TRANSFORMATION
CHANGE IS CONSTANT

Corporate Responsibility 2024

CooperStandard

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Cooper Standard's* 2024 Corporate Responsibility Report covers calendar year 2024. This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Standards, and Sector Standards from the Sustainability Accounting Standards Board (SASB), both of which can be found in the index. This report has not been externally assured. For more information, contact corporateresponsibility@cooperstandard.com.

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

MESSAGE FROM THE CEO

Transformation is not just a buzzword; it is a vital element of successful business. In today's fast-paced world, change is constant and companies that embrace transformation are better equipped to meet customer needs and navigate through ever-changing market dynamics. At Cooper Standard, we recognize that our ability to adapt and evolve is crucial to our long-term success in providing value to those we serve.

In 2024, we undertook a significant reorganization of our business into a product line-focused structure. This strategic shift has enabled us to accelerate improvements across our operations, resulting in enhanced efficiencies and stronger financial performance. Our Commitment to Excellence is reflected in our results, including a remarkable 52% increase in operating income compared to 2023.

As we transform and improve our business, safety and quality remain our top priorities. In 2024, we achieved our best safety performance ever, with a safety incident rate of just 0.30 per 200,000 hours worked. This includes 22 of our plants completing the year with a perfect safety record, demonstrating our core value of Safety First and dedication to maintaining world-class safety standards. Furthermore, this year was also our best quality year, as we delivered exceptional product quality and customer service, achieving our lowest IpB score and 97.4% green customer scorecards for both product quality and program launches.

Our achievements in world-class service and quality have garnered industry recognition, including GM's Supplier of the Year award for the eighth consecutive year, the SAA Innovations in Lightweighting Award for our FlexiCore™ Thermoplastic Body Seal and recognition as a PACE Pilot winner for our eCoFlow™ Switch Pump. In addition to industry

(Left) Jeff Edwards and Larry Ott at a Cooper Standard global employee webcast

recognition, our ongoing leadership and progress in sustainability continues to gain broader attention, such as being named one of Newsweek's America's Most Responsible Companies for the sixth consecutive year and inclusion on USA TODAY's list of America's Best Climate Leaders. As part of our continuing commitment to sustainability in 2025, we are also proud to announce our new aspirational goals to become carbon neutral by 2040 in Europe and 2050 globally.

Our transformational momentum from 2024 has carried forward into 2025, and we are excited about the opportunities that lie ahead. Our product-focused organization positions us to deliver additional product innovations, further improvements in sustainability and increasing profitability. We believe this powerful combination will drive increasing value for all our stakeholders.

JEFFREY EDWARDS
Chairman and CEO

ABOUT COOPER STANDARD

GRI 2-1

Cooper Standard is a global leader in supplying systems and components for sealing and fluid handling in diverse transportation and industrial markets that boasts approximately 22,000 team members (including contingent workers) operating in 124 facilities across 20 countries. Our success depends on our team's dedication to continually enhancing our business and communities. Aligned with our Mission to *Be the First Choice of the Stakeholders We Serve*, Cooper Standard pursues world-class excellence and embodies our Purpose of *Creating Sustainable Solutions Together*.

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Fluid Handling Systems

Industrial & Specialty Group

Newsroom Email Alerts

2024 Proxy Statement

NYSE : CPS

With a rich history spanning over 65 years, we have a legacy of developing award-winning and patented technologies. Our workforce pioneers the production of lightweight solutions, leveraging advancements in materials sciences and manufacturing processes.

In this report, we highlight the ethical, environmental, philanthropic and economic impact generated by Cooper Standard over the past year. Addressing our stakeholder groups, we articulate our strategies to tackle industry challenges while remaining dedicated to our Core Values. Inspirational narratives illustrate how our culture propels our business and positively impacts the communities where we work and live. Additionally, we commemorate the milestones achieved in upholding the highest standards of quality and ethical practices. Change is constant, and as market dynamics shift globally, we transform our annual reporting to enhance transparency and demonstrate our commitments to people and the planet.

CREATING SUSTAINABLE SOLUTIONS TOGETHER

Cooper Standard's Purpose, Mission, Values and Capabilities define our culture and agility for future growth and development and align with the evolving transportation and industrial markets. Our Purpose is composed of four foundational words:

Creating: To develop the next, game-changing advancements in materials science and product innovations to be the leader in mobility solutions.

Sustainable: To preserve our planet and business viability by reducing our environmental footprint for better communities, people and societies.

Solutions: To deliver high-quality products and services to our stakeholders, so they can trust us as their preferred partner that is ready to deliver.

Together: To partner with all our stakeholders to create a better tomorrow.

A PRODUCT LINE-FOCUSED BUSINESS

Cooper Standard recognizes that change is constant, and as our global markets continue to evolve, it is essential that we remain agile and adapt to meet industry needs and drive future profitable growth. As a result, the Company transitioned from a global functional organizational structure to a global product line-focused organizational structure at the beginning of 2024 and established Sealing and Fluid Handling Systems business segments. This new structure enables the Company to more effectively focus our strategic imperatives and resources on achieving our Mission to *Be the First Choice of the Stakeholders We Serve*.

In addition, we believe a product line-focused structure will help:

- Provide complete P&L (profit and loss) ownership for each product line to drive profitable growth and increased shareholder value;
- Reinforce pricing discipline to protect program margins;
- Prioritize capital allocation to help optimize resources;
- Streamline operations and engineering execution to increase efficiencies; and
- Deliver customer-focused innovations faster to the market.

As always, our Core Values and Capabilities will continue to serve as the foundation of our Company and overall culture.

ABOUT COOPER STANDARD

GOVERNANCE

GRI 2-9, 2-10, 2-13

Our Board of Directors (Board) abides by our Corporate Governance Guidelines that define the Board's composition, the responsibilities of the Board and Lead Director, director independence, Board membership criteria, Board committees and Board evaluation. The Board's Nominating and Corporate Governance Committee is responsible for overseeing and reviewing the guidelines at least annually and recommending any proposed changes to the Board for approval. These guidelines, along with the Company's Certificate of Incorporation, Bylaws and Board Committees' charters, form the governance framework and are available on our website.

BOARD LEADERSHIP STRUCTURE

The Board includes fully engaged members who possess the key skills and experience that are integral to the Company's success. All but one of the members are independent as defined by the Board's Corporate Governance Guidelines, which reflect the independence standards of the New York Stock Exchange and the U.S. Securities and Exchange Commission. The Board's leadership structure currently includes a combined Chairman and Chief Executive Officer (CEO) role and an independent non-employee lead director, as permitted by our Corporate Governance Guidelines.

KEY GOVERNANCE PRINCIPLES

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

- Independent Lead Director;
- All but one of the directors are independent;
- Minimum stock ownership requirements for directors and executives;
- Board committees composed of independent directors;
- Annual Board evaluations;
- Board consists of members with varied backgrounds and experiences and the key skills and experiences integral to the Company's success;
- Board meets regularly in executive sessions;
- Strong governance framework for the oversight of environmental, social and government (ESG) matters;
- Clawback policy covering cash and equity; and
- Anti-hedging and anti-pledging policies.

Jeff Edwards
Chairman & Chief Executive Officer

Jeff Edwards serves as Chairman of the Board of Directors and CEO, a structure the Board believes best serves the interests of our stakeholders. This approach recognizes the importance of having a chairman with in-depth knowledge of, and experience in, our industry while promoting communication between management and the Board, particularly regarding the Board's oversight of the Company's strategic direction. Additionally, this structure ensures that the non-employee directors' attention is devoted to the Company's critical issues and our stakeholders. Our Board periodically reviews its decision to have a single individual serve as both Chairman and CEO.

MANAGEMENT COMMITTEES

We have numerous management committees which provide cross-functional oversight to our strategic priorities at Cooper Standard, including:

- Global Leadership Team;
- Carbon Neutrality Action Committee;
- Cooper Standard Foundation Board of Trustees;
- Enterprise Risk Management Committee;
- Global Benefits Committee;
- Global Communications Council;
- Global Ethics and Compliance Committee;
- Global Product Safety Committee;
- Global Quality Council;
- Global Sustainability Council; and
- Global Technology Council.

David Mastrocola
Lead Director

David Mastrocola serves as Lead Director, elected by the non-employee members of the Board upon the recommendation of the Nominating and Corporate Governance Committee. The Board believes that the role of Lead Director, in conjunction with fully independent Board committees and the use of regular executive sessions of non-employee and independent directors, achieves an effective balance between the development of key strategic and operational objectives and independent oversight of management.

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

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

COMMITTEE STRUCTURE

The Board maintains a robust committee structure composed entirely of independent directors responsible for oversight of various types of risks. Each committee is organized by and operates pursuant to a written charter approved by the Board. Our Board currently has three standing committees with the following key responsibilities:

Audit Committee

- Select independent registered public accounting firm and regularly review and evaluate the firm's independence, qualifications and performance;
- Oversee accounting and financial reporting processes and the annual audit and quarterly review of financial statements;
- Oversee, review and evaluate the Company's internal audit function;
- Oversee compliance with legal and regulatory requirements;
- Review and oversee our system of internal controls regarding finance, accounting, cybersecurity and legal compliance;
- Review and oversee the Company's assessment and management of the Company's major litigation and any significant compliance, cybersecurity and financial risk exposures; and
- Oversee ESG disclosures, processes and controls.

Compensation Committee

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

Nominating & Corporate Governance Committee

- Identify and evaluate individuals qualified to become members of the Board consistent with criteria approved by the Board;
- Select or recommend to the Board the director nominees to stand for election by the stockholders or to fill vacancies on the Board and Board committee memberships;
- Develop and ensure compliance with corporate governance principles and practices applicable to the Company;
- Review our legal compliance and ethics programs and policies;
- Oversee the annual performance evaluation of the Board and its committees;
- Ensure effective Company communication with investors and other stakeholders on ESG matters; and
- Ensure the Board has the skills, expertise and continued education necessary to oversee the successful execution of the Company's ESG priorities.

BOARD MEMBERSHIP CRITERIA

When identifying and evaluating the director nominees, the Nominating and Corporate Governance Committee considers the applicable requirements for directors under the Securities Exchange Act of 1934 and the NYSE listing rules. Key nominating criteria include 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, varying experiences and viewpoints, ESG skills, expertise and willingness to devote adequate time to Board duties, and any additional criteria deemed as appropriate by the Nominating and Corporate Governance Committee and variable according to the Board's needs. Director candidates must uphold a 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 effectively consider and balance the legitimate interests and concerns of the Company's stockholders and other stakeholders in reaching decisions.

The Company's Corporate Governance Guidelines also require that the candidate pool reflects a wide range of candidates with varying backgrounds, education and professional experiences. The Board evaluates everyone in the context of the Board as a whole, with the objective of retaining a group that can best drive the Company's success and represents the interests of stockholders through sound judgment.

BOARD COMPOSITION & REFRESHMENT

The Company values the unique perspectives of our Board. Four of the independent directors joined our Board within the past four years, including two female directors. The Nominating and Corporate Governance Committee and the Board remain committed to leveraging different perspectives to strengthen our Company.

BOARD'S ROLE IN RISK OVERSIGHT

The Board, as a whole and through its committees, is responsible for the oversight of risk management, while management is responsible for the day-to-day risk management for the Company. We support the effective oversight and management of the risks facing the Company through a top-down and bottom-up communication framework. This framework integrates a robust enterprise risk management approach and encourages active participation from leaders across all functional areas of the Company. It also involves our Global Leadership Team and Board, fostering a strong culture of integrity and risk awareness throughout the Company.

BOARD ENVIRONMENTAL, SOCIAL AND GOVERNANCE FRAMEWORK

The Board is responsible for the oversight of our ESG strategy and ensuring the integration of ESG risks and opportunities into the Company's long-term strategy and enterprise risk management. Certain ESG oversight responsibilities are delegated to its committees as outlined on the right.

The full Board receives periodic updates on key ESG topics according to a standard Board calendar. These topics include, but are not limited to:

- Corporate governance topics, which are reviewed by the Nominating and Corporate Governance Committee at least twice per year and by the full Board annually; and
- Ethics and compliance topics, which are reviewed by the Audit and Nominating and Corporate Governance Committees at least three times per year and by the full Board annually.

Audit Committee

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

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

Compensation Committee

ESG accountability ensuring:

- The integration of select ESG goals and milestones into executive compensation plans.

Nominating and Corporate Governance Committee

ESG engagement, Board composition and education ensuring:

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

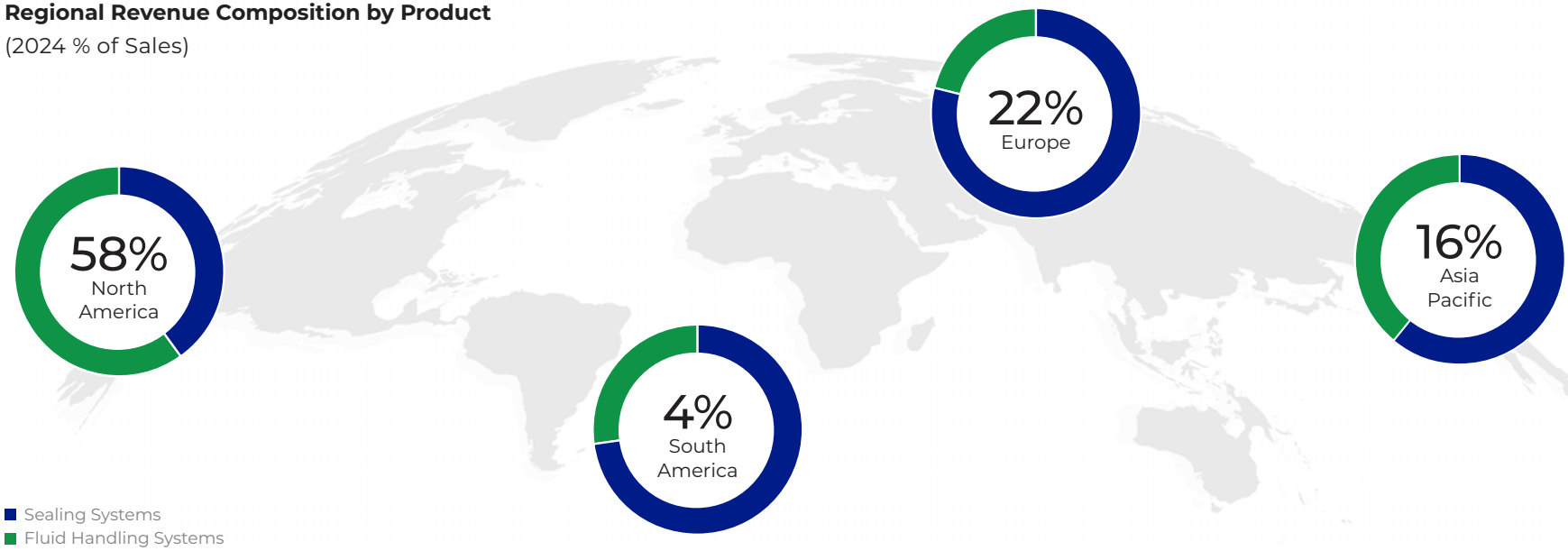
ABOUT COOPER STANDARD

GLOBAL FOOTPRINT

GRI 2-1, 2-6, 2-7

A detailed location list is available on our website.

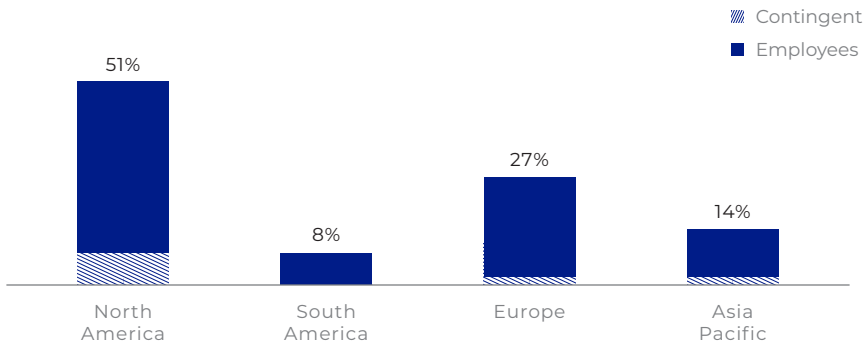
Regional Revenue Composition by Product
(2024 % of Sales)



20 COUNTRIES

120+ FACILITIES

~22K TEAM MEMBERS
includes contingent workers



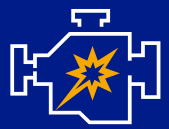
PRODUCTS & SERVICES

GRI 2-6

At Cooper Standard, we produce premium components for diverse transportation and industrial markets. Through our unwavering dedication to quality materials and customer service, we have secured leading market positions in our core automotive product lines, including sealing and fluid handling systems (encompassing our fluid transfer, and fuel and brake delivery products) across all powertrains.

Our unique expertise and established thought leadership sets us apart as leaders in the automotive landscape. Through our Industrial and Specialty Group, we accelerate and maximize the value stream of Cooper Standard's materials science and manufacturing proficiency in industrial and specialty markets. In 2024, we restructured the business from a global functional organizational structure to a global product line-focused organizational structure. With this transformation, we continue to lead with excellence and drive innovation across a wide spectrum of industries.

AUTOMOTIVE & TRANSPORTATION



Internal Combustion

Hybrid Electric

Battery Electric

FINANCIAL & OPERATING PERFORMANCE

In the face of inflationary challenges, high interest rates and industry disruptions in 2024, Cooper Standard remained committed to operational excellence and delivering increased value for all our stakeholders. We focused on enhancing operating efficiency, improving profitability and cash flows, and providing world-class products and services. We demonstrated our Core Value of *Commitment to Excellence* with our impressive green customer scorecard performance of 97.4% for product quality and 97.4% for program launches.

Notably, our commitment to our team members' safety proved effective through another year of outstanding safety performance. We exceeded our safety standard goals with a total incident rate of 0.30 per 200,000 hours worked, surpassing our previous best from 2023 and well below the world-class benchmark of 0.47. In addition, 22 plants achieved a perfect safety record of zero incidents. We are proud of our safety standard performance because we value protecting our workforce.

In 2024, our manufacturing operations continued to drive increased profitability through consistent and timely delivery of high-quality products while helping our customers achieve their strategic initiatives through technology and innovation partnerships. In response to inflationary headwinds, we implemented aggressive lean and cost optimization initiatives to help offset cost pressures. Additionally, we continued to actively pursue pricing adjustments from our customers to offset higher costs on our current business where the higher costs are market driven and beyond our immediate control.

We reorganized into streamlined product line segments in 2024, accelerating operational efficiencies. Our manufacturing and purchasing teams collaborated to deliver an additional $76 million in cost savings (compared to 2023) through increased operating efficiencies and improved commercial agreements. In addition, we achieved $24 million in savings associated with restructuring actions and expect the annualized run rate of these actions to meet or exceed $40 million in future years.

Our intense focus on areas within our control, including operational excellence and cost reduction efforts, generated a 52% improvement in operating income and an 8% improvement in Adjusted EBITDA in 2024 over 2023. While we have made significant strides over the past three years, we recognize that more work lies ahead and are committed to building on the successes of 2024 to drive further margin expansion and value for all our stakeholders in 2025 and beyond.

OUR STRATEGIC IMPERATIVES

Financial Strength

Execute our business plans achieving and sustaining double-digit EBITDA margins, ROIC and strong free cash flow generation.

World-Class Execution

Attain world-class results across all our business allowing the Company to *Be the First Choice of the Stakeholders We Serve.*

Profitable Growth Driven by Innovation

Leverage our materials science, product knowledge, innovation and manufacturing expertise across our product groups in the pursuit of organic and inorganic growth.

Corporate Responsibility

Deliver value to all our stakeholders through our environmental, social and governance initiatives to ensure the long-term sustainability of the Company.

ABOUT COOPER STANDARD

AWARDS & RECOGNITION

GRI 2-28

Cooper Standard takes pride in the global impact we have on our communities, industries and stakeholders we serve. Our dedication to advancing our commitments has earned us several prestigious awards:

SUSTAINABILITY & ENVIRONMENTAL LEADERSHIP

EcoVadis® Silver Medal: Cooper Standard achieved Silver Medal Status from the sustainability rating platform EcoVadis, a leading provider of business sustainability ratings. This is the eighth year the Company has earned a medal from EcoVadis and the seventh time we have received Silver Medal Status. Notably, our score increased to 68, placing us in the 88th percentile and the top 15% of companies assessed by EcoVadis in the past 12 months. We are also in the top 4% of responding companies in the manufacture of parts and accessories for motor vehicles industry.

Leader in Sustainability: Nissan North America recognized Cooper Standard as a leader in sustainability at their 2024 Supplier Appreciation Event. This recognition was given to suppliers who achieved high levels of sustainability performance based on their EcoVadis score.

2025 *Newsweek's* America's Most Responsible Companies: Cooper Standard was added to *Newsweek's* America's Most Responsible Companies list for the sixth consecutive year. The top 500 most responsible companies are selected each year for their leadership in environmental, social and governance responsibilities. This list is based on scorings, reports, independent surveys and strategic programs supporting sustainability initiatives. It is a strong example of our commitment to ethical business practices.

***USA TODAY* America's Best Climate Leaders 2024 & 2025:** Cooper Standard was recognized by USA TODAY for our continued efforts in addressing climate challenges and leading with sustainable practices.

VISIONARIES IN INNOVATION & TECHNOLOGY

2025 *Automotive News* PACE Pilot Award: Cooper Standard was named an *Automotive News* PACE Pilot Award winner for our eCoFlow™ switch pump and a finalist for our FlexiCore™ thermoplastic body seal, showcasing innovation in automotive technologies.

Society of Automotive Analysts Award in Innovations in Lightweighting: Our FlexiCore thermoplastic body seal won the award for its groundbreaking work in reducing vehicle weight while maintaining performance.

SPE Automotive Innovation Award: Our Plastic Coolant Hub Technology was recognized in the powertrain category for innovation in automotive materials.

SPOTLIGHT ON OUR TALENTED PEOPLE

Alison Nudd, CPA, CGMA, Vice President and Chief Accounting Officer, was named one of the Top 50 Women Chief Accounting Officers of 2024 by Women We Admire. This recognition honors her leadership in overseeing financial operations, ensuring compliance and driving strategic initiatives with vision and integrity in today's dynamic business environment.

COMMITMENT TO MANUFACTURING EXCELLENCE

GM's Supplier of the Year Award: For the eighth consecutive year, Cooper Standard was honored with General Motors' Supplier of the Year award, recognizing our dedication to superior quality and performance.

Seraph Quality Excellence Award: Our Aguascalientes, Mexico facility received a Seraph Quality Excellence Award for its exceptional manufacturing processes and commitment to excellent quality.

2024 Diamond Plants: Cooper Standard recognized a record 22 facilities as 2024 Diamond Plants (an internal program that recognizes high performing plants annually that exceed manufacturing requirements) for outstanding performance. Another 20 plants earned either Silver, Gold, or Platinum status, giving over 70% of total plants ranking on the Diamond maturity path.

2024 Kaizen Awards: Cooper Standard's Torreón, Mexico facility was named the 2024 Global Kaizen winner (an internal program that recognizes teams that are "changing for the better") for making significant lean advancements in manufacturing. On a quarterly basis, plants are evaluated and leaders score teams who find better ways to optimize equipment, streamline operating processes and reduce waste and cost.

Follow all announcements by signing up for Cooper Standard Newsroom Email Alerts on www.cooperstandard.com.

OVER THE PAST YEAR, 18 COOPER STANDARD FACILITIES WERE RECOGNIZED FOR OUTSTANDING QUALITY.

GM Supplier Excellence Award
Aguascalientes, Atlacomulco, Saltillo, and Torreón, Mexico; Cartago, Costa Rica; and São Bento, Brazil

SGM Supplier Excellence Award
Kunshan 2, Shanghai, Shenyang and Yantai, China

Ford Supplier Recognition
Chongqing, China

Ford Q1
Tarazona, Spain; and Wuhu, China

BMW 0PPM
Shenyang, China

Chery Jaguar Land Rover Quality Excellence Award
Kunshan 2, China

FAW-VW Outstanding Suppliers Quality, Lean, Innovation
Changchun, China

Paccar Quality Performance
Sherbrooke, Canada

Porsche A-Lieferant
Bielsko-Biała and Dzierżoniów, Poland

Seraph Quality Excellence
Aguascalientes, Mexico

Toyota Important Contribution in the Area of Supply
Bielsko-Biała and Myślenice, Poland

Yapp Excellent Quality Performance
Kunshan 2, China; and São Bento, Brazil

MATERIALITY & STAKEHOLDER ENGAGEMENT

GRI 2-29, 3-1, 3-2

Our corporate responsibility efforts have the greatest impact when we prioritize the issues that are most material to our business and stakeholders. We continually refine our approach and chart our future course through regular engagement with our internal and external stakeholders, including our employees, customers, suppliers, investors and the communities where we work and live.

We facilitate meaningful interactions with our stakeholders using a range of approaches, including conversations, forums, surveys and community outreach. We regularly conduct materiality assessments to identify priority topics, challenges and opportunities, providing dedicated and formal checkpoints for our sustainability strategy and reporting efforts. Following best practices, the materiality process ensures effective management and reporting of sustainability issues crucial to our industry and stakeholders. It guides our future business priorities, strategies and goal-setting efforts.

As the reporting landscape continues to evolve, we are focused on monitoring changes, updating our systems and ensuring that we maintain disclosure compliance and transparency. In 2023, we engaged with a third party to evaluate our long-term environmental, social and governance (ESG) goals to ensure they are aligned with our strategic objectives, evolving stakeholder expectations and available resources. We completed a current state assessment, including peer benchmarking, best practices, and framework and regulatory considerations, culminating with a workshop with our material topic owners to develop new goals based on assessment outcomes. Those goals were validated by our third-party partner and our Global Sustainability Council and approved by our Global Leadership Team. We proudly share our goals and long-term targets in this and future reports.

In 2024, we conducted our first double materiality assessment, which was aligned to the requirements of the European Union's Corporate Sustainability Reporting Directive (CSRD). We partnered with an objective third party to follow the process set forth by the European Sustainability Reporting Standards (ESRS) to develop and evaluate Impact, Risk and Opportunity (IRO) statements related to our business operations and value chain. As part of the double materiality assessment, we engaged several stakeholders, including Cooper Standard leaders and internal subject matter experts, among others. We also evaluated over a dozen recognized resources and frameworks to identify our industry's and stakeholders' most significant sustainability issues. By adopting the double materiality lens, we take into consideration not just our business context and stakeholder input, but also the relative significance of our sustainability topics on the environment, people and economy across our supply chain and operations.

The double materiality assessment results validated our previous ESG investments and ongoing priority initiatives, including an emphasis on climate change matters, the circular economy, valuing our workforce, deepening customer trust and maintaining an ethical corporate culture. We intend to maintain and increase disclosure and transparency around these topics. We will revisit our IRO statements on an annual basis and adjust as necessary.

Cooper Standard's highest priority topic areas include:

- Energy;
- Greenhouse Gas Emissions;
- Climate Change Adaptation;
- Product Lifecycle, Circularity and Waste;
- Workforce Engagement and Development;
- Workforce Health, Safety and Wellbeing;
- Talent Attraction and Retention;
- Human Rights and Labor Relations;
- Business Ethics and Integrity;
- Responsible Sourcing;
- Business Continuity and Disaster Recovery; and
- Customer Trust and Satisfaction

This report addresses these top issues across environmetnal, social, government and product-related topics.

GLOBAL SUSTAINABILITY COUNCIL

We demonstrate our commitment to sustainability and corporate responsibility through our Global Sustainability Council. This cross-functional council, led by an executive chair and comprising subject matter experts from Cooper Standard, provides executive-level oversight into the Company's sustainability strategy. It ensures alignment and integration with operational business goals and stakeholder priorities.

The council, dedicated to a holistic perspective on ESG initiatives, continually monitors evolving regulation and best practices. It actively shapes long-term goals to drive world-class ESG performance. Leadership positions within the council are also designated for each material topic, ensuring ESG considerations are seamlessly integrated across all aspects of our business.

Our enduring dedication to sustainability has positioned us to effectively address today's significant challenges. This commitment drives innovation in processes, products and materials, exemplified by initiatives like our award-winning eCoFlow™ switch pump and FlexiCore™ thermoplastic body seal products. Amidst constant change, our innovative approach allows us to meet the current and future sustainability needs of our stakeholders.

FORMALIZING OUR APPROACH

At Cooper Standard, we are committed to business success and customer satisfaction, which means being adaptable and effectively responding to challenges. This is the reason we believe in transformation when it is needed, because change is constant. In 2024, we restructured the business from a global functional organizational structure to a global product line-focused organizational structure, making our operations leaner and more efficient. Although some aspects of our business have changed, our ESG governance remains consistent, enabling continuous progress against our ESG targets, initiatives and ambitions across product line segments. To strengthen our approach to ESG integration, we strategically incorporate sustainability across our organization and business activities.

Regular summary updates: document topic definitions, key performance indicators, relevant internal / external changes and action plans to achieve long-term goals

Quarterly review: evaluate progress toward achievement of long-term action plans, address emerging risks and opportunities (internal and external), and ensure cross-functional alignment of ESG priorities

Semi-annual GLT meeting updates: ensure adequate oversight of our ESG initiatives, alignment and integration with the Company's strategy

Annual Nominating and Corporate Governance Committee review: update key ESG topics according to the standard Board committee calendars

ABOUT COOPER STANDARD

COOPER STANDARD'S ESG GOALS

Our commitment to ESG strengthens our teams, partnerships and businesses, and is vital for attracting talent, maintaining a robust supply base and developing innovative, cost-effective solutions. We persist in growing stronger and focusing on drivers of long-term value creation, aligned with our Purpose of *Creating Sustainable Solutions Together*.

Annually, we evaluate and externally report transparent progress on our ESG goals, updating key performance indicators (KPIs) when necessary to reflect our successes and challenging ourselves to make continuous improvements. Regularly reviewing and communicating the ways we measure performance enables us to provide consistent information to our stakeholders and informs crucial business decisions.

In 2023, Cooper Standard underwent a goal review exercise to identify the relevance of certain goals. The exercise resulted in a shift in how we measure and evaluate our goals. The new goals that came into effect in 2024 will guide our teams in the coming years. We monitor and track our goals in our quarterly Global Sustainability Council meetings.

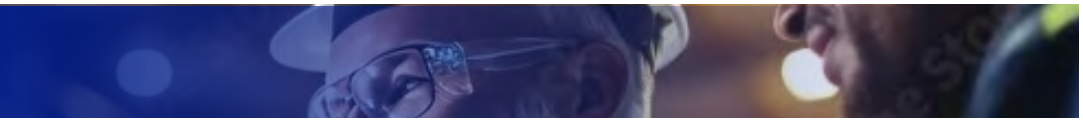
Notably, we incorporate strategic ESG metrics' performance into our annual incentive plan for our named executive officers, with 5% of funded annual incentive amounts contingent on achieving these goals. For additional details on our annual incentive plan, refer to Cooper Standard's 2024 Proxy Statement.

In 2024, we conducted a Corporate Sustainability Reporting Directive aligned double materiality assessment (DMA) through an objective third party to identify our material impacts, risks and opportunities. For more details on the assessment, please see our materiality section. In 2025, as part of our efforts to stay current with evolving reporting frameworks and regulations, we will assess the alignment of our DMA results with our ESG strategy and goals and make any necessary adjustments.

MEASURING ANNUAL PERFORMANCE

Goal progress can be found in the beginning of each topic section. Performance for 2023 is indicated with a blue bar and 2024 performance is displayed numerically below the scale.

WINNING IN THE WORKPLACE



ACHIEVE WORLD-CLASS PERFORMANCE IN TALENT STRATEGY

Increase % of female salaried population in the Company year over year.

Increase % of U.S. racially underrepresented salaried population in the Company year over year.

Increase women in leadership roles to reflect the percentage of women in salaried positions by end of 2027.

Increase U.S. racially underrepresented populations in leadership roles to reflect the percentage of U.S. racially underrepresented populations in salaried positions by end of 2027.

BUILDING A WORLD-CLASS SAFETY CULTURE

Achieve better than world-class TIR of 0.47 annually.

Implement a next generation Safety Balanced Scorecard program by 2025.

GIVING BACK TO COMMUNITIES WHERE WE WORK & LIVE

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

ENHANCING PRODUCT VALUE

EMBED SUSTAINABILITY THROUGHOUT OUR DAILY BUSINESS ACTIVITIES

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

By 2028, 30% of our product portfolio (including materials) will provide improved sustainability vs. traditional solutions.

Commit to achieving 100% virtual validation by 2025.*

DRIVING PROACTIVE EFFORTS TO HELP DELIVER WORLD-CLASS PRODUCT QUALITY & SAFETY

Maintain percentage of potential safety critical issues at less than 2%.**

Maintain Quality incidents per billion to be less than 35.**

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

Maintain 98% green or yellow customer scorecards annually.

*Cooper Standard accelerated its virtual validation timeline, moving the original goal of 2035 forward to 2025.

**To streamline communicating this performance indicator, the goal was reworded. The disclosed metric is tracked and reported consistently year-over-year.

RESPONSIBLE BUSINESS

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

Foster an environment where the percentage of employees who never feel pressured to compromise our values increases year over year.

Foster an environment where the percentage of employees who believe their concerns about unethical behavior or misconduct will be fully investigated increases year over year.

Foster an environment where the percentage of employees who feel comfortable reporting misconduct if they observe it increases year over year.

Ensure and validate that the percentage of employees who know where to find our Code of Conduct and policies increases year over year.

IMPLEMENT SCREENING EFFORTS WITH OUR GROW SUPPLIERS

Achieve 65% of our suppliers to reach SAQ sustainability score above 50% by 2024.

Achieve 65% of our suppliers to reach SAQ sustainability score above 80%+ by 2027.

REDUCE OUR IMPACT ON THE ENVIRONMENT

Decrease solid waste generated by 25% by 2025.

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

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

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

STRENGTHEN & IMPROVE OUR INFORMATION SECURITY PROCESSES, DATA & INFRASTRUCTURE

Increase % of phishing emails reported annually to 25% by 2027.

Decrease % of phishing tests failed to less than 3% by 2027.

Increase % of total hours saved annually using Robotic Process Automation by 20% year over year.

WINNING IN THE WORKPLACE

Our team members are fundamental to our success. We foster a vibrant and inclusive culture to support their success in all aspects of their career. We believe that our team members are our most important asset, and we focus our efforts on attracting, developing, engaging, retaining and recognizing world-class talent. Our *Safety First* commitment drives us in creating a workplace that is both physically and psychologically safe, and we continuously strive for zero safety incidents through our Total Safety Culture. Beyond workplace safety, we also support our team members by giving back to the communities where we work and live, focusing on our local impact. In this section, we highlight our dedication to our workplace culture, talent attraction and retention, safety and community engagement that strengthens our reputation as a world-class employer and industry leader.

In This Section

Talent Strategy

Workplace Health & Safety

Community Involvement

Important Links

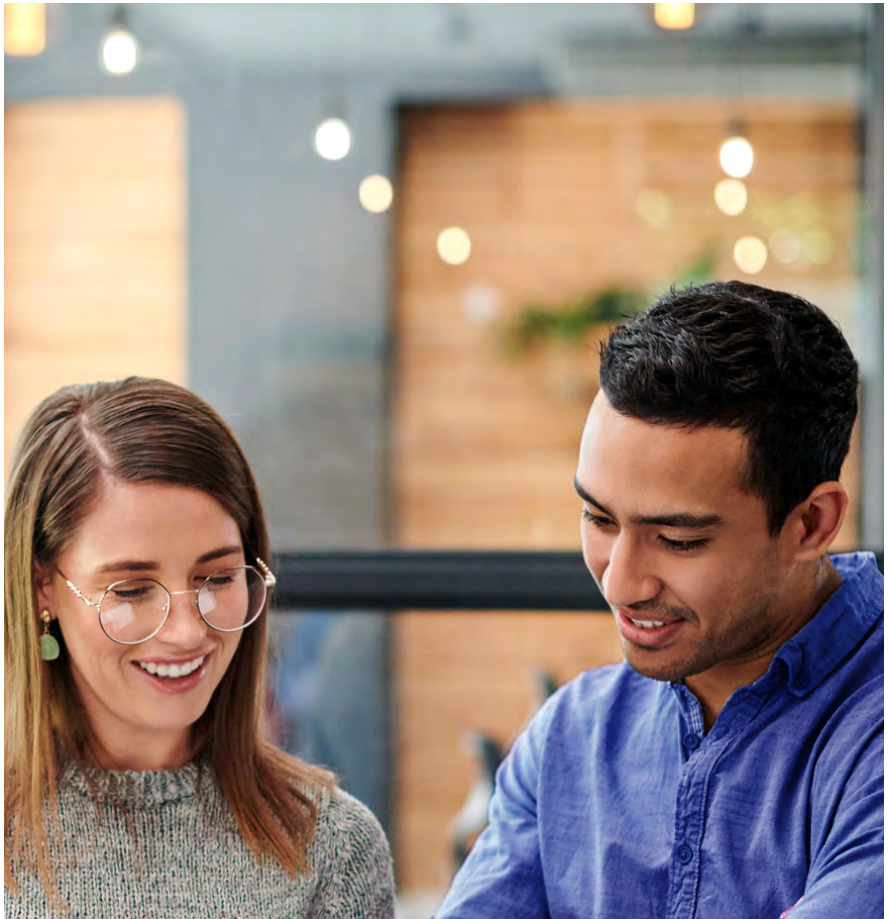
Diversity, Inclusion & Belonging Policy

Cooper Standard Foundation

WINNING IN THE WORKPLACE

TALENT STRATEGY

At Cooper Standard, creating an inclusive and supportive environment that celebrates our team members is fundamental to our attraction and retention strategy. Each team member brings unique perspectives and expertise to our organization, and we are committed to cultivating a positive work environment that fosters engagement, productivity and alignment toward our overall Purpose, Mission and Values. When we invest in our team members, we provide them with the tools and development they need to thrive in their roles, consistently improve and become leaders within our organization. Employee engagement is at the heart of our culture and empowers a cycle of continuous feedback and talent development. At Cooper Standard, who we are is defined by the culture we have built together, grounded in the Core Values we hold true and reinforced by the Capabilities that outline our behaviors.



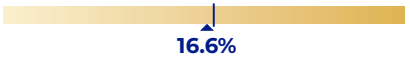
ACHIEVE WORLD-CLASS PERFORMANCE IN TALENT STRATEGY

Key: 2023 ▲2024 Exceeded

Increase percentage of female salaried population in the Company year over year.

Increase percentage of U.S. racially underrepresented salaried population in the Company year over year.

Increase women in leadership roles to reflect the percentage of women in salaried positions by end of 2027



Increase U.S. racially underrepresented populations in leadership roles to reflect the percentage of U.S. racially underrepresented populations in salaried positions by end of 2027

WOMEN IN LEADERSHIP

Our Vice President and Chief Accounting Officer, Alison Nudd, was named one of the Top 50 Women Chief Accounting Officers of 2024 by Women We Admire. This well-deserved honor reflects Alison's outstanding leadership and unwavering *Commitment to Excellence* in today's dynamic business landscape.

OUR PRIORITIES

We build an inclusive and supportive environment that fosters engagement, development and retention. We strive to create a strong talent pipeline by offering accessible opportunities including apprenticeships, internships and early career programs, and supporting team members through training and development opportunities. To maintain a workforce with varied experience, we are actively pursuing goals to increase representation across our organization. Our comprehensive benefits package supports well-being and work-life balance, ensuring our employees have the tools and resources to thrive. Continuous feedback, performance management and succession planning play a key role in cultivating our high-performance culture.

OUR APPROACH

GRI 3-3

Our talent strategy is focused on attracting, developing, engaging, retaining and recognizing a world-class workforce. Our organizational structure is aligned with our business objectives, ensuring that our team members are given the resources and support they need to grow at Cooper Standard. Our Chief Human Resources Officer manages our talent strategy and provides regular updates on initiatives and programs to the Global Leadership Team (GLT). Our Human Resources (HR) team develops our talent strategies, while our GLT is responsible for reviewing, approving and prioritizing these strategies and initiatives. Our Board of Directors (Board) receives an annual report outlining our talent strategy, initiatives and performance.

OUR GOALS

As part of our drive to maintain a workforce with varied experience, we are actively pursuing goals to increase representation across our organization and foster a culture of inclusivity.

- By the end of 2027, we aim to increase year over year U.S. racially underrepresented populations in leadership roles to reflect the percentage of U.S. racially underrepresented populations in salaried positions.
- In addition, we will strive to increase the number of women in Company leadership roles to reflect the percentage of women in salaried positions by the end of 2027.
- Finally, we strive to increase the percentage of female salaried and U.S. racially underrepresented salaried populations year over year.

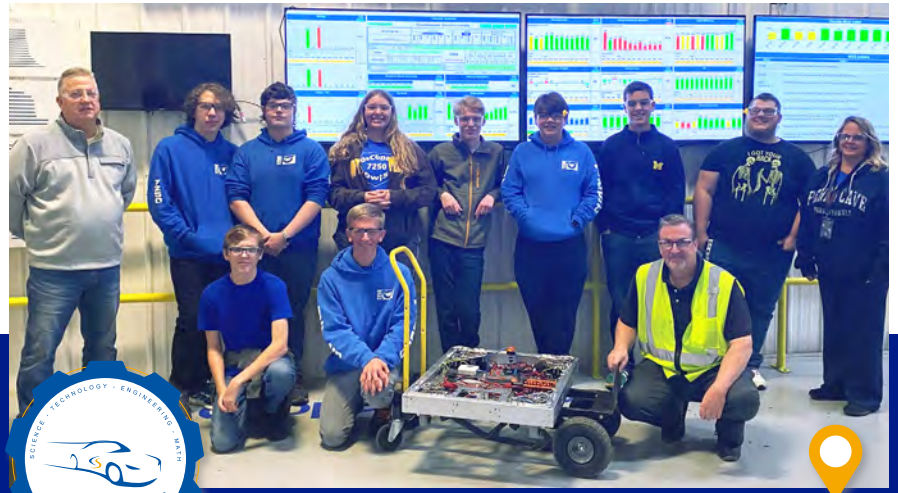
We will continue to execute our Culture, Inclusion and Belonging initiatives and talent strategies in support of achieving these goals and look forward to sharing our progress in the coming years.

Talent Acquisition

At Cooper Standard, our employee attraction strategy is designed to cultivate a top-tier workforce and talent pipeline through a healthy work environment, professional development opportunities and competitive benefits. A strong talent pipeline is essential for maintaining our competitive edge in an evolving job market, serving as the foundation of our talent acquisition strategy. We continually look for new ways to enhance and grow our talent pipeline by preserving institutional knowledge while actively seeking to add new ideas and skills to our workforce. Our Community Involvement strategy plays a key role in this effort, enabling us to create relationships with potential applicants, including those not currently active in the job market.

We prioritize training for hiring leaders to mitigate unconscious bias in our hiring processes and successfully secure the best-fit talent. Hiring teams utilize training through Cooper Standard University and standardized interview guides based on our Cooper Standard Capabilities Model. This past year, we launched a new Talent Acquisition site that provides employees and hiring leaders access to tools, resources and self-paced eLearning courses to support internal mobility and inclusive hiring.

Varginha, Brazil



Oscoda, Michigan

To support and promote the future global manufacturing workforce, we regularly:

Host Manufacturing Day events at our facilities to showcase modern manufacturing to students and community partners, and inspire the next-generation workforce to pursue careers in the industry; and

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

Employee Benefits & Wellbeing

In addition to our corporate culture that values the interest and passions of our team members, Cooper Standard offers a competitive salary and benefits package that enables us to attract and retain top talent. While specific benefits vary by country, common offerings include paid time off, comprehensive or supplemental health care benefits, risk benefits (life insurance, accidental death and dismemberment insurance or disability benefits), educational assistance, retirement plans, legal services, identity theft protection and discount programs, among others. We continually evaluate our total rewards package to maintain alignment with external market and employee needs.

Due to the increase in virtual meetings in our modern-day workforce, especially in hybrid work environments for our office workers, we utilize a default setting in scheduling to promote wellness breaks between meetings. Additionally, we offer a range of policies and programs for employees, which vary in form and structure depending on the country and location. These include the following:

- Flex-time;
- Remote working opportunities;
- Employee assistance programs for employees in Brazil, Canada, France, Mexico, the U.K. and the U.S. (each offering a variety of confidential employee and family support services, as well as other resources);
- Supplemental life and/or disability insurance to certain employee groups in Canada, China, Italy, Poland and the U.S.; and
- Various other voluntary benefits at group rates (including voluntary critical illness benefits available to certain employee groups in China and voluntary accidental, hospital indemnity, critical illness, legal assistance and identity theft protection benefits available to U.S. employees).

Early Career Programs

We offer a variety of programs to appeal to students and talent in the early stages of their careers. These include:

- Apprenticeships that offer talented team members the opportunity to attend college while building critical trade skills;
- Internships to provide exposure to the organization and potential career opportunities;
- Co-op opportunities with select universities that complement students' academic curriculums by developing their abilities to learn new processes, troubleshoot and resolve issues in an "on-the-job" setting; and
- College graduate opportunities for entry-level and trainee positions within our Company.

At Cooper Standard, we develop skilled technicians who understand our unique processes. One way we focus on developing talent from within is through our apprenticeship programs. We provide team members with the opportunity to gain hands-on experience while attending college, allowing them to develop new skills and advance their careers. Upon completion of the program, graduates are well-positioned for roles within our plants, ensuring a strong pipeline of knowledgeable and capable workers.

We recognize that every career path at Cooper Standard is unique. We tailor opportunities to a wide array of talent pools and conduct specific outreach to key groups. Cooper Standard provides career opportunities for military veterans and those who are transitioning from active service, which has earned us recognition from the Michigan Veterans Affairs Agency as a Veteran-friendly Employer. More information regarding our efforts to build and foster a workforce with varied experience can be found under Culture, Inclusion and Belonging.

Talent Development & Performance Management

GRI 404-2

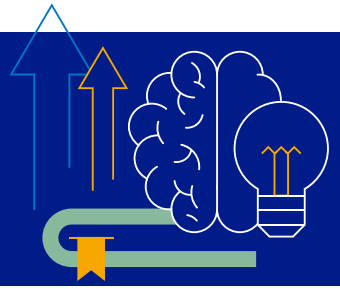
We believe that our talented workforce distinguishes us from our competitors. Cooper Standard understands the importance of acquiring and retaining top talent and providing them with the resources and support they need to grow and develop both as individuals and as professionals. Professional development opportunities are key elements of our engagement and retention strategy. Therefore, we place a great deal of importance on developing our workforce through internal and external educational and training opportunities, mentoring and coaching, feedback, exposure and stretch assignments. Formal performance management, talent identification, succession planning, and learning and development tools foster growth in our workforce. By strengthening our talent, we deliver value to our stakeholders while reinforcing a culture of excellence.

We value the contributions of every team member and are committed to fostering a positive work environment that prioritizes engagement, productivity and alignment toward our overall Purpose, Mission and Values. Our performance management process is designed to maximize productivity and innovation by encouraging and supporting employees' efforts to reach their full potential. We enable and empower team members to align their efforts in a manner that contributes to the Company's goals. We ensure our employees are equipped with the tools they need to track their progress toward their goals, and to help identify and remove any barriers to their performance. This process has resulted in frequent, high-quality performance and developmental discussions that support our culture of continuous feedback and improvement, while preparing and holding managers and individuals accountable for these discussions.

To support career growth, Cooper Standard University offers a Development Planning Resources site that provides a series of eLearning courses and job aids. Employees own their individual professional development through the insight we provide into the development

100%

of salaried employees received a performance review in 2024



planning process, including how they can create a formalized individual development plan (IDP). We encourage employees to create an IDP in partnership with their manager to request feedback and start career discussions. To develop each employee's IDP, we use a learning model that includes experiential learning, social learning and formal learning that guides employees to identify and evaluate specific development actions to help achieve their goals. Employees are responsible for managing and reviewing progress with their manager.

Our Talent Development strategy also emphasizes effective talent identification and succession planning. Through performance management tools, we can proactively identify, recognize and develop high potential and high-performing workers. In addition to succession planning for all senior leadership positions, we place a strong focus on succession planning for our GLT through the identification of ideal experiences, critical leadership capabilities and key rotations needed to prepare each candidate for important leadership roles.

We recognize that our team members are our most valuable source of talent, which is exemplified by our internal fill rate that proves our ability to recognize and retain strong talent across all levels of our organization. In 2024, our internal fill rate for Director and above positions was 85.1% and 59.8% for manager level.

Cooper Standard University

Cooper Standard University is dedicated to delivering high-quality, targeted and varied learning opportunities that support professional development and drive organizational effectiveness. Through competency modeling and gap analyses, we continuously refine our training processes to ensure they are both efficient and impactful. Our extensive learning platform offers training course catalogs covering a wide range of topics, including communication, leadership, career development, and inclusion and belonging. We have also made progress toward our goal of expanding our existing colleges (leadership, HR, manufacturing and product development) through the launch of our newest functional college, the Finance College. We also added new eLearning courses and made this new content available to our entire salaried organization. Because change is constant, we understand the importance of an agile development approach that adapts to meet the ever-changing needs of our remote workforce.

We offer micro-learning course offerings, delivering concise 30-minute or shorter courses in place of traditional longer and in-person training and development sessions. Building on this approach, we have refined our KPIs, shifting from tracking total training hours to measuring average courses completed by unique learners. We are pleased to report that in 2024 3.1 courses were completed per unique learner.

In addition to Cooper Standard University, which is available to our salaried employees, we manage training for our manufacturing teams through our Building a Talented Organization (BTO) program. We provide global standardized training that ranges from ergonomics to safely operating machinery. More information about our BTO program can be found in Workplace Health & Safety.

CS UNIVERSITY WEEK OF LEARNING

In 2024, we launched a new program called A Week of Learning to shine a spotlight on learning opportunities provided by CS University. Throughout the week, we curated a wide range of learning experiences including eLearning courses, instructor-led training, self-reflection tools and more. Learning was organized by themes, including:

- Embrace Lifelong Learning, which engaged learners through a learning styles quiz and eLearning course on thriving in the workplace;
- Communicate with Conviction, an eLearning training on mastering verbal and nonverbal communication;
- Nurture Your Health & Wellness, in which learners explored stress management and burnout prevention strategies;
- Develop Yourself and Others, live sessions on taking control of your career development and honing leadership skills; and
- Beyond the Week of Learning, which emphasized the need for continued learning.

This program demonstrates our commitment to embracing new ideas to support our talent capacity.

Talent Engagement

We are committed to creating a positive work environment that values all our team members and helps motivate them to do their best work, thereby increasing engagement, innovation and productivity. Cooper Standard accomplishes this through social dialogue, which helps us address worker expectations, empowering personal and business success. As we seek to create an engaging workplace built on our Core Values and Capabilities, and foster a culture that celebrates our workforce, we also encourage our team members to participate in Employee Resource Groups (ERGs) to promote our Core Value of *Diversity Makes Us Stronger*.

Effective communication is central to employee engagement. We continuously work to enhance our communication methods and channels to ensure that our team members have access to the necessary platforms to engage in meaningful conversations about their career development.

We provide regular communications in team members' local languages on key developments and updates to keep them informed. Through CS Connect, our global workforce communications platform, we share business strategies and opportunities that include safety initiatives, quality highlights, team and team member recognition, and other Company developments. To further strengthen dialogue, our "You Talk, We Listen" sessions bring together internal stakeholders from all levels of the organization to listen and respond to what is on our team members' minds.

Our GLT shares information about the Company's priorities and direction, and responds to questions from team members through live global employee webcasts.

Enrique Nogueroles, Vice President & Managing Director - Asia Pacific

20TH ANNIVERSARY IN CHINA

In 2024, Cooper Standard celebrated its 20th anniversary in China by reflecting on two decades of innovation and collaboration supporting the dynamic automotive industry in the country. Our team was honored to host representatives from the U.S. Consulate General in Shanghai, senior leaders from Cooper Standard, key customers and suppliers, partners and team members. This event marked a significant milestone, and we are eager to build upon our 20 years of achievements. Our *Commitment to Excellence* in China has been unwavering, and our achievements are a testament to the hard work and dedication of our team.

EMPOWERING VOICES: CELEBRATING COOPER STANDARD'S ERG INITIATIVES

WISE (Women Inspire Support Enrich) AP Event

The WISE ERG hosted a “You Talk, We Listen” event in the Asia Pacific region. The session emphasized the importance of collaboration and support. The key message focused on how different perspectives enrich our lives and foster acceptance and equality.

Cooper Standard African American Network (CAAN) Movie Night

CAAN hosted an exclusive screening of "Origin." The film, through its riveting storytelling and powerful visuals, explores themes of identity, resilience and the journey towards self-discovery. The gathering was more than just a movie night; it was a vibrant celebration of culture, a deep dive into storytelling excellence and an opportunity for meaningful dialogue. This event was a testament to the power of community and the ongoing commitment of our organization to celebrate inclusivity and foster an environment of belonging.

Hispanic/Latino Organization for Leadership and Advancement (¡HOLA!) Cookout

To celebrate Hispanic Heritage Month, ¡HOLA! hosted a cookout where team members enjoyed traditional Mexican dishes, including tacos and discada. This event also served as a fundraiser for Cadillac Urban Gardens, a non-profit organization located in Mexicantown (Detroit, Michigan) that provides fresh fruits and vegetables to local community members.

Take Your Child to Work Day

Cooper Standard's ERG network hosted its annual “Take Your Child to Work Day” at our global headquarters in Northville, Michigan, providing an engaging experience for employees' children and grandchildren. The event aimed to inspire the next generation by showcasing various career possibilities through hands-on STEM activities focused on manufacturing, engineering and science. Participants enjoyed an egg drop challenge, a cultural panel with global employees and interactive games, all designed to highlight the importance of passion and dedication in future careers. The day concluded with students shadowing their caregivers, parents or grandparents.

Culture, Inclusion & Belonging

GRI 3-3

At Cooper Standard, we strongly uphold our Core Value, *Diversity Makes Us Stronger* and strive to maintain a culture that fosters inclusion and belonging. We embrace varying perspectives and recognize the importance of building a global workforce that reflects a wide array of backgrounds, experiences and ideas. By leveraging the unique strengths of each team member, we cultivate a culture of inclusivity that offers team members a sense of belonging and appreciation. Progressing our inclusivity commitments is critical to our ability to attract new talent, identify new business opportunities and generate innovative solutions that will ultimately allow us to grow and expand our business globally.

We frequently organize "Panel with a Purpose" events as a platform for discussing themes that support our values and strengthen Cooper Standard's culture. These discussions feature individuals from various functions and regions. Besides addressing significant topics, these sessions also facilitate connections among team members from our global locations, allowing them to become acquainted with their colleagues.

At Cooper Standard, our Purpose, Mission, Values and Capabilities shape our approach to maximizing impact for our stakeholders. We are committed to creating an inclusive culture that welcomes and celebrates all individuals, ensuring we attract and retain top talent from various backgrounds and experiences. Research has consistently shown that demographically diverse companies are more likely to outperform their more homogeneous counterparts, reinforcing the importance of inclusivity and belonging in achieving our business objectives. We ensure our recruiters follow interviewing and assessment industry best practices to build a wide-ranging candidate pool. Our hiring team actively expands our network by seeking candidates beyond traditional channels to actively target underrepresented populations.

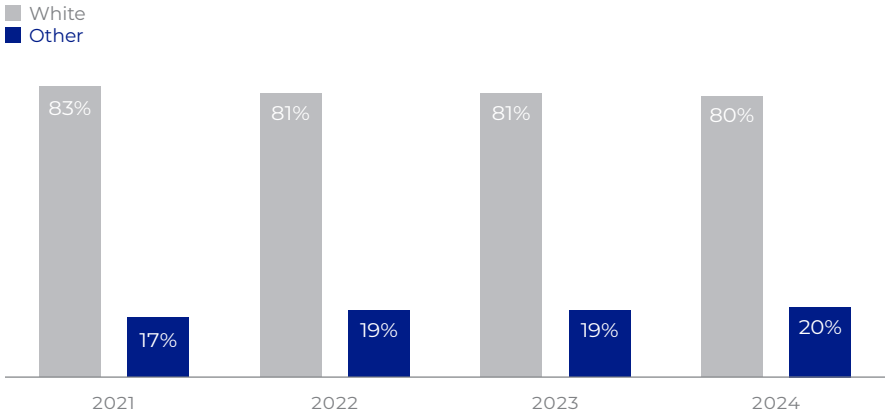
We define and affirm our commitment with our inclusion statement "Valuing the Perspectives and Leveraging the Strengths of All Team Members", which we uphold by:

- Creating a recruiting culture that attracts a wide-ranging talent pool and hires the right person for the right job;
- Investing in programs to develop and retain a workforce with varied experience;
- Creating forums for all voices and perspectives to be heard;
- Auditing for exclusionary norms, processes, policies and inequities;
- Providing opportunities for team members to be aware of their unconscious biases and learn about and celebrate others' differences;
- Helping all team members feel physically and psychologically safe; and
- Improving and supporting the communities where we work and live.

Our commitment extends through our talent acquisition process. We actively identify and invest in process improvements to promote a wide range of education and experience in our candidate pipeline and eliminate bias in the hiring and interview process. Our commitment to a culture of inclusion and belonging for the individual within our workforce is outlined in a global policy signed by our GLT and Lead Director of the Board.

Workforce Demographics*

U.S. workforce by ethnicity (hourly & salary)



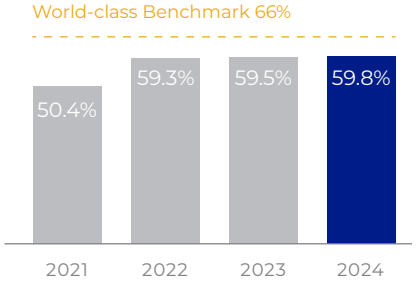
*Excludes contingent employees

OUR PERFORMANCE

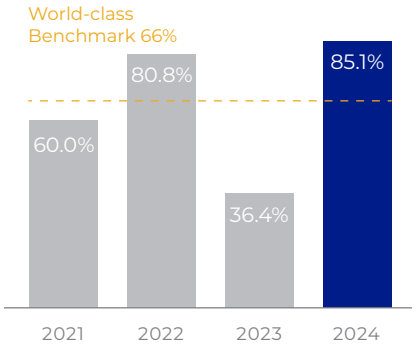
GRI 401-1, 405-1

We are strong advocates for gender equity in the workplace, reflected through our Board composition of 30% women and our GLT composition of 25% women. Recognizing the need for continuous improvement, we continue to seize opportunities to expand female representation in our global workforce, with a targeted focus on increasing the number of women in salaried positions, especially within leadership.

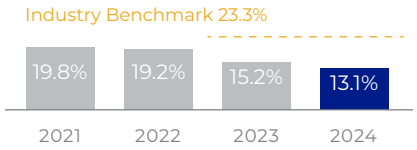
Internal Fill Rate
manager level



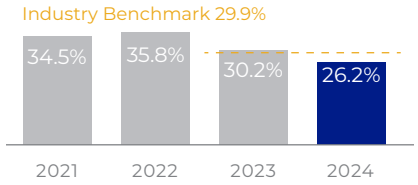
Internal Fill Rate
director level & above
(including plant managers)



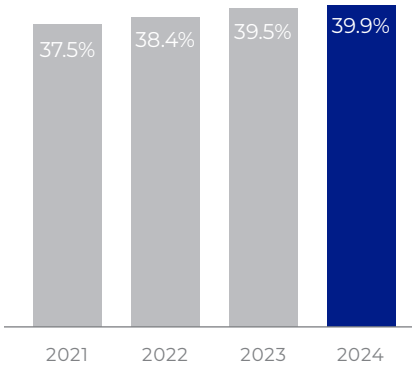
Employee Voluntary Turnover
hourly & salary



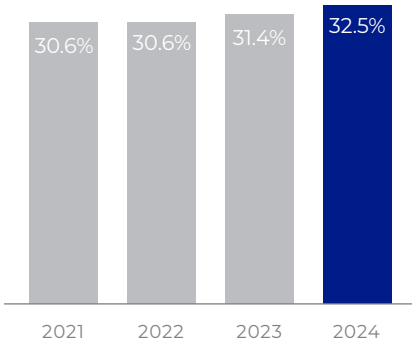
Total Employee Turnover
hourly & salary



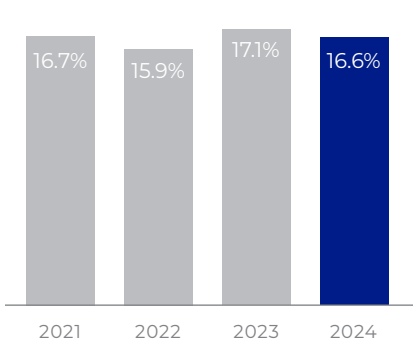
Women in the Enterprise



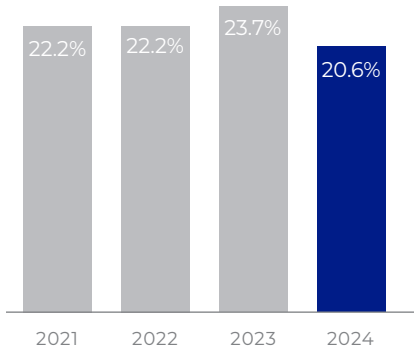
Women in Salaried Workforce



Women in Leadership
director level & above



Women in Leadership
vice president & above



excludes contingent employees

WINNING IN THE WORKPLACE

WORKPLACE HEALTH & SAFETY

At Cooper Standard, our Core Value *Safety First* is at the heart of our Total Safety Culture. We are committed to maintaining a safe and healthy work environment by equipping all team members with safety training and awareness, personal protective equipment and secure working conditions, with the goal of achieving zero workplace injuries. We evolve our approach as needed to ensure a physically and psychologically safe workplace for all our team members.

BUILDING A WORLD-CLASS SAFETY CULTURE

Key: 2023 ▲ 2024

Achieve better than world-class TIR of 0.47 annually.

Implement a next-generation Safety Balanced Scorecard (SBS) program by 2025.

Development of new SBS 2.0 Engagement Walks

TOTAL SAFETY zero incidents CULTURE

0.30

TIR per 200,000 hours worked; well **below our 0.47 world-class benchmark**

22

plants achieved **zero incidents**

14

consecutive years **without any fatal accidents**

OUR PRIORITIES

GRI 3-3

Our Total Safety Culture empowers every team member to take ownership in identifying and mitigating health and safety risks for themselves and others. Focusing on prevention, we take proactive steps to manage risks, detect and rectify systemic failures before they occur and establish measures to avert them. A critical component of this approach is possessing timely and comprehensive health and safety data. In 2023, we reassessed the tools and methods we use to collect, store and monitor this data, leading to the implementation of a more advanced health and safety information system in 2024. This upgraded system has already begun to help us in addressing health and safety concerns in real time, supporting proactivity and incident prevention strategies. Similarly, we consider health and safety compliance, both a regulatory and industry standard exercise, as an opportunity for growth. We review our current methods, programs and tools used to monitor and act in accordance with the compliance landscape, ensuring our ability to anticipate how changes will impact our business.

At this time, 43% of our facilities are ISO 45001 certified. With our commitment to our Total Safety Culture, we are prepared to expand ISO coverage which aligns with our customer's requirements.

OUR APPROACH

GRI 3-3

At Cooper Standard, our Total Safety Culture is deeply embedded at all levels of the Company, reinforced by open communication, leadership engagement and structured accountability. We maintain transparency through open dialogue between leadership and the workforce. Our global manufacturing organization, led by our President, Sealing Systems and Chief Manufacturing Officer, has oversight of our overall safety performance. Our Senior Director of Quality and Global Health, Safety and Environmental is responsible for leading and managing our Total Safety Culture. At the local level, the Regional Managers of Health, Safety and Environmental (HSE), HSE plant leaders and staff manage day-to-day safety responsibilities.

The continued engagement of our leadership is critical to the overall success of our Total Safety Culture. We provide monthly safety updates to the Global Leadership Team (GLT) and safety trends to the Board of Directors as a part of our standard Board meeting materials. Additionally, in the event of a recordable safety incident, several members of our GLT and other key leaders are alerted via email within 24 hours of the incident.

We actively engage with stakeholders across the Company through regular meetings to ensure alignment on key safety and business priorities. Each week, we conduct an overall business update to review identified issues and discuss significant ongoing projects, and any newly developed or released procedures occurs. New key performance indicators and future plans are presented at our monthly World-class Operations Meeting.

Every two to three years, we conduct an external review to assess and refine our world-class benchmark for the manufacturing sector. Our world-class benchmark is determined through benchmarking of companies whose safety performance we believe exemplifies world-class*. Based on available data, we worked towards achieving a world-class Total Incident Rate (TIR) benchmark of 0.47 in 2024. As part of our Total Safety Culture, we continually challenge ourselves to adopt world-

*Our world-class benchmark of 0.47 is based on the average TIR of a selection of the top 11 auto suppliers ranked by sales of original equipment parts in 2023 plus three suppliers above and below Cooper Standard's ranking.

class safety practices. By aligning our goal with the latest benchmark, we reinforce our ongoing commitment to continuous improvement and industry-leading excellence.

Our Goals

To reflect our commitment to continuous improvement, we are challenging our team to achieve higher than the adjusted world-class TIR of 0.47 annually. This goal revision aims to support our world-class safety performance and is consistent with Cooper Standard's aspiration to achieve zero workplace injuries. In 2024, we also introduced a goal to implement a next-generation Safety Balanced Scorecard, Cooper Standard's primary health and safety management system, in 2025.

LEVERAGING A NEW PLATFORM FOR H&S COMPLIANCE

To remain in compliance with the vast landscape of standards and regulations, we believe it is imperative to understand and address regional nuances while maintaining a global approach to our systems. In 2024, we acquired a new platform that leverages a single database of regulations and monitors those that apply to our activities. Our Global Corporate Compliance Program also benefits from this platform through its capacity to streamline third-party compliance checks. This integrated approach ensures we stay ahead of regulatory shifts and maintain the highest standards of compliance across all regions.

Proactive Safety

We believe that good safety practices lead to good business discipline. Driven by this principle, we implemented a range of proactive safety measures to enhance workplace safety and mitigate risks across the Company. A key component of this approach is our Fast Response Process (FRP), which outlines the steps plant management must take to integrate, demonstrate, promote and define a HSE-related significant events reduction program in the plant. The HSE FRP meeting is a daily cross-functional meeting led by operations that focuses on significant HSE events including recordable incidents, near misses and first aid events. This brief, communication-focused 'short sharp' meeting is typically held on the shop floor, where teams document and review incidents to ensure a structured reporting process. In the meeting, we also identify, assign and track corrective actions through their completion to reinforce accountability and continuous improvement of workplace safety.

To foster open communication as part of our safety culture, we expect all team members to take the initiative in reporting health and safety concerns. Team members are empowered to report work-related injuries, illnesses and first aid cases to their supervisors. Cooper Standard assesses and validates all critical safety events, including near misses, first aid and other recordable safety events. We also utilize Top 20 suggestion boards, providing workers with the ability to document potential unsafe conditions for management to address.

In previous years, Cooper Standard introduced a risk identification program called RADAR (Recognize, Assess, Develop, Act, Report), which complemented our standard Job Hazard Risk Assessment Program when evaluating non-routine and non-repetitive tasks. Sites that consistently apply RADAR can leverage user feedback, near misses, observations and incidents to enhance safety practices while conducting those uncommon tasks. Building on this engagement in 2023, we formalized the process into a written global procedure mandated at all locations. In 2024, we continued to monitor implementation and make adjustments as necessary.

Safety Balanced Scorecard

The SBS is the primary health and safety management system at Cooper Standard that matures and advances our safety practices and risk management. We use a calibration method to standardize scoring. In 2024, we further developed the SBS by revisiting and revising the criteria for one of the six elements to ensure we continue to challenge our facilities to continuously improve our Total Safety Culture.

Each plant has targets for its SBS and each year we update those targets based on the previous year's performance. The SBS system rates each facility's performance across six elements:

- Safety culture maturity model survey;
- Safety engagement;
- Job hazard and risk assessment;
- Critical safety program evaluation;
- Incident statistics (total incident rate and lost day severity rate); and
- Validated critical safety event investigation.

The framework of all six SBS elements allows our facilities to achieve world-class performance, specifically focusing on leading rather than lagging indicators. Leading indicators help us proactively prevent safety issues as opposed to simply measuring incidents after they happen.

Training & Plant Culture

GRI 403-5

Our Total Safety Culture thrives on active participation and accountability. Every Cooper Standard team member and leader plays a vital role in cultivating and contributing to a work environment that is safe, healthy and respectful. Our ability to achieve safety targets is driven by our leaders and team members at every plant location and their understanding that *Safety First* is a Core Value.

Cooper Standard delivers the majority of its health and safety training through Building a Talented Organization (BTO), a global standardized

MACHINE SAFETY CURRICULUM

Leveraging our preferred vendor for safety devices, we are improving our machine safety curriculum. This curriculum focuses on international regulations as well as design and modifications of machines. Our intended audience is our Center of Competence design team and our site's engineering and maintenance teams. The curriculum, developed in 2024, will be rolled out in 2025. This training will provide further machine safety information during the design phase to help ensure that equipment safety standards are met and surpassed.

Inauguration of New BTO Room | Saltillo, Mexico

training process designed for direct labor operators. BTO integrates plant-level and job-specific safety elements in every work instruction and shop floor training. Additionally, BTO trains the required team members to identify hazards at the workstation that support our writing of effective Job Hazard Risk Assessments (JHRA).

Through our FRP, plant managers actively track and manage recordable incidents, first aid occurrences, and near-miss health, safety and environmental issues. To ensure transparency and awareness, digital screens display health and safety incidents at each facility, and our plant managers review these incidents with their teams daily. The FRP is also built into our HSI Incident Reporting Platform, increasing the efficiency of reporting the status of incidents relevant to FRP and actions taken to manage such incidents. Additionally, FRP encourages plant managers to highlight a safety topic each week and implement customized training sessions at their locations using materials from our enterprise portal. Overall, plant workers utilize the FRP and our new H&S platform to report significant HSE issues to management, assign ownership to corrective actions and track progress through completion. To keep leadership informed, the health and safety management system issues global alerts within 24 hours if an HSE event becomes recordable.

Every June, all Cooper Standard locations participate in a safety culture maturity model survey designed to drive year-over-year improvements in our health and safety performance. By analyzing the results of the surveys, we gain valuable insights into safety practices across facilities and can identify areas that need the most improvements in each plant.

Cooper Standard creates new health and safety trainings based on specific hazards or opportunities for improvement. In 2024, we launched an initiative to establish a global minimum competency standard for our leaders. We standardized our job descriptions globally and assessed the training gaps of our HSE managers in every facility. We are now working to close those gaps and improve those competencies.

SAFETY STANDARDS OF CONDUCT

Our Safety Standards of Conduct sets 14 key expectations for workplace safety. Employees must lock out equipment, maintain machine guarding and use protective devices as required. They must obtain permits for activities like hot work and working at heights and in confined spaces, and always use fall protection when necessary. Employees must take precautions when working with live electrical circuits and report all safety and environmental records accurately. They must comply with environmental permit conditions, dispose of waste legally and stop work if there is an imminent danger. Employees must report injuries, unsafe conditions and spills immediately. Only trained and licensed individuals may operate heavy equipment, and all employees must stay aware of surroundings and equipment alarms for pedestrian safety. Everyone must follow emergency response protocols.

In 2024, we created videos for each standard that are accessible to all team members with subtitles offered in multiple languages. Our plants have access to the library of videos and can use them to promote safety and lead conversations at their sites. In 2025, we plan to share these videos and standards through monthly articles on CS Connect. These articles are accessible to all Cooper Standard team members in their local language.

Safety Meeting | Žďár, Czech Republic

SAFETY ENGAGEMENTS

Building on our Safety Scorecards , we developed the Safety Engagements program to serve as an opportunity for management to have daily conversations with the workforce. Through safety engagements, we share a list of questions that prompt conversations specifically focused on working conditions, resources and other health and safety considerations. In 2024, we shifted our safety engagements platform to the same platform we use for incident management. Moving to this platform creates efficiencies and improves response rates.

Our safety engagement questions in 2024 changed the focus on what we consider our daily high-risk activities. This is a continuous improvement activity, and we intend to refine and enhance this program each year. In 2025, we will focus on job hazards and risk assessments.

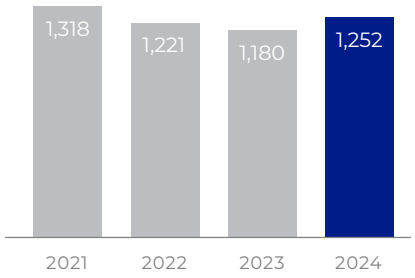
OUR PERFORMANCE

GRI 403-2

We improved our Total Incident Rate (TIR) and exceeded the world-class benchmark for the seventh consecutive year. For the full year of 2024, our TIR was 0.30 per 200,000 hours worked, compared to 0.32 in 2023 and 0.34 in 2022, all well below our 2024 world-class benchmark of 0.47. In addition, 22 of our plants achieved zero incidents:

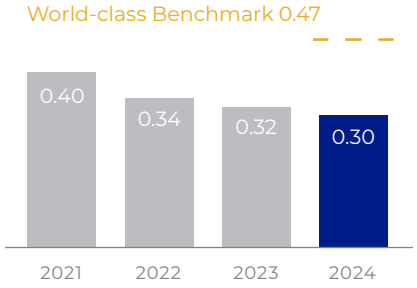
- 2 of these plants achieved zero incidents for two consecutive years.
- 1 of these plants achieved zero incidents for three consecutive years.
- 1 of these plants achieved zero incidents for four consecutive years
- 2 of these plants achieved zero incidents for five consecutive years.
- 3 of these plants achieved zero incidents for six consecutive years.
- 1 of these plants achieved zero incidents for seven consecutive years.
- 1 plant achieved zero incidents for ten consecutive years.
- For the fourteenth consecutive year, Cooper Standard did not experience any fatal accidents.

Total Days Away
restricted or transferred

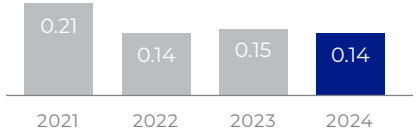


Total Fatalities

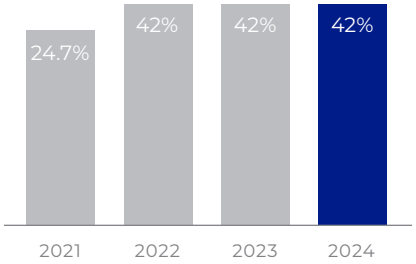
Total Incident Rate



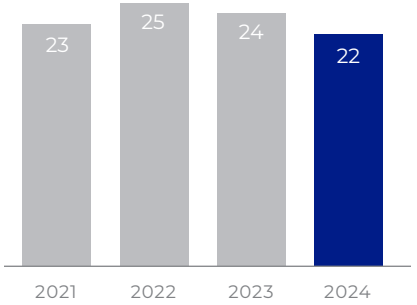
Lost Time Incident Rate



Facilities ISO 45001 Certified*



Zero Incident Rate
# of locations



INCIDENT MANAGEMENT AND REPORTING

We recognize change is constant, and to keep pace with the evolving safety environment, we must continuously review and refine our approach. In 2023, we identified a new platform for incident reporting and in 2024 we developed a new module within this platform. Our new platform enables flexible tracking and report generation of safety data and allows us to clean and gather data for efficient analysis. Adopting this new platform has enabled the consolidation of multiple health and safety tools into one place. Further, with this platform, we can gain insights into incident management strategies and promote continuous improvement of our safety performance. Our control over the design of the platform enables us to make changes and improvements, adding modules and tools as needed in the future.

*Data includes those plants certified to OHSAS 18001

WINNING IN THE WORKPLACE

COMMUNITY INVOLVEMENT

At Cooper Standard, we are committed to being a responsible community partner. We seek to *Create Sustainable Solutions Together*, accomplishing this through partnerships with stakeholders in our community. We believe supporting communities is part of our corporate responsibility. This commitment helps us attract talent, improves our reputation as a leading global manufacturer and builds team engagement and morale. Our community involvement strategy is grounded in team member volunteering and the Cooper Standard Foundation's philanthropic efforts.

GIVING BACK TO COMMUNITIES WHERE WE WORK & LIVE

Key: | 2023 ▲ 2024

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

Reforestation Initiative | Atlacomulco, Mexico

OUR CULTURE OF GIVING BACK

Our culture of community involvement fosters workforce engagement that meaningfully impacts our local communities and strengthens our team members' relationships with each other and the Company. Through the Cooper Standard Foundation, we promote the Company's philanthropic culture and connect team members with their communities around the world via collaboration at the grassroots level.

OUR PRIORITIES

The Cooper Standard Foundation empowers team members and their families to make a meaningful impact on the communities where they work and live. Those who engage in these initiatives consistently find them valuable for personal and professional growth. We have developed a strategic target for community involvement focused on increasing rates of team member participation. In 2024, we engaged 34% of our workforce in community work, an improvement from our 2023 engagement rate of 31%.

OUR APPROACH

Since its inception, the Cooper Standard Foundation has upheld its mission of supporting children's charities, education, health, wellness and community revitalization in the communities where Cooper Standard team members live and work. The Cooper Standard Foundation focuses on four areas:

- Direct donations and grants to charitable organizations;
- Matching contributions for employee engagement activities;
- Scholarships for team members' children based on academic achievement and community involvement; and
- Global crisis funding.

Our Foundation Board of Trustees (Board) and our Philanthropic Committee oversee the activities of the Cooper Standard Foundation, which is a 501(c)(3) organization governed by U.S. tax laws. Annual Board reviews include a year-in-review presentation, budgetary approvals and other Foundation updates and discussions. In addition to the annual review meeting, Philanthropic Committee meetings serve as checkpoints for reviewing and approving philanthropic requests and budgets. If further approval is necessary, requests are presented to the Board for final approval.

TRAINING CENTER FOR ADULTS WITH DISABILITIES

In 2024, our Cooper Standard Atibaia team, in collaboration with APAE de Jarinu, developed a new training center for young individuals with moderate to severe intellectual disabilities. This new "Mini Fabrica," complete with a dedicated clip room, simulates our Company's operations, providing a unique learning environment.

This initiative fosters an inclusive workplace, empowering these individuals to develop their skills, gain independence and find a true sense of belonging. It stands as a powerful symbol of hope and sets an example for social inclusion in the Atibaia region. We are proud of this initiative and the positive community impact it will have.

Atibaia, Brazil

STEM and Manufacturing Education

Cooper Standard is dedicated to inspiring and cultivating the next generation of the manufacturing industry by promoting Science, Technology, Engineering and Math (STEM) related careers.

Our STEM Employee Resource Group generates excitement and interest in manufacturing and STEM careers for future generations. The group consists of Cooper Standard volunteers, called “STEM Accelerators,” who inspire student interest in STEM careers through various community initiatives, including:

National Manufacturing Day – Each October, Cooper Standard facilities invite students to learn about modern manufacturing. In 2024, we hosted over 27 events across 16 global locations to celebrate and inspire the next generation of creators.

Regional Events – Our STEM Group hosts events for local students and team members’ children in our North America and Asia Pacific regions.

In addition, team members volunteer at schools through our Inspirations program, which introduces students to manufacturing and continuous improvement concepts through engaging programming. This initiative not only aims to educate young minds about the fundamentals of manufacturing processes but also seeks to inspire them to consider automotive industry careers. Some team members also dedicate their time and expertise to assist student robotic teams, where they play a crucial role in teaching programming and robotics skills. This involvement is not just about imparting technical knowledge; it is also about mentoring and guiding students as they consider future career opportunities.

Southeast Michigan, U.S.

Our team proudly participated in the 2024 First Robotics District Competition at Kettering University, where our dedicated volunteers supported Team 314. The event showcased over 40 teams from Michigan, celebrating the talent of future innovators.

Atlacomulco, Mexico

Over 30 university students visited our plant for MFG Day, gaining insights into the industry. They toured various manufacturing stations, enhancing their education and inspiration through firsthand experience of the production processes.

Bystřice, Czech Republic

Our team hosted local schools, city officials, and the public for a tour of our plant. Guests had the opportunity to learn about our production processes, gain insights into the company, and children participated in an engaging race director competition.

Shanghai, China

Our Asia Pacific Headquarters organized an "Adventure Journey" Family Day, showcasing interactive creative workshops and STEM exploration that made learning scientific concepts enjoyable and engaging for all participants.

Run for Babies | Spartanburg, South Caroloina

SUPPORTING OUR COMMUNITIES WHERE WE WORK & LIVE

For the sixth year, Cooper Standard's Sherbrooke, Ontario, Canada employees participated in a 8-hour ski challenge raising $2,910 to benefit Leucan, a children's cancer services charity.

The Spartanburg, South Carolina, U.S. team sponsored and held a 5K Run for Babies race to benefit the March of Dimes, a charity that helps moms and babies through funding lifesaving research, providing education, advocacy and community support. For over 20 years, our team has actively engaged in fundraising and donations. This year more than 45 employees and their families participated, raising $13,940.

Team members from southeast Michigan generously donated and delivered 37 bikes to Free Bikes for Kidz Detroit, a non-profit dedicated to ensuring all children can enjoy a happier, healthier childhood through cycling. Additionally, some volunteers worked on-site, washing and preparing other bikes to make them rideable again, further enhancing the organization's mission to support kids in need.

Health & Wellness

We encourage our team members to engage in health and wellness activities to improve their lives and the lives of our neighbors across the globe. Examples of the activities our team members participate in include:

Humanitarian Aid – In 2024, the strongest hurricane to hit Florida's Big Bend region impacted an enormous area of the southeastern United States, including Cooper Standard's Spartanburg, South Carolina plant. The Cooper Standard Foundation made a $10,000 donation and supported a variety of recovery efforts in the area. In addition to creating a donation page through the American Red Cross, our Cooper Standard Surgoinsville, Tennessee plant collected team donations to help those impacted. Local teams also hosted a nacho sale fundraiser, raising an additional $625 for the Samaritan's Purse for Hurricane Helene Relief.

Children's Support Charities – Globally, our team members are dedicated to supporting children's educational opportunities and initiatives for children with cancer and developmental and physical disabilities. In Mexico, our team's focus on children's charities to create an inclusive culture and environment where children can thrive, holding approximately 26 events that benefit children.

Community Revitalization

Cooper Standard's community efforts are tied to the Cooper Standard Foundation's mission to improve our communities. For over 16 years, Cooper Standard has been a proud partner of SAY Detroit, an organization dedicated to revitalizing communities and providing support to the most vulnerable citizens. We support SAY Detroit programs by providing key funding for the SAY Detroit Clinic and the SAY Play Center. The SAY Play Center is where our STEM Employee Resource Group works to inspire the next generation to pursue careers in STEM fields.

Additionally, Cooper Standard participates in SAY Detroit's Working Homes Working Families program which supports the community by refurbishing abandoned houses in Detroit neighborhoods for working families in need. Over the past six years, Cooper Standard has participated

in 10 events, including: two park builds at Storen and Casey Park in Highland Park in 2024 and 2023; and two park builds to reintegrate Perchman Park and Parker Village Farms community gardens in 2022. Over the years, team members have also worked to rebuild homes for deserving families, as well as other SAY projects focused on revitalizing the surrounding neighborhood parks.

Our partnership with SAY Detroit reflects Cooper Standard's dedication to supporting children's charities, education, health, wellness and community revitalization in the communities where we work and live.

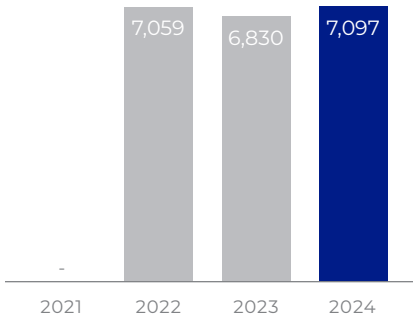
SAY DETROIT

Highland Park, a city in Wayne County, Michigan, is an enclave of Detroit, located about six miles north of downtown and surrounded by Detroit on most sides. Cooper Standard has long supported the community of Highland Park by helping to establish a medical center that serves adult patients with limited income.

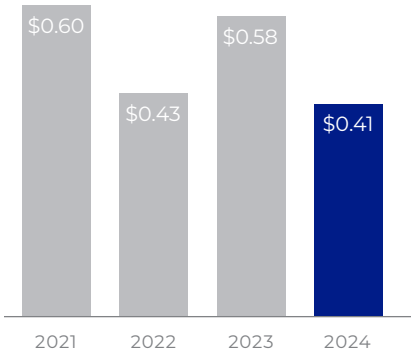
In October 2024, a group of Cooper Standard team members from the Southeast Michigan area gathered at Storen Park in Highland Park to clean up the area. The team installed new playground equipment and participated in park cleanup efforts, helping enhance the space for the local community.

OUR PERFORMANCE

Employee Volunteer Hours



Annual Contributions
(millions)



ENHANCING PRODUCT VALUE

Cooper Standard is dedicated to delivering exceptional products and services. We *Create Sustainable Solutions Together* by fully integrating product safety into our processes and improving our product quality and customer relations. Embracing innovative ideas and pursuing high standards allows us to maintain our reputation for manufacturing excellence, engineering expertise, safety performance and reliable delivery of high-quality products. We know change is constant, but our commitment to customer satisfaction doesn't waver. We strive to be the supplier of choice by staying competitive in our global markets, maintaining open lines of communication with customers and consistently delivering strong performance by leveraging our unique expertise. In response to the challenges presented by climate change, we develop innovative products that support global sustainability efforts and a low-carbon economy. This section outlines our commitments to innovative solutions, environmental stewardship, quality products, anticipating the future needs of our stakeholders and strengthening our strategic partnerships.

In This Section

Innovation, Materials & Product Lifecycle

Product Quality & Safety

Customer Trust & Satisfaction

Important Links

Culture of Innovation

Liveline Technologies Inc.

FlexiCore™ Thermoplastic Body Seal

dEcoFlex Decorative Trim

eCoFlow™ Switch Pump

Fortrex™ Materials Platform

PlastiCool® Portfolio

Quick Connector Portfolio

FlushSeal™ Sealing System

ENHANCING PRODUCT VALUE

INNOVATION, MATERIALS & PRODUCT LIFECYCLE

We aim to *Be the First Choice of the Stakeholders We Serve* by continuously evolving and embracing innovative ideas to exceed stakeholder expectations. Our unwavering commitment to making our products and processes more sustainable helps us mitigate our impact on the environment. Through each stage of our product lifecycle, we integrate sustainable materials and design features, balancing technological and economic limitations. We offer internal and external visibility of our product portfolio to drive our culture of innovation and transparency.

EMBED SUSTAINABILITY THROUGHOUT OUR DAILY BUSINESS ACTIVITIES

Key: 2023 2024 Exceeded

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

75%

By 2028, 30% of our product portfolio (including materials) provide improved sustainability vs. traditional solutions.

16%

100% virtual validation by 2025.*

100%

Cooper Standard accelerated its virtual validation timeline, moving the original goal of 2035 forward to 2025.*

DELIVERING INDUSTRY-LEADING ADVANCEMENTS THAT MEET AND EXCEED CUSTOMER EXPECTATIONS.

OUR APPROACH

GRI 3-3, 306-2

Cooper Standard is continually exploring new ways to enhance product design, materials and manufacturing processes to minimize our environmental impact. Our innovation and product strategy teams identify strategies to overcome sustainability challenges by leveraging our unique innovation processes (i^3 product, P^2 process and M^2 material), our 4P (product, process, programming and partnership) Sealing Product Strategy, 4C (connect, convey, communicate and control) Fluid Handling Product Strategy and our Product Lifecycle Management system.

We aim to improve circularity, enhance recyclability, decrease weight and minimize energy and material consumption in manufacturing to help reduce our overall carbon footprint. Our efforts support both our goals and our customers' ambitious climate targets. We help optimize vehicle systems, irrespective of the powertrain type—internal combustion engine (ICE), hybrid (HEV) or battery electric vehicle (BEV)—to deliver a competitive edge across global markets. In addition to lightweighting, we assist customers in meeting evaporative emissions standards through products like our low-permeation fuel tubes.

Chaired by our President, Fluid Handling Systems and Chief Technology Officer, our Global Technology Council (GTC) oversees our innovation process. Our President, Sealing Systems and Chief Manufacturing Officer is also a member of the GTC. The GTC serves as a cross-functional governance body responsible for overseeing research and development in all business and product groups, including materials science, product design, manufacturing process technology, analytics and artificial intelligence. On a bi-monthly basis, the GTC meets to discuss future product roadmaps and identify process enhancements. The steering committee meets monthly to support the GTC in managing Cooper Standard's innovation efforts.

A review panel assesses innovation ideas using an index score that considers cost savings, product differentiation, core competencies leveraged, technical gaps closed, recyclability, inclusion of hazardous materials and overall material consumption. The review panel's scores are reported to the GTC for evaluation. We also assess potential improvements in payload efficiency, emissions reduction and product lifecycle enhancements.

Our research and development efforts span our automotive business and our Industrial and Specialty (ISG) business. The ISG team leverages Cooper Standard's manufacturing and materials science expertise to develop and commercialize custom-blended grades of materials for applications beyond the automotive industry. In 2024, we established a Sealing Sustainability Council with members from our product and material development teams. We will finalize our Fluid Sustainability Council in 2025.

Our Goals

We are committed to linking 75% of our innovations to improved sustainability outcomes. We also introduced two new goals for innovation and product stewardship in 2024. By 2028, we aim for 30% of our product portfolio (including materials) to offer improved sustainability benefits compared to traditional solutions. Additionally, we are working toward 100% virtual validation by the end of 2025, leveraging computational simulation.

Formulink

At Cooper Standard, we utilize digital tools like Formulink to optimize advanced materials development. The tool analyzes compound recipes and physical properties to maximize performance and minimize the costs of recipes. It also manages our global materials catalog, identifying opportunities to reduce the use of less sustainable materials. By consolidating formulas, Formulink drives consistency and improves both long-term and short-term product performance.

Advanced Analysis

Our product development and manufacturing teams use advanced digital tools for computer-aided engineering (CAE) and simulation analysis. Through digital simulation, our engineers can virtually test various operating conditions, minimizing and even eliminating physical testing. Change is constant, and as we transition toward simulations of complex systems, design by analysis and virtual validation play an increasingly important role in reducing our development cycle time, speeding up our time to market, increasing our customer responsiveness and enhancing overall design quality.

Our customers have already taken notice of our successful application of virtual validation. One way we engage with our customers is to provide design by analysis and virtual validation support services to their innovation teams. We collaborate with our key customers to advance automotive material applications.

Knowledge-based Engineering

Using Knowledge-Based Engineering (KBE), we developed a database of information, drawings and standards to enhance consistency and quality in our product designs. KBE significantly improves the efficiency of routine tasks and enables greater consistency with proven high-quality designs. As a result of KBE, we successfully decreased the number of standard components we use in our bills of materials by over 50%.

STRATEGICALLY INTEGRATING DIGITAL TOOLS & ADVANCED ANALYTICS

The integration of digital tools and virtual validation plays a central role in driving our innovations. Our M² process (material management) is used to notify and ensure compliance when introducing new compound recipes or materials, driving high product quality and regulatory adherence. This process reflects our commitment to maintaining high standards when incorporating new elements into our products. Digital technologies, such as IoT 4.0, play a crucial role in this process, providing traceability, automation and enhanced validation through advanced tools. Liveline Technologies Inc., provides an A.I.-based advanced process control system, facilitates closed-loop control of extrusion processes and enables real-time monitoring and feedback to help ensure high product quality and manufacturing efficiencies. M² combines our formal procedures with cutting-edge digital solutions.

A.I.-enabled Manufacturing Controls

Cooper Standard uses Artifical Intelligence (A.I.) to design advanced process controls for our manufacturing plants. Through our A.I. startup company, Liveline Technologies Inc., we leverage A.I.-based process controls that monitor extrusion lines and adjust machine parameters in real-time. As a result, we see significant quality improvement, less scrap, reduced consumption of raw materials and less wasted energy.

Digitalization Solutions (CS Factory)

After successfully providing the CS Factory Print@ Source solution to automatically print labels directly at the work cell with the correct number parts packed, our IT Digital Manufacturing team is now working on further improvements in our plants. New digitalization functionality will be created in 2025 in the area of machine and operational utilization to optimize our production resources.

Product Lifecycle Assessments

GRI 306-2

Cooper Standard conducts product lifecycle assessments in response to customer requests or when we have breakthrough technologies, like Fortrex™ materials platform and FlexiCore™ thermoplastic body seal, that we believe can significantly impact the market. We are proactively identifying strategies to meet the emerging need for lifecycle assessments.

Cooper Standard is committed to creating and advancing circular products while fulfilling the requirements of our stakeholders. We conduct product lifecycle assessments in response to direct requests from customers or when we believe that our technologies are leading-edge. Although few of our customers currently require product lifecycle assessments from their suppliers, we are anticipating and proactively identifying strategies to address this emerging need.

VIRTUAL VALIDATION

To test products, automotive suppliers traditionally conduct rigorous physical tests using energy-demanding equipment to push products to their breaking point. Products undergo multiple rounds of testing, with each iteration refining and enhancing the design. Cooper Standard's use of CAE and virtual validation has transformed this process, significantly reducing and even eliminating the number of physical tests required, conserving materials and energy and generating valuable data that informs future product engineering efforts.

Virtual validation has led to improvements in product performance, product quality and sustainability while accelerating our speed to market. Looking ahead, we plan to integrate automation and A.I. into our virtual validation processes, unlocking greater efficiencies. We are already using A.I. to optimize tooling and fluid dynamics.

By the end of 2025, we plan to apply virtual validation to 100% of our products. While not all customers are ready to adopt virtual validation, they will still benefit from the reduction in physical testing. We are also working with universities and A.I. companies to refine our algorithms and ensure we are staying at the forefront of digital innovation.

INNOVATION SPOTLIGHT

FlexiCore™ Thermoplastic Body Seal

Cooper Standard's thermoplastic body seal, commercialized in 2024, brings the automotive market the first sustainable body seal option on a light vehicle. It offers a groundbreaking way to seal a vehicle opening, replacing traditional metal carriers with lightweight plastic. This product offers enhanced sustainability (reducing the total weight of the part by up to 44%), without compromising product performance. This solution is a newer component of our sustainable product portfolio.

Coolant Flow Hub

Cooper Standard's Coolant Flow Hub offers the features of traditional fluid routing options in a compact and lightweight solution. The optimized design consolidates the functions of connectors, tubing and sub-component into a single unit, resulting in less coolant weight and customer end connecting operations. With an increase in complexity in hybrid and BEV thermal coolant systems, the Flow Hub provides an overall improved system performance and efficiency

dEcoFlex

Cooper Standard specializes in decorative thermoplastic trims engineered to fit any electric, hybrid-electric or internal combustion engine vehicle. This is a customizable solution capable of substituting traditional materials for sustainable materials on the glass run and outer waist trim. This color-flexible option is lightweight and notable for its scratch-resistance technology.

eCoFlow® Switch Pump

Cooper Standard's eCoFlow switch pump, an *Automotive News* 2025 PACE Pilot winner, offers the features of both an electric water pump and an electrically driven valve in a single integrated coolant control module. While available for all powertrains, this scalable fluid control technology enables fluid flow switching, splitting and regulating needed to address the complex glycol thermal management needs of fully electrified or hybrid vehicles. The combination of water pump and valve functions is an innovation that offers automakers efficiency improvements, part consolidation, electrical wire harness reduction and reduced vehicle packaging space.

Shift to Hybrid Vehicles

The growing demand for hybrid vehicles is creating opportunities for innovation in our sealing and fluid handling business. Cooper Standard's product portfolios are powertrain agnostic, which enables us to meet our customers' needs while driving value and profitability.

As the demand for hybrid and electric vehicles increases, the need for lightweight, durable and sustainable materials is also rising. To meet this transition, we are anticipating a greater industry shift from rubber to plastic systems. Our strong product portfolio of lightweight plastic components is expanding and tailored to meet the requirements of the electrified vehicle industry. Cooper Standard is addressing new and evolving demands with advanced materials for both product lines that are lightweight, more sustainable and enable significant improvements in safety for the growing EV and hybrid market. These products include our:

- MicroDense portfolio that helps reduce weight and overall material usage, allowing for increased vehicle range while decreasing overall carbon footprint;
- FlexiCore™ thermoplastic body seal which offers the automotive market the first sustainable body seal option on a light vehicle;
- dEcoflex decorative trims that are engineered to fit any vehicle;
- eCoFlow™ switch pump which offers the features of both an electric water pump and an electrically driven valve in a single integrated coolant control module;
- Fortrex™ materials platform which provides 30% weight reduction (versus traditional EPDM) and 10% weight reduction (versus TPV) with a reduced carbon footprint;
- PlastiCool® portfolio of engineered multi-layer tubes that provides excellent chemical resistance and up to a 60% weight reduction versus traditional EPDM hoses; and
- Quick connector portfolio which provides superior performance and enables significant improvements in ergonomics, safety, verification options and more.

FOCUSED STRATEGIES FOR AN INNOVATIVE FUTURE

i³ (Imagine, Initiate and Innovate)

The Company's i³ innovation process continues to be a strong source of innovative ideas. In 2024, we received 38 i³ submissions and had approximately 35 projects in various stages of completion by the end of the year. We reviewed approximately three qualified submissions each quarter and met our target of selecting six fluid and seven sealing products to move forward.

Our innovations include the eCoFlow switch pump, FlexiCore thermoplastic body seal, Fortrex materials platform, FlushSeal™ sealing system, Hidden Outer Waist Belt, dEcoFlex plastic trim, MagAlloy® next-generation metal coating process, Gen III Posi-Lock® quick connector, Easy-Lock® SAE quick connector, Ergo-Lock® VDA quick connector, Eco-Snap™ quick connector, HTLD brake hose and the PlastiCool engineered lightweight multilayer tube portfolio for glycol applications. For more information on our innovative sealing and fluid handling products, please refer to our website.

We continue to expand our sustainable product offerings through materials selection and development of lower impact materials, as well as incorporating post-consumer and post-industrial recycled materials into our products, reducing reliance on suppliers and mitigating environmental impacts related to transportation and packaging waste. We are pioneering advancements in automotive technologies while remaining committed to fostering a sustainable future.

Our 4P Sealing Product Strategy

Cooper Standard is at the forefront of the global automotive sealing industry, recognized as a trusted solutions provider with extensive technical expertise. We are committed to the needs of our customers in areas such as appearance differentiation, lightweighting and sustainability. Our 4P Sealing Strategy is helping Cooper Standard become the benchmark for sealing systems regardless of the powertrain type (ICE, HEV, BEV). Through our focus on product, process, programming and partnership, we are committed to offering the best solutions to our customers.

Our 4C Fluid Handling Product Strategy

Our 4C Strategy positions Cooper Standard as a leader and expert in fluid handling and drives architecture optimization via focused innovation. Our fluid handling products are designed to connect, convey, communicate and control throughout fluid systems for superior performance across all powertrains. Our innovation expertise allows us to vertically integrate our manufacturing processes with strong global standardization to support our customers.

i³ imagine initiate innovate

38

i³ submissions in 2024

35

current innovation projects in various stages of completion

75%

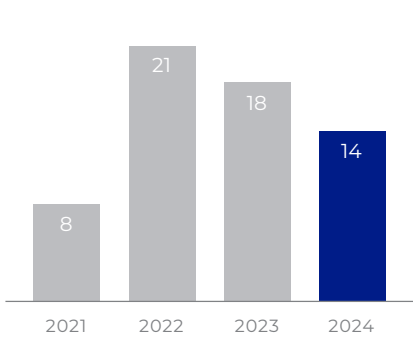
of innovations linked to improved sustainability outcomes

OUR PERFORMANCE

Market conditions require us to transform our business to meet the evolving needs of our stakeholders. Cooper Standard is focused on meeting new and emerging demands with advanced materials and products. We will continue to develop sustainable, high-performance solutions for the future of the automotive industry.

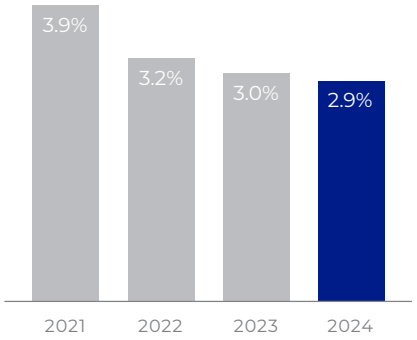
By addressing technical material shortages and supply chain disruptions, coupled with a strong reputation for innovation and quality management, Cooper Standard continues to meet and exceed customer needs. Our commitment to advancing circularity increases the efficiency of our processes while maintaining product performance and durability.

Innovation Patents



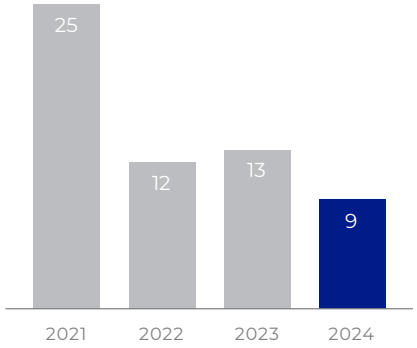
Research, Development & Engineering Spend

(% of revenue)

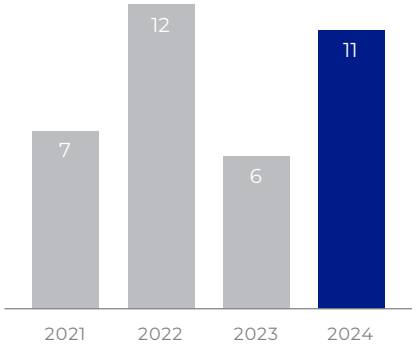


Average Innovation Idea Submissions

each quarter



Total Major Innovations Introduced to Market



ENHANCING PRODUCT VALUE

PRODUCT QUALITY & SAFETY

To maintain our reputation as a trusted supplier, we deliver consistent, world-class quality in everything we do. Rooted in our Core Value of *Safety First*, we focus on creating and utilizing materials, products, processes and procedures that support our safety and environmental responsibility commitments. As new risks related to product quality and safety emerge, we demonstrate resilience through our ability to anticipate and mitigate challenges, consistently delivering high-quality sustainable solutions to our customers.

DRIVING PROACTIVE EFFORTS TO HELP DELIVER WORLD-CLASS PRODUCT QUALITY & SAFETY

Key: ▲ 2024

Maintain percentage of potential safety critical issues at less than 2%.*

0.81%

Maintain Quality incidents per billion to be less than 35.*

14

*To streamline communicating this performance indicator, the goal was reworded. The disclosed metric is tracked and reported consistently year-over-year.

OUR CULTURE OF EXCELLENCE DISTINGUISHES US FROM THE COMPETITION.

OUR PRIORITIES
GRI 3-3

We proactively share best practices to prevent potential safety issues and integrate valuable lessons learned into our designs and manufacturing. By analyzing recurring challenges, we prioritize addressing the most critical areas first. Our goal is to entirely eliminate product safety failures and transparently report our progress annually, holding ourselves accountable to our Core Value *Commitment to Excellence*.

OUR APPROACH
GRI 3-3, 416-1

Our Product Safety Process integrates all product safety standards and regulations into our product design, manufacturing processes, quality assurance and supplied parts. Our Global Product Safety Committee (GPSC) is a cross-functional team composed of all the regional Product Safety Leads, as well as representatives from global engineering, manufacturing, finance and legal teams. A material topic owner represents product quality and safety on the Global Sustainability Council (GSC). The GPSC reviews product safety performance and progress in meetings every other month and the GSC reviews them in meetings quarterly.

Cooper Standard leadership teams collaborate to resolve internal and external product safety and quality issues, engaging our cross-functional teams to ensure our responses meet all requirements set by the National Highway Traffic and Safety Administration and the New Car Assessment Program. This approach ensures consistency in our response to real and potential product safety issues throughout the Company. We also explore ways to embed sustainability and environmental, social and governance (ESG) considerations through all aspects of our business and learn and share best practices. At every step in our process, we uphold our highest standards to exceed our customers' expectations as much as possible.

Our Goals

We strive to maintain potential safety critical issues to 35 incidents per billion or less. In 2024, we achieved this goal with 14.0 incidents per billion. In addition, in 2023, we introduced a new goal of maintaining 2% or fewer quality issues classified as potential safety critical issues and met this goal at 0.81% in 2024. Through our world-class quality systems, we continue to deliver superior quality performance to our customers.

Quality

Cooper Standard's Global Quality Council oversees three product quality charters that track product quality actions. These charters specifically focus on standardizing end-form measurements, responding to fuel leaks, and addressing hose under-insertion across different regions. Recognizing that systemic issues can have multiple root causes and impacts, our investigative process is reviewed quarterly by a cross-functional team. Insights from root cause analyses deepen our understanding of product safety issues, enabling us to make continuous improvements and meet the objectives of each charter. The Problem Resolution System, a Company-managed platform, tracks quality incidents from initiation to resolution. This system also integrates warranty returns, enhancing efficiency and traceability across plants.

Suppliers

Cooper Standard remains committed to achieving excellence and delivering value to all our stakeholders. We believe in establishing mutually beneficial partnerships and relationships with our suppliers so we can work collaboratively and rely on each other to communicate quickly if issues arise. Our regional supplier development teams monitor supplier performance metrics through monthly scorecards. These scorecards track supplier quality, delivery, packaging, personal safety metrics and sustainability-related metrics.

New Product Launches

Using digital tools, Cooper Standard has transformed our innovation process to move quickly from idea to production. Our stage gate process efficiently identifies which innovations are commercially viable. From there, our Virtual Validation and Engineering teams collaborate on product testing and production tooling design. Our virtual process provides more accurate test results in considerably shorter times compared to physical testing. Because no physical prototypes are required, we have reduced the cost of testing, the need for raw materials and the waste historically generated during product testing. To learn more about new product development, see our Innovation section.

Our product launch process, referred to as CLauS (Cooper Launch System), requires Product Safety Line Certification (PSLC) before the start of production. PSLC involves a multi-disciplinary team review on the plant floor that assesses production and test conditions against customer requirements and internal standards and procedures. As part of the PSLC process, we conduct safety assessments for every new product we launch. The PSLC process includes a thorough technical design review that evaluates and incorporates lessons learned from similar programs, parts benchmarking and any available warranty data. This proactive approach enables us to identify potential failures in the design or process before we begin full-scale production. To read more about virtual validation, please refer to the Innovation, Materials & Product Lifecycle section.

We use our PSLC process to guide our standard Product Safety practices. To ensure our equipment and processes align with our documented best practices and prevent future issues, our GPSC meetings review the PSLC audit results every alternate month.

Internal Risk Assessments

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

We leverage a tool that standardizes our failure identification process to establish the baseline for identifying safety risks. This risk assessment process strengthens our quality control as well as our ability to address issues efficiently.

Promptly identifying potential problems is vital to resolving problems before they impact our customers. Regardless of the issue or root cause, identifying these problems and solving them efficiently is our priority. The GPSC verifies all PPSIs for acceptance of closure actions, and reviews potential warranty issues for resolution.

Product Safety

With *Safety First* as a Core Value, we consider ourselves a partner to our employees and customers. We are committed to promptly responding to any quality or safety concerns and reporting them to our customers without delay. Product safety presents an opportunity to reduce the costs of safety incidents while protecting our customers. In rare cases when an incident occurs during the product's use-phase, we are quick to identify the cause, extent and responsible party. We use insights gained from this analysis to mitigate the risk of future incidents.

Product Safety Training

We are committed to providing our customers with safe, high-quality products. Our Product Safety Learning and Awareness module is a key training and development course assigned to all manufacturing and engineering salaried employees. The Cooper Standard Quality training is a part of our Building a Talented Organization program for manufacturing workers. The training upskills new employees as part of our onboarding efforts and identifies subject matter experts who teach new employees our standardized quality processes and procedures to support their success at Cooper Standard.

Reducing Substances of Concern

With chemical regulations constantly evolving, we prioritize compliance by tasking our Product Development team with monitoring changes that may impact our products, employees and customers. We track regulatory activity, assess potential impacts and develop processes to enhance compliance efficiency. Through a third-party subscription service, we stay updated on daily regulatory changes in the regions where we operate.

Our chemical compliance database serves as a centralized repository for all communication regarding the topic, enabling us to track all issues from initiation through conclusion. If we receive an alert related to an emerging Substance of Concern (SOC), we can track the substance through our Bills of Materials from the supplier to the affected customer(s). Additionally, we will involve relevant parties in any potential engineering changes required due to the alert. We publish and update product safety data sheets to comply with local laws in Asia, Europe and the Americas.

As members of the automotive industry, all companies in the supply chain are required to submit Material Data Sheets (MDS) to the International Materials Data System, declaring 100% of the substances making up their products. Each of our plants has at least two people responsible for approving suppliers' MDSs and submitting MDS to our customers. Through this tool, we determine where a SOC might be present in our suppliers' materials or components, allowing us to take proactive steps to address potential substance bans before they become an issue.

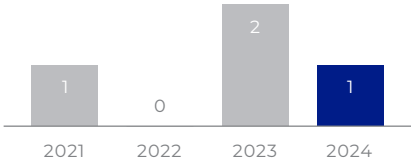
OUR PERFORMANCE

Cooper Standard continues to deliver quality products to our customers despite facing new challenges and risks in 2024. Remaining focused on quality and safety management, we finished the year just shy of our goal of 98% green scorecards from our customers (97.4%), while closing the year with Q4 above the 98% threshold. Our proven quality management and stellar performance have enhanced our global design, equipment and process standards for our products.

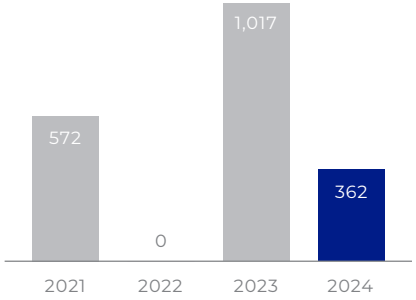
Fines Associated with False Marketing/Advertising

Non-Conformance Violations
(with labeling or marketing regulation)

Voluntary Recalls Issued
0 involuntary recalls



Units Recalled



2024 DIAMOND PLANTS

Our internal Diamond Plants program, initiated in 2016, reflects our commitment to world-class manufacturing. This program uses a point system to evaluate performance in 19 operational categories. By achieving performance thresholds, plants can attain Silver, Gold, Platinum or Diamond status, with Diamond reserved for the best of the best.

Each Cooper Standard manufacturing facility is measured on several key operational metrics in support of our mission to *Be the First Choice of the Stakeholders We Serve*. These metrics include: ensuring outstanding customer satisfaction (quality, product launch and delivery); enhancing employee performance (safety, absenteeism, turnover and labor efficiency); committing to investors through manufacturing excellence (product margin growth, lean savings, inventory optimization and waste elimination); and supporting our suppliers and communities in which we operate.

In 2024, 22 facilities received the Diamond Plants designation for their outstanding performance. Another 20 plants earned either Silver, Gold or Platinum status. We would like to congratulate all Diamond Plants for their outstanding achievement. These facilities are a testament to the hallmarks of the Diamond Plants program and Cooper Standard's commitment to world-class manufacturing.

Aguascalientes 2, Mexico
Atlacomulco, Mexico
Bielsko-Biała, Poland
Chongqing, China
El Jarudo, Mexico
Gruenberg, Germany
Guaymas, Mexico
Guaymas West, Mexico
Kunshan 1, China
Kunshan 2, China
Kunshan 3, China
Leonard, United States
Lillebonne, France
Myślenice, Poland
Qingpu, China
São Bento, Brazil
Spring Lake, United States
Sremska Mitrovica, Serbia
Stratford (Mixing), Canada
Surgoinsville, United States
Wuhu, China
Yantai, China

Recognized as a 2024 Diamond Plant and Global Plant of the Year for their ongoing *Commitment to Excellence* | Kunshan 2 , China

ENHANCING PRODUCT VALUE

CUSTOMER TRUST & SATISFACTION

Our *Commitment to Excellence* is a Core Value, reflected in our high standards and driven by our creativity, consistency and adaptability. We strive to exceed customer expectations by developing innovative and sustainable products and processes that meet our customers' current and emerging needs. Our Company's longstanding commitment to fostering strategic partnerships with our customers motivates us to continue improving customer satisfaction. We uphold our responsibility to lead informal and formal discussions with our customers, gather feedback and proactively identify opportunities to improve our products and services.

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

Key: 2023 ▲2024

Maintain 98% green or yellow customer scorecards annually.

97.4%

CUSTOMER SATISFACTION SURVEYS

In 2024, we launched a program to increase the number of customer satisfaction surveys we conduct. The initiative facilitates deep dive discussions on technology topics and product quality trends. Through these discussions, we gain insights that build on our customer scorecards and enable us to continue strengthening customer trust and satisfaction. After a successful pilot year, we are expanding this initiative, with a focus on increasing the quantity of these engagements with our customers in 2025.

OUR PRIORITIES

GRI 3-3

Change is constant, and we understand the need to adapt while maintaining excellence in product quality, services and deliveries. Leveraging feedback and insights from our customer scorecards, we reached 97.4% green customer scorecards in 2024, just shy of our goal of 98%. To stay accountable to our customers and partners, we will report progress annually and adjust our business strategies as needed.

OUR APPROACH

GRI 3-3

Following the restructuring of our business into two product line segments in 2024, we have tailored our commercial approach to the unique operations and processes of each product type. We review performance and ensure alignment at all organizational levels during monthly Senior Operations Team (SOT) meetings. In 2024, we earned the International Automotive Task Force (IATF) 16494 certification to further demonstrate our commitment to quality management, customer satisfaction, compliance with automotive industry standards and continuous improvement.

Our Goals

We strive to maintain 98% or greater green customer scorecards annually. We take pride in our reputation for safety, quality and on-time delivery, and have received recognition from several industry organizations for our excellence in product quality. See the Awards section of the report to read more about our product quality recognition.

CUSTOMER COLLABORATION EVENTS

Cooper Standard hosts customer collaboration events throughout the year to connect with key customers. These events offer us a chance to showcase our latest innovations, learn more about our customers' evolving concerns and engage in discussions about sustainable solutions. By actively promoting customer collaboration, we aim to foster green solutions and reinforce our commitment to *Be the First Choice of the Stakeholders We Serve*.

Surpassing Customer Expectations

Cooper Standard is committed to meeting both current and future customer needs. We gather feedback primarily through customer scorecards, which are tailored to each company and reflect critical expectations related to the parts and component systems we provide. Scorecards assess performance in areas such as quality, warranty, delivery, launch, service parts, commercial performance and responsiveness. Each of these categories is assigned a weight, and our customers score each category to determine a cumulative score. A green customer scorecard meets or exceeds the scoring threshold set by each customer. We continue to meet or exceed performance standards, highlighting our ability to fulfill customer expectations in the most critical areas.

Once we have collected and analyzed customer scorecards, we adjust our strategy to align with customer needs. As a global company, we evaluate our scorecard performance holistically to understand our achievements and challenges. We review regional performance during our SOT and product line Leadership Meetings. To encourage ongoing improvements in customer scorecard results, we analyze comparative plant rankings, discuss feedback opportunities and celebrate successes and improvements. Leveraging indices, we develop customer satisfaction scores for current production and development programs, incorporating customer feedback from across our sales organization. We hold regular interviews and leadership meetings to capture the insights of customers who do not use scorecards. We also hold customer technical reviews to discuss how we can strengthen our relationships and stay aligned with customer needs.

We leverage our internal recognition program to recognize North and South American plants with exceptional quality performance on customer satisfaction and quality excellence. To be awarded, plants must achieve our external-facing goals and targets along with internal criteria. We announce these awards on CS Connect and social media channels. We expand this process each year, raising our standards and seeking continuous improvement from all plants. In 2025, we expanded our quality awards program to include all global locations.

SILVER 80-89

Spartanburg, United States

Surgoinsville, United States

Torreon, Mexico

GOLD 90-99

Leonard, United States

Stratford (Mixing), Canada

Oscoda, United States

El Jarudo, Mexico

Atlacomulco, Mexico

PLATINUM 100

Aguascalientes, Mexico

Cartago, Costa Rica

East Tawas, United States

Empalme, Mexico

New Philadelphia, United States

Sao Bento, Brazil

Stratford (Sealing), Canada

Addressing Market Changes

Cooper Standard acknowledges that change is constant and that adapting is necessary to stay aligned with market trends. We are committed to continuous innovation and evolving our product portfolio to remain competitive. We actively respond to customer feedback on how we conduct our business.

In 2025, we anticipate customers will demand higher satisfaction standards, and we expect product quality goals for Initial Product Validations to be 10% more stringent compared to 2024. To meet these elevated expectations, we have updated our global quoting process to include sustainability information, enhancing transparency around our ESG strategy, priorities and progress.

OUR PERFORMANCE

Driven by creativity, perseverance and discipline, we uphold high standards as a part of our *Commitment to Excellence*. We demonstrated our commitment to this Core Value by achieving 97.4% green customer scorecards. In addition, we were recognized with 13 customer awards in 2024 across all our regions. Please refer to the Awards sections of the report for more details.

ISG Team at GlassBuild America 2024

ENGAGING EXTERNAL STAKEHOLDERS

We engage with external stakeholders through a variety of channels, including:

- Our annual attendance of the Doors and Closures Conference in Europe, where industry leaders discuss advancements in automotive door and closure technologies;
- Our annual participation in the Society of Plastics Engineers (SPE) award ceremony, where we recognize and celebrate outstanding achievements in plastics engineering;
- Our regular participation in the Premier Automotive Suppliers' Contribution to Excellence program (also known as the Automotive News PACE Award), highlighting our contributions to advancing automotive technologies and our dedication to delivering high-quality, sustainable solutions;
- Each year, we participate in the GlassBuild America Expo, where industry leaders, buyers, and sellers showcase and discuss products and services for the window and door sector;
- Our Fenestration and Glazing Industry Alliance membership allows collaboration with industry leaders, networking opportunities and insights into the latest trends; and
- Our participation in the AHR Expo connects the HVACR community, showcasing innovative products, learning from experts and facilitating discussions on current trends and standards.

RESPONSIBLE BUSINESS

We are proud to engage in honest, ethical and responsible business practices. Change is constant, and as the landscape of responsible business evolves, so does our approach. By maintaining strategic partnerships with our customers and suppliers, we share our values and demonstrate our long-term commitment to corporate responsibility. Our priority is accountability, established by updating our data security practices, maintaining our comprehensive ethics and compliance policies, communicating our brand's values and commitments regarding human rights and operating our facilities while being mindful of the environment and its resources. In this section, we demonstrate our commitment to continuously improving our programs, initiatives and strategies to exceed stakeholder expectations and make a positive impact.

In This Section

Business Ethics & Integrity

Business Continuity

Responsible Sourcing, Human Rights & Labor Relations

Climate Change, Energy, Emissions & Waste

Data Privacy, Cybersecurity, A.I. & Digitization

Important Links

Code of Conduct

Supplier Code of Conduct

Cooper Standard IntegrityLine

Automotive Industry Action Group

Global Human Rights Policy

General Terms & Conditions of Purchase

Responsible Minerals Policy

Global Modern Slavery and Human Trafficking Transparency

Health, Safety & Environmental Policy

RESPONSIBLE BUSINESS

BUSINESS ETHICS & INTEGRITY

Integrity Always is one of our Core Values, ingrained in everything we do and serving as a framework for us to conduct business ethically and responsibly. We adopt and adhere to high ethical standards to mitigate business risk and create a positive work culture. By promoting, fostering and consistently acting in an honest, ethical and responsible manner, we attract and retain top talent, build confidence with investors and customers, and set a positive tone within the Company. We aim to continuously uphold responsible business practices, enabling Cooper Standard to weather challenges and ongoing changes within our operations and value chain.

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

Key: | 2023 ▲ 2024

Foster an environment where the percentage of employees who never feel pressured to compromise our values increases year over year.

81%

Foster an environment where the percentage of employees who believe their concerns about unethical behavior or misconduct will be fully investigated increases year over year.

80%

Foster an environment where the percentage of employees who feel comfortable reporting misconduct if they observe it increases year over year.

90%

Ensure and validate that the percentage of employees who know where to find our Code of Conduct and policies increases year over year.

95%

OUR PRIORITIES

GRI 3-3

Integrity Always is foundational to our operations and is incorporated into our ethics and compliance program and ethics reporting resources. We uphold ethical and responsible practices across our business and expect the same from our team members and business partners. We encourage employees to report concerns through a variety of channels, from their direct supervisors to the Global Leadership Team (GLT), and provide information related to our investigation processes to promote transparency.

OUR APPROACH

GRI 3-3

We have developed and maintain a robust ethics and compliance program, which we continuously work to improve through regular self-assessments and third-party program assessments. Beginning on day one, we promote our culture by incorporating integrity into our onboarding initiatives by training new employees in ethics, compliance, enterprise risk management and sustainability, which are integrated into our approach to detect, prevent and mitigate risks.

As outlined in the Enterprise Risk Management section, we annually assess potential compliance, strategic, financial and operational risks, evaluating each for likelihood, impact and speed of onset. Additionally, our Internal Audit team conducts periodic fraud risk assessments, gaining insights into our Company's exposure to fraud, identifying situations where employees might feel pressured into misconduct and developing strategies to enhance fraud mitigation.

Cooper Standard conducts an annual fraud risk assessment that covers all countries in which we operate, utilizing the Corruption Perception Index to assess exposure to corruption risks. The assessment evaluates various fraud schemes by analyzing the likelihood and potential impact of each. Additionally, we require our teams to complete a quarterly certification letter to affirm if any fraud or financial improprieties have been brought to their attention they have been disclosed to management and they have no knowledge of any fraud or suspected fraud that would have a material impact on the financial statements.

In alternating years, we conduct an Ethical Culture Survey as part of our commitment to continuous improvement. This survey includes questions related to respondents' comfort with reporting misconduct and we leverage survey results to identify areas of improvement. We track our progress and assess our performance against a benchmark data set representing the industrial manufacturing sector. We analyze and share survey results with our employees, GLT and Board of Directors, fostering discussions, identifying opportunities for further improvement and enhancing transparency throughout the organization.

Our Goals

Cooper Standard reviewed its corporate sustainability goals in 2023 and developed new goals and updated methodologies for measuring and evaluating our progress. These goals guide us as we transform for a new future and a constantly evolving business landscape. Within Business Ethics and Integrity, our updated goals include:

- Foster an environment where the percentage of employees who never feel pressured to compromise our values increases year over year;
- Foster an environment where the percentage of employees who believe their concerns about unethical behavior or misconduct will be fully investigated increases year over year;
- Foster an environment where the percentage of employees who observe misconduct and feel comfortable reporting it increases year over year; and
- Ensure and validate that the percentage of employees who know where to find our Code of Conduct and policies increases year over year.

Training & Communication

In addition to our annual Code of Conduct training, we provided training on the following topics in 2024:

- Antitrust training and certification for all salaried employees;
- Targeted antitrust training provided to commercial and purchasing teams focusing on joint ventures;
- Secure social media communication to all salaried employees;
- EU Whistleblower Proctection Directive training and communication to all European salaried employees and employees with EU direct reports;
- "Ethical Spotlight" communication to all salaried employees on our ethics reporting resources and speaking up;
- "Ethical Spotlight" communication to all managers on Leading with Values;
- Securities and insider trading training and communication to all salaried employees;
- Information security training, certification and policy review to all salaried employees;
- Communication reminding employees of our Delegation of Authority Policy that we update regularly;
- Conflicts of interest training, policy review and disclosure to all salaried employees; and
- Communications on alleviating employee perceptions of organizational pressure for managers provided to all managers and on navigating pressure to deliver results without compromising integrity for all salaried employees.

ENHANCING OUR ETHICAL CULTURE

Our Ethics and Compliance Culture Assessment measures the global salaried workforce's perceptions of the ethical culture at Cooper Standard and is vital to evaluating our Ethics and Compliance program's impact. Every alternate year, we gain insights from the survey about how we can improve as an organization and share these insights with our workforce. For example, in our 2022 Culture Survey, we identified an area of improvement around organizational pressure, that is, the pressure to compromise on Company standards to achieve business goals. Based on these findings, we developed resources for managers and employees to support them in managing these pressures and communicated them to managers and employees in 2023 and again in 2024. Our 2024 survey results indicated a three-percentage point improvement in the percentage of employees who reported that they never feel pressure to compromise our values and standards to achieve business results.

These survey findings reflect a strong ethical culture and *Commitment to Excellence*, with an overall score above our industry benchmark across all eight culture dimensions measured.

In 2024, we extended our relationship with our third-party vendor for Company-wide training and compliance activities to cover our Culture Survey. We witnessed a higher response rate of 63% on our culture survey in 2024 compared with 57% in 2022, likely because the respondents were already familiar with this user interface. In the coming years, we will continue to take advantage of opportunities to refine and enhance our culture survey.

Integrity Always, Our Code of Conduct

GRI 2-23

Our Company is guided by our Code of Conduct. All members of the Cooper Standard team are responsible for understanding and following our Code of Conduct. The Code of Conduct provides guidance to help stakeholders recognize and address ethical issues, maintaining our high standards of integrity and accountability. To promote accessibility, the Code of Conduct is available in all our operating languages and found in all Cooper Standard facilities. We also post it on relevant internal and external facing platforms and our mobile employee communications platform, CS Connect.

Our salaried workforce must complete annual training through our online learning management system and is required to acknowledge and agree that they have read, understand and will follow the Code of Conduct.

We inform team members about where to seek guidance and how to raise concerns if they suspect a violation. Our new employees receive this training during orientation. Throughout the training, we emphasize that our reputation and success as a Company depend upon the decisions and actions of our people. We believe it is essential that every action we take honors our Company values and Code.

LEVERAGING CS CONNECT

We leverage CS Connect to increase the accessibility of information we disseminate throughout Cooper Standard. Through our Integrity Channel on CS Connect, we share Code of Conduct reinforcement articles and communications every quarter. In addition, in 2024, we added our Global Policies Hub to CS Connect in all Cooper Standard operating languages. By adding these policies to CS Connect, we have increased accessibility beyond our global salaried workforce, extending access to all employees.

Any actions or behaviors that violate our standards, as they are outlined in our Code of Conduct, may result in disciplinary action - up to and including termination of employment. These situations include:

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

Supplier Code of Conduct

Our Supplier Code of Conduct outlines our expectations for our business partners' ethical practices and compliance with our policies and applicable laws. We evaluate our suppliers via our Supplier Profile and self-assessment workbook. Using this questionnaire, we rank criteria in sections such as integrity, human rights, safety and corporate responsibility. We require our suppliers to update and return the workbook via our portal each year. If a supplier fails to update and return the workbook, their Supplier Profile is deemed expired, which negatively impacts the Supplier's Scorecard and influences our sourcing decisions. Our Grow Suppliers strategically support new opportunities, and in 2024, they enabled us to achieve our goal of having 93% workbook uploads.

We regularly evaluate our Supplier Code of Conduct to determine if we need to make updates to better align with the Automotive Industry Guiding Principles for Sustainability. Updates reflect the transforming landscape of business ethics, working conditions, human rights, health and safety, environmental leadership and supply chain due diligence.

Reporting Concerns & Seeking Guidance
GRI 2-26

We encourage all stakeholders, including employees, suppliers and customers, to ask questions and voice concerns so that we can promptly address them. Ethical misconduct is strictly prohibited. In the rare event that misconduct occurs, our mission is to be informed promptly and resolve the situation swiftly. We depend on our team members to recognize and report misconduct to our ethics reporting resources. We prioritize immediate notification of Code of Conduct violations so we can take swift actions for remediation and safeguard our workforce and business.

We provide multiple ethics reporting resources to address employee concerns. These include:

- Supervisors;
- Representatives of the human resources team;
- Members of the legal department or the ethics and compliance office;
- Members of the Global Ethics and Compliance Committee; and
- The Cooper Standard IntegrityLine (anonymously if desired, where allowed by local law).

The Global Ethics and Compliance Committee is comprised of Company officers who are charged with assisting the Company in continuing to operate in accordance with our high ethical standards and applicable laws and regulations. The committee analyzes ethics reporting resources data to pinpoint opportunities for enhancing our compliance training and communications.

The Cooper Standard IntegrityLine
GRI 2-26

Our goal is to encourage open and honest communications from all stakeholders, including approaching our supervisors or management team with questions or to report concerns. For sensitive situations, we have set up the Cooper Standard IntegrityLine, offering stakeholders the option to report anonymously or without direct communication with our management team. This toll-free phone and internet-based helpline, managed by an independent third party, allows for the anonymous reporting of known or suspected violations of the Code of Conduct, applicable laws or policies, as permitted by local law.

As stipulated in our Ethics Reporting Response Policy, the ethics and compliance office reviews each report and assigns it to an independent investigator. Investigation outcomes and remediation plans for substantiated concerns must be approved by the ethics and compliance office before closure. All matters related to integrity, accounting, finance, legal or regulatory issues are escalated at intake based on criteria established in our policy. We share a quarterly report with the Global Ethics and Compliance Committee, which reviews our activity and compares our ethics reporting statistics to peer benchmarks. The Committee periodically updates the Audit Committee and the Nominating and Corporate Governance Committee of the Board of Directors. We seek continuous improvement and strive to be the trusted supplier compared to our peers.

Ethics & Compliance Training

GRI 205-2

It is vital for our employees to be aware of and committed to our Company's Code of Conduct and other global policies. Our salaried employees are required to complete annual compliance training, and courses are tracked and assigned across our global operations using our online ethics and compliance training management system. Our training curriculum covers an array of topics, including our Code of Conduct, workplace respect, conflicts of interest and compliance with global anti-bribery, anti-corruption and competition laws. In 2024, 99.6% of our salaried employees successfully completed our Code of Conduct training and certification program, with the remaining 0.4% in progress.

While maintaining a core curriculum across the enterprise, we often supplement online content with live training provided by members of the legal, human resources and internal audit teams in different countries to address local concerns or changes in law.

Our primary ethics reporting resources are Cooper Standard's supervisors and managers. On an annual basis, we provide our managers with our Manager's Guide to Responding to Employee Questions and Concerns About Business Conduct, which includes an online training course to help them understand their role as an ethics reporting resource. For ease of accessibility, we publicize our ethics reporting resources on our corporate intranet and external website.

ELECTRONIC BUSINESS COMMUNICATIONS POLICY

We recognize change is constant and therefore regularly review the policies we have in place and add new policies as necessary. As more business-to-business communications happen through digital channels, we recognize the need to mitigate compliance and security risks associated with employee use of non-Company provided systems and third-party messaging apps when conducting Company business. In 2024, a cross-functional team developed our Electronic Business Communications Policy. The Policy provides guidance to employees on the acceptable use of systems and apps when engaging in important business-related electronic communications to ensure that such communications are secure, preserved and accessible by the Company. The Policy was approved at the end of 2024, and we intend to publish it and provide customized training to the Company globally in Q2 2025. We developed training for this policy internally using real-world Cooper Standard case studies to provide practical guidance to employees.

RESPONSIBLE BUSINESS

BUSINESS CONTINUITY

Change is constant, and we recognize the need to evolve to meet the current and future needs of our stakeholders. We mitigate risks through prompt identification and management. Our business continuity efforts include forecasting and managing disruptions to reduce potential negative impacts that may affect our business. By maintaining a focus on business continuity, we are prepared to face challenges that could disrupt commercial activities and affect the continuity of our core business operations. We consider risks related to cybersecurity, climate change, health and safety, and other business disruptions. Minimizing and mitigating risk is just one of the many ways we build confidence and trust with our customers, investors and workforce.

OUR PRIORITIES

GRI 3-3

Our risk management processes are informed by our Enterprise Risk Management (ERM) approach. We proactively and strategically identify, detect, prevent and mitigate risks that could impact our strategic objectives and business goals. Our risk management strategy is aligned with the ERM process through effective planning and implementation of corporate responsibility initiatives that contribute to enterprise sustainability.

Integrated Strategic Workflow

Our ERM Committee is responsible for creating a comprehensive, consolidated risk management approach for all risk classes, including strategic, operational, financial and compliance. Comprised of senior-level leaders from each functional area of the Company, the ERM committee works with our Global Leadership Team and the Board of Directors to develop and implement a shared risk management language, process and metrics.

Designed to inventory, assess and rank unmitigated and mitigated risks, this process enables our leadership team to determine appropriate response strategies aligned with the Company's appetite for risk. Our comprehensive strategy allows for effective risk management and efficient capital allocation; it embeds a risk-aware culture into our daily operations and across the organization.

OUR APPROACH

GRI 3-3

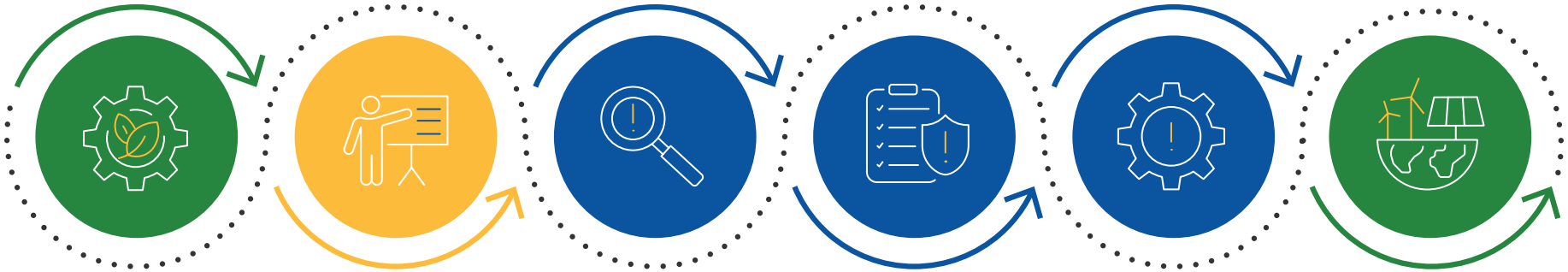
We continually search for new ways to incorporate best practices in our Enterprise Risk Management process and framework. Our heat map is designed to generate risk action quadrants and consolidate risk appetite while emphasizing areas in which action is required. We engage with internal and external stakeholders to ensure an informed and balanced risk management approach.

Our Global Sustainability Council, formed in 2021, continues to enhance and integrate our ERM and environmental, social and governance activities. In 2024, we conducted a double materiality assessment aligned with the Corporate Sustainability Reporting Directive (CSRD) to identify our material impacts, risks and opportunities (IRO). The assessment process and scoring of IROs was aligned with our internal ERM process.

In the coming years, we aim to annually evaluate the ongoing relevance of current material IROs and perhaps discover new material IROs.

We have implemented a global contingency planning procedure for each of our manufacturing locations. This enables us to mitigate risks in our manufacturing and shipping processes. Our master contingency plan addresses potential risks related to weather, natural disasters, supply shortages, labor disruptions, transportation disruptions, equipment, tool loss and more. We update and audit our master contingency plan annually, leveraging it as a guide for plants to develop their own customized facility plans.

We participate with industry partner Automotive Industry Action Group (AIAG) to stay informed on industry trends. A Cooper Standard team member is active in the AIAG Forced Labor/Human Rights Workgroup, a cross-functional group of Customs & Trade subject matter experts (SMEs) and Sustainability SMEs, that addresses human rights compliance issues impacting the global mobility supply chain. AIAG is a not-for-profit organization that brings together Original Equipment Manufacturers, suppliers, service providers, government entities and academics to collaborate on strategies to reduce automotive supply chain costs and complexities. AIAG members stay up to date on new regulatory developments, requirements and standards in the automotive industry and help shape future discussions.



Materiality Assessment

Stakeholder assessment and sustainable development goals

Strategic Planning

Initiatives that consider corporate responsibility goals

Risk Inventory

Identification of risks to and of each strategic initiative

Risk Assessment

Prioritization of risks to be monitored/managed

Risk Management

Monitoring and management of risks through documented plans

Responsibility Report

Summary of Cooper Standard's corporate responsibility goals and activities

RESPONSIBLE BUSINESS

RESPONSIBLE SOURCING, HUMAN RIGHTS & LABOR RELATIONS

Protecting human rights is one of our priorities, driven by our commitment to upholding ethical and honest business conduct and requiring fair working conditions for all workers throughout our value chain. We recognize our responsibility to our employees and the communities in which we operate, prioritizing transparency and accountability to monitor and disclose our human rights progress. By communicating our expectations and disengaging with suppliers whose practices do not align with our values, we remain in compliance with changing regulations. We hold our suppliers to a high standard, emphasizing our values of integrity and safety.

IMPLEMENT SCREENING EFFORTS WITH OUR GROW SUPPLIERS

Key: ▲ 2024

Achieve 65% of our suppliers to reach SAQ sustainability score above 50% by 2024.

65%

65.2%

Achieve 65% of our suppliers to reach SAQ sustainability score above 80%+ by 2027.

20%

LABOR RELATIONS

We support our employees throughout their careers, developing long-term solutions and strategies to assist them during challenges and disruptions. Through open communication with employees and their formal representatives, we promote freedom of association and ensure equitable management for those covered by collective bargaining agreements. This fosters robust relationships with our employees and stakeholders across our value chain. Explore further details on how we support our employees in the Talent Strategy section.

OUR PRIORITIES

GRI 3-3

We acknowledge the need for dedicated focus and attention on our human rights screening and auditing targets. Annually, we commit to transparently communicating our progress regarding screening our supply chain for potential human rights concerns.

We maintain a dynamic relationship with our suppliers that involves regular engagement and assessments. As part of our due diligence process in selecting and onboarding new suppliers, we conduct a reputational risk assessment, and any potential risks we identify are reported and discussed. We hold our existing suppliers to a high standard, seeking continuous improvement year over year. For existing suppliers who do not fulfill our criteria, we use an escalation path that includes putting new business on hold or even canceling all business.

Our Grow Suppliers are our direct material suppliers, strategic partners and preferred choice in planning new business opportunities. We have established goals on supplier engagement and track progress to assess the effectiveness of our Grow Supplier screening initiatives. In 2024, we encouraged our direct material Grow Suppliers to update their self-assessments to comply with our Supplier Code of Conduct. We remove Grow status from direct material suppliers who do not complete updates to their supplier self-assessment.

SAFE & RESPECTFUL WORKPLACE CULTURE

We operate in a Total Safety Culture in which we prioritize *Safety First* and *Respect for All*, striving to establish a physically and psychologically safe workplace for all employees. From an employee engagement perspective, we believe in cultivating a culture of open communication to ensure every employee has a voice. We believe in maintaining a workplace where all individuals feel safe, respected and valued, leveraging goal setting to achieve this objective. Our Respectful Communications guidelines continue to reinforce a culture where each employee feels they belong and are valued and respected. Safety and respect foster a work environment that encourages teamwork, productivity, employee engagement and a sense of fairness. We also believe this culture of respect reduces stress and improves knowledge sharing. Our guidelines include 11 principles to ensure communication is always respectful, thoughtful, professional and inclusive. Explore further details about our commitment in Workplace Health & Safety.

OUR APPROACH

GRI 3-3

We strive to be champions of fundamental human rights throughout our value chain. Our ethical and honest business conduct provides proper conditions for all workers contributing to Cooper Standard products. Our Policy on Global Human Rights guides stakeholders in recognizing and addressing human rights issues. We require a Supplier Code of Conduct, General Terms and Conditions of Purchase and completion of our Sustainability Assessment Questionnaire (SAQ). Both suppliers and employees are expected to uphold our values and integrity by promptly addressing any potential concerns conflicting with our Policy on Global Human Rights. Any human rights concerns are immediately escalated to members of our Global Leadership Team, including our Chief Human Resources Officer.

Our Goals

Change is constant, and we recognize the need to stay current with regulatory and framework requirements for screening and auditing of human rights and responsible sourcing practices within our operations and supply chains. As we pursue understanding our supply chain more deeply, we temporarily paused our supplier segment mapping effort to take a more holistic approach to supplier risk. We did not track the percentage of mapped suppliers in 2024.

Driven by our ambition to further our sustainability goals with our suppliers, we set a target for 65% of our Grow Suppliers to score above 50% on their SAQ by the end of 2024. We reached this goal, with 65.2% of our suppliers scoring above 50% on their SAQ. Achieving this performance goal supports our efforts to achieve our long-term target of 65% of our Grow Suppliers achieving 80%+, a “green” score, by 2027. The SAQs increase transparency with our suppliers and internal teams and inform our decision making in relation to our supplier relationships.

Human Rights Policy

Cooper Standard upholds Human Rights across our operations and throughout our entire value chain. Our Policy on Global Human Rights aligns with international human rights principles, including those in the International Bill of Human Rights and the International Labor Organization’s 1998 Declaration on Fundamental Principles and Rights at Work. This Policy outlines our values, requirements and practices regarding child labor, forced labor, human trafficking, modern slavery, diversity and inclusion, freedom of association, collective bargaining, a safe work environment and wages and benefits. All directors, officers and employees, including part-time, temporary and other personnel working for or on behalf of Cooper Standard, are subject to this Policy. We expect our suppliers, contractors and all business partners to adhere to our standards encompassing human rights and labor practices. Our Policy on Global Human Rights and our Supplier Code of Conduct also include provisions related to ethical recruiting, rights of minorities and indigenous peoples, land, forest and water rights, forced eviction and use of private or public security forces. Responsibility for ensuring compliance with our Policy on Global Human Rights and applicable laws lies with our directors, officers and employees. The Global Ethics and Compliance Committee, including the Chief Legal Officer and Chief Human Resources Officer, are tasked with enforcing this Policy. Our Board of Directors reviews this Policy annually.

Human Rights Due Diligence

Our approach to human rights due diligence is guided by our Code of Conduct and our Policy on Global Human Rights , which serve as tools for all stakeholders to recognize and address ethical and human rights issues. Each individual at Cooper Standard bears the responsibility of understanding and adhering to these Policies. This approach fosters a culture of integrity, accountability and inclusivity in our workplace. Our collective success relies on each individual's commitment to upholding our values.

HUMAN RIGHTS MANAGEMENT SYSTEM

In line with the UN Guiding Principles on Business and Human Rights, the key elements of our Human Rights Management System include:

Human Rights Commitments

Our Board of Directors regularly reviews the Policy on Global Human Rights , ensuring its alignment with international human rights principles. Our Responsible Minerals Policy Statement outlines our expectations for supplier compliance with conflict-free minerals sourcing. Both our Policy on Global Human Rights and Supplier Code of Conduct align with best practices, international standards and customer expectations. We inform our suppliers about these policies through our Supplier Code of Conduct, criteria in our Supplier Profile and references in our General Terms and Conditions of Purchase. We expect suppliers to adopt and enforce similar policies, extending them to their own supply chains. Our Policy on Global Human Rights is shared with our workforce through corporate training and our Code of Conduct.

Human Rights Risk Assessment

Established in 2022, our cross-functional Human Rights Corporate Responsibility Working Group is overseen by our Chief Legal Officer and includes members from human resources, health, safety and environment, sustainability, purchasing, compliance and legal. Building on the results of our previous Human Rights Risk Assessments, we identified our top salient human rights risks and evaluated these risks based on impact and likelihood. We assigned risk owners who were charged with developing risk mitigation plans. Through this Working Group, we regularly monitor for changes in the human rights context, update our Human Rights Risk Register annually and revise mitigation plans accordingly. To enhance transparency about these Human Rights risks, we communicate through both internal and public-facing channels, including our cross-functional Human Rights Corporate Responsibility Working Group, Enterprise Risk Management process and our Global Modern Slavery and Human Trafficking Transparency Statement.

Management of Salient Human Rights Issues

Within our organization, we promote and provide training on our Code of Conduct and Policy on Global Human Rights . Our Supplier Code of Conduct mandates that our suppliers and business partners adhere to and uphold these standards within their supply chains. We update our Human Rights Risk Register on an annual basis. To ensure alignment with our open-door and non-retaliation policies, we publicize our ethics reporting resources both internally and externally for our suppliers and other stakeholders. We also engage every month as a volunteer with the Automotive Industry Action Group Forced Labor and Human Rights Working Group, which provides a collaborative space to partner with other automotive members. Through this collaboration, we aim to drive responsible sourcing and uphold ethical practices across the industry. For more details on how we address salient Human Rights issues, including due diligence, grievance mechanisms and key performance indicators, refer to our Global Modern Slavery and Human Trafficking Transparency Statement.

Responsible Sourcing

GRI 2-6

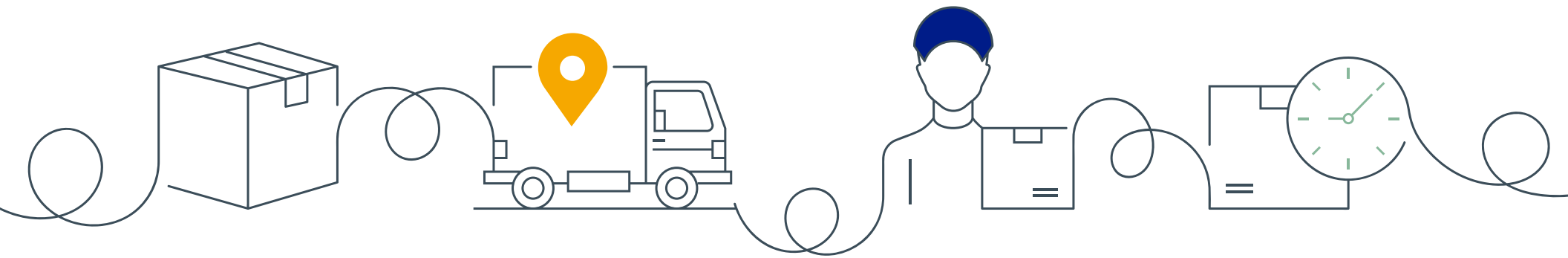
Through the implementation of our green procurement guidelines, we commit to sustainably sourcing inputs and raw materials. We aim to increase the use of lower carbon materials, thereby minimizing negative social and economic impacts associated with product sourcing. To ensure alignment with our commitments, we require our suppliers to adopt responsible supply chain practices outlined in our Supplier Code of Conduct, which includes topics such as anti-corruption, anti-bribery, responsible minerals and human rights (e.g., forced labor, child labor, freedom of association and anti-discrimination). In addition, the Supplier Code of Conduct covers data security, collective bargaining rights, health, safety, environment and chemical compliance. The Supplier Code of Conduct is designed to align with customer expectations, industry initiatives and international human rights standards.

Beyond our Supplier Code of Conduct, our General Terms and Conditions of Purchase require that our suppliers adhere to all laws, particularly those concerning human rights. According to these terms, our suppliers and all products they manufacture and distribute must comply with the laws, rules and regulations of both the countries of origin and of destination. Compliance includes product labeling, transportation, data protection, environmental considerations, wages, hours and conditions of employment, subcontractor selection, anti-discrimination, occupational health and safety and motor vehicle safety. In 2024, to comply with Canada's new Fighting Against Forced Labour and Child Labour in Supply Chains Act, we reported publicly on the steps we are taking to ensure that no forced labor in any form is taking place in our supply chains or in any other part of our business. Further information about supplier requirements is available in our General Terms and Conditions of Purchase.

We assess suppliers using our Cooper Standard Supplier Performance Rating System's scorecard and questionnaire. Additionally, we require that our Grow Suppliers complete a SAQ on their business practices. This questionnaire, available to our suppliers through the NQC platform, mirrors the values outlined in our Supplier Code of Conduct. It takes into consideration evolving supply chain requirements, emerging due diligence legislation and the increasing focus on environmental and human rights practices. The questions cover areas such as disclosing internal policies related to Human Rights and business practices related to child labor, wages and benefits, working hours, forced labor, freedom of association and harassment. The NQC questionnaire aligns with industry best practices as many of our peers also use it to collect supply chain sustainability data.

Cooper Standard achieved an 89% response rate on the SAQ from our direct materials Grow Suppliers in 2024, marking a six percentage point increase from 2023. We are working with our implementation partner on identifying opportunities to increase our response rate and aim to reach a 100% response rate from our Grow Suppliers by 2027.

In cases where a supplier falls below our human rights standards, identified through our screening phase or an audit, we collaborate with them to establish time-bound corrective action plans aimed at performance improvement. We monitor their compliance progress and reevaluate their status as a Grow Supplier if they are unable to align with our Policy on Global Human Rights.



Responsible Minerals

Cooper Standard upholds ethical and socially responsible business practices and acknowledges its responsibility to safeguard human rights. We are dedicated to ensuring that the parts we purchase and produce are free from minerals that contribute to armed conflicts in high-risk areas worldwide.

We are a member of the Responsible Minerals Initiative (RMI), a resource group supporting over 400 member companies in responsible minerals risk assessment, due diligence and reporting. RMI is committed to assisting companies in making informed choices about responsibly sourced minerals in their supply chains. Through our membership in RMI, we contribute to responsible mineral initiatives, help fund global audits of mines and smelters and gain access to smelter analysis tools.

We strive to ensure the materials and components used in our products do not support or fund the inhumane treatment of workers or contribute to environmental degradation associated with mining. We assess our suppliers' sourcing of tin, tantalum, tungsten and gold (3TG), verify the conformity of smelters and encourage continuous improvement in their supply chains through due diligence processes and available tools. In addition to 3TG, we acknowledge that there are non-regulated minerals with potentially high-risk supply chains.

We leverage a third-party system to facilitate communications with our suppliers and customers. This system involves collecting Conflict Minerals Reporting Templates and customer requests to create efficiencies, facilitate transparency and allow for better communication, ultimately resulting in a higher response rate from our business partners.

Leveraging our Chemical Compliance Management System and International Material Data System, we conduct reasonable country of origin due diligence queries within our supply chain. In 2024, we surveyed 35 in-scope suppliers and received responses from 32 (91%) of our in-scope suppliers.

Within our supply chain, we identified 326 in-operation smelters. A smelter analysis tool, accessible through our membership in the RMI, indicated that approximately 67% of the smelters are recognized to be compliant or conflict-free. Any updated reports post year end will be reflected in our annual Specialized Disclosure Report, available in our SEC filings.

Employee Engagement & Human Rights Training

Ensuring the protection of human rights in our operations and across our supply chain is a major priority for our stakeholders. Our culture, emphasizing open communication and transparency, empowers our employees to identify and address grievances related to human rights and build their understanding of the topic. As part of our employee engagement efforts on human rights, in 2024, we required all salaried employees globally to complete a Human Rights training segment in our annual Code of Conduct training.

SUPPLIER AUDITS

To ensure adherence to our Supplier Code of Conduct and performance expectations for our key suppliers, we conduct both onsite and remote audits annually. We require all new suppliers to undergo an onsite audit, and all Grow Suppliers to update their supplier portal with their Supplier Profile and self-assessment workbook, inclusive of the Supplier Code of Conduct score. Should scores fall below the established threshold, Cooper Standard will require further onsite auditing and may reconsider the supplier's Grow status.

By the end of 2024, we held 100% of our direct material Grow Suppliers accountable for updating their Supplier Profile and self-assessment with Supplier Code of Conduct scores.

RESPONSIBLE BUSINESS

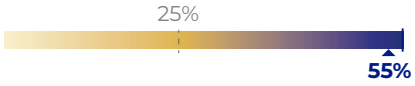
CLIMATE CHANGE, ENERGY, EMISSIONS & WASTE

Change is constant, and we remain steadfast in our commitment to transforming our business activities to better prepare for the future. Environmental stewardship is a key part of our sustainability strategy. We are focused on reducing emissions, energy, and waste, managing waste responsibly, and promoting circularity. As a responsible Company, we remain committed to transitioning toward a low-carbon economy for the sustainability of our business and the health of our planet.

REDUCE OUR IMPACT ON THE ENVIRONMENT

Key: 2023 ▲ 2024 Exceeded

Decrease our solid waste generated by 25% by 2025.



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

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

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

EXPANDING OUR DIGITAL SYSTEMS

To enhance the efficiency of our data measurement and tracking, we have transitioned our North American and European energy and GHG emissions data to a new digital platform. This tool automates data entry, significantly streamlining our processes compared to our former manual system. In 2025, we plan to expand this platform to our global energy and emissions data. Additionally, we may extend its use to other key metrics, such as waste or water.

OUR PRIORITIES

GRI 3-3

To protect the environment and support the transition toward a low-carbon economy, we are committed to reducing our emissions and resource consumption. In 2024, we continued to make progress toward our energy and waste goals, set in alignment with our customer ambitions. We rely on every level of our organization to help us execute initiatives to support our goals.

We strive to be industry leaders by benchmarking against our peers, identifying areas for improvement and aspiring to exceed industry standards. In 2024, we took meaningful steps to enhance our strategy, including updating our greenhouse gas (GHG) inventory and establishing a new baseline for setting ambitious targets. In the coming years, we intend to commit to near-term science-based targets to pave the way toward our long-term aspiration of becoming carbon neutral by 2040 in Europe and 2050 globally.

We remain dedicated to optimizing our manufacturing practices, striving for excellence and driving a prosperous future for generations to come.

OUR APPROACH

GRI 3-3, 306-2

Oversight of health, safety and environmental programs within our Global Manufacturing Organization is led by our President, Sealing Systems and Chief Manufacturing Officer. Our Senior Director of Central Quality and Health, Safety and Environmental is accountable for managing operational environmental impacts and reports on health, safety and environmental issues in weekly staff meetings. The Director of Global Health, Safety and Environmental is responsible for developing, implementing, monitoring and sustaining the controls in these areas.

Our Carbon Neutrality Action Committee is a cross-functional team comprised of our senior leaders dedicated to establishing a holistic view of Cooper Standard's actions to support the transition toward a low-carbon economy. During our Global Sustainability Council and Carbon Neutrality Action Committee meetings, we discuss the effects of key environmental topics and ensure progress or concerns about these targets are shared with our leadership on a regular basis. Our Product Development group, which joins the Carbon Neutrality Action Committee meetings, explores low-carbon raw materials, while our site-level operations departments focus on advancing energy efficiency and waste reduction activities.

LONG-TERM GOALS

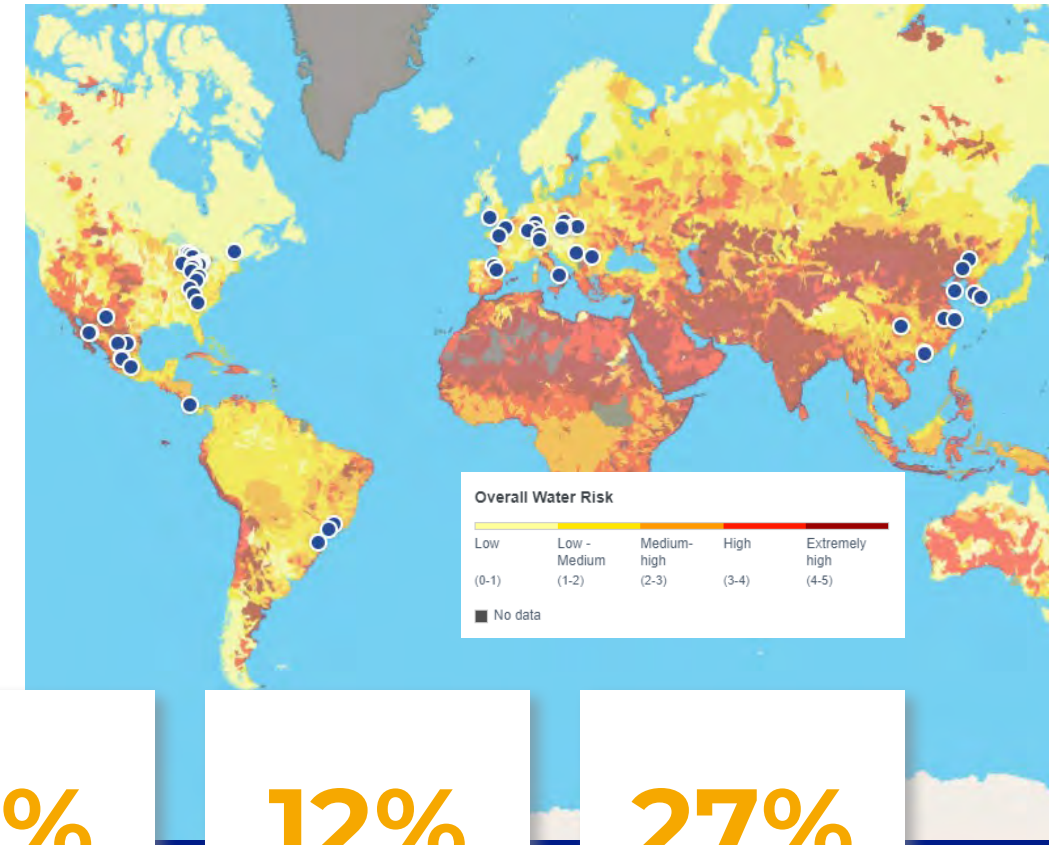
2040

CARBON NEUTRAL IN EUROPE

2050

CARBON NEUTRAL GLOBALLY

Our approach to our priority areas, including energy efficiency, waste reduction and mitigating climate risks, is formalized in our Health, Safety and Environmental Policy. This policy applies to all employees, Company facilities, directly supervised contract and contingent workers, and majority-owned joint ventures. In addition, we implement environmental programs and policies supported by our certified ISO 14001 Environmental Management System. In 2024, 55 of our 61 plants hold ISO 14001 certification. In addition, all three of our German locations in Gruenberg, Lindau and Schelklingen, as well as the locations in Dzierżoniów, Poland and Vitré, France are Energy Management ISO 50001 certified. Each year, we review our environmental programs to identify opportunities to better address climate-associated risks, and align with industry expectations and market needs. Additionally, we aim to continuously evolve our approach to adapt to new reporting standards and procedures.



30%
Low Risk

14%
Low-Medium Risk

17%
Medium-High Risk

12%
High Risk

27%
Extreme High Risk

PERCENTAGE OF FACILITIES BY WATER RISK CATEGORY

We assess the water usage of all our facilities and have mapped them using the WRI Aqueduct tool and WWF Water Risk Filter. These tools help us identify and raise awareness of sites that require the most water in relation to the average usage of all our facilities, or those sites located in areas classified as high-risk or extreme high-risk. In our Climate Disclosure Project (CDP) response, we disclose data for locations in areas classified as extreme high-risk. We received a score of C for our Water Risk Disclosure, which is consistent with our score from 2023 and in line with the global average. In 2025, we plan to identify further measures we can take to enhance the reporting of our climate change strategy.

Climate Change

Cooper Standard is committed to the global transition toward a low-carbon economy. We evaluate our current impacts and climate-related risks to strategically mitigate our environmental impact while promoting business innovation and resiliency. Last year, we partnered with a third-party consultancy to conduct a comprehensive inventory of our Scope 3 emissions data and establish a Scope 3 emissions baseline. This thorough process involved collecting data from internal and external stakeholders, mapping out our value chain and calculating and quantifying emissions.

Building on our baselining efforts, we are working to develop a strategy to set and achieve near-term science-based targets for Scope 1, 2, and 3 GHG emissions. In the coming years, we intend to commit to near-term science-based targets to pave the way toward our long-term aspiration of becoming carbon neutral by 2040 in Europe and 2050 globally.

Cooper Standard reports annually to the CDP to communicate climate risk and opportunity management to our stakeholders. These public disclosures enable Cooper Standard to maintain transparency and keep stakeholders informed about our sustainability efforts. Our score for Climate Change Disclosure improved from a C to a B- in 2024.

Energy & Emissions

GRI 302-4, 302-5

Our energy-efficiency programs, capital investments, innovations and collaborations all work to support us in reducing our carbon emissions. As a global corporation supplying sealing and fluid handling systems to diverse transportation and industrial sectors, we recognize our responsibility to support the transition toward a low carbon economy. We focus on enhancing energy efficiencies, incorporating renewable energy sources and leveraging partnerships with stakeholders. By transitioning to energy saving production techniques and adopting renewables worldwide, we strive to improve our performance, decarbonize operations and reduce greenhouse gas emissions.

ENERGY EFFICIENCY

We support climate neutrality by reducing energy consumption and increasing energy efficiency. In 2024, we launched an initiative to support these goals while also driving cost savings. We conducted a thorough assessment of energy consumption by distributing a checklist of 250 targeted questions for each plant to complete, designed to evaluate specific energy-saving opportunities and identify potential areas for improvement.

Each plant then compared its results to an established benchmark, with the gap between the plant's current performance and the established benchmark revealing opportunities for energy savings. We discovered one common opportunity across many of our locations, tied to the age and efficiency of machinery and equipment. To prioritize our next steps, each plant was tasked with calculating the return on investment and payback period for equipment upgrades. At the site level, the upgrades we made as a result of this initiative are driving overall energy reduction and cost-savings.

By identifying opportunities on a global scale and consolidating our needs, we can negotiate corporate-level contracts and secure discounts on equipment. Rather than each plant purchasing equipment independently, we have explored options to negotiate discounts for the entire organization, driving further cost savings.

Led by a cross-functional team, the benefits of this project are tremendous. By benchmarking all plants to the same standard, we are upgrading and standardizing our equipment and operations. Additionally, this process has identified gaps between our current operations and our global best practices, enabling us to share lessons learned between plants and drive new efficiencies. Through this initiative, we are driving operational excellence while reducing our environmental impact and realizing cost savings.

Increasing the sustainability of our products is a key opportunity for us to improve our environmental performance. We have transitioned many of our products from rubber to plastic alternatives to enhance recyclability and reduce energy intensity. Our Sales and Product Development teams collaborate with customers to promote environmentally friendly materials. Simultaneously, our fluid handling team has shifted many products from rubber compounds (e.g., ethylene propylene diene monomer or EPDM) to plastic alternatives. For more information on this initiative, please see the Innovation, Materials, and Product Lifecycle section of the report.

Collaboration is critical to our success. In the United States, we have partnered with the U.S. Department of Energy's Better Plants program for the last seven years. Our investments in LED lighting and compressor stations, including heat recovery and air leak management projects, demonstrate our commitment to optimizing energy efficiency. We have ongoing plans to identify capital opportunities for further energy conservation.

In 2024, we successfully integrated Market-based emissions reporting for our Scope 1 and Scope 2 emissions to capture the share of renewable energy adopted in select facilities. We reduced emissions from our operations by 26.8%, surpassing our goal of a 15% reduction against our 2019 baseline. Our sustainability strategy is continually evolving, but our focus on decarbonizing operations, optimizing energy efficiency and implementing renewable energy globally remains constant. In early 2025, we secured contracts for energy attribute certificates for some of our facilities to support our commitment to phase global implementation of renewable energy. We are actively working to develop near-term science-based targets and define a roadmap to reduce Scope 1, 2, and 3 GHG emissions. Our cross-functional Carbon Neutrality Action Committee is responsible for monitoring our progress, and we look forward to sharing our new goals in a future report.

Operational Waste & Waste Management

We prioritize waste reduction in our operations and facilities. Our value-added innovations minimize packaging, eliminate by-products and enhance operational efficiencies by modernizing our production lines. We closely monitor our resource consumption to identify opportunities for enhanced or new waste management initiatives. In 2024, we introduced pollution as a key performance indicator to standardize our measurement and tracking and enable auditing compliance.

In 2024, 61% of our facilities achieved over 90% waste diversion, diverting 89% of our global production waste. We are committed to working with the remaining 39% of facilities to make progress toward 100% diversion in 2025. Our manufacturing operations yield various waste streams, including EPDM rubber scrap, plastic, cardboard packaging, wood pallets, aluminum scrap and steel scrap, many of which are easily recyclable. For non-recyclable materials, we collaborate with vendors to repurpose the waste.

ONE OF AMERICA'S CLIMATE LEADERS 2024 & 2025

Cooper Standard earned a spot on *USA TODAY's* 2024 and 2025 list of America's Best Climate Leaders, recognizing our commitment to improving energy efficiency, reducing emissions and minimizing waste. The award, presented by USA TODAY and Statista, highlights companies that meet stringent environmental criteria, including emissions reporting and year-over-year reductions in emissions intensity. The Company's efforts focus on managing climate-related risks, driving innovation and promoting sustainability. Cooper Standard is dedicated to evolving its sustainability programs and reducing environmental impacts while growing profitably.

Promoting Circularity

At Cooper Standard, we are pioneering innovative solutions to advance circularity. Recognizing the limited diversion capabilities of EPDM rubber, we are at the forefront of developing methods to minimize EPDM scrap generation. In 2024, hazardous waste accounted for 16.4% of our total waste, the majority of which arises in our coating processes (oily waste, wastewater and sludge). We comply with proper disposal according to applicable codes and regulations.

We are dedicated to pursuing creative approaches to improve recycling rates and move closer to zero waste to landfill. EPDM rubber scrap, constituting about 37% of our total process scrap, is repurposed by partner vendors into rubber crumb for applications like artificial turf, landscape mulch, sub-flooring, matting and rubberized asphalt. Additionally, waste-to-energy vendors utilize rubber waste as a supplementary fuel source for cement kilns.

External Stakeholders

We believe in working collaboratively to minimize and mitigate environmental challenges in manufacturing. We explore best practices and exchange innovative ideas by actively engaging with diverse stakeholders, including industry organizations, customers and suppliers. Some of our important relationships include:

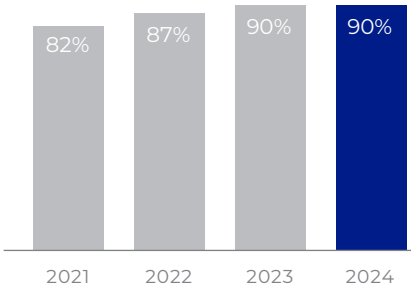
- Automotive Industry Action Group (AIAG) and the AIAG Working Group on Forced Labor and Human Rights; and
- Key customers who work with our product development groups to jointly investigate opportunities for low-carbon raw materials, benchmarking for recyclable content, reducing waste in manufacturing and more.

OUR PERFORMANCE

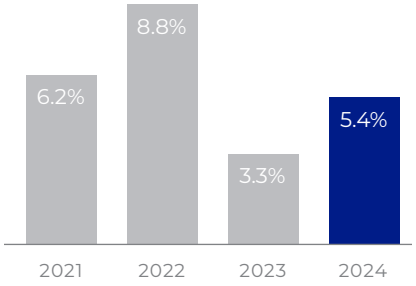
GRI 305-1, 305-2

In 2024, Cooper Standard recorded a decrease in absolute level Scope 1 and Scope 2 emissions and improved our emissions intensity by 5.4%. The Carbon Neutrality Action Committee drives our holistic approach, working to strategically align our environmental goals with operational needs. The committee is focused on the decarbonization of our operations through energy efficient production techniques, phased implementation of renewable electricity and electrification.

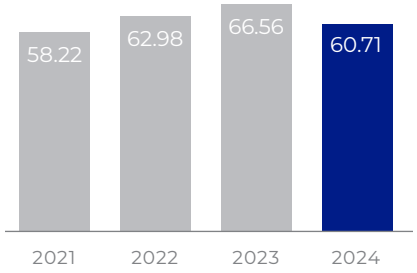
ISO 14001 Certification
(% of facilities certified)



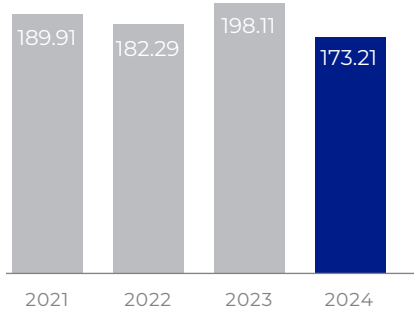
Reduction in Scope 1 & 2 Emissions
(year over year / sales)



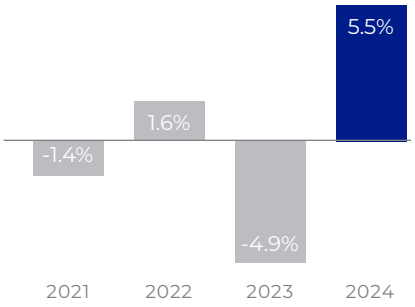
Absolute Scope 1 Emissions
(thousand Tonnes)



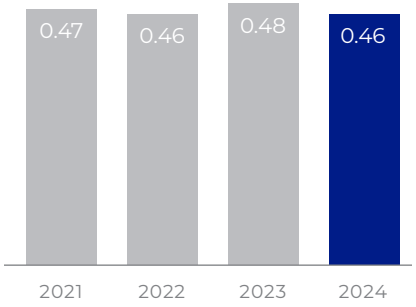
Absolute Scope 2 Emissions
(thousand Tonnes)



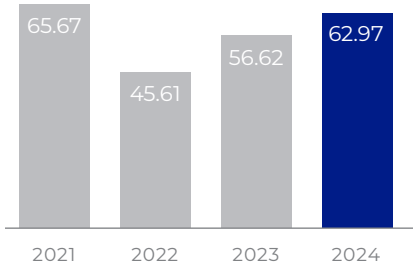
Reduction in Total Energy Consumption
(year over year)



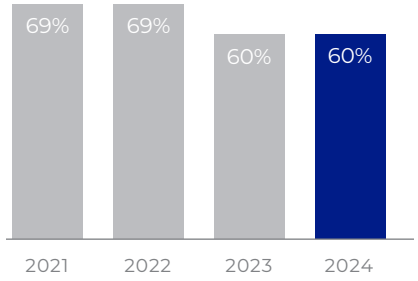
Total Electric Power
(TWh)



Total Manufacturing Waste Generated
(thousand Tonnes)



Plants Reporting Diversion Rate >90%



RESPONSIBLE BUSINESS

DATA PRIVACY, CYBERSECURITY, A.I. & DIGITIZATION

Safeguarding our digital assets is a key organizational goal as we increasingly rely on data and digital transactions for efficient operations. We proactively prevent potential disruptions by addressing threats like system outages, data breaches and cyber-attacks. Our Cybersecurity and IT Compliance organization upholds our *Commitment to Excellence* by ensuring the confidentiality, integrity and availability of our systems, data and digital assets.

Change is constant, and we recognize the need to invest time and resources to evolve with digital security advances, stay current with compliance requirements and meet the growing needs of our stakeholders. Our focus includes adeptly managing emerging technologies and strengthening our data security efforts. Our data privacy, cybersecurity and digitalization approach support our flexible remote and hybrid work model while reducing the environmental impact of our operations. Safeguarding digital assets remains a critical element of our global risk mitigation plan, demonstrating one of the numerous actions we take to achieve world-class results for our stakeholders.

STRENGTHEN & IMPROVE OUR INFORMATION SECURITY PROCESSES, DATA & INFRASTRUCTURE

Key: ▲ 2024 ▮ Exceeded

Increase % of phishing emails reported annually to 25% by 2027.

16.7%

Decrease % of phishing tests failed to less than 3% by 2027.

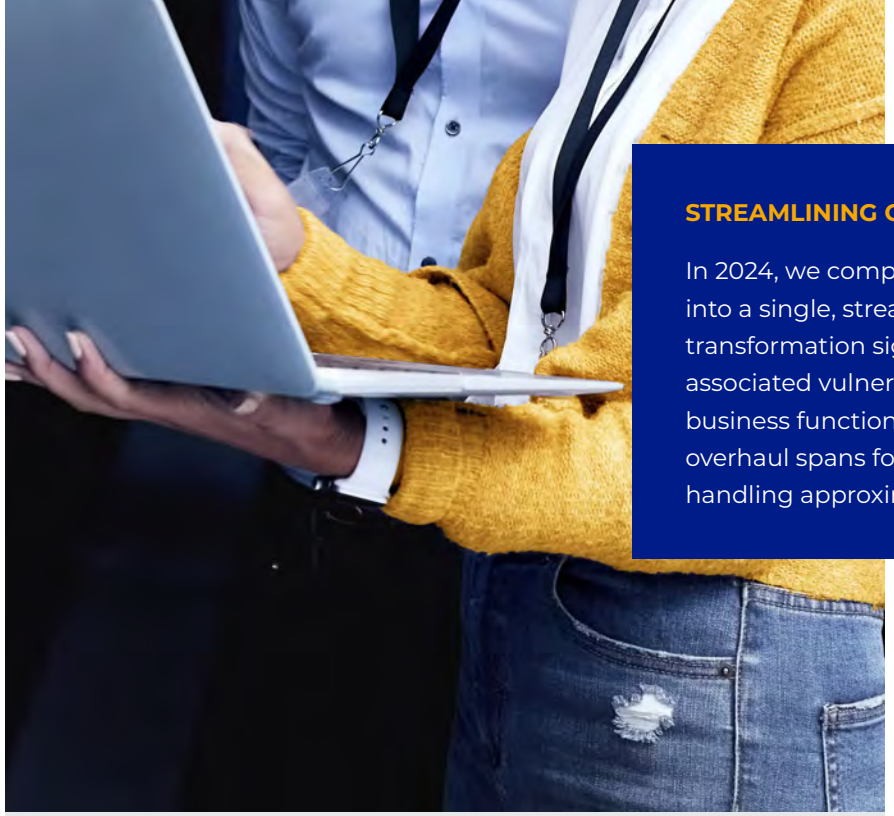
3%

3.9%

Increase % of total hours saved annually using Robotic Process Automation (RPA) by 20% year over year.

20%

25.8%



STREAMLINING OUR ERP SYSTEMS

In 2024, we completed a multi-year project to consolidate and retire 21 legacy ERP systems into a single, streamlined ERP platform with modern business intelligence capabilities. This transformation significantly reduces our risk by eliminating outdated systems and their associated vulnerabilities. In addition, our new system simplifies data sharing across all business functions, providing a unified source of truth for finance and manufacturing. This overhaul spans four continents, supports 14 languages and serves all automotive locations, handling approximately six million business transactions daily.

OUR PRIORITIES

GRI 3-3

In 2024, we continued improving our approach to cybersecurity to better safeguard against internal and external threats. We continuously adapt to protect our enterprise systems, networks and critical information, maintaining a competitive edge amid evolving regulatory requirements. External goals, aligned with critical performance indicators, guide our progress. We continue to prioritize stress-testing our systems, strengthening our ability to respond and recover, while practicing our prescriptive incident response procedures. Our IT professionals focus on refining controls per ISO/IEC 27001:2022 standards, supported by a risk assessment from an independent third party and guidance from our executive-level cyber advisory services. Continuous reporting ensures accountability and upholds data security standards throughout our organization.

OUR APPROACH

GRI 3-3, 416-1

We continue to advance our global digitalization strategy by using data and technology resources, as well as transitioning applications and infrastructure services to the cloud. Recognizing the importance of cybersecurity, we have carefully and thoughtfully embraced a "cloud-first" approach. Originally aligned to take advantage of natural synergies, our Cybersecurity and IT Compliance programs have merged to continuously monitor and improve our ever-changing IT controls environment.

Our Senior Vice President and Chief Information Technology Officer oversees our management of cyber risks. The Global Cybersecurity and IT Compliance organization, led by the Cooper Standard IT Leadership Team, provides regular updates to the Audit Committee of the Board of Directors. We are invested in the capabilities of our cybersecurity team, with the team currently certified in ISC² CISSP, ISACA CISM, EC-Council CEH and other industry-recognized certifications. ISC² CISSP validates our professional knowledge and experience across various information security domains, while ISACA CISM affirms our ability to assess risks and implement governance to proactively respond to incidents. Our EC-Council CEH certification strengthens our technical expertise in cybersecurity.

We integrate data privacy, cybersecurity and digitalization as material topics within our Global Sustainability Council and Enterprise Risk Management Committee meetings. Internally, our Cybersecurity program undergoes independent assessments by the Internal Audit team to evaluate control design and operational effectiveness. A dedicated Architecture Review Board aligns IT initiatives with our digital strategy, and the Project Management Office monitors implementation, incorporating cybersecurity requirements from the outset.

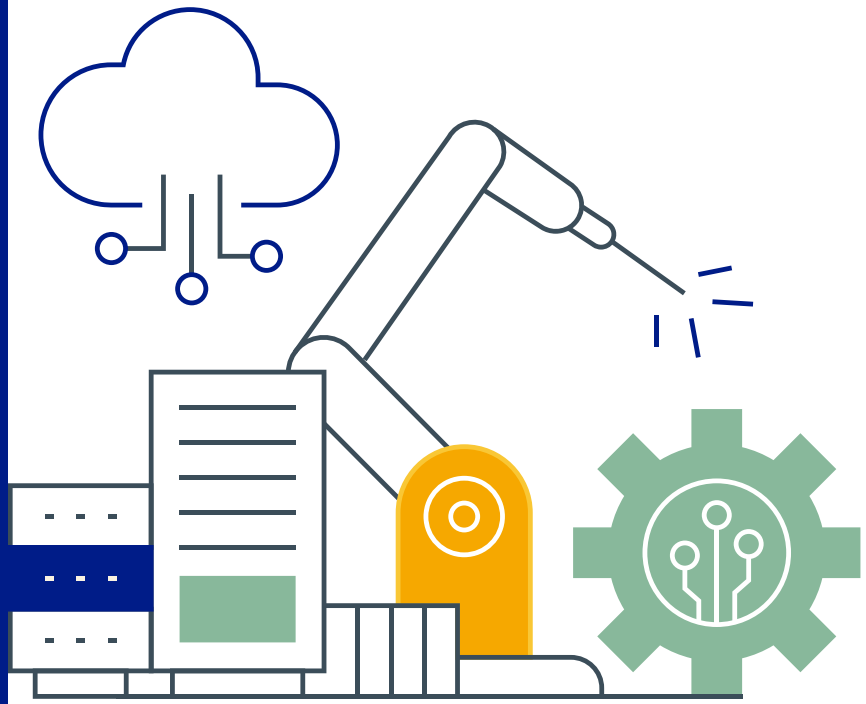
To ensure Company leadership is kept up to date regarding cybersecurity topics, the cybersecurity team updates the Senior Vice President and Chief Information Technology Officer in biweekly meetings and as needed. We have identified and documented program stakeholders, ensuring clear cross-functional responsibilities and increasing accountability across all business functions. In 2024, we took part in various leadership meetings to promote cybersecurity awareness and education. Looking forward, we intend to collaborate with our Human Resources team to promote additional education and training efforts across our entire workforce. These comprehensive trainings will include onboarding cybersecurity training for new employees, annual cyber training, phish testing, monthly awareness topics and targeted cyber training intended to help business functions better understand issues specific to them.

We have enlisted a reputable third party to conduct annual enterprise-wide risk assessment aligned with the ISO/IEC 27001:2022 information security framework. The assessment results continuously guide the evolution and development of a roadmap for our Cybersecurity program, prioritizing the resolution of highest-risk gaps and vulnerabilities first. To stay current with emerging risks and threats, we consistently monitor the threat landscape and adjust the roadmap as needed. In 2024, this led to our focus on improving third-party risk management, securing emerging artificial intelligence (A.I.) technology and enhancing our logging and monitoring capabilities. In addition, we benchmark our cybersecurity investments against peers using Gartner IT Key Metric Data to ensure alignment with best practices in our industry.

ARTIFICIAL INTELLIGENCE

A.I. accelerates digital transformation and enables return on investment driven by efficiency improvement, cost reduction and the ability to innovate faster than competitors. An A.I. enabled enterprise is becoming a reality at Cooper Standard through the following strategies:

- Business value with focused A.I. initiatives delivering measurable productivity and efficiency gains;
- Reduced complexity and increased automation, despite volatile and unpredictable market conditions, digital tools become effective change agents to drive business forward;
- Speed-to-market, accelerating tasks across all disciplines;
- Reduced risks to Company reputation, improving quality and real-time performance feedback across the value chain; and
- Industry leadership, creating innovation efficiencies and continuous improvement.



Our Goals

We have set high expectations and ambitious targets to safeguard our systems, with a particular focus on phishing education and reporting. As a result of automation built into the phish reporting process, we believe this focus area will help combat our most common threat and have a meaningful impact by reducing risk. Our goal is to see no more than a 3% failure rate on phish testing and 25% or more on phish reporting by 2027. In 2024, we were able to take a significant step toward reaching our failure rate goal by pushing below 4% for the first time. We achieved year-over-year improvement in phish reporting by Cooper Standard team members and will prioritize further improvements in 2025. Regarding digitalization, we strive to increase the percentage of total hours saved annually using Robotic Process Automation (RPA) by 20% year-over-year.

Automation

Our RPA strategic initiative automates manual repetitive business processes with automation software for increased staff productivity and short-term measurable return on investment. This technology is equipped to deliver transformative business impact by replacing processes with large volumes of transactions, labor intensive manual activity and frequent repetitive tasks with fully automated software bots.

Digital automation is currently in use by: purchasing; finance; global business services; supply chain; commercial; and information technology with users located across multiple regions, including North America, Europe and Asia. Through RPA, 47,807 hours of manual work have been automated.

Digitalization & Cloud First Strategy

To modernize operational systems, we focus on digitalization efforts with big-data analytics, robots, A.I. and digital innovation for improved efficiency. Cooper Standard's robust technical ecosystem includes global cloud-based platforms for Enterprise Resource Planning (ERP), human resources, purchasing, financial planning and reporting, incident management, chemical compliance and manufacturing. Our connected enterprise standardizes best practices globally, facilitated by an industry-leading integration hub, enhancing productivity and sharing capabilities across the organization.

We strategically approach critical cloud applications and services, requiring independently certified assurance of security controls from providers based on recognized standards (e.g., ISEA 3402, SOC 2). Our third-party cybersecurity program ensures partnerships with reputable vendors, establishing a high level of protection for the data they handle. We apply the same high level of scrutiny to safeguard our cloud-based resources as we do for our traditional on-premises applications.

Digitalization Solutions

CS Factory: After successfully providing the CS Factory Print@ Source solution to automatically print labels directly at the work cell with the correct number parts packed, our IT Digital Manufacturing team is working on further improvements in our plants. In 2025, we plan to develop new digitalization functionality in machine and operational utilization to optimize our production resources.

Campfire: Our sales revenue forecast and sales management system, introduced in 2023, provides commercial teams with target-to-sales global contract management and price administration for improved sales forecasting and pricing accuracy.

Forecast Analytics: Building on our sales revenue forecast system and global ERP data, we have implemented Sales Forecast analytics dashboards. These dashboards provide a view of customer forecasts merged with real-time data. In addition, the dashboards evaluate customer forecast reliability by analyzing fluctuations period over period. These forward-looking tools help our teams better anticipate and adapt to fast-changing market conditions.

Data Privacy & Cybersecurity

We are dedicated to safeguarding the privacy and security of personal information and intellectual property belonging to our stakeholders, as well as complying with pertinent privacy and information security laws. Adhering to regulations such as HIPAA, GDPR and other applicable laws, we ensure protection against cyber-attacks, data loss and unauthorized access throughout the entire data lifecycle, including collection, disclosure, retention and disposal. This commitment extends to our customers, as well as current, former and potential employees.

Our Cybersecurity program is built on a collection of fundamental security controls, focused on the overall protection of Company and stakeholder data. Company leadership has defined the following objectives for information security:

- Establish proper governance for the Cybersecurity program;
- Create a secure digital operating environment (apps, networks, systems, etc.) designed to protect critical data and prevent business disruption;
- Develop and practice incident response, business continuity and disaster recovery processes to minimize the impact of a major incident; and
- Meet all compliance requirements and develop program metrics to ensure effectiveness.

To achieve these objectives, we prioritize essential security measures, including robust access controls, vigilant cyber hygiene practices (e.g., backups, patching, malware protection and vulnerability management) and comprehensive employee awareness training. With these controls firmly in place, we have neither detected nor received any complaints related to breaches of customer privacy or loss of customer data.

Guided by our "mobile-first" strategy, we extend protection beyond our network by implementing safeguards that operate seamlessly in both office and remote work settings. Leveraging our third-party secure web gateway service, we ensure a high level of defense against web-based threats, allowing employees to securely work on the corporate network and in remote locations like cafés, hotels, homes or other external environments. Consequently, we successfully block an average of 527,000 threats and 218 million potentially harmful activities each month.

47,807
hours of manual work automated

527k
email threats blocked monthly

27
facilities TISAX certified globally

TISAX CERTIFICATION: TRUSTED & VERIFIED

In 2023, three customers approached Cooper Standard with the request to obtain TISAX (Trusted Information Security Assessment Exchange) certifications across 25 production facilities. To continue to demonstrate our *Commitment to Excellence* and ensure we provide a high level of assurance with respect to information security, we developed and executed a plan to obtain the certification. Over the course of 2024, 27 facilities, including two others requested during 2024, achieved the TISAX label.

TISAX is a standard framework, based on ISO/IEC 27001:2022, designed to assess aspects of information security specific to the automotive industry. The purpose of the certification is to ensure companies in the automotive supply chain meet specific cybersecurity requirements focused on protecting critical data. The framework is designed to create a common understanding of information security controls and standardized measurements to enable consistent reporting and easy exchange of assessment results.

Considering the increasing importance of third-party risk management and the automotive industry's reliance on the supply chain, data security is becoming increasingly important. Automotive manufacturers and suppliers consistently work closely together, often sharing sensitive information. TISAX provides a structured approach for organizations to demonstrate their adherence to strong information security practices, ensuring they comply with industry standards to protect against data breaches. This is critical for maintaining trust with partners and customers.

Heading into 2025, we have received requests from additional customers and will be pursuing TISAX certification in 15 to 25 additional facilities. Our Cybersecurity program continues to evolve to combat emerging threats, however, it is foundationally based on ISO/IEC 27001:2022. This helps ensure we continue to execute and monitor the fundamental cybersecurity controls required to protect our stakeholders. As a result of our alignment with ISO, TISAX provides us with the perfect opportunity to showcase our strong information security posture.

TECHNOLOGY **STANDARDS** **CONTROL** **SECURITY** **CERTIFICATION** **VERIFIED**

Awareness Training

At Cooper Standard, we ensure our employees are equipped to be our first line of defense to support our organization's cybersecurity efforts. To help achieve our ambitious targets, the cybersecurity team collaborates with our Global Communications and Talent Development teams to increase the effectiveness and impact of the training we deliver. By delivering training and increasing awareness, we help our employees recognize risks and take the proper steps to mitigate and report them. To prevent information security breaches before they occur, we proactively facilitate awareness training for employees as part of the onboarding curriculum for all new salaried Cooper Standard employees. Training is also delivered annually to ensure this information remains top of mind.

We capitalize on increased public awareness during our Cybersecurity Awareness month each October. In 2024, we increased the frequency of cybersecurity awareness campaigns from monthly to weekly during this period. These campaigns focus on specific protections that are in place and how they relate to common threats impacting Cooper Standard. Additionally, we use the momentum to launch our annual cyber training initiative to educate and remind employees of their role in keeping the Company safe.

A key focus of our cybersecurity awareness program is helping employees identify email phishing attempts. We administer phish tests monthly, employing templates based on actual malicious emails. During testing, if a user clicks the link, they receive immediate training to understand how to avoid such situations in the future. They are also enrolled in a brief training course to learn more common indicators of a phishing attempt. Alternatively, if the phishing message is recognized and reported, an affirming message of congratulations is presented.

Developing the Front Line

To mitigate the risk of email exploitation, we employ email filtering, blocking more than 5.3 million threats monthly—accounting for approximately 79% of all external emails sent to the Company. Our defenses have the capability to analyze and block malicious attachments and websites. Once an email is reported and identified as malicious, the system automatically removes the threat from each recipient's mailbox, even if forwarded internally between users.

In 2024, we prioritized advanced detection by implementing an upgraded logging and monitoring solution. To strengthen our front-line defenses, we extended this service to include devices beyond just our endpoint devices. This enhanced system now collects and analyzes data across all layers of our infrastructure and environment, providing comprehensive visibility and improved security.

Every month, Cooper Standard conducts cybersecurity awareness campaigns to reinforce the significance of cybersecurity and ensure employees are up to date. These campaigns utilize email announcements, intranet communications and CS Connect posts, our global employee communications mobile app. The aim is to highlight current security threats and maintain a consistent dialogue on the topic. Given the dynamic nature of cybersecurity, continuous updates are essential.

As a result of our continuous cybersecurity awareness and training, we achieved the previous goal of 5% or less phish test failures. We concluded 2024 at 3.9%. Given the general success of email attacks, due to enhanced tactics, techniques and procedures used by threat actors, increasing focus on this topic remains a high priority for the Company. This is reflected by our establishment of new targets of 3% or less phish test failures and 25% or more reported phishing emails by 2027.

Identity Protection

As employees continue to work remotely on a more regular basis, the importance of protecting their identity has become as important as protecting the Company network. To verify identities, we employ multi-factor authentication (MFA) across critical applications at Cooper Standard. In recent years, we increased password length requirements and implemented self-service password reset. In 2024, we extended MFA to two additional remote access methods, ensuring that all remote access users will use MFA. As cyber-criminals continue to adapt to increased identity security measures, we will continue to refine our defense strategy while improving our security architecture.

Third-Party Cybersecurity

With the increased reliance on third parties, driven by a growing dependence on Software-as-a-Service (SaaS) tools, third-party risk management has become a key focus for Cooper Standard. Since the implementation of our third-party risk management program in 2019, we have evaluated over 550 vendors to ensure that each one adequately protects our data and that of our stakeholders

This year, with the increasing importance of vendor security, we transitioned the operation of the program to a managed service focused on third-party cyber risk. While factors related to access to critical data continue to drive each vendor's criticality tier, the program has been improved significantly. We transitioned from a point-in-time view of the security posture of an organization based on a manually completed questionnaire, to active, real-time monitoring of their external threat surface.

The managed service uses responses from the third-party risk assessment, analysis from their sophisticated likelihood-of-incident model and observed cyber hygiene of the vendor to proactively identify potential threats. If significant issues are uncovered, the managed service reaches out to the vendor to help them close the gap. Overall, each third party is graded (A through F) to help us monitor the health of our supplier ecosystem.

While this level of scrutiny regarding our critical partners is important to protecting our stakeholders, it also benefits the industry as a whole. By providing our partners with information to help them improve their security posture, we are reducing risk for everyone.

Incident Response Procedures

We continue to strengthen our Incident Response program, which outlines response procedures and specific controls aimed at efficiently addressing incidents if they occur. Our dedicated cross-functional Incident Response Team (IRT) comprises leaders from the global human resources, communications, legal, internal audit and information technology teams.

The IRT at Cooper Standard is committed to fostering a culture of ongoing improvement. We continually prioritize testing and improving our response and recovery capabilities. Through two tabletop exercises in 2024, we gathered valuable insights that informed updates to the Incident Response program and its procedures. These efforts provide us with the opportunity to exercise the documented steps and to ensure critical communication processes remain appropriate and current.

Assurance, Evaluation & Testing

To maintain the integrity of our cybersecurity and IT controls, we conduct several testing procedures each year. Many of the controls associated with our Cybersecurity program undergo an annual audit by our Internal Audit team and an independent third party, ensuring our compliance with Sarbanes-Oxley. Our Internal Audit team also conducts an annual review of cybersecurity controls, policies and processes. In addition, we perform semi-annual penetration testing to assess the effectiveness of our technical defenses against emerging threats. While traditionally these tests focused on our external connections, we have recently initiated annual internal penetration testing as well.

Looking Ahead

In the dynamic landscape of cybersecurity, each organization needs to maintain contact with external partners and various sources of threat intelligence relevant to them. We plan to continue our membership with FBI Domestic Security Alliance Council (DSAC), which enhances communication and promotes the timely and effective exchange of security and intelligence information between the federal government and the private sector. This program provides a direct line of communication with the FBI and DHS to exchange threat-related information. In 2024, we also added services that provide visibility into the dark web and other public sources where Cooper Standard could be discussed by threat actors. In 2025, our hope is to further develop the relationship we initiated in 2024 with the Cybersecurity and Infrastructure Security Agency (CISA).

As we advance in our cybersecurity journey, continual learning and evolution will be paramount to safeguarding the confidentiality, integrity and availability of stakeholder data. In 2025, increased focus on cybersecurity awareness and training will help prepare our employees to be the first line of defense. The cybersecurity team will continue to maintain active ISC² CISSP and ISACA CISM certification, while also staying up to date with current cyber threats and emerging industry trends.

To address customer requirements, in 2024 we were able to obtain TISAX certification in 27 facilities globally. As expected, this certification requirement is growing throughout the industry. We recently received notification from an additional major customer and expect approximately 15 facilities to obtain TISAX certification in 2025. In addition to meeting TISAX requirements, we will continue to respond to the varied cybersecurity assessments from our partners. These efforts, in combination with our maturing third-party risk management program, will help ensure we participate in developing a cyber-safe supply chain.

2024 CLOSING SUMMARY

At Cooper Standard, we have demonstrated our ability to address sustainability throughout our operations as we strive for world-class excellence and live by our Purpose: *Creating Sustainable Solutions Together*. Everything we do is aligned with our Mission – to *Be the First Choice of the Stakeholders We Serve*. As we operationalize sustainability, we collaborate across our teams to integrate our material topics into our business decisions. By engaging with our customers, workforce and partners, we will continue finding innovative solutions to address the evolving challenges of today and the future.

WINNING IN THE WORKPLACE

Our team members are fundamental to our success. We foster a vibrant and inclusive culture to support their success in all aspects of their career. We believe that our team members are our most important asset, and we focus our efforts on attracting, developing, engaging, retaining and recognizing world-class talent. Our *Safety First* commitment drives us in creating a workplace that is both physically and psychologically safe, and we continuously strive for zero safety incidents through our Total Safety Culture. Beyond workplace safety, we also support our team members by giving back to the communities where we work and live, focusing on our local impact.

ENHANCING PRODUCT VALUE

Cooper Standard is dedicated to delivering exceptional products and services. We *Create Sustainable Solutions Together* by fully integrating product safety into our processes and improving our product quality and customer relations. Embracing innovative ideas and pursuing high standards allows us to maintain our reputation for manufacturing excellence, engineering expertise, safety performance and reliable delivery of high-quality products. We know change is constant, but our commitment to customer satisfaction won't waver. We strive to be the supplier of choice by staying competitive in our global markets, maintaining open lines of communication with customers and consistently delivering strong performance by leveraging our unique expertise. In response to the challenges presented by climate change, we develop innovative products that support global sustainability efforts and a low-carbon economy.

RESPONSIBLE BUSINESS

We are proud to engage in honest, ethical and responsible business practices. By maintaining strategic partnerships with our customers and suppliers, we share our values and demonstrate our long-term commitment to corporate responsibility. In 2024, we continued to make progress toward our energy and waste goals, and we took meaningful steps to enhance our strategy, including updating our GHG inventory to Market-based emissions and establishing a new baseline for setting ambitious targets.

We rely on every level of our organization to help us execute technological initiatives that support our goals. In the last year, we continued improving our approach to cybersecurity to better safeguard against internal and external threats. This protection is key to advancing our global digitalization strategy. As we increase our use of digital tools, we emphasize technology that reduces repetitive actions and speeds our time to market. Robotic automation, AI enablement, Virtual Validation and Cloud infrastructure services accelerate our digital transformation. Our priority is accountability, established by updating our data security practices, maintaining our comprehensive ethics and compliance policies, communicating our brand's values and commitments regarding human rights and operating our facilities while being mindful of the environment and its resources.

OUR HISTORY

1960 - 1999	2000 - 2009	2010 - 2019	2020 - PRESENT
Cooper Tire established automotive division	Cooper Standard Holdings Inc. purchases business from Cooper Tire	Listed on NYSE : CPS Launched i³ Innovation Process Opened Global Technology Center in Livonia, Michigan, U.S. Established Advanced Technology Group Transitioned to a global organization Divested product lines: thermal and emissions; trim; and anti-vibration systems	Launched CS Open Innovation Established Liveline Technologies® Divested European rubber fluid transfer and specialty sealing businesses, and certain India operations First commercial agreement for the use of Fortrex™ in NIKE Inc. footwear Launched Global Sustainability Council Redefined Purpose, Mission, Values and Capabilities Joint development agreement with Saleri for eCoFlow™ dynamic fluid control technology Divested Technical Rubber business Transitioned to a product-line focused organization

Company established global footprint and market leading positions through acquisitions and joint ventures

Standard Products Company	Siebe Automotive Gates Corp. Automotive Hose ITT Fuel Handling Metzeler Automotive Profiles	Jyco sealing (North America / China) Huayu-Cooper Standard (China) AMI Industries' fuel and brake business Lauren Manufacturing LS Mtron's automotive parts business Hutchings Products Formed Sujan JV Expanded Nishikawa Partnership

KEY METRICS

		2021	2022	2023	2024
OVERVIEW					
Economic Performance	Revenue (USD billions)	$2.33	$2.53	$2.82	$2.73
	Adjusted EBITDA %	(0.3%)	1.5%	5.9%	6.6%
	Free cash flow (USD millions)	($212)	($107)	$37	$26
Total Sales by Region	North America	52%	58%	55%	58%
	South America	3%	4%	4%	4%
	Europe	24%	20%	24%	22%
	Asia Pacific	21%	18%	17%	16%
Operations	# of countries of operation	21	21	21	20
	# of facilities	129	129	128	124
Employees by Region (% contingent)	North America	47% (7%)	49% (8%)	51% (9%)	51% (8%)
	South America	6% (0%)	7% (0%)	8% (0%)	8% (0%)
	Europe	29% (1%)	27% (1%)	27% (2%)	27% (2%)
	Asia Pacific	18% (4%)	17% (3%)	15% (3%)	14% (2%)
Innovation	New customer programs launched	155	122	120	101
	Annual net new business (USD millions)	$186	$246	$175	$181
WINNING IN THE WORKPLACE					
Employee Retention	Total number of employees (includes contingent workers)	22,584	22,940	23,305	21,938
	Total number of contingent workers	-	2,907	3,309	2,579
	Total number of new employee hires (includes contingent workers)	8,312	11,758	11,311	7,929
	Total number of new contingent workers hired	-	4,498	5,166	3,416
	% internal fill rate (director & above)	60.0%	80.8%	36.4%	85.1%
	% internal fill rate (manager level)	50.4%	59.3%	59.5%	59.8%
	% voluntary employee turnover	19.8%	19.2%	15.2%	13.1%
	% total employee turnover	34.5%	35.8%	30.2%	26.2%
Talent Development	% employees receiving performance reviews (% of eligible salaried employees)	99.7%	99.9%	99.9%	100.0%

		2021	2022	2023	2024
WINNING IN THE WORKPLACE					
Diversity & Inclusion	% women in the enterprise (salaried & hourly)	37.5%	38.4%	39.5%	39.9%
	% women in leadership (vice president & above)	22.2%	22.2%	23.7%	20.6%
	% women in leadership (including directors & above)	16.7%	15.9%	17.1%	16.6%
Workforce Demographics	**% U.S. Workforce by Ethnicity**				
	White	82%	81%	81%	80%
	Black	8%	8%	8%	8%
	Hispanic	3%	4%	3%	3%
	Asian	3%	3%	3%	3%
	Other	3%	4%	5%	6%
	% U.S. Workforce by Age				
	Under 30	19%	18%	18%	18%
	30-50	41%	42%	41%	41%
	Over 50	40%	41%	41%	41%
	Not disclosed	0%	0%	0%	0%
Workforce Health & Safety	Total Recordable Incident Rate (employees & contractors / workers)	0.40	0.33	0.32	0.30
	Lost Time Incident Rate (employees & contractors / workers)	0.21	0.14	0.15	0.14
	Total Days Away, Restricted or Transferred (employees & contractors / workers)	1,318	1,221	1,180	1252.00
	# of fatalities	0	0	0	0
	# of locations with 0 incident rate	23	25	24	22
	% of facilities ISO 45001 certified	37%	42%	42%	42%
Community Involvement	Annual contributions (USD millions, approximately half from employee engagement)	$0.6	$0.4	$0.6	$0.4
	Total employee volunteer hours	-	7,059	6,830	7,097
ENHANCING PRODUCT VALUE					
Innovation, Materials & Product Lifecycle	**Innovation**				
	# of new patents filed	8	21	18	14
	% research, development & engineering spend	3.9%	3.2%	3.0%	2.9%
	Major innovations introduced to market	7	12	6	11

		2021	2022	2023	2024
ENHANCING PRODUCT VALUE					
Product Quality & Safety	**Product Quality**				
	# of recalls issued	1	0	2	1
	# of units recalled	572	0	1,017	362
	# of voluntary recalls	0	0	2	0
	# of involuntary recalls	1	0	0	1
	Fines associated with false marketing / advertising	0	0	0	0
	# of violations for non-conformance w/ labeling or marketing regulation	0	0	0	0
	% of significant product and service categories for which health and safety impacts are assessed for improvement	-	-	-	-
Customer Satisfaction	% positive customer scorecards	97.6%	98.2%	98.0%	97.4%
RESPONSIBLE BUSINESS					
Board of Directors	Total Directors	11	10	10	10
	# of Independent Directors	10	9	9	9
	% Independent Directors	91%	90%	90%	90%
Board Demographics	**% Directors by Age**				
	Under 30	0%	0%	0%	0%
	30-50	0%	0%	0%	0%
	Over 50	100%	100%	100%	100%
Business Ethics & Integrity	Employees completing Code of Conduct Training	99.0%	99.6%	98.6%	99.6%
Political Contributions	Political contributions	$0	$0	$0	$0
	Lobbying contributions	$0	$0	$0	$0
	Trade association expenditures	$0	$0	$0	$0
Responsible Sourcing	% of new suppliers screened using social criteria	-	0%	0%	0%
	Average number of social issues per audit	-	0	0	0
	% of new suppliers screened using environmental criteria	-	0%	0%	0%
	Average number of environmental issues per audit	-	0	0	0
	% of procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally)	-	58%	63%	64%

		2021	2022	2023	2024
RESPONSIBLE BUSINESS					
Energy, Emissions & Waste	**ISO Certification**				
	% of sites with ISO 14001 certification	82%	87%	90%	90%
	% of sites with ISO 50001 certification	10%	11%	10%	15%
	Energy				
	% grid electricity	100%	100%	100%	100%
	Natural gas (TWh)	0.32	0.34	0.39	0.34
	Coal consumption	0	0	0	0
	Other fuel (diesel)	0	0	0	0
	Electric power (TWh)	0.47	0.46	0.48	0.46
	Energy intensity (MWh / $1000 revenue)	0.34	0.32	0.31	0.29
	% renewable energy	0	0	0	9.5%
	% reduction in energy consumption	(1.4%)	1.6%	(4.9%)	5.5%
	Emissions				
	Absolute Scope 1 emissions (thousand tonnes)	58.22	62.98	66.56	60.71
	Absolute Scope 2 emissions (thousand tonnes)	189.91	182.29	198.11	173.21
	% reduction in Scope 1 and 2 emissions (indexed over sales)	6.2%	8.8%	3.3%	5.4%
	Total CO_2 emissions (thousand tonnes)	248	245	265	238
	Total CO_2 emissions Intensity (tonnes CO_2e / $1,000 revenue)	0.1065	0.0971	0.0939	0.0851
Energy, Emissions & Waste	**Waste**				
	Total manufacturing waste to landfill (tonnes)	4,488	5,524	6,488	7,060
	% hazardous waste	4.9%	9.5%	15.4%	16.2%
	% waste recycled	93.2%	87.9%	88.5%	88.8%
	% of plants reporting >90% diversion rate	69%	69%	60%	60%
	Total waste generated (tonnes)	65,672	45,610	56,621	62,972
	Total waste to landfill (tonnes)	4,488	5,524	6,488	7,060
	Total hazardous waste (tonnes)	3,229	4,320	8,694	10,172
	Total waste intensity (tonnes / $1,000 revenue)	0.028	0.018	0.020	0.023

		2021	2022	2023	2024
RESPONSIBLE BUSINESS					
Water	Water withdrawn from public inlet (1,000 cubic meters)	1,857	1,765	1,617	1,613
	Water withdrawn from surface water (stream)	-	0	0	0
	Total water discharge	1,857	1,765	1,617	1613
	Total water consumption	1,857	1,765	1,617	1613
	Total freshwater use intensity (cubic meters / $1,000 revenue)*	0.797	0.699	0.573	0.577
	% of water usage in high or extremely high baseline stress area	29.5%	46.4%	46.9%	41.0%
Data Privacy, Cybersecurity, A.I. & Digitization	# of substantiated complaints received concerning breaches of customer privacy	-	0	0	0
	# of substantiated complaints received concerning breaches of customer privacy from outside parties	-	0	0	0
	# of substantiated complaints received concerning breaches of customer privacy from regulatory bodies	-	0	0	0

GRI / SASB CONTENT INDEX

This quick-reference index contains disclosures from the GRI Standards and SASB Auto Parts Sector Standard. Cooper Standard has reported the information cited in this content index with reference to the GRI Standards. The disclosures referenced are at least partially fulfilled.

GENERAL DISCLOSURES

Disclosure	Disclosure #	Description	Location Within Report	Page #
THE ORGANIZATION AND ITS REPORTING PRACTICES				
GRI	2-1	Organizational details	About Cooper Standard About Cooper Standard: Global Footprint	4, 11
	2-2	Entities included in the organization's sustainability reporting	2024 10-K	N/A
	2-3	Reporting period, frequency and contact point	2024, Annual, May 14 2025 , Our Focus	1
	2-4	Restatements of information	No restatements of information for 2024.	N/A
	2-5	External assurance	This report has not been externally assured.	N/A
Activities & Workers				
GRI	2-6	Activities, value chain and other business relationships	About Cooper Standard: Global Footprint About Cooper Standard: Products & Services Responsible Business: Responsible Sourcing, Human Rights & Labor Relations	11, 12, 73
	2-7	Employees	About Cooper Standard: Global Footprint	11
Governance				
GRI	2-9	Governance structure and composition	About Cooper Standard: Governance	6
	2-10	Nomination and selection of the highest governance body	About Cooper Standard: Governance	6
	2-11	Chair of the highest governance body	About Cooper Standard: Governance	6
	2-12	Role of the highest governance body in overseeing the management of impacts	About Cooper Standard: Governance	6
	2-13	Delegation of responsibility for managing impacts	About Cooper Standard: Governance	6
	2-15	Conflicts of interest	Code of Conduct	N/A
	2-16	Communication of critical concerns	Code of Conduct	N/A
	2-19	Remuneration policies	Proxy Statement	N/A
	2-20	Process to determine remuneration	Proxy Statement	N/A
	2-21	Annual total compensation ratio	Proxy Statement	N/A

Strategies, Policies & Practices				
GRI	2-22	Statement on sustainable development strategy	Message from the CEO	3
	2-23	Policy commitments	Responsible Business: Business Ethics & Integrity Cooper Standard manages risks and impacts of our products and operations but does not formally address the precautionary principal globally. Cooper Standard does not currently endorse nor subscribe to any charters or principles.	65
	2-25	Processes to remediate negative impacts	2024 10-K	N/A
	2-26	Mechanisms for seeking advice and raising concerns	Responsible Business: Business Ethics & Integrity	65
	2-28	Membership associations	About Cooper Standard: Awards & Recognition	14
Stakeholder Engagement				
GRI	2-29	Approach to stakeholder engagement	About Cooper Standard: Materiality & Stakeholder Engagement	16

MATERIAL TOPICS

Disclosure	Disclosure #	Description	Location Within Report	Page #
GRI	3-1	Process to determine material topics	About Cooper Standard: Materiality & Stakeholder Engagement	16
	3-2	List of material topics	About Cooper Standard: Materiality & Stakeholder Engagement	16
WINNING IN THE WORKPLACE				
Talent Strategy				
GRI	3-3	Management of material topics	Talent Strategy: Our Approach	24
	401-1	New employee hires and employee turnover	Talent Strategy: Our Performance	32
	404-2	Programs for upgrading employee skills and transition assistance programs	Talent Strategy: Talent Development & Performance Management	27
Goal Metric		Internal Fill Rate	Talent Strategy: Our Performance	32
KPI		Total employee turnover	Talent Strategy: Our Performance	32
		Employee voluntary turnover	Talent Strategy: Our Performance	32
		Total employee headcount	Talent Strategy: Our Performance	32
Diversity, Inclusion & Belonging				
GRI	3-3	Management of material topics	Talent Strategy: Culture, Inclusion & Belonging	31
	405-1	Diversity of governance bodies and employees	Talent Strategy: Culture, Inclusion & Belonging Talent Strategy: Our Performance	31, 32
KPI		Workforce demographics	Talent Strategy: Culture, Inclusion & Belonging Talent Strategy: Our Performance	31, 32

Workplace Health & Safety				
GRI	3-3	Management of material topics	Workplace Health & Safety: Our Priorities	34
	403-2	Hazard identification, risk assessment, and incident investigation	Workplace Health & Safety: Our Performance	38
	403-5	Worker training on occupational health and safety	Workplace Health & Safety: Training & Plant Culture	36
Goal Metric		Safety Balanced Scorecard results	Workplace Health & Safety: Safety Balanced Scorecard	36
		Percent of facilities certified to ISO 45001	Workplace Health & Safety: Our Priorities	34
KPI		Lost Time Incident Rate	Workplace Health & Safety: Our Performance	38
		Total Recordable Incident Rate	Workplace Health & Safety: Our Performance	38
Community Involvement				
GRI	3-3	Management of material topics	Community Involvement: Our Approach	41
	413-1	Operations with local community engagement, impact assessments, and development programs	Community Involvement: Our Approach	41
Goal Metric		Percent of employees participating	Community Involvement	41
KPI		Total volunteer engagements	Community Involvement: Our Performance	44
		Employee Volunteer Hours	Community Involvement: Our Performance	44
ENHANCING PRODUCT VALUE				
Innovation, Materials & Product Lifecycle				
GRI	3-3	Management of material topics	Innovation, Materials & Product Lifecycle: Our Approach	47
	306-2	Management of significant waste-related impacts	Innovation, Materials & Product Lifecycle: Our Approach	47
SASB	TR-AP-440b.1	Percentage of products sold that are recyclable	With our i³ stage gate innovation process (Imagine, Initiate and Innovate), our new 4P (Product, Process, Programming and Partnership) and 4C (Connect, Convey, Communicate and Control) Product Strategies, and our Product Lifecycle Management system, we differentiate ourselves from our competitors. Our intent is to decrease the carbon footprint of our products by increasing their recyclability, reducing their weight, and reducing energy and materials used during the manufacturing process. We also help our customers optimize their systems to positively impact the economy of fuel-powered and electric vehicles. Enhancing product performance and aesthetics allows us to be more competitive in the global markets we serve.	N/A
	TR-AP-440b.2	Percentage of input materials from recycled or remanufactured content		
Goal Metric		Percent of new innovations linked to improved sustainability outcomes in the production, use, or end-of-life phases	Innovation, Materials & Product Lifecycle	52
KPI		Innovation patents	Innovation, Materials & Product Lifecycle: Our Performance	53
		Research & development spend as a percent of revenue	Innovation, Materials & Product Lifecycle: Our Performance	53
		Average innovation idea submission	Innovation, Materials & Product Lifecycle: Our Performance	53
		Major innovations introduced to market	Innovation, Materials & Product Lifecycle: Our Performance	53

Product Quality & Safety				
GRI	3-3	Management of material topics	Product Quality & Safety: Our Approach	55
	416-1	Assessment of the health and safety impacts of product and service categories	Product Quality & Safety: Our Approach	55
SASB	TR-AP-250a.1	Number of recalls issued	Product Quality & Safety: Our Performance	58
	TR-AP-250a.1	Total units recalled	Product Quality & Safety: Our Performance	58
	TR-AP-440a.1	Description of the management of risks associated with the use of critical materials	Product Quality & Safety: Reducing Substances of Concern	57
Goal Metric		Percentage of potential safety critical issues reaching customers	Product Quality & Safety	54
		Quality Incidents per Billion	Product Quality & Safety	54
KPI		Voluntary recalls	Product Quality & Safety: Our Performance	58
		Involuntary recalls	Product Quality & Safety: Our Performance	58
		Fines associated with false marketing/advertising	Product Quality & Safety: Our Performance	58
		Violations for non-conformance (with labeling or marketing regulation)	Product Quality & Safety: Our Performance	58
Customer Trust & Satisfaction				
GRI	3-3	Management of material topics	Customer Trust & Satisfaction: Our Approach	61
Goal Metric		Percentage of favorable customer scorecards	Customer Trust & Satisfaction	60
RESPONSIBLE BUSINESS				
Business Ethics & Integrity				
GRI	3-3	Management of material topics	Business Ethics & Integrity: Our Approach	66
	205-2	Communication and training about anti-corruption policies and procedures	Business Ethics and Integrity: Ethics & Compliance Training	70
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 2024.	N/A
Goal Metric		Percent of employees who report knowing where to find the Code of Conduct and Cooper Standard policies	Business Ethics & Integrity	65
		Percent of employees who report feeling comfortable speaking up	Business Ethics & Integrity	65
		Percent of employees reporting pressure to compromise values	Business Ethics & Integrity	65
		Satisfaction rate for Cooper Standard ethics reporting process	Business Ethics & Integrity	65
Business Continuity				
GRI	3-3	Management of material topics	Business Continuity: Our Approach	72
Responsible Sourcing				
GRI	3-3	Management of material topics	Responsible Sourcing, Human Rights & Labor Relations: Our Approach	74
SASB	TR-AP-440a.1	Description of the management of risks associated with the use of critical materials	Responsible Sourcing, Human Rights & Labor Relations: Responsible Sourcing	77

KPI		Percent of suppliers responding to reasonable country of origin inquiry (RCOI)	Responsible Sourcing, Human Rights & Labor Relations: Responsible Minerals	78
		Number of suppliers sourcing from mines in countries covered by RCOI	Responsible Sourcing, Human Rights & Labor Relations: Responsible Minerals	78
		Number of suppliers sourcing requiring outreach regarding RCOI	Responsible Sourcing, Human Rights & Labor Relations: Responsible Minerals	78
Human Rights				
GRI	3-3	Management of material topics	Responsible Sourcing, Human Rights & Labor Relations: Our Approach	74
Goal Metric		Percent of direct materials Grow suppliers responding to supplier scorecard	Responsible Sourcing, Human Rights & Labor Relations	74
		Percent of our direct material Grow suppliers that have completed a self-assessment with respect to compliance with our Supplier Code of Conduct, which includes human rights topics	Responsible Sourcing, Human Rights & Labor Relations	74
Labor Relations				
GRI	3-3	Management of material topics	Responsible Sourcing, Human Rights & Labor Relations: Our Approach	74
Climate Change, Energy, Emissions & Waste				
GRI	3-3	Management of material topics	Climate Change, Energy, Emissions & Waste: Our Approach	80
	302-4	Reduction of energy consumption	Climate Change, Energy, Emissions & Waste: Our Performance	85
	305-1	Direct (Scope 1) GHG emissions	Climate Change, Energy, Emissions & Waste: Our Performance	85
	305-2	Energy indirect (Scope 2) GHG emissions	Climate Change, Energy, Emissions & Waste: Our Performance	85
	306-2	Management of significant waste-related impacts	Climate Change, Energy, Emissions & Waste: Promoting Circularity	84
GRI & Goal Metric	305-5	Reduction of GHG emissions	Climate Change, Energy, Emissions & Waste: Our Performance	85
GRI & SASB	302-1 TR-AP-130a.1	Energy consumption within the organization	Climate Change, Energy, Emissions & Waste: Our Performance	85
SASB	TR-AP-130a.1	Percent grid electricity	100%	N/A
	TR-AP-130a.1	Percent renewable	Climate Change, Energy, Emissions & Waste: Energy & Emissions 2024 Key Metrics: Energy, Emissions & Waste	83, 100
	TR-AP-150a.1	Percent of generated waste that is hazardous	Climate Change, Energy, Emissions & Waste: Operational Waste & Waste Management	83
	TR-AP-150a.1	Percent of waste recycled	Climate Change, Energy, Emissions & Waste: Operational Waste & Waste Management	83
SASB & Goal Metric	TR-AP-150a.1	Total manufacturing waste generated	Climate Change, Energy, Emissions & Waste: Our Performance	85
Goal Metric		Energy consumption	Climate Change, Energy, Emissions & Waste: Our Priorities	80
		Renewable Energy consumption	Climate Change, Energy, Emissions & Waste: Our Priorities	80
		Reduction in Scope 1 & 2 GHG emissions	Climate Change, Energy, Emissions & Waste: Our Priorities	80
		Percent of global waste diversion	Climate Change, Energy, Emissions & Waste: Our Priorities	80

KPI		Percent of facilities certified to ISO 14001	Climate Change, Energy, Emissions & Waste: Our Performance	85
		Total electric power	Climate Change, Energy, Emissions & Waste: Our Performance	85
		Percent of facilities reporting diversion rate >90%	Climate Change, Energy, Emissions & Waste: Our Performance	85
Data Privacy, Cybersecurity A.I. & Digitization				
GRI	3-3	Management of material topics	Data Privacy, Cybersecurity, A.I. & Digitization: Our Approach	87
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy, Cybersecurity, A.I. & Digitization: Our Approach	87
Goal Metric		Percent of employees trained annually on information security practices	Data Privacy, Cybersecurity, A.I. & Digitization:	86
		Percent of employees who work with our systems formally trained on cybersecurity by end of 2022	Data Privacy, Cybersecurity, A.I. & Digitization:	86
		Percent of third-party vendors who pose critical or high risk to Cooper Standard systems or information assessed	Data Privacy, Cybersecurity, A.I. & Digitization:	86

FINANCIAL STATEMENTS

Forward-Looking Statements

This report includes “forward-looking statements” within the meaning of U.S. federal securities laws, and we intend that such forward-looking statements be subject to the safe harbor created thereby. Our use of words “estimate,” “expect,” “anticipate,” “project,” “plan,” “intend,” “believe,” “outlook,” “guidance,” “forecast,” or future or conditional verbs, such as “will,” “should,” “could,” “would,” or “may,” and variations of such words or similar expressions are intended to identify forward-looking statements. All forward-looking statements are based upon our current expectations and various assumptions. Our expectations, beliefs, and projections are expressed in good faith and we believe there is a reasonable basis for them. However, we cannot assure you that these expectations, beliefs and projections will be achieved. Forward-looking statements are not guarantees of future performance and are subject to significant risks and uncertainties that may cause actual results or achievements to be materially different from the future results or achievements expressed or implied by the forward-looking statements. Among other items, such factors may include: volatility or decline of the Company’s stock price, or absence of stock price appreciation; impacts and disruptions related to the wars in Ukraine and the Middle East; our ability to achieve commercial recoveries and to offset the adverse impact of higher commodity and other costs through pricing and other negotiations with our customers; work stoppages or other labor disruptions with our employees or our customers’ employees; 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; 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 rates of interest; our ability to obtain adequate fmancing sources in the future; operating and fmancial 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; significant costs related to 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; the potential impact of any future public health events on our fmancial condition and results of operations; 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 report and we undertake no obligation to publicly update or otherwise revise any forward-looking statement, whether as a result of new information, future events or otherwise, except where we are expressly required to do so by law.

This report also contains estimates and other information that is based on industry publications, surveys and forecasts. This information involves a number of assumptions and limitations, and we have not independently verified the accuracy or completeness of the information.

Non-GAAP Financial Measures

EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income (loss), adjusted earnings (loss) 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. Net new business is a measure not recognized under U.S. GAAP which is a representation of potential incremental future revenue but which may not fully reflect all external impacts to future revenue. Management considers EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income (loss), adjusted earnings (loss) per share, free cash flow and net new business 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 (loss) adjusted to reflect income tax expense (benefit), interest expense net of interest income, depreciation and amortization, and adjusted EBITDA is defined as EBITDA further adjusted to reflect certain items that management does not consider to be reflective of the Company’s core operating performance. Adjusted net income (loss) is defined as net income (loss) adjusted to reflect certain items that management does not consider to be reflective of the Company’s core operating performance. Adjusted EBITDA margin is defined as adjusted EBITDA as a percentage of sales. Adjusted basic and diluted earnings (loss) per share is defined as adjusted net income (loss) 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. Net new business reflects anticipated sales from formally awarded programs, less lost business, discontinued programs and replacement programs and is based on S&P Global (IHS Markit) forecast production volumes. The calculation of “net new business” does not reflect customer price reductions on existing programs and may be impacted by various assumptions embedded in the respective calculation, including actual vehicle production levels on new programs, foreign exchange rates and the timing of major program launches. When analyzing the Company’s operating performance, investors should use EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income (loss), adjusted earnings (loss) per share, free cash flow and net new business as supplements to, and not as alternatives for, net income (loss), operating income, or any other performance measure derived in accordance with U.S. GAAP, and not as an alternative to cash flow from operating activities as a measure of the Company’s liquidity. EBITDA, adjusted EBITDA, adjusted net income (loss), adjusted earnings (loss) per share, free cash flow and net new business 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 (loss), adjusted earnings (loss) per share, free cash flow and net new business 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 (loss), it should be noted that in the future the Company may incur expenses similar to or in excess of the adjustments throughout the report. This report of adjusted EBITDA and adjusted net income (loss) 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 (loss) and free cash flow follow.

Non-GAAP Financial Measures

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

	Year End December 31		
	2024	**2023**	**2022**
	Dollar Amount in Thousands		
Net (loss) income attributable to Cooper-Standard Holdings Inc.	$(78,746)	$(201,985)	$(215,384)
Income tax expense	(23,348)	8,933	17,291
Interest expense, net of interest income	115,639	130,077	78,514
Depreciation and amortization	103,565	109,931	122,476
EBITDA	**117,110**	**46,956**	**2,897**
Restructuring charges	23,601	18,018	18,304
Deconsolidation of joint venture [1]	-	-	2,257
Impairment charges [2]	713	4,768	43,710
Gain on sale of business, net [3]	(1,971)	(586)	-
Gain on sale of buildings and land, net [4]	(3,318)	-	(33,391)
Indirect tax adjustments [5]	-	-	1,409
Loss on refinancing and extinguishment of debt [7]	-	81,885	-
Pension settlement and curtailment charges [8]	44,553	16,035	2,682
Adjusted EBITDA	**$180,689**	**$167,076**	**$37,868**
Sales	$2,730,893	$2,815,879	$2,525,391
Net (loss) income margin	(2.9%)	(7.2%)	(8.5%)
Adjusted EBITDA margin	6.6%	5.9%	1.5%

Free Cash Flow

	Year End December 31		
	2024	**2023**	**2022**
	Dollar Amount in Thousands		
Net cash (used in) provided by operating activities	$76,369	$117,277	$(36,150)
Capital expenditures	(50,498)	(80,743)	(71,150)
Free cash flow	**$25,871**	**$36,534**	**$(107,300)**

[1] Loss attributable to deconsolidation of a joint venture in the Asia Pacific region, which required adjustment to fair value.

[2] Non-cash impairment charges in 2024 related to idle assets in certain locations in Asia Pacific. Non-cash impairment charges in 2023 related to certain assets in Europe and Asia Pacific. Non-cash impairment charges in 2022 related to operating performance and idle assets in certain locations in North America, Europe and Asia Pacific.

[3] Gain on sale of businesses related to divestitures in 2024 and 2023.

[4] In 2024, the Company recognized a gain on the sale of building and land related to a Canadian facility. In 2022, the Company recognized a gain on a sale-leaseback agreement on one of its European facilities.

[5] Impact of indirect tax adjustments in 2022.

[6] Loss on refinancing and extinguishment of debt related to refinancing transactions in 2023.

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