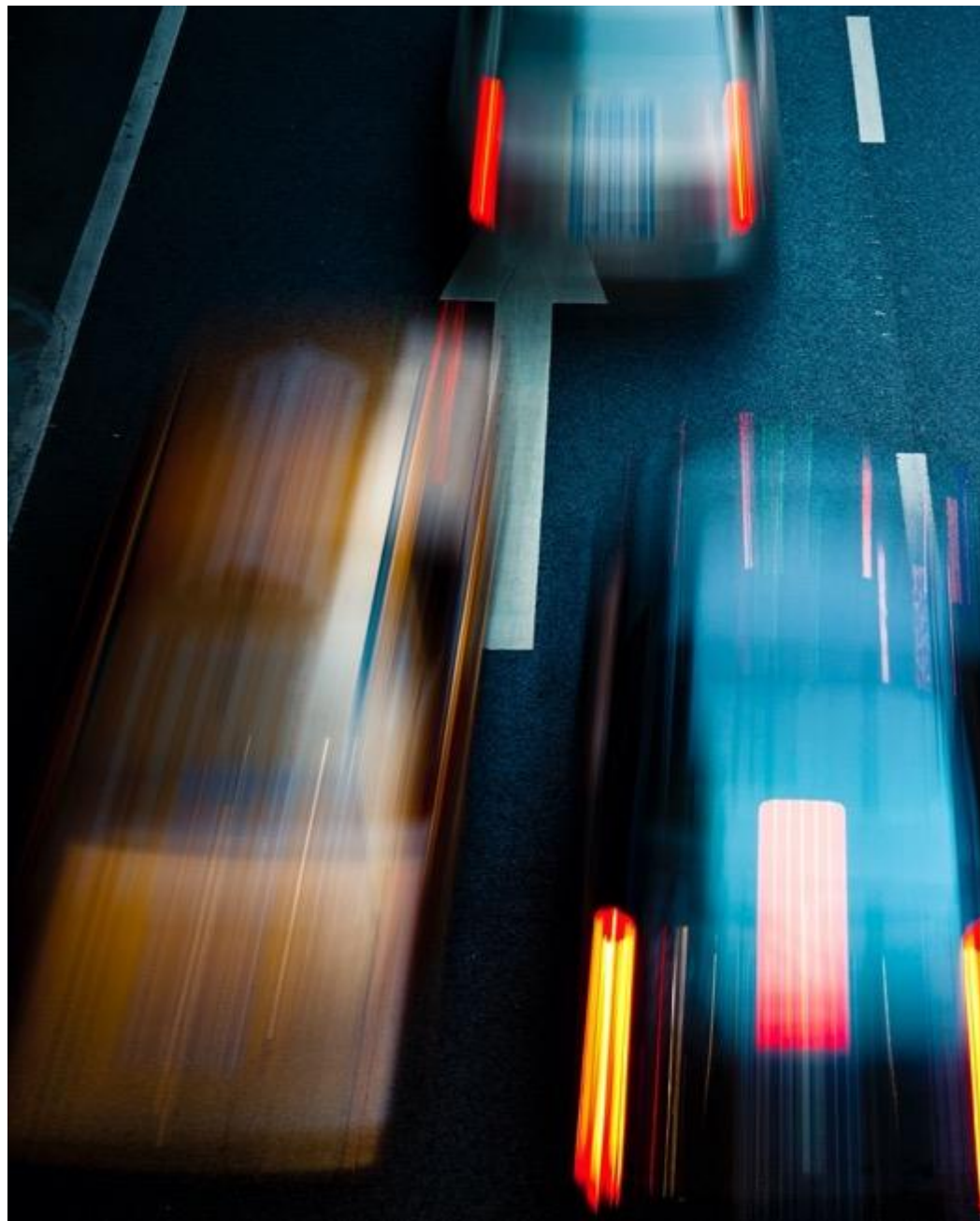




This is Lear

2023

Making every drive better™



Making every drive better™

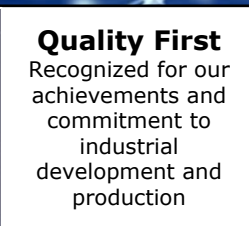
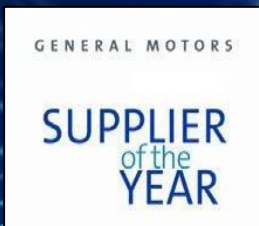
Be Inclusive

Be Inventive

Get Results the Right Way

Lear At A Glance

A Global Automotive Supplier – Sales of \$20.9 Billion in 2022



~168,700 EMPLOYEES GLOBALLY

Industry leading talent and technical expertise

253 FACILITIES IN 37 COUNTRIES

Global engineering and manufacturing footprint

450 VEHICLE NAMEPLATES

Designing, engineering and manufacturing world-class products for every major automaker in the world

100+ YEAR HERITAGE

As an automotive supplier

Committed to our Values

Be Inclusive, Be Inventive, Get Results the Right Way.

Global Footprint

North America

75,400

employees

78

facilities

5*

countries

Global Headquarters

Southfield, Michigan

South America

8,500

employees

16

facilities

2

countries

South America Regional Headquarters

Belo Horizonte, Brazil

Europe Seating Regional Headquarters

Munich, Germany

Asia Regional Headquarters

Shanghai, China

Europe E-Systems Regional Headquarters

Vals, Spain

Europe & Africa

59,000

employees

101

facilities

20

countries

Asia Pacific

25,800

employees

58

facilities

10

countries

**More than 67% of Manufacturing Facilities and
More than 86% of Employees Located in Low-Cost Countries**

Note: As of December 31, 2022



Our Commitment to a Low-Carbon Future

2030

50% reduction in direct and indirect carbon emissions at our facilities

100% renewable energy for electric power consumed at our facilities

2050

Net zero emissions at our facilities, and both upstream and downstream where Lear has influence



UN Global Compact Participant

Sustainable, Safe and Smart Solutions

8M

Metric tons of CO2 emissions avoided by EVs with the assistance of Lear's E-Systems solutions since 2019*

900+

Global patents and pending patents for sustainable products and technologies

7

Major product lines have completed reference LCAs

Lear Sustainability Report



[lear.com/sustainability](https://www.lear.com/sustainability)

** Estimated avoided or saved CO2 emissions from product improvements were calculated based on Lear's internal methodology using industry accepted emission factors, formulas and reasonable assumptions, without fully conforming to any particular GHG emissions reporting standard. These estimates have not been verified by a third party.*

Enabling Current and Future Mobility





Why DEI:

- ✓ Part of who we are
 - ✓ Drives value
 - ✓ Attracts and retains the best talent
-

Our Values:

Be Inclusive

Be Inventive

Get Results the Right Way

Our values describe how we operate, how we expect every employee to conduct business, and how we treat one another.

Lear's Products are Aligned with Industry Trends

Lear is a **global leader** in Seating, Electrical and Electronic Systems with a **strategic and complementary product portfolio** delivering advanced seating comfort, vehicle architecture and in-vehicle technology solutions.



Autonomy



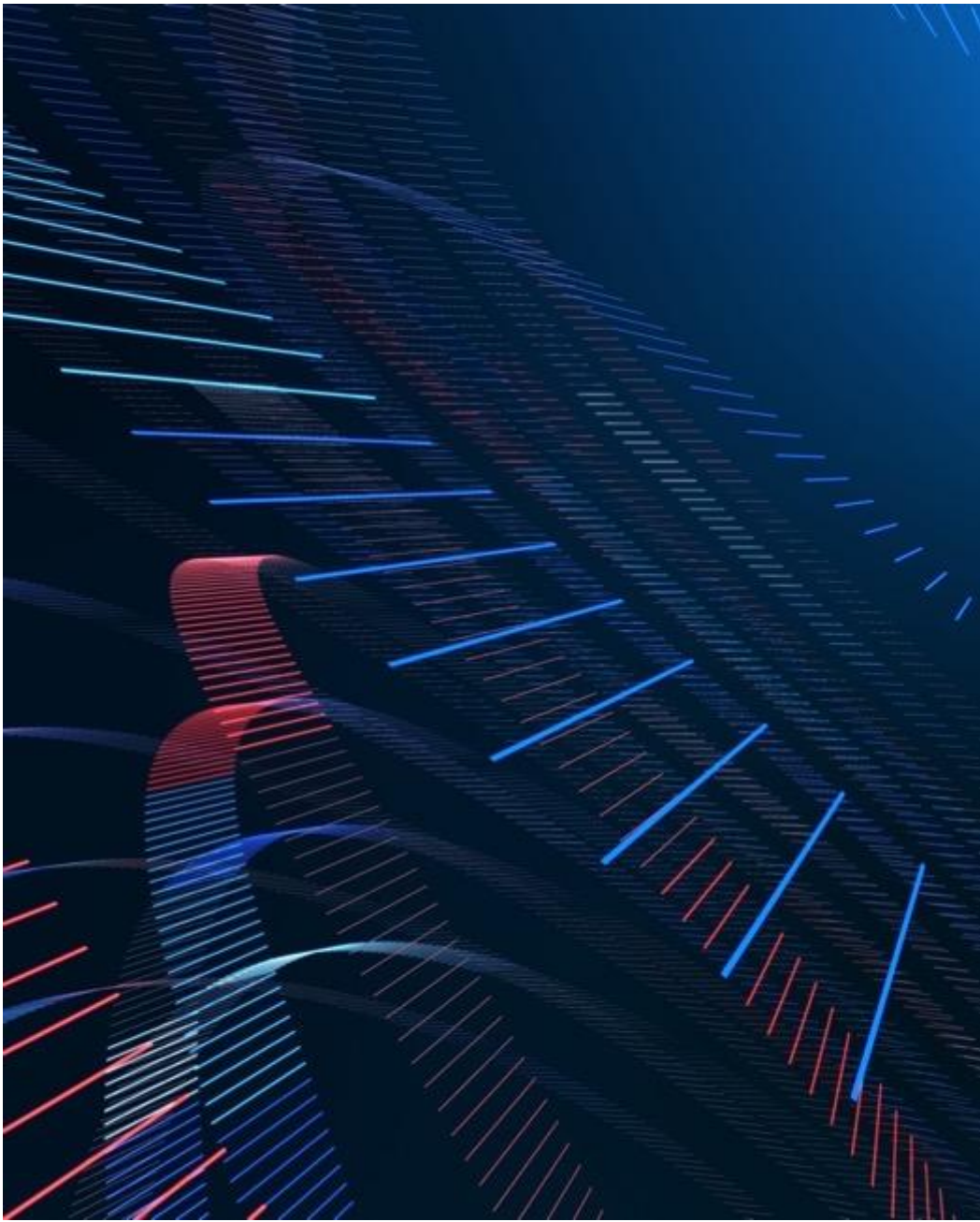
Connectivity



Electrification




Shared Mobility



Seating

Seating at a Glance

Leader in world-class automotive seating systems with 25% global market share and largest provider of luxury solutions



Most vertically integrated supplier of complete automotive seat systems including Just-In-Time ("JIT") assembly and components, providing advanced craftsmanship, elegance in design, use of innovative materials and industry-leading technology

Award-winning technologies enabling efficient innovative solutions for thermal comfort, wellness and connected in-vehicle seating applications

Low-cost global manufacturing presence focused on operational excellence and process innovation with a culture of continuous improvement

ESG initiatives driven through development and utilization of integrated sustainable solutions, including light-weighting, bio-based materials, and recycled and/or renewable content

Seating Core Product Portfolio

Comprehensive product portfolio driving better in-vehicle experiences

+ COMPLETE SEAT SYSTEMS

Trusted world class JIT seating partner; experienced integrator of innovative materials and industry-leading technology providing customers with best-in-class thermal comfort, features and functions

+ SURFACE MATERIALS

Premium craftsmanship and elegance in design; vertically integrated, maximizing performance and quality

Providing the most advanced, environmentally friendly materials with cutting-edge designs and surface enhancements through our Guilford Performance Textiles and Eagle Ottawa Leather businesses



+ THERMAL COMFORT

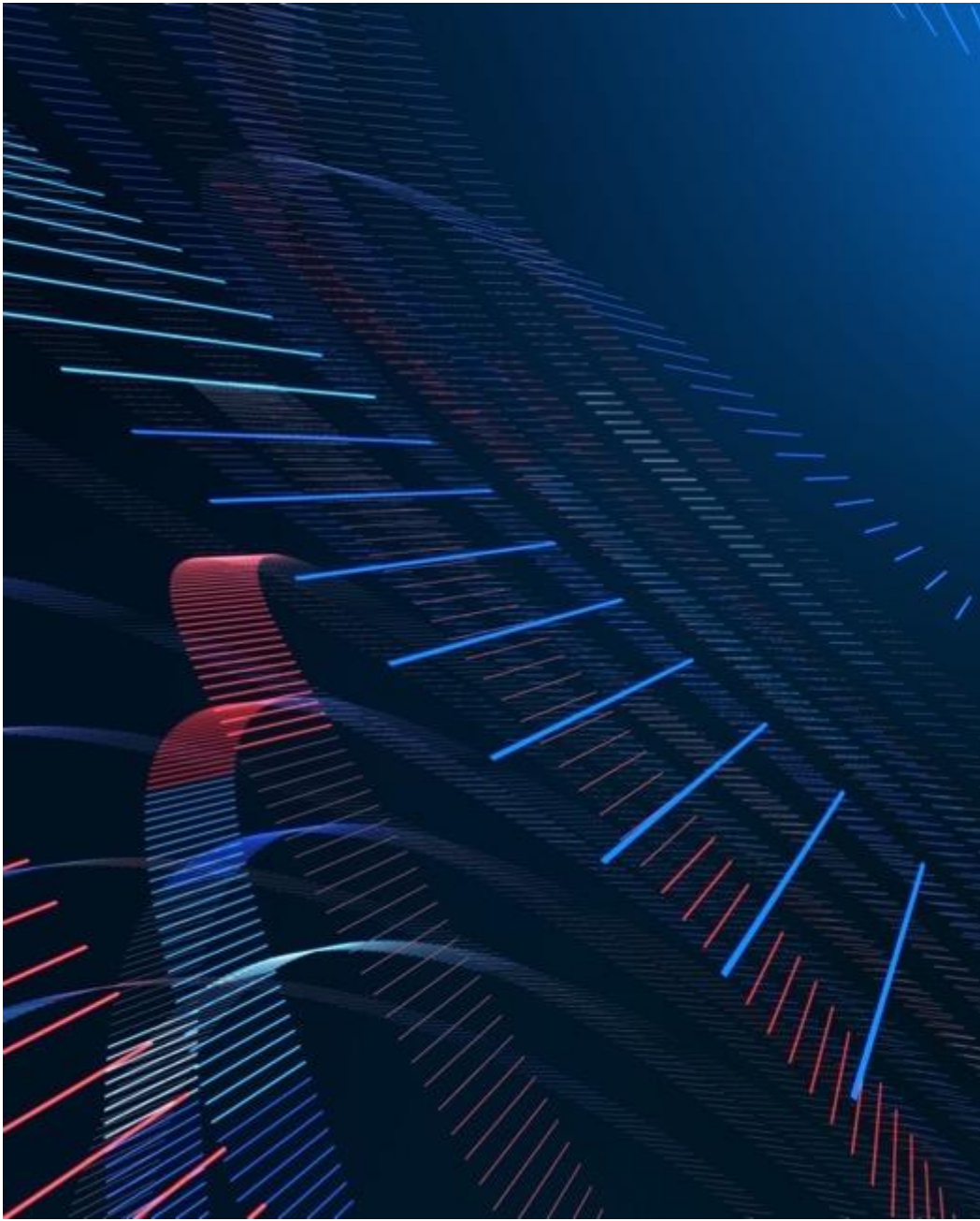
Strategic vertical integration of lumbar, massage and thermal luxury comfort products complementing our suite of intuitive, intelligent seating system technologies enhancing our personalized comfort and wellness features

Customized and innovative comfort solutions internally developed with proprietary modelling technology to enrich the consumer in-vehicle experience

+ STRUCTURES

Seat structures (including recliners, tracks and latches) recognized for quality and performance that meet or exceed customers' needs globally

Recent innovations including our Automotive News PACE Award winning ConfigurE+™ reconfigurable track and cassette solution



E-Systems

E-Systems at a Glance

Leader in signal distribution and power management across all vehicle architectures

Fully integrated supplier through design, development, engineering and manufacturing of complete electrical distribution and connection systems, battery disconnect units and other electronic products

Innovative leader connecting networks and electrical signals and managing electrical power within the vehicle through our electrical distribution and connection systems portfolio of products such as low and high voltage wire, intercell connect boards and high-speed data cables

Technology leader facilitating signal, data and power management within the vehicle through our portfolio of products such as battery disconnect units, body domain and zone control modules, and low and high voltage power distribution systems

Positioned to win as industry trends of electrification and shared mobility and the evolution of vehicle architectures support future content growth



Connection Systems



Zone Control Module (Electronics)

E-Systems Product Portfolio

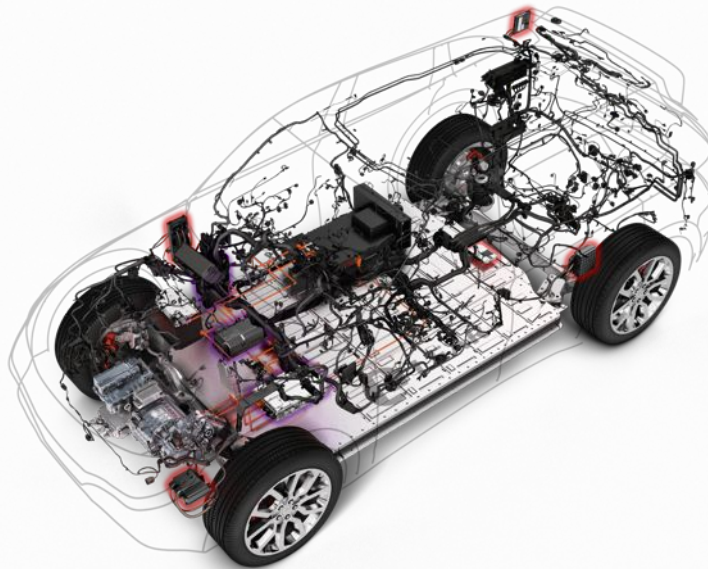
Delivering expertise across complete electrical architectures

+ ELECTRICAL DISTRIBUTION SYSTEMS

Proven partner with full-service capabilities across power and signal distribution for both low and high voltage vehicle solutions. Wire harness assemblies, together with connection systems, link all of the various electrical and electronic devices within the vehicle to each other and/or to a power source

+ CONNECTION SYSTEMS

Robust product portfolio aligned to industry trends, delivering high-performance terminals and connectors, high voltage battery connection systems, and engineered components that join wire harnesses together at their respective end points or connect electronic devices to wire harnesses

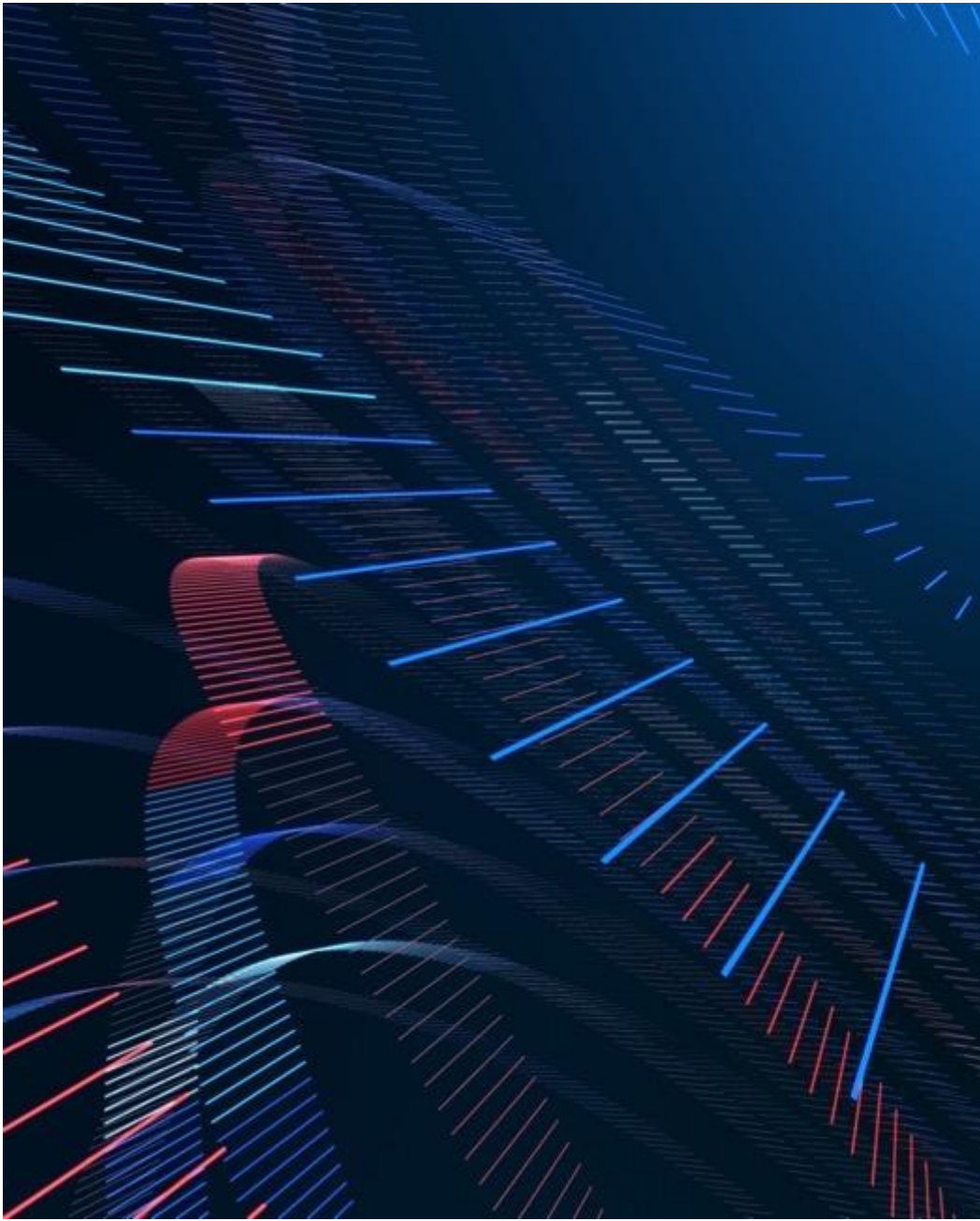


+ BATTERY DISCONNECT UNITS AND ELECTRONIC PRODUCTS

Experienced leader in power and thermal management and electrical architecture integration, as well as sophisticated body and core electronic products delivering innovation across battery disconnect units, body domain and zone control modules and low and high voltage power distribution units

+ ELECTRIFICATION

Innovative, customizable and scalable power management and battery power distribution solutions, delivering world-class performance and packaging



Our Leadership

Our Leadership

