made Cooper Standard stronger by providing a better technological foundation to grow the business and explore new business models.



# ENERGY, EMISSIONS & WASTE

Cooper Standard shares our stakeholders' growing concerns and the global focus on climate change and understands our responsibility to reduce our energy usage, emissions and waste. We believe continuing to mitigate our environmental impact is essential to the longevity of our business and creating a better planet for all. In 2020, we continued to invest in advanced technology and energy efficiency programs to reduce our carbon footprint. Understanding the urgency for action around climate change, we are developing 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 ensure a prosperous future for generations to come.

## OUR PRIORITIES

### 103-3

To reduce our impact on the environment, Cooper Standard diligently works to decrease our emissions and resource consumption. We acknowledge that our reported performance this year is impacted by the temporary shutdown of our facilities triggered by the pandemic. We have taken this into account as we continue to develop our sustainability strategy.

In 2020, we reevaluated and adapted our energy and waste goals to better align with our customers' environmental agendas and expectations. These new goals have a consistent baseline and target date. We are actively working with stakeholders to discuss how we can best support them in achieving their ambitious climate change goals and understand the continued level of focus required for this undertaking. We will continue to report our progress annually to hold ourselves accountable to our stakeholders and achieve our goals. In 2021, we plan to implement market-based emission factors to calculate our carbon emissions to represent our emissions better. We will also investigate our Scope 3 emissions as a first step to setting science-based emission targets.

## OUR APPROACH

### 103-1,103-2

At Cooper Standard, we are focused on increasing our energy efficiency and reducing our waste generation. 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, with 84 percent of our facilities holding ISO



### Reduce Our Impact on the Environment

Reduce our operational energy consumption indexed to sales 15% by 2025 from a 2019 baseline.



Lower our Scope 1 and Scope 2 GHG emissions indexed to sales by 15% by 2025, from a 2019 baseline.



Decrease our solid waste generated by 25% by 2025, from a 2019 baseline.



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



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



| 2019 ▲ 2020

14001 certifications. We plan to adopt environmental programs to address our Company's climate-associated risks, including industry changes, market changes and emerging regulations.

Our Senior Vice President and Chief Global Manufacturing Officer 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. At a local level, plant personnel regularly enter environmental data into our global database and review it during bi-weekly leadership meetings.

### Energy & Emissions

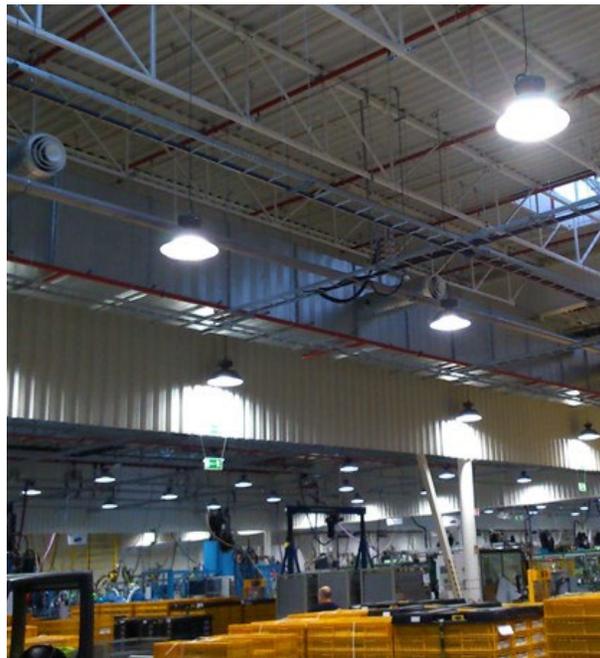
As a global corporation and automobile parts manufacturer, Cooper Standard recognizes our role in combating climate change and strives to increase our energy efficiency and reduce greenhouse gas emissions. While we generally use electricity to power our manufacturing operations, our natural gas rubber curing ovens are our most energy-intensive manufacturing activity and our most significant Scope 1 greenhouse gas (GHG) emissions source. We are committed to reducing our carbon emissions through our energy-efficient programs, capital investments, and innovations.

In 2017, Cooper Standard joined 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,

our U.S.-based facilities aim to reduce our total energy intensity by 25% by 2025, using our 2015 baseline. To achieve this goal, Cooper Standard invested in state-of-the-art technology to improve our facilities' energy efficiency. In 2020, our U.S. facilities achieved 12% electricity savings where we installed LED lights and 20% energy savings where we installed chiller and compressor improvements. We have identified more than \$24,000 in annual energy cost savings with 0.3-year payback opportunities through our various energy initiatives.

Our global facilities adopted energy efficiency protocols and frameworks with similar benefits to the DOE program. In 2020, we prioritized investing in modern

equipment to drive down our operating costs and improve energy intensity at our European facilities. Our electricity cost reduction projects include recovering heat from compressors, installing free cooling systems, replacing oil filters, eliminating air leaks, automating light circuits and cooling tower pump replacements. We realized almost \$300,000 in annualized savings through this program while reducing our energy use by approximately 2400 MWh. Cooper Standard recognizes the environmental and financial benefits of our energy efficiency programs. We continue to identify opportunities for capital investments that will result in energy savings in 2021 and beyond.



Automatic light controls installed in our Myślenice, Poland facility



Replacement of water supply pumps with high efficiency pumps at our Lindau, Germany facility

## Commitment to Renewable Energy

Increasing our energy from renewable sources – including biomass, geothermal, solar, wind, and water – is a key component of Cooper Standard's sustainability strategy. We are in the process of becoming a member of the **RE100** global initiative, organized by the Climate Group and CDP. 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 across our global operations by 2025. We are developing a plan for meeting this ambitious target based on a formal study of our opportunities in each region and plan to begin to implement this strategy in 2022.

## Innovative Solutions

As we advance our materials science innovations and diversify our business, we have opportunities to improve the sustainability profile of the production of new materials. We saw an example of this in our breakthrough Fortrex® chemistry platform, which requires significantly less energy to produce. Our Fortrex® chemistry platform offers a remarkably low carbon footprint across the entire materials and production chain, with a total CO<sub>2</sub> footprint that is 22% lower than TPV and 53% lower than EPDM. We have begun investigating opportunities to remove carbon from our materials, and we are developing strategies to work towards supplying carbon-neutral products. In 2020, we launched our Liveline™ tool designed to reduce the environmental footprint of our products through innovation.



Our Spring Lake, Michigan facility received an Energy Smart Program rebate after installing LED lights.

## Waste Management

### 103-1, 103-2, 103-3

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. For example, our partner vendors 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 2020, 69% of our facilities achieved over 90% waste diversion, and we diverted 94% of our global production waste. To accomplish 100% diversion by 2025, we diligently work with the remaining 31% of facilities to reach our goal.

Advancing the circular economy and considering cradle-to-grave impacts is a critical component of our sustainability strategy. Cooper Standard aspires to reduce our waste stream further by increasing recyclability and innovation. With regard to the limited diversion capabilities for EPDM rubber, we are pioneering methods to reduce EPDM scrap as much as possible. Please see our section on [Innovation, Materials and Product Lifecycle <p.38>](#) for more information about how our products can be part of the sustainability solution for Cooper Standard and our customers.

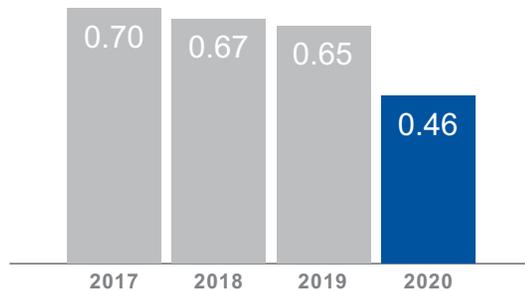
Cooper Standard is not a significant generator of hazardous waste – accounting for 2.8% of our total waste. We generate the most considerable portion of our hazardous waste at our spray booths (filters and waste coatings) and dispose of it following all applicable codes and regulations.

## OUR PERFORMANCE

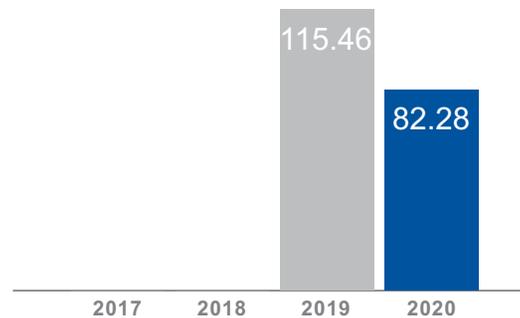
302-1, 302-4, 305-1, 305-2, 305-5

In 2020, we significantly reduced our total energy consumption, GHG emissions, and total waste generation due to temporary facility closures triggered by the pandemic. Some of these changes are also partly due to energy suppliers becoming more sustainable. For instance, our Scope 1 and Scope 2 emissions have reduced faster than our energy reductions, without increasing our renewable energy consumption at the time. Due to the unique circumstances during the pandemic, these metrics are not reflective of our performance during normal operations. However, in 2020, we have increased discussion around strengthening our sustainability strategy and advancing our environmental programs to achieve ambitious reductions aligned with our customer and stakeholder expectations. As always, we will continue to communicate transparently about our challenges and progress.

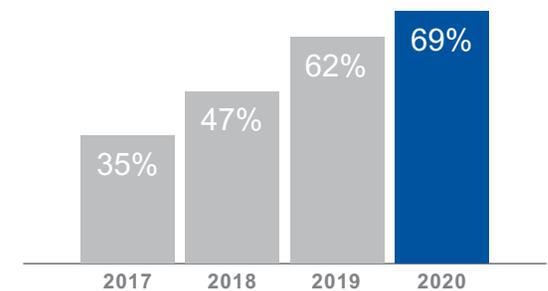
**Total Electric Power**  
(TWh)



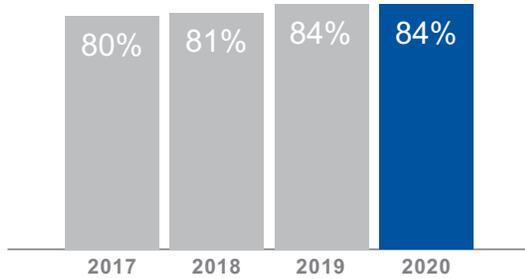
**Total Manufacturing Waste Generated**  
(thousand Tonnes)



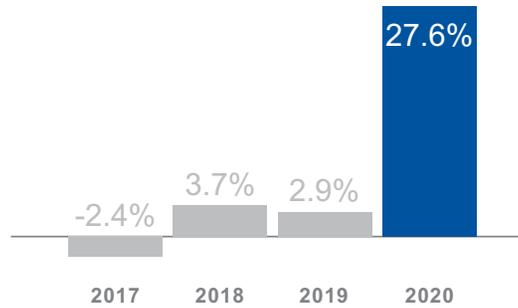
**Plants Reporting Diversion Rate >90%**



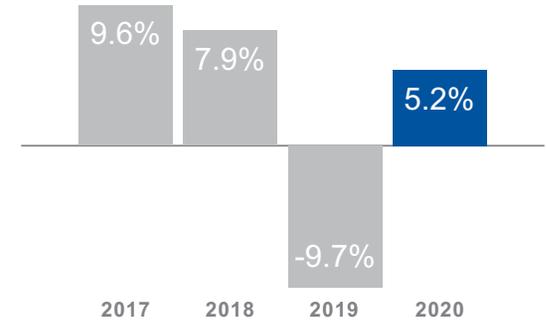
**ISO 14001 Certification**  
(% of facilities certified)



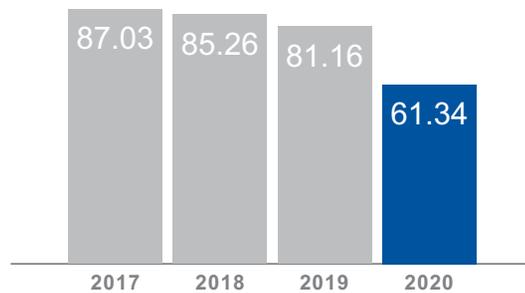
**Reduction in Total Energy Consumption**  
(year over year)



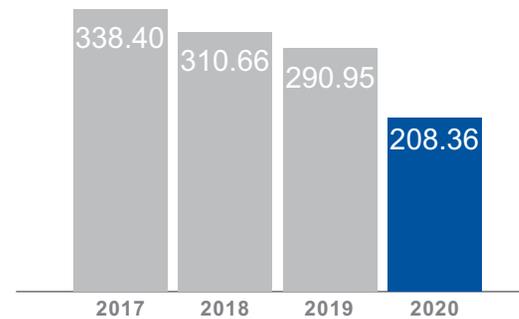
**Reduction in Scope 1 And 2 Emissions**  
(year over year / sales)



**Absolute Scope 1 Emissions**  
(thousand Tonnes)



**Absolute Scope 2 Emissions**  
(thousand Tonnes)



## HIGHLIGHT STORY

# IMPROVING BIODIVERSITY IN VITRÉ, FRANCE

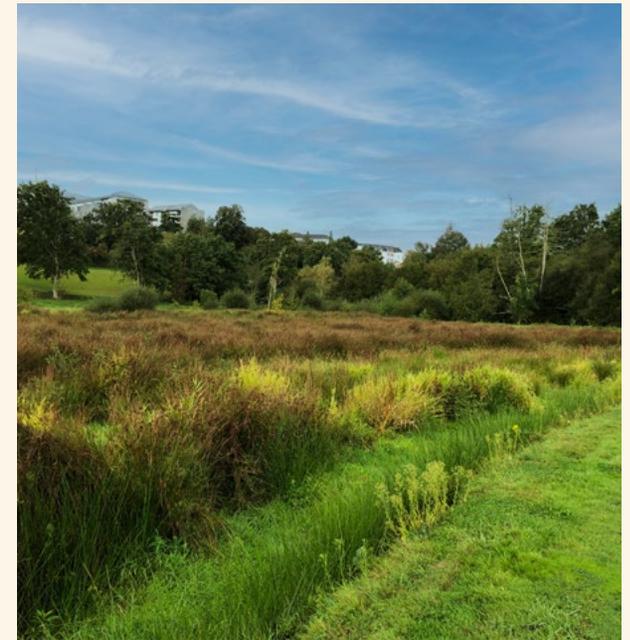
As part of the 2017 expansion of our facility in Vitré, France, Cooper Standard carried out an ecological restoration project to account for the area of new development constructed. In coordination with the City of Vitré, Cooper Standard funded the destruction of drains, removal of backfill, rewinding a stream, creation of a spawning ground, construction of ponds and planting afforestation to rehabilitate a total of 9,800 square meters of wetland area. Since the project was initiated, Cooper Standard conducted biological monitoring to ensure the success of the wetland restoration. The 2020 biological monitoring report results, which a third party completed, reveals the project's overall success. The survey reports stable flora and fauna communities, a consistent reoccurrence of common species, an increase in spawning amphibian species, and a high probability of successful nesting seasons. The report concludes that Cooper Standard's restoration and monitoring activities had a positive role in the evolution of the wetland.



**Before:** Spawning ground creation work

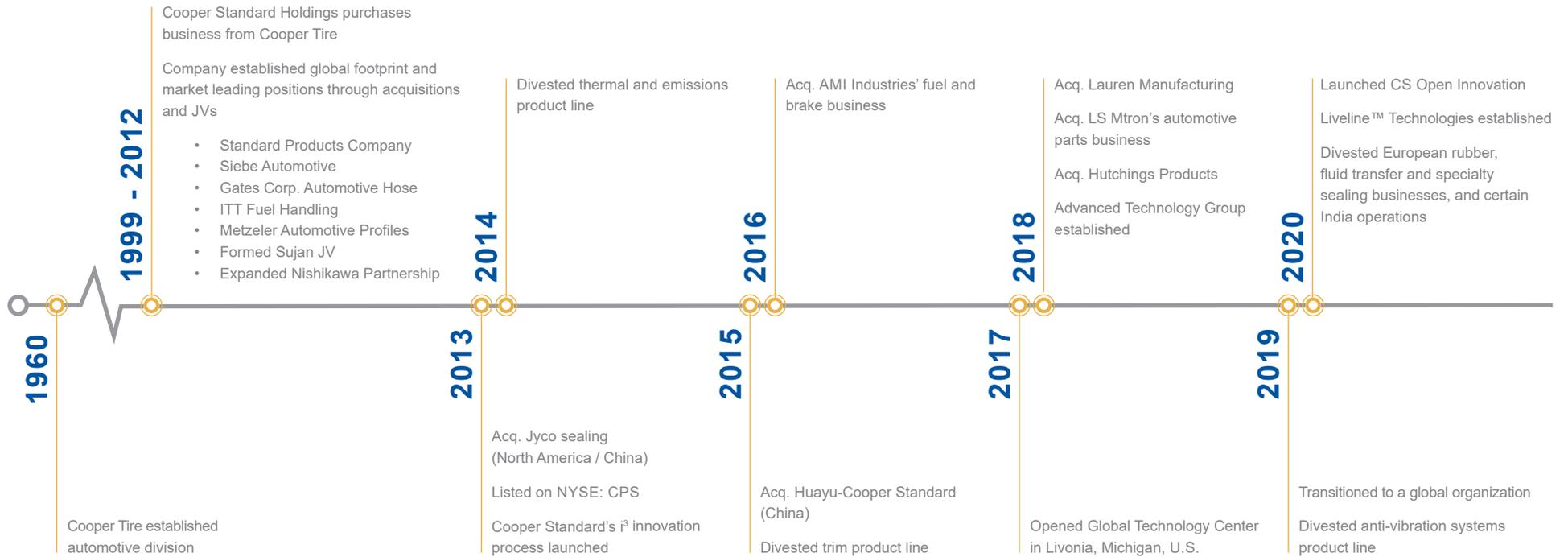


Water way rewinding work



**After:** Spawning ground

# OUR HISTORY



# KEY METRICS

		2020	2019	2018	2017
<b>OVERVIEW</b>					
Economic Performance	Revenue (USD billions)	\$2.38	\$3.11	\$3.63	\$3.62
	Adjusted EBITDA %	1.5%	6.5%	10.3%	12.5%
	Free cash flow (USD millions)	(\$108)	(\$67)	(\$69)	\$126
Total Sales by Region	North America	51%	53%	53%	52%
	South America	3%	3%	3%	3%
	Europe	26%	28%	28%	29%
	Asia Pacific	20%	16%	16%	16%
Operations	# of countries of operation	21	21	21	20
	# of facilities	121	174	150+	120+
Employees by Region (% Contingent)	North America	47% (7%)	43% (7%)	-	-
	South America	5% (0%)	6% (0%)	-	-
	Europe	30% (3%)	34% (2%)	-	-
	Asia Pacific	17% (4%)	17% (1%)	-	-
Innovation	New customer programs launched	137	271	196	169
	Annual net new business (USD millions)	\$190	\$451	\$441	\$453
<b>WINNING IN THE WORKPLACE</b>					
Employee Retention	Total number of employees (includes contingent workers)	25,100	27,968	30,000	32,000
	Total number of new employee hires (includes contingent workers)	9,847	9,801	13,392	12,427
	% internal fill rate (director & above)	55.6%	70.3%	38.2%	55.7%
	% internal fill rate (manager level)	58.6%	47.0%	-	-
	% voluntary employee turnover	12.7%	14.7%	13.6%	16.7%
	% total employee turnover	26.0%	26.0%	23.6%	24.8%
Diversity & Inclusion	% women in the enterprise (salaried & hourly)	36.4%	35.9%	35.2%	35.1%
	% women in leadership (vice president & above)	20.0%	24.0%	21.6%	20.0%
	% women in leadership (including directors)	16.4%	17.2%	16.1%	13.7%
Workforce Demographics	<b>% U.S. Workforce by Ethnicity</b>				
	White	83%	82%	86%	83%
	Black	8%	9%	7%	9%
	Hispanic	3%	4%	3%	3%
	Asian	3%	3%	2%	2%
	Other	3%	2%	2%	3%

		2020	2019	2018	2017
<b>WINNING IN THE WORKPLACE</b>					
Workforce Demographics	<b>% U.S. Workforce by Age</b>				
	Under 30	19%	20%	20%	18%
	30-50	44%	43%	43%	44%
	Over 50	38%	37%	37%	38%
	Not disclosed	0%	0%	0%	0%
Workforce Health & Safety	Total Recordable Incident Rate (employees & contractors / workers)	0.32	0.50	0.58	0.50
	Lost Time Incident Rate (employees & contractors / workers)	0.11	0.25	0.25	0.21
	# of Fatalities	0	0	0	0
	% of locations with 0 incident rate	29	19	19	20
	% of facilities ISO 45001 certified	24.7%	24.7%	17%	-
Community Involvement (since 2013)	# of charities supported	125+	120+	100+	100+
	# of countries participating in community engagement	18	18	18	16
	Annual contributions (millions, approximately half from employee engagement)	\$0.7	\$1.5	\$2	-
	Total contributions (millions, approximately half from employee engagement)	\$14.2	\$13.5	\$12	\$10
	# of community engagements held	37,000+	35,000+	28,000+	20,000+
<b>ENHANCING PRODUCT VALUE</b>					
Innovation, Materials & Product Lifecycle	<b>Innovation</b>				
	# of patents	23	23	39	22
	% research & development spend	4.3%	3.7%	3.4%	3.5%
	Major innovations introduced to market	16	11	10	9
	<b>Product Lifecycle</b>				
	% revenue from products that provide resource efficiency benefits during their use phase	\$520M / 22%	\$424M / 14%	-	-
	% of products with resource-use benefits for customers or consumers	8%	5%	-	-
Product Quality & Safety	<b>Product Quality</b>				
	# of recalls issued	0	0	1	0
	# of units recalled	0	0	48,990	0
	# of voluntary recalls	0	0	0	0
	# of involuntary recalls	0	0	1	0
	Fines associated with false marketing / advertising	\$0	\$0	\$0	\$0
Customer Satisfaction	<b>Customer Scorecards</b>				
	% negative	3.7%	7%	-	-
	% positive	96.3%	93%	-	-
<b>RESPONSIBLE BUSINESS</b>					
Board of Directors	Total Directors	10	10	9	9
	# of Independent Directors	9	9	7	7
	% Independent Directors	90%	90%	77.8%	77.8%

		2020	2019	2018	2017
<b>RESPONSIBLE BUSINESS</b>					
Board Demographics	<b>% of Board by Ethnicity</b>				
	White	80%	-	-	-
	Black	0%	-	-	-
	Hispanic	10%	-	-	-
	Asian	0%	-	-	-
	Other	0%	-	-	-
	Not disclosed	10%	-	-	-
	<b>% of Board by Age</b>				
	Under 30	0%	-	-	-
	30-50	0%	-	-	-
Over 50	100%	-	-	-	
Political Contributions	Political contributions	0	0	0	0
	Lobbying contributions	0	0	0	0
	Trade association expenditures	0	0	0	0
Energy, Emissions & Waste	<b>ISO Certification</b>				
	% of sites with ISO 14001 certification	84%	84%	81%	80%
	<b>Energy</b>				
	% grid electricity	100%	100%	100%	100%
	Electric power (TWh)	0.46	0.65	0.67	0.70
	% reduction in energy consumption	27.6%	2.9%	3.7%	-2.4%
	<b>Emissions</b>				
	Absolute Scope 1 emissions (thousand tonnes)	61.34	81.16	85.26	87.03
	Absolute Scope 2 emissions (thousand tonnes)	208.36	290.95	310.66	338.40
	% reduction in Scope 1 and 2 emissions	5.2%	-9.7%	7.9%	9.6%
	<b>Waste</b>				
	Total manufacturing waste to landfill (tonnes)	4,759	24,552	-	-
	% hazardous waste	2.8%	4.0%	-	-
	% waste recycled	94.2%	78.7%	-	-
	% Of plants reporting >90% diversion rate	69%	62%	47%	35%
	Total waste generated (tonnes)	82,283	56,976	-	-
Total waste to landfill (tonnes)	4,759	24,552	-	-	
Total hazardous waste (tonnes)	2,319	4,561	-	-	
Other Environmental	<b>Water</b>				
	Water withdrawn from public inlet (1,000 cubic meters)	1,934	2,702	-	-
	Water withdrawn from surface water (stream)	0	0	-	-
	Total water discharge	1,934	2,702	-	-
	Total water consumption	1,934	2,702	-	-
% of water usage in high or extremely high baseline stress area	31.3%	26.0%	-	-	

# 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.

Disclosure	Disclosure #	Description	Location Within Report	Page #
<b>GENERAL DISCLOSURES</b>				
<b>ORGANIZATIONAL PROFILE</b>				
GRI	102-1	Name of the organization	<a href="#">About Cooper Standard</a>	5
	102-2	Activities, brands, products and services	<a href="#">Brands, Products &amp; Services</a>	9
	102-3	Location of headquarters	Northville, Michigan	N/A
	102-4	Location of operations	<a href="#">Global Footprint</a>	8
	102-5	Ownership and legal form	<a href="#">About Cooper Standard</a>	5
	102-6	Markets served	<a href="#">Brands, Products &amp; Services</a>	9
	102-7	Scale of the organization	<a href="#">Global Footprint</a>	8
	102-8	Information on employees and other workers	<a href="#">Global Footprint</a>	8
	102-9	Supply chain	<a href="#">Human Rights: Our Approach</a> Our supply chain is organized into four global commodity teams - Rubber, Plastics, Metals and Specialty Mechanical & Electronic - covering 34 commodity families.	57
	102-10	Significant changes to the organization and its supply chain	No significant changes	N/A
	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	<a href="#">Awards &amp; Recognition: Memberships &amp; Associations</a>	13
<b>Strategy</b>				
GRI	102-14	Statement from senior decision-maker	<a href="#">Message From the CEO</a>	4
<b>Ethics &amp; Integrity</b>				
GRI	102-16	Values, principles, standards and norms of behavior	<a href="#">Ethics &amp; Compliance: Integrity Drives Us, Our Code of Conduct</a>	53
	102-17	Mechanisms for advice and concerns about ethics	<a href="#">Ethics &amp; Compliance: The Cooper Standard IntegrityLine</a>	54
<b>Governance</b>				
GRI	102-18	Governance structure	<a href="#">Governance Structure</a>	6
	102-19	Delegating authority	<a href="#">Governance Structure</a>	6
	102-20	Executive-level responsibility for economic, environmental and social topics	<a href="#">Governance Structure</a>	6
	102-22	Composition of the highest governance body and its committees	<a href="#">Governance Structure</a>	6
	102-24	Nominating and selecting the highest governance body	<a href="#">Governance Structure</a>	6

Stakeholder Engagement				
GRI	102-40	List of stakeholder groups	<a href="#">Materiality &amp; Stakeholder Engagement</a>	15
	102-41	Collective bargaining agreements	Omitted; confidential	N/A
	102-42	Identifying and selecting stakeholders	<a href="#">Materiality &amp; Stakeholder Engagement</a>	15
	102-43	Approach to stakeholder engagement	<a href="#">Materiality &amp; Stakeholder Engagement</a>	15
	102-44	Key topics and concerns raised	<a href="#">Materiality &amp; Stakeholder Engagement</a>	16
Reporting Practices				
GRI	102-45	Entities included in the consolidated financial statements	2020 10-K	N/A
	102-46	Defining report content and topic Boundaries	<a href="#">Materiality &amp; Stakeholder Engagement</a>	16
	102-47	List of material topics	<a href="#">Materiality &amp; Stakeholder Engagement</a>	16
	102-48	Restatements of information	We restated our waste data to reflect our global impact.	N/A
	102-49	Changes in reporting	None	N/A
	102-50	Reporting period	2020	N/A
	102-51	Date of most recent report	2019 Corporate Responsibility Report Published May 2020	N/A
	102-52	Reporting cycle	Annual	N/A
	102-53	Contact point for questions regarding the report	<a href="#">Our Focus</a>	2
	102-54	Claims of reporting in accordance with the GRI Standards	<a href="#">Our Focus</a>	2
	102-55	GRI content index	<a href="#">GRI / SASB Content Index</a>	73
	102-56	External assurance	This report has not been externally assured	N/A
MATERIAL TOPICS				
WINNING IN THE WORKPLACE				
Talent Strategy				
GRI	103-1	Explanation of the material topic and its Boundary	<a href="#">Talent Strategy: Our Approach</a>	20
	103-2	The management approach and its components	<a href="#">Talent Strategy: Our Approach</a>	20
	103-3	Evaluation of the management approach	<a href="#">Talent Strategy: Our Priorities</a>	20
	401-1	Total number of new employee hires during the reporting period	<a href="#">Key Metrics at a Glance</a>	70
	404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">Talent Strategy: Talent Development &amp; Performance Management</a>	23
Goal Metric	Internal Fill Rate	<a href="#">Talent Strategy: Our Performance</a>	27	
KPI	Total employee turnover	<a href="#">Talent Strategy: Our Performance</a>	27	
	Employee voluntary turnover	<a href="#">Talent Strategy: Our Performance</a>	27	
	Total employee headcount	<a href="#">Talent Strategy: Our Performance</a>	27	

Diversity, Inclusion & Belonging				
GRI	103-1	Explanation of the material topic and its Boundary	Talent Strategy: Diversity, Inclusion & Belonging	25
	103-2	The management approach and its components	Talent Strategy: Diversity, Inclusion & Belonging	25
	103-3	Evaluation of the management approach	Talent Strategy: Diversity, Inclusion & Belonging	25
	405-1	Diversity of governance bodies and employees	Talent Strategy: Diversity, Inclusion & Belonging	25
KPI		Workforce demographics	Talent Strategy: Our Performance	26
Workplace Health & Safety				
GRI	103-1	Explanation of the material topic and its Boundary	Workplace Health & Safety: Our Approach	28
	103-2	The management approach and its components	Workplace Health & Safety: Our Approach	28
	103-3	Evaluation of the management approach	Workplace Health & Safety: Our Priorities	28
	403-2	Types of injury and rates of injury, occupational diseases, lost days, absenteeism and number of work-related fatalities	Workplace Health & Safety: Our Performance	31
	403-5	Worker training on occupational health and safety	Workplace Health & Safety: Training & Plant Culture	30
Goal Metric		Safety Balanced Scorecard results	Workplace Health & Safety	28
		Percent of facilities certified to ISO 45001	Workplace Health & Safety	28
KPI		Lost Time Incident Rate	Workplace Health & Safety: Our Performance	31
		Total Recordable Incident Rate	Workplace Health & Safety: Our Performance	31
Community Involvement				
GRI	103-1	Explanation of the material topic and its Boundary	Community Involvement: Our Approach	33
	103-2	The management approach and its components	Community Involvement: Our Approach	33
	103-3	Evaluation of the management approach	Community Involvement: Our Priorities	32
	413-1	Operations with local community engagement, impacts assessments and development programs	Community Involvement: Our Approach	33
Goal Metric		Percent of employees participating	Community Involvement	32
KPI		Total volunteer engagements	Community Involvement	32
		Total Foundation contributions	Community Involvement	32
		Charities supported	Community Involvement	32
		Countries participating	Community Involvement	32
ENHANCING PRODUCT VALUE				
Innovation, Materials & Product Lifecycle				
GRI	103-1	Explanation of the material topic and its Boundary	Innovation, Materials & Product Lifecycle: Our Approach	38
	103-2	The management approach and its components	Innovation, Materials & Product Lifecycle: Our Approach	38
	103-3	Evaluation of the management approach	Innovation, Materials & Product Lifecycle: Our Priorities	38

SASB	TR-AP-440b.1	Percentage of products sold that are recyclable	The product engineering team is responsible for Total Lifecycle Management, or the lifecycle of a product from inception to end-of-life. While there are many technological and economic limitations to the sustainability of materials we can design or reuse, we consider sustainable design principles through each stage of sourcing, innovating and manufacturing new materials or products. We share our stakeholders' vision of reducing the environmental impact of our products and hope that our technological and materials science advancement makes such objectives more feasible over time.	38, 40, 41
	TR-AP-440b.2	Percentage of input materials from recycled or remanufactured content		
	TR-AP-440a.1	Description of the management of risks associated with the use of critical materials	Innovation, Materials & Product Life Cycle: Reducing Substances of Concern; Human Rights: Conflict Minerals	40, 58
	TR-AP-410a.1	Revenue from products designed to increase fuel efficiency and/or reduce emissions	\$520 million USD; 22% of revenue; Key Metrics at a Glance	70
Goal Metric		Percent of new innovations linked to improved sustainability outcomes in the production, use, or end-of-life phases	Innovation, Materials & Product Lifecycle	38
		Percent of electric battery vehicles on the road with CPS innovative materials	Innovation, Materials & Product Lifecycle	38
KPI		Percent of suppliers responding to reasonable country of origin inquiry (RCOI)	Responsible Minerals Policy; Human Rights: Conflict Minerals	58
		Number of suppliers sourcing from mines in countries covered by RCOI	Responsible Minerals Policy; Human Rights: Conflict Minerals	58
		Number of suppliers sourcing requiring outreach regarding RCOI	Responsible Minerals Policy; Human Rights: Conflict Minerals	58
		Innovation patents	Innovation, Materials & Product Lifecycle: Our Performance	42
		Research & development spend as a percent of revenue	Innovation, Materials & Product Lifecycle: Our Performance	42
		Average innovation idea submission	Innovation, Materials & Product Lifecycle: Our Performance	42
		Major innovations introduced to market	Innovation, Materials & Product Lifecycle: Our Performance	42
<b>Product Quality &amp; Safety</b>				
GRI	103-1	Explanation of the material topic and its Boundary	Product Quality & Safety: Our Approach	43
	103-2	The management approach and its components	Product Quality & Safety: Our Approach	43
	103-3	Evaluation of the management approach	Product Quality & Safety: Our Priorities	43
SASB	TR-AP-250a.1	Number of recalls issued	Product Quality & Safety: Our Performance	46
	TR-AP-250a.1	Total units recalled	Product Quality & Safety: Our Performance	46
Goal Metric		Percentage of potential safety critical issues reaching customers	Product Quality & Safety	43
		Quality Incidents per Billion	Product Quality & Safety	43
KPI		Voluntary recalls	Product Quality & Safety: Our Performance	46
		Involuntary recalls	Product Quality & Safety: Our Performance	46
		Fines associated with false marketing/advertising	Product Quality & Safety: Our Performance	46
		Violations for non-conformance (with labeling or marketing regulation)	Product Quality & Safety: Our Performance	46

Customer Satisfaction				
GRI	103-1	Explanation of the material topic and its Boundary	Customer Satisfaction: Our Approach	47
	103-2	The management approach and its components	Customer Satisfaction: Our Approach	47
	103-3	Evaluation of the management approach	Customer Satisfaction: Our Priorities	47
Goal Metric		Percentage of favorable customer scorecards	Customer Satisfaction	47
RESPONSIBLE BUSINESS				
Ethics & Compliance				
GRI	103-1	Explanation of the material topic and its Boundary	Ethics & Compliance: Our Approach	52
	103-2	The management approach and its components	Ethics & Compliance: Our Approach	52
	103-3	Evaluation of the management approach	Ethics & Compliance: Our Priorities	52
	205-2	Communication and training about anti-corruption policies and procedures	Ethics & Compliance: Ethics & Compliance Training	55
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	Ethics & Compliance	52
		Percent of employees who report feeling comfortable speaking up	Ethics & Compliance	52
		Percent of employees reporting pressure to compromise values	Ethics & Compliance	52
		Satisfaction rate for Cooper Standard ethics reporting process	Ethics & Compliance	52
Human Rights				
GRI	103-1	Explanation of the material topic and its Boundary	Human Rights: Our Approach	56
	103-2	The management approach and its components	Human Rights: Our Approach	56
	103-3	Evaluation of the management approach	Human Rights: Our Priorities	56
Goal Metric		Percent of direct materials GROW suppliers responding to supplier scorecard	Human Rights	56
		Percent of GROW direct materials suppliers audited for compliance with our Human Rights Policy	Human Rights	56
Information & Data Security				
GRI	103-1	Explanation of the material topic and its Boundary	Information & Data Security: Our Approach	59
	103-2	The management approach and its components	Information & Data Security: Our Approach	59
	103-3	Evaluation of the management approach	Information & Data Security: Our Priorities	59
Goal Metric		Percent of ISO 270001-aligned controls implemented	Information & Data Security	59
		Percent of new employees receiving information security training during onboarding	Information & Data Security	59
		Percent of employees trained annually on information security practices	Information & Data Security	59
		Percent of third-party vendors who pose critical or high risk to Cooper Standard systems or information assessed	Information & Data Security	59

Energy, Emissions & Waste				
GRI	103-1	Explanation of the material topic and its Boundary	Energy, Emissions & Waste: Our Approach	63
	103-2	The management approach and its components	Energy, Emissions & Waste: Our Approach	63
	103-3	Evaluation of the management approach	Energy, Emissions & Waste: Our Priorities	63
	302-4	Reduction of energy consumption	Energy, Emissions & Waste: Our Performance	67
	305-1	Direct (Scope 1) GHG emissions	Energy, Emissions & Waste: Our Performance	67
	305-2	Energy indirect (Scope 2) GHG emissions	Energy, Emissions & Waste: Our Performance	67
GRI & Goal Metric	305-5	Reduction of GHG emissions	Energy, Emissions & Waste: Our Performance	67
GRI & SASB	302-1 TR-AP-130a.1	Energy consumption within the organization	Energy, Emissions & Waste: Our Performance	66
SASB	TR-AP-130a.1	Percent grid electricity	100%	N/A
	TR-AP-130a.1	Percent renewable	Although CPS does source some renewable energy, mechanisms for tracking this as a percentage of total consumption are not yet in place. We hope to include further detail in the future.	65
	TR-AP-150a.1	Percent of generated waste that is hazardous	Energy, Emissions & Waste: Waste Management	65
	TR-AP-150a.1	Percent of waste recycled	Energy, Emissions & Waste: Waste Management	65
SASB & Goal Metric	TR-AP-150a.1	Total manufacturing waste generated	Energy, Emissions & Waste: Our Performance	66
Goal Metric		Energy consumption	Energy, Emissions & Waste	63
		Renewable energy consumption	Energy, Emissions & Waste	63
		Reduction in Scope 1 & 2 GHG emissions	Energy, Emissions & Waste	63
		Percent of global waste diversion	Energy, Emissions & Waste	63
KPI		Percent of facilities certified to ISO 14001	Energy, Emissions & Waste: Our Performance	67
		Total electric power	Energy, Emissions & Waste: Our Performance	66
		Percent of facilities reporting diversion rate >90%	Energy, Emissions & Waste: Our Performance	66

# FINANCIAL STATEMENTS

## FORWARD-LOOKING STATEMENTS

This press release includes “forward-looking statements” within the meaning of U.S. federal securities laws, and we intend that such forward-looking statements be subject to the safe harbor created thereby. Our use of words “estimate,” “expect,” “anticipate,” “project,” “plan,” “intend,” “believe,” “outlook,” “guidance,” “forecast,” or future or conditional verbs, such as “will,” “should,” “could,” “would,” or “may,” and variations of such words or similar expressions are intended to identify forward-looking statements. All forward-looking statements are based upon our current expectations and various assumptions. Our expectations, beliefs, and projections are expressed in good faith and we believe there is a reasonable basis for them. However, we cannot assure you that these expectations, beliefs and projections will be achieved. Forward-looking statements are not guarantees of future performance and are subject to significant risks and uncertainties that may cause actual results or achievements to be materially different from the future results or achievements expressed or implied by the forward-looking statements. Among other items, such factors may include: the impact, and expected continued impact, of the recent COVID-19 outbreak on our financial condition and results of operations; significant risks to our liquidity presented by the COVID-19 pandemic risk; prolonged or material contractions in automotive sales and production volumes; our inability to realize sales represented by awarded business; escalating pricing pressures; loss of large customers or significant platforms; our ability to successfully compete in the automotive parts industry; availability and increasing volatility in costs of manufactured components and raw materials; disruption in our supply base; competitive threats and commercial risks associated with our diversification strategy through Advanced Technology Group; possible variability of our working capital requirements; risks associated with our international operations, including changes in laws, regulations, and policies governing the terms of foreign trade such as increased trade restrictions and tariffs; foreign currency exchange rate fluctuations; our ability to control the operations of our joint ventures for our sole benefit; our substantial amount of indebtedness and variable rates of interest; our ability to obtain adequate financing sources in the future; operating and financial restrictions imposed on us under our debt instruments; the underfunding of our pension plans; significant changes in discount rates and the actual return on pension assets; effectiveness of continuous improvement programs and other cost savings plans; manufacturing facility closings or consolidation; our ability to execute new program launches; our ability to meet customers’ needs for new and improved products; the possibility that our acquisitions and divestitures may not be successful; product liability, warranty and recall claims brought against us; laws and regulations, including environmental, health and safety laws and regulations; legal and regulatory proceedings, claims or investigations against us; work stoppages or other labor disruptions; the ability of our intellectual property to withstand legal challenges; cyber-attacks, data privacy concerns, other disruptions in, or the inability to implement upgrades to, our information technology systems; the possible volatility of our annual effective tax rate; the possibility of a failure to maintain effective controls and procedures; the possibility of future impairment charges to our goodwill and long-lived assets; our ability to identify, attract, develop and retain a skilled, engaged and diverse workforce; our ability to procure insurance at reasonable rates; and our dependence on our subsidiaries for cash to satisfy our obligations; and other risks and uncertainties, including those detailed from time to time in the Company’s periodic reports filed with the Securities and Exchange Commission.

You should not place undue reliance on these forward-looking statements. Our forward-looking statements speak only as of the date of this press release 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 press release 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, adjusted net income, adjusted earnings per share, and free cash flow are measures not recognized under U.S. GAAP and which exclude certain non-cash and special items that may obscure trends and operating performance not indicative of the Company’s core financial activities. Management considers EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income, adjusted earnings per share and free cash flow to be key indicators of the Company’s operating performance and believes that these and similar measures are widely used by investors, securities analysts and other interested parties in evaluating the Company’s performance. In addition, similar measures are utilized in the calculation of the financial covenants and ratios contained in the Company’s financing arrangements and management uses these measures for developing internal budgets and forecasting purposes. EBITDA is defined as net income adjusted to reflect income tax expense, interest expense net of interest income, depreciation and amortization, and adjusted EBITDA is defined as EBITDA further adjusted to reflect certain items that management does not consider to be reflective of the Company’s core operating performance. Adjusted EBITDA margin is defined as adjusted EBITDA divided by sales. Adjusted net income is defined as net income adjusted to reflect certain items that management does not consider to be reflective of the Company’s core operating performance. Adjusted basic and diluted earnings per share is defined as adjusted net income divided by the weighted average number of basic and diluted shares, respectively, outstanding during the period. Free cash flow is defined as net cash provided by operating activities minus capital expenditures and is useful to both management and investors in evaluating the Company’s ability to service and repay its debt.

When analyzing the Company’s operating performance, investors should use EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income, adjusted earnings per share and free cash flow as supplements to, and not as alternatives for, net income, operating income, or any other performance measure derived in accordance with U.S. GAAP, and not as an alternative to cash flow from operating activities as a measure of the Company’s liquidity. EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income, adjusted earnings per share and free cash flow have limitations as analytical tools and should not be considered in isolation or as substitutes for analysis of the Company’s results of operations as reported under U.S. GAAP. Other companies may report EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income, adjusted earnings per share and free cash flow differently and therefore the Company’s results may not be comparable to other similarly titled measures of other companies. In addition, in evaluating adjusted EBITDA and adjusted net income, it should be noted that in the future the Company may incur expenses similar to or in excess of the adjustments in the below press release. This press release of adjusted EBITDA and adjusted net income should not be construed as an inference that the Company’s future results will be unaffected by special items. Reconciliations of EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income, adjusted earnings per share and free cash flow follow. We have not provided a reconciliation of projected adjusted EBITDA and projected adjusted EBITDA margin to projected net income and projected net income margin because full-year net income will include special items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end. Due to this uncertainty, we cannot reconcile projected adjusted EBITDA to U.S. GAAP net income without unreasonable effort.

## Non-GAAP Reconciliations

The following table provides a reconciliation of EBITDA and Adjusted EBITDA from net income, which is the most comparable financial measure in accordance with U.S. GAAP:

	Year End December 31		
	2020	2019	2018
	Dollar Amount in Thousands		
Net (loss) income attributable to Cooper-Standard Holdings Inc.	\$(267,605)	\$67,529	\$103,601
Income tax (benefit) expense	(60,847)	36,089	(29,400)
Interest expense, net of interest income	59,167	44,113	41,004
Depreciation and amortization	154,229	151,953	146,698
<b>EBITDA</b>	<b>(115,056)</b>	<b>299,684</b>	<b>261,903</b>
Impairment of assets held for sale	86,470	-	-
Gain on sale of business, net <sup>(1)</sup>	(2,834)	(191,571)	-
Restructuring charges <sup>(2)</sup>	39,482	51,102	29,722
Other impairment charges <sup>(3)</sup>	17,417	23,139	43,706
Pension settlement charges <sup>(4)</sup>	184	15,997	775
Project costs <sup>(5)</sup>	5,648	2,090	4,881
Lease termination costs <sup>(6)</sup>	771	1,167	-
Divested noncontrolling interest debt extinguishment	3,595	-	-
Goodwill impairment charges <sup>(7)</sup>	-	-	39,818
Gain on sale of land <sup>(8)</sup>	-	-	(10,377)
Amortization of inventory write-up <sup>(9)</sup>	-	-	1,460
Loss on refinancing and extinguishment of debt <sup>(10)</sup>	-	-	770
<b>Adjusted EBITDA</b>	<b>\$35,677</b>	<b>\$201,608</b>	<b>\$372,658</b>
Sales	\$2,375,439	\$3,108,400	\$3,624,042
Net (loss) income margin	(11.3)%	2.2%	2.9%
Adjusted EBITDA margin	1.5%	6.5%	10.3%

## Free Cash Flow

	Year End December 31		
	2020	2019	2018
	Dollar Amount in Thousands		
Net cash (used in) provided by operating activities	\$(15,934)	\$97,697	\$149,388
Capital expenditures	(91,794)	(164,466)	(218,071)
<b>Free cash flow</b>	<b>\$(107,728)</b>	<b>\$(66,769)</b>	<b>\$(68,683)</b>

<sup>(1)</sup> Gain on sale of business primarily related to divestitures in 2020 and divestiture of AVS product line in 2019.

<sup>(2)</sup> Includes non-cash impairment charges related to restructuring.

<sup>(3)</sup> Other non-cash impairment charges in 2020 of \$17,417 related to fixed assets and right-of-use operating lease assets, net of approximately \$476 attributable to our noncontrolling interest. Impairment charges in 2019 related to fixed assets of \$23,139. Impairment charges in 2018 related to intangible assets of \$791 and fixed assets of \$42,915.

<sup>(4)</sup> Non-cash pension settlement charges and administrative fees incurred related to certain of our U.S. and non-U.S. pension plans.

<sup>(5)</sup> Project costs recorded in selling, administration and engineering expense related to acquisitions and divestitures.

<sup>(6)</sup> Lease termination costs no longer recorded as restructuring charges in accordance with ASC 842.

<sup>(7)</sup> Non-cash goodwill impairment charges in 2018 related to impairments at our Europe and Asia Pacific reporting units, net of approximately \$5,463 attributable to our noncontrolling interests.

<sup>(8)</sup> Gain on sale of land in Europe that was contemplated in conjunction with our restructuring plan.

<sup>(9)</sup> Amortization of write-up of inventory to fair value for the 2018 acquisitions.

<sup>(10)</sup> Loss on refinancing and extinguishment of debt relating to the March 2018 amendment and May 2017 amendment of the Term Loan Facility.



*cooperstandard.com*