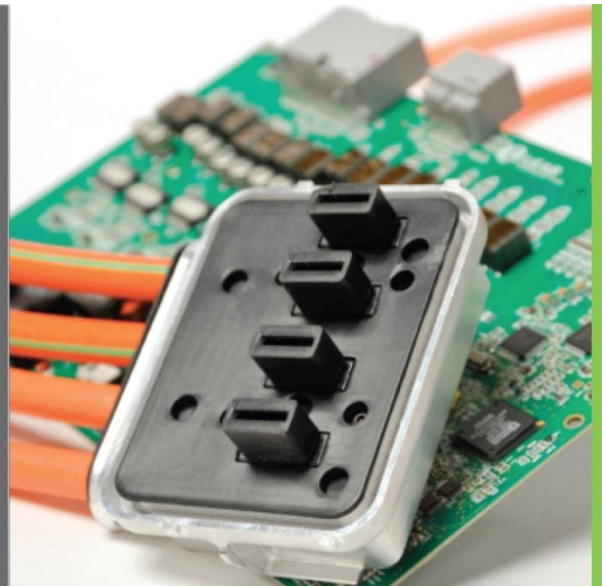


# First Quarter 2013 Financial Results



SEATING

ELECTRICAL POWER MANAGEMENT SYSTEMS

**April 25, 2013**

# Investor Information



## Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding anticipated financial results and liquidity. The words “will,” “may,” “designed to,” “outlook,” “believes,” “should,” “anticipates,” “plans,” “expects,” “intends,” “estimates,” “forecasts” and similar expressions identify certain of these forward-looking statements. The Company also may provide forward-looking statements in oral statements or other written materials released to the public. All such forward-looking statements contained or incorporated in this presentation or in any other public statements which address operating performance, events or developments that the Company expects or anticipates may occur in the future, including, without limitation, statements related to business opportunities, awarded sales contracts, sales backlog and ongoing commercial arrangements, or statements expressing views about future operating results, are forward-looking statements. Actual results may differ materially from any or all forward-looking statements made by the Company. Important factors, risks and uncertainties that may cause actual results to differ materially from anticipated results include, but are not limited to, general economic conditions in the markets in which the Company operates, including changes in interest rates or currency exchange rates; the financial condition and restructuring actions of the Company’s customers and suppliers; changes in actual industry vehicle production levels from the Company’s current estimates; fluctuations in the production of vehicles or the loss of business with respect to, or the lack of commercial success of, a vehicle model for which the Company is a significant supplier; disruptions in the relationships with the Company’s suppliers; labor disputes involving the Company or its significant customers or suppliers or that otherwise affect the Company; the outcome of customer negotiations and the impact of customer-imposed price reductions; the impact and timing of program launch costs and the Company’s management of new program launches; the costs, timing and success of restructuring actions; increases in the Company’s warranty, product liability or recall costs; risks associated with conducting business in foreign countries; the impact of regulations on the Company’s foreign operations; the operational and financial success of the Company’s joint ventures; competitive conditions impacting the Company and its key customers and suppliers; disruptions to the Company’s information technology systems; the cost and availability of raw materials, energy, commodities and product components and the Company’s ability to mitigate such costs; the outcome of legal or regulatory proceedings to which the Company is or may become a party; the impact of pending legislation and regulations or changes in existing federal, state, local or foreign laws or regulations; unanticipated changes in cash flow, including the Company’s ability to align its vendor payment terms with those of its customers; limitations imposed by the Company’s existing indebtedness and the Company’s ability to access capital markets on commercially reasonable terms; impairment charges initiated by adverse industry or market developments; the Company’s ability to execute its strategic objectives; changes in discount rates and the actual return on pension assets; costs associated with compliance with environmental laws and regulations; developments or assertions by or against the Company relating to intellectual property rights; the Company’s ability to utilize its net operating loss, capital loss and tax credit carryforwards; global sovereign fiscal matters and creditworthiness, including potential defaults and the related impacts on economic activity, including the possible effects on credit markets, currency values, monetary unions, international treaties and fiscal policies; and other risks described from time to time in the Company’s Securities and Exchange Commission filings. Future operating results will be based on various factors, including actual industry production volumes, commodity prices and the Company’s success in implementing its operating strategy.

Information in this presentation relies on assumptions in the Company’s sales backlog. The Company’s sales backlog reflects anticipated net sales from formally awarded new programs less lost and discontinued programs. The calculation of the sales backlog does not reflect customer price reductions on existing or newly awarded programs. The sales backlog may be impacted by various assumptions embedded in the calculation, including vehicle production levels on new programs, foreign exchange rates and the timing of major program launches.

The forward-looking statements in this presentation are made as of the date hereof, and the Company does not assume any obligation to update, amend or clarify them to reflect events, new information or circumstances occurring after the date hereof.

## Non-GAAP Financial Information

This presentation also contains non-GAAP financial information. For additional information regarding the Company’s use of non-GAAP financial information, as well as reconciliations of non-GAAP financial measures to the most directly comparable financial measures calculated and presented in accordance with GAAP, please see slides 14 and 16 and the slides titled “Non-GAAP Financial Information” at the end of this presentation.



- **Company Update**
  - *Matt Simoncini, President and CEO*
- **First Quarter 2013 Financial Results and 2013 Outlook**
  - *Jeff Vanneste, SVP and CFO*
- **Summary**
  - *Matt Simoncini, President and CEO*
- **Q and A Session**

# First Quarter 2013 Highlights



- Solid operating performance despite lower industry production
  - Global industry production down 1%, with Europe down 8%
  - Sales increased 8% to \$3.9 billion
  - Core operating earnings increased 3% to \$201 million
  - EPMS sales increased 25% and adjusted margins improved to 8.7%
- Increased liquidity by \$1 billion through bond issuance and increased revolving line of credit
- Announced significant increases to our share repurchase and dividend programs
  - Returned \$216 million to shareholders during the quarter through share repurchases and dividends
  - Today, entered into an Accelerated Share Repurchase program to repurchase \$800 million of common stock within approximately 11 months
- Completed divestiture of non-core International Automotive Components (IAC) equity interest



# Strategic Direction Remains Unchanged



## Operational

- Profitable growth balancing risk and returns
- Continue to expand component capability in emerging and low-cost markets
- Pursue complementary acquisitions to strengthen and grow both business segments

## Capital Structure

- Maintain strong balance sheet with investment grade credit metrics
- Consistently return excess cash to shareholders

***Balanced Strategy to Create Shareholder Value***



# Recent Accomplishments



- Three consecutive years of increased sales and earnings per share
- Three-year sales backlog of \$1.8 billion driving continued sales growth through 2015
- Invested \$300 million from 2010 through 2012 in low-cost and emerging market component capabilities
- Successful integration of Guilford; margins are tracking higher than overall seating margins
- EPMS has achieved scale with further growth in sales and profitability expected



# Capital Structure Improvements



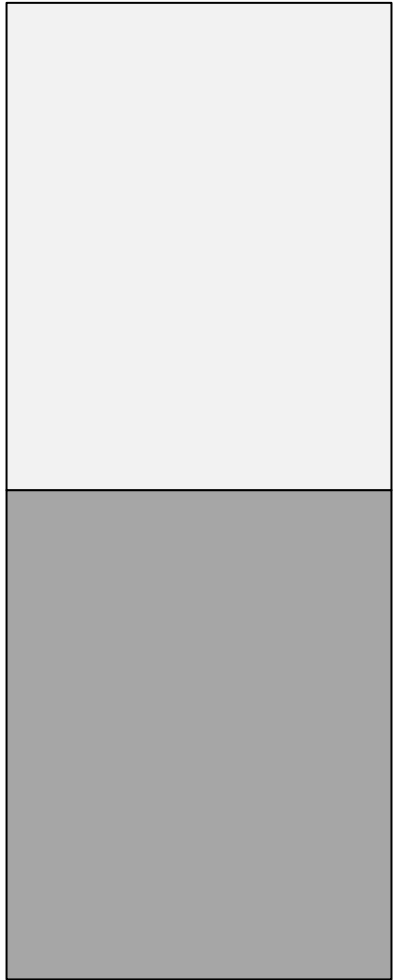
- Strong balance sheet with cash of \$1.6 billion at end of first quarter and no significant debt maturities until 2018
- Increased liquidity by \$1 billion during first quarter
  - Increased revolving line of credit by \$500 million to \$1 billion
  - Issued \$500 million in 10-year unsecured bonds
- Investment grade credit metrics in recognition of the cyclical and volatile characteristics of the automotive industry
- Initiated share repurchase and dividend programs to consistently return excess cash to shareholders



# Lear's Liquidity Profile



≈\$1.5 Billion



## Cash in Joint Ventures or Restrictive Countries not Efficient for Every Day Use

- Lear operates 221 facilities in 36 countries, including 12 consolidated joint ventures

## Significant Liquidity Required to Manage Intra-Quarter Peaks and Troughs

## Provision for Market Opportunities/Industry Risks:

- Investments to strengthen and grow core businesses
- Acquisitions to strengthen capabilities, increase sales diversification and provide incremental growth opportunities
- Potential for further operational restructuring, particularly in Europe
- Cushion for industry risks





# Cash Repatriation Actions



## Dividend Program

- February 2011 – initiate quarterly dividend of \$0.125 per share (split adjusted)
- February 2012 – increase quarterly dividend by 12% to \$0.14 per share
- February 2013 – increase quarterly dividend by 21% to \$0.17 per share

***Dividends Increased Annually***

## Share Repurchase Program

- February 2011 – initial \$400 million share repurchase authorization
- January 2012 – \$300 million increase
- January 2013 – \$800 million increase
- April 2013 – \$750 million increase

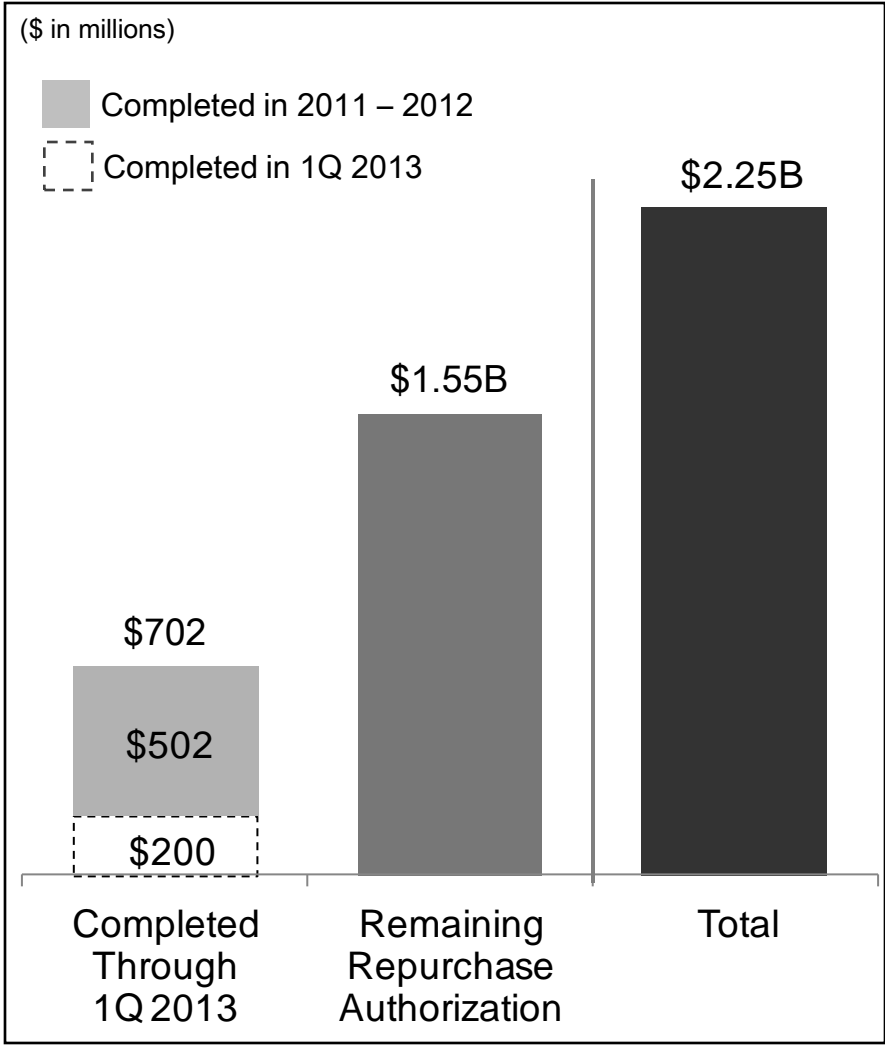
***Total Share Repurchase Program of \$2.25 Billion***



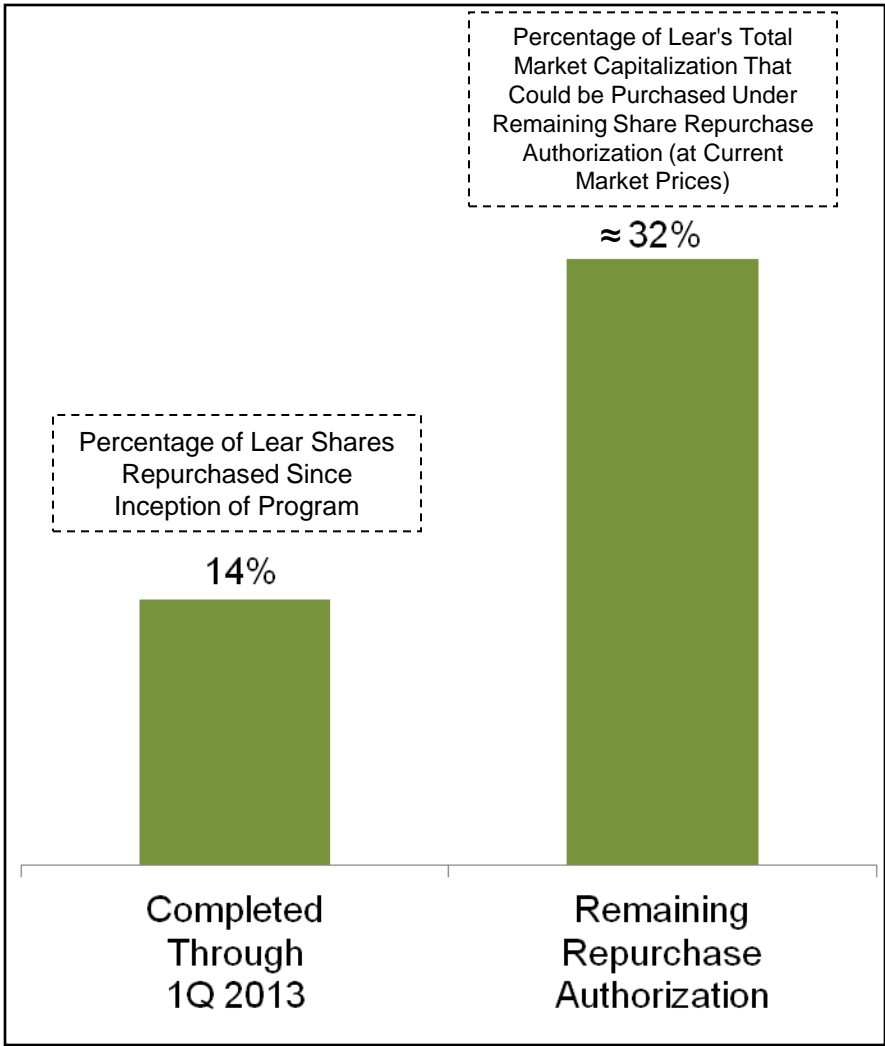
# Share Repurchase Summary



## Share Repurchases



## Percentage of Shares Repurchased



# **First Quarter 2013 Financial Results and 2013 Outlook**

# First Quarter 2013 Global Vehicle Production



Units (in millions)

	<u>First Quarter 2013</u>	
	<u>Actual</u>	<u>Change From Prior Year</u>
Europe and Africa <sup>1</sup>	4.9	down 8%
China	4.6	up 12%
North America	4.0	up 1%
Japan	2.2	down 16%
India	1.0	down 5%
Brazil	0.8	up 11%
<b>Global</b>	<b>20.4</b>	<b>down 1%</b>

Source: IHS Automotive April 2013

<sup>1</sup> Effective 1Q 2013, Lear includes Russia and Africa in its European reporting



# First Quarter 2013 Reported Financials



(\$ in millions, except per share amounts)

	<i>First Quarter</i>		<i>2013 B/(W)</i>
	<i>2012</i>	<i>2013</i>	<i>2012</i>
<b>Net Sales</b>			
Europe and Africa <sup>1</sup>	\$ 1,505.4	\$ 1,525.9	1 %
North America	1,389.8	1,510.6	9 %
Asia	573.6	670.4	17 %
South America	175.2	240.2	37 %
<b>Global</b>	<b>\$ 3,644.0</b>	<b>\$ 3,947.1</b>	<b>8 %</b>
<b>Pretax Income Before Equity Income, Interest and Other Expense</b>	\$ 186.8	\$ 174.2	(7)%
<b>Pretax Income Before Equity Income</b>	\$ 174.0	\$ 146.8	(16)%
<b>Net Income Attributable to Lear</b>	\$ 134.1	\$ 108.5	(19)%
<b>Diluted Earnings per Share Attributable to Lear</b>	\$ 1.32	\$ 1.13	(14)%
<b>SG&amp;A % of Net Sales</b>	3.2%	3.3%	
<b>Equity Income</b>	\$ (9.7)	\$ (8.0)	\$ (1.7)
<b>Interest Expense</b>	\$ 12.5	\$ 16.7	\$ (4.2)
<b>Other Expense, Net</b>	\$ 0.3	\$ 10.7	\$ (10.4)
<b>Depreciation / Amortization</b>	\$ 53.7	\$ 66.4	\$ (12.7)

<sup>1</sup> Effective 1Q 2013, Lear includes Russia and Africa in its European reporting



# First Quarter 2013

## Impact of Restructuring and Other Special Items



(\$ in millions, except per share amounts)

	First Quarter 2013			Adjusted
	Reported	Restructuring Costs	Other Special Items	
<b>Pretax Income Before Equity Income, Interest and Other Expense</b>	\$ 174.2	\$ 18.4*	\$ 8.4*	\$ 201.0
<b>Equity Income</b>	(8.0)			(8.0)
<b>Pretax Income Before Interest and Other Expense</b>	\$ 182.2			\$ 209.0
<b>Interest Expense</b>	16.7			16.7
<b>Other Expense, Net</b>	10.7		(3.6)	7.1
<b>Income Before Taxes</b>	\$ 154.8			\$ 185.2
<b>Income Taxes</b>	37.9	4.3	10.2	52.4
<b>Net Income</b>	\$ 116.9			\$ 132.8
<b>Noncontrolling Interests</b>	8.4			8.4
<b>Net Income Attributable to Lear</b>	\$ 108.5			\$ 124.4
<b>Diluted Earnings per Share</b>	\$ 1.13			\$ 1.30

\* Restructuring costs include \$13.2 million in COGS and \$5.2 million in SG&A. Other special items include \$5.8 million in COGS and \$2.6 million in SG&A.

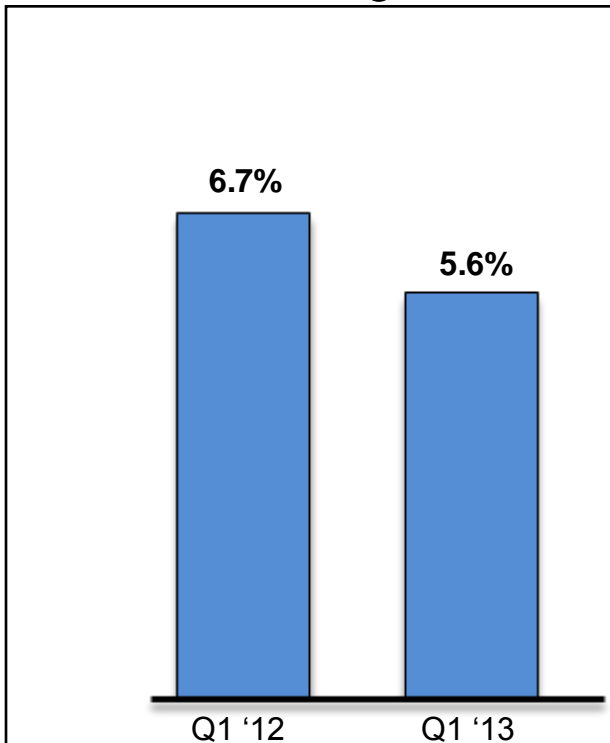


# First Quarter 2013

## Adjusted Segment Margins



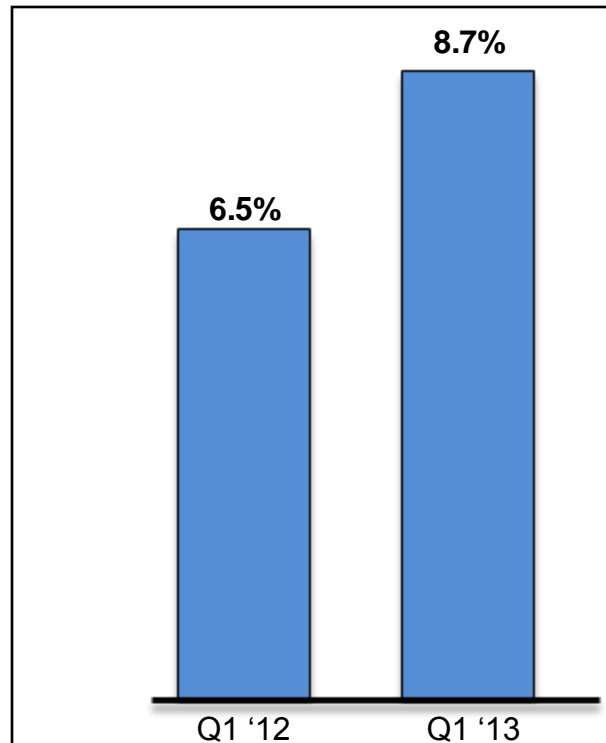
### Seating



(\$ in millions)

Sales	\$ 2,813.8	\$ 2,911.7
Earnings	\$ 185.8	\$ 141.4
Adj. Earnings	\$ 188.8	\$ 163.8

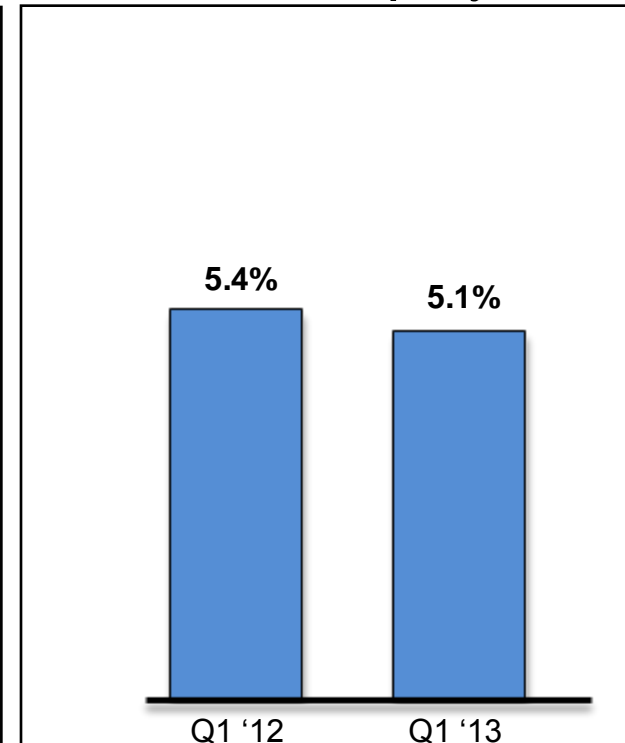
### EPMS



(\$ in millions)

Sales	\$ 830.2	\$ 1,035.4
Earnings	\$ 52.6	\$ 89.0
Adj. Earnings	\$ 53.8	\$ 89.7

### Total Company



(\$ in millions)

Sales	\$ 3,644.0	\$ 3,947.1
Earnings	\$ 186.8	\$ 174.2
Adj. Earnings	\$ 195.3	\$ 201.0

Reported segment earnings represents pretax income before equity income, interest and other expense. Adjusted segment earnings represents reported segment earnings adjusted for restructuring costs and other special items.



# First Quarter 2013

## Free Cash Flow



(\$ in millions)

	<b>First Quarter 2013</b>
Net Income Attributable to Lear	\$ 109
Depreciation / Amortization	66
Working Capital and Other	<u>(111)</u>
<b>Net Cash Provided by Operating Activities</b>	<b>\$ 64</b>
Capital Expenditures	<u>(92)</u>
<b>Free Cash Flow</b>	<b><u><u>\$ (28)</u></u></b>





# 2013 Outlook

# Full Year 2013

## Global Vehicle Production and Currency Outlook



Units (in millions)				
	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Outlook</u>	<u>YOY</u> <u>Change</u>	<u>Change</u> <u>From Prior</u> <u>Outlook</u>
Europe and Africa <sup>1</sup>	19.6	19.1	down 3%	up 1%
China	16.9	18.8	up 11%	up 1%
North America	15.4	16.1	up 4%	up 3%
India	3.8	4.0	up 7%	down 2%
Brazil	3.2	3.3	up 4%	flat
<b>Global</b>	<b>79.7</b>	<b>81.5</b>	<b>up 2%</b>	<b>up 1%</b>
<b><u>Key Currency</u></b>				
Euro	\$ 1.29 / €	\$ 1.30 / €	up 1%	up 2%
Vehicle production estimates based on IHS Automotive production forecast and Company estimates				

<sup>1</sup> Effective 1Q 2013, Lear includes Russia and Africa in its European reporting



# Full Year 2013 Financial Outlook



	<u>Full Year 2013 Financial Outlook</u>
<b>Net Sales</b>	\$15,000 to \$15,500 million
<b>Core Operating Earnings</b>	\$725 to \$775 million
<b>Depreciation and Amortization</b>	≈ \$285 million
<b>Interest Expense</b>	≈ \$80 million
<b>Pretax Income before restructuring costs and other special items</b>	\$650 to \$700 million
<b>Tax Expense excluding restructuring costs and other special items</b>	\$195 to \$210 million
<b>Adjusted Net Income Attributable to Lear</b>	\$420 to \$455 million
<b>Restructuring Costs</b>	≈ \$50 million
<b>Capital Spending</b>	≈ \$450 million
<b>Free Cash Flow</b>	≈ \$275 million



# Summary

# Summary



- Strong start to 2013, with increased sales and core operating earnings
- Following a balanced strategy of investing in our business, maintaining a strong and flexible financial position and returning excess cash to shareholders
  - Continuing to invest in core businesses to grow, defend and improve our competitive position
  - Maintaining a strong and flexible balance sheet with ample liquidity to support continued growth
  - Allocating more capital for return to shareholders than other automotive suppliers
- Total return to shareholders since November 2009 is significantly greater than the supplier peer average and more than double the S&P 500

***Lear's Balanced Strategy is  
Delivering Superior Shareholder Value***



# Appendix

# Europe Vehicle Production



Units (in millions)	Full Year Actual			2013 Guidance		2012 by Quarter			
	2010	2011	2012	Prior	Current	1Q	2Q	3Q	4Q
	Europe (previous reporting)	17.4	18.0	16.9	16.2	16.3	4.7	4.4	3.7
<i>% chg from prior year</i>	12%	3%	-6%	-4%	-3%	-3%	-8%	-6%	-8%
+ Russia	1.3	1.9	2.1	2.0	2.1	0.5	0.6	0.5	0.6
+ Africa	0.5	0.5	0.6	0.7	0.7	0.1	0.2	0.2	0.1
Europe and Africa	19.3	20.4	19.6	18.9	19.1	5.3	5.1	4.4	4.8
<i>% chg from prior year</i>	16%	6%	-4%	-3%	-3%	-1%	-6%	-4%	-6%

Numbers may not add due to rounding.



# Non-GAAP Financial Information



In addition to the results reported in accordance with accounting principles generally accepted in the United States (“GAAP”) included throughout this presentation, the Company has provided information regarding “pretax income before equity income, interest and other expense,” “pretax income before equity income, interest, other expense, restructuring costs and other special items” (core operating earnings or adjusted segment earnings), “pretax income before restructuring costs and other special items,” “adjusted net income attributable to Lear,” “adjusted diluted net income per share attributable to Lear” (adjusted earnings per share), “tax expense excluding the impact of restructuring costs and other special items” and “free cash flow” (each, a non-GAAP financial measure). Other expense includes, among other things, non-income related taxes, foreign exchange gains and losses, gains and losses related to certain derivative instruments and hedging activities, gains and losses on the extinguishment of debt and gains and losses on the disposal of fixed assets. Adjusted net income attributable to Lear and adjusted earnings per share represent net income attributable to Lear and diluted net income per share attributable to Lear, respectively, adjusted for restructuring costs and other special items, including the tax effect thereon. Free cash flow represents net cash provided by operating activities less adjusted capital expenditures. Adjusted capital expenditures represent capital expenditures, net of related insurance proceeds.

Management believes the non-GAAP financial measures used in this presentation are useful to both management and investors in their analysis of the Company’s financial position and results of operations. In particular, management believes that pretax income before equity income, interest and other expense, core operating earnings, pretax income before restructuring costs and other special items, adjusted net income attributable to Lear, adjusted earnings per share and tax expense excluding the impact of restructuring costs and other special items are useful measures in assessing the Company’s financial performance by excluding certain items that are not indicative of the Company’s core operating performance or that may obscure trends useful in evaluating the Company’s continuing operating activities. Management also believes that these measures are useful to both management and investors in their analysis of the Company’s results of operations and provide improved comparability between fiscal periods. Management believes that free cash flow is useful to both management and investors in their analysis of the Company’s ability to service and repay its debt. Further, management uses these non-GAAP financial measures for planning and forecasting future periods.

Pretax income before equity income, interest and other expense, core operating earnings, pretax income before restructuring costs and other special items, adjusted net income attributable to Lear, adjusted earnings per share, tax expense excluding the impact of restructuring costs and other special items and free cash flow should not be considered in isolation or as a substitute for pretax income before equity income, net income attributable to Lear, diluted net income per share attributable to Lear, cash provided by operating activities or other income statement or cash flow statement data prepared in accordance with GAAP or as a measure of profitability or liquidity. In addition, the calculation of free cash flow does not reflect cash used to service debt and, therefore, does not reflect funds available for investment or other discretionary uses. Also, these non-GAAP financial measures, as determined and presented by the Company, may not be comparable to related or similarly titled measures reported by other companies.

Set forth on slides 14 and 16, as well as the following slides, are reconciliations of these non-GAAP financial measures to the most directly comparable financial measures calculated and presented in accordance with GAAP. Given the inherent uncertainty regarding special items and other expense in any future period, a reconciliation of forward-looking financial measures to the most directly comparable financial measures calculated and presented in accordance with GAAP is not feasible. The magnitude of these items, however, may be significant.





# Non-GAAP Financial Information

## Pretax Income before Equity Income, Interest and Other Expense



(\$ in millions)	Three Months	
	Q1 2012	Q1 2013
<b>Pretax income before equity income</b>	<b>\$ 174.0</b>	<b>\$ 146.8</b>
Interest expense	12.5	16.7
Other expense, net	0.3	10.7
<b>Pretax income before equity income, interest and other expense</b>	<b>\$ 186.8</b>	<b>\$ 174.2</b>



# Non-GAAP Financial Information

## Adjusted Segment Earnings



(\$ in millions)

	Three Months Q1 2013			
	Seating	EPMS	HQ	Total
<b>Sales</b>	\$ 2,911.7	\$ 1,035.4	\$ -	\$ 3,947.1
<b>Segment earnings</b>	\$ 141.4	\$ 89.0	\$ (56.2)	\$ 174.2
Costs related to restructuring actions	16.6	0.7	1.1	18.4
Costs related to proxy contest	-	-	2.6	2.6
Losses and incremental costs related to the destruction of assets	5.8	-	-	5.8
<b>Adjusted segment earnings</b>	<b>\$ 163.8</b>	<b>\$ 89.7</b>	<b>\$ (52.5)</b>	<b>\$ 201.0</b>

	Three Months Q1 2012			
	Seating	EPMS	HQ	Total
<b>Sales</b>	\$ 2,813.8	\$ 830.2	\$ -	\$ 3,644.0
<b>Segment earnings</b>	\$ 185.8	\$ 52.6	\$ (51.6)	\$ 186.8
Costs related to restructuring actions	2.7	1.2	0.2	4.1
Acquisition and other related costs	-	-	1.2	1.2
Losses and incremental costs, net of insurance recoveries, related to the destruction of assets	-	-	0.6	0.6
Other	0.3	-	2.3	2.6
<b>Adjusted segment earnings</b>	<b>\$ 188.8</b>	<b>\$ 53.8</b>	<b>\$ (47.3)</b>	<b>\$ 195.3</b>

