Fourth Quarter/Full Year 2006 Results and 2007 Financial Guidance

January 25, 2007

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Agenda

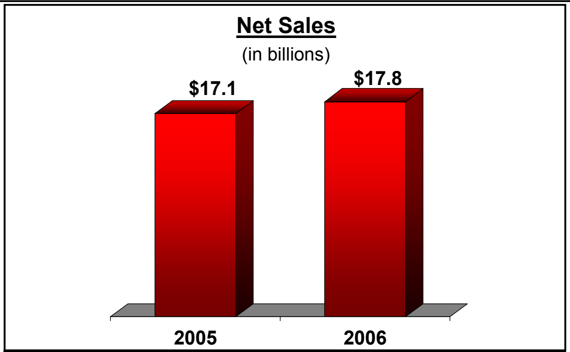
- 2006 Highlights
  - *Bob Rossiter, Chairman and CEO*
- Operating Review
  - *Doug DelGrosso, President and COO*
- 2006 Financial Results and 2007 Guidance
  - *Jim Vandenberghe, Vice Chairman and CFO*
- Q and A Session

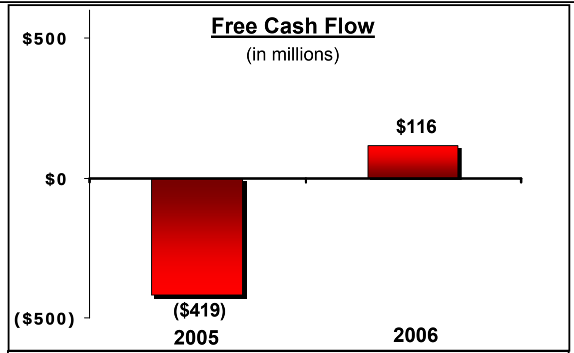
2006 Highlights

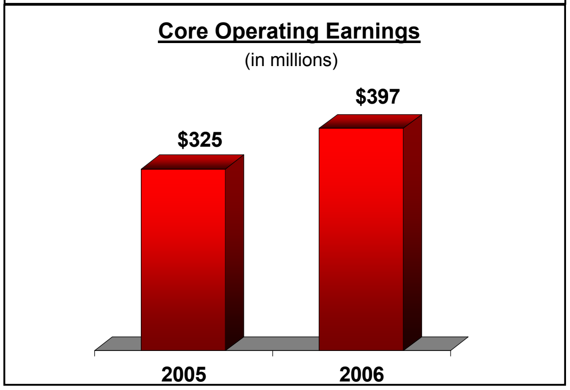
2006 Highlights
Company Overview

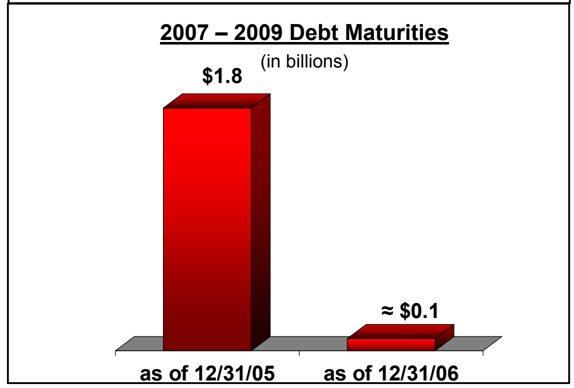
- Improved overall financial results and liquidity position
- Implemented comprehensive restructuring actions
- Expanded infrastructure in Asia; grew total Asian sales
- Continued to diversify mix of sales by region and customer
- Maintained strong market positions and superior quality in core products
- Repositioned Interior business for future success

2006 Highlights
Improved Financial Results and Liquidity Position*







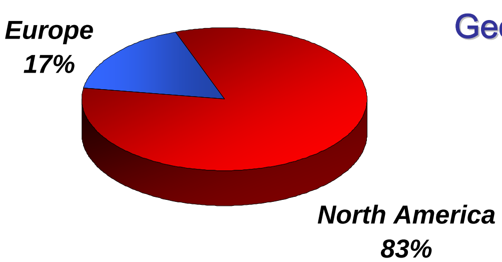


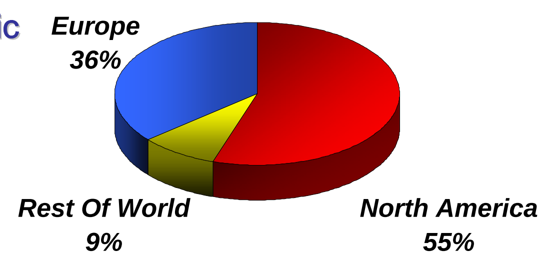
* Core operating earnings represent income before interest, other expense, income taxes, restructuring costs and other special items. Loss before income taxes was $655.5 million and $1,187.2 million for the years ended December 31, 2006 and 2005, respectively. Free cash flow represents net cash provided by operating activities before the net change in sold accounts receivable, less capital expenditures. Net cash provided by operating activities was $285.3 million and $560.8 million for the years ended December 31, 2006 and 2005, respectively. Please see slides titled "Non-GAAP Financial Information" at the end of this presentation for further information.

2006 Highlights
Continued To Diversify Our Sales Mix

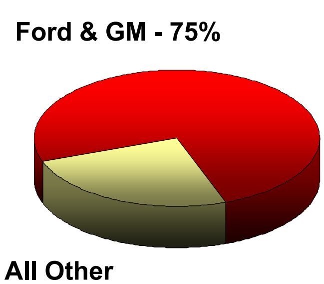
1994 | 2006

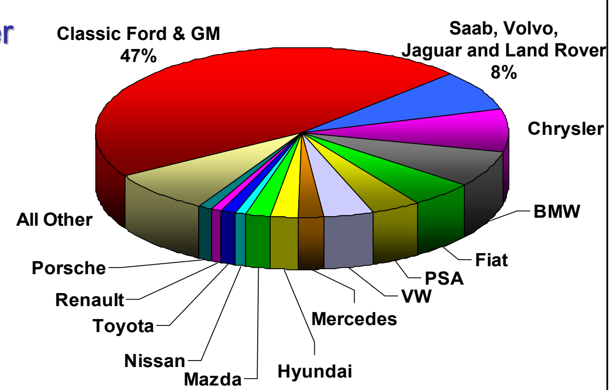
Geographic





Customer





Lear's Total Asian Sales Were 10% Of Lear's Total Sales In 2006

2006 Highlights
Strong Market Positions and Superior Quality

- Lear is a true partner to all of the world's major automakers, with *strong market positions* and *superior quality* in our core businesses:

Seating Systems

- #2 Position globally, in a market estimated to be about $45 to $50 billion in size:
  - #2 Positions in North America and Europe
  - #3 Position in Asia, including #2 Position in China
- Lear is recognized as the highest quality major seat manufacturer for the past 6 years, according to the J.D. Power Seat Survey

Electrical Distribution Systems

- #3 Position in North America, #4 Position in Europe and #3 Position in China

Strong Global Market Positions And Superior Quality In Our Core Businesses

Source: Lear Market Share Study / CSM Worldwide Survey Data

2006 Highlights
Repositioned Interior Business For Future Success*

- Interior components are no longer a core business for Lear
- Contributed substantially all of Lear's European Interior business to International Automotive Components Group – Europe, which already owned Collins & Aikman's European Interior business, in return for a one-third equity interest
- Reached agreement to contribute substantially all of Lear's North American Interior business to International Automotive Components Group – North America in return for a 25% equity interest:
  - Expect to close transaction during the first quarter of 2007

Interior Business Now Positioned For Future Success; Lear To Participate In Upside With Minority Interests

* Please see slide titled "Forward-Looking Statements" at the end of this presentation for further information.

Operating Review

Emerging Trends Within Supply Base*

- Further consolidation of supply base
- Sourcing of individual components
- Global cost and quality benchmarks
- Increased emphasis on technology and innovation

Lear's Response

- Global restructuring actions
- Focus on core businesses; JVs for Interior business
- Selectively increase vertical integration
- Continue to evolve low-cost footprint
- Core Dimension™ product and technology strategy

* Please see slide titled "Forward-Looking Statements" at the end of this presentation for further information.

Summary of Global Restructuring Activity*

Completed Actions	Planned Actions
New streamlined, product-focused global organizational structure	
Consolidated several administrative functions / divisions	Additional consolidation of administrative functions / divisions
Plant efficiency actions involving numerous locations and the closure of 14 facilities	Further plant actions; including additional closures
Opening of 10 new Lear or Lear joint venture facilities to support low-cost footprint, growth in Asia and continued diversification	Opening of 12 new Lear or Lear joint venture facilities to support low-cost footprint, growth in Asia and continued diversification
Worldwide census reductions of 5% of total	Additional census reductions

* Please see slide titled “Forward-Looking Statements” at the end of this presentation for further information.

Action Plans To Improve Margins*

Revenue
- Proprietary products and technology
- Selective vertical integration (e.g., seat structures, trim and foam, as well as, terminals & connectors)
- Superior quality and service
- Diversification of sales

Labor Cost
- Increased low-cost sourcing
- Plant and facility consolidations
- Census reduction actions
- Improved program management and launch efficiency
- Productivity improvement actions
- Fully competitive labor contracts

Material Cost
- Evolving low-cost footprint
- Global restructuring savings
- CTO benchmarking initiative
- Design cost savings
- Commodity cost recovery actions
- Commercial negotiations

SG & A / Overhead
- Streamlined organizational structure
- Consolidation of administrative functions / divisions
- Ongoing cost and efficiency actions
- Divestiture of Interior business
- Increased low-cost engineering
- Froze U.S. salaried pension plan; defined benefit plan replaced by defined contribution plan

* Please see slide titled “Forward-Looking Statements” at the end of this presentation for further information.

Maintaining A Competitive Global Footprint*

- Shown below is a summary of 22 new facilities Lear opened in 2006 or plans to open this year:

Support Growth with Asian Automakers Globally
(3 JV Facilities)

TACLE JVs – Nissan Seating
- Guangzhou, China
- Sunderland, England
- Smyrna, TN (U.S.)

Evolve Low-Cost Component Strategy
(9 Facilities)

- China – Seating Components
- Honduras – Wire Harnesses
- India – Seating Components
- Mexico – Seating Components (3)
- Slovakia – Seating Components
- South Africa – Seat Trim
- Turkey – Seat Trim

Increase Lear's Infrastructure in Asia
(10 Facilities)

China
- Nanjing
  - Ford / Mazda – Seating
- Shanghai
  - Cadillac – Seating
  - CTO Center
  - Engineering Center
- Wuhu
  - Chery – Seating

India
- Chennai
  - BMW/Ford – Seating
  - Hyundai – Seating
- Halol
  - GM – Seating
- Nashik
  - M&M/Renault – Seating
- Pune
  - TATA – Seating

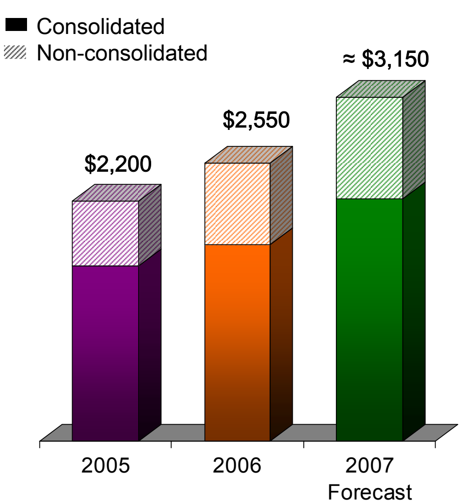
Lear Continues To Evolve Its Global Footprint To Improve Competitiveness And Support Future Sales Growth And Diversification

* Please see slide titled "Forward-Looking Statements" at the end of this presentation for further information.

Aggressively Growing Total Asian Business*

Revenue in Asia and with Asian Manufacturers**

(in millions)



Major New Awards in 2006**

Automaker	Market	Lear Content	Future Vehicle Program(s)
Chery	China	Seating, IntelliTire®	Several cars/vans
Nanjing Auto	China	Seating, Electronics	Rover
Toyota	U.S.	Flooring/Acoustics, Headliner	Tacoma
Chinese	China	Seating, Electronics	Various
GM	China	Seating, Flooring/Acoustics	Epsilon
Asian	Global	Seating, Electronics	Various
BMW	China	Seating, Entertainment System	5-Series
Mazda	China	Seating	Mazda2
Nissan	China	Seating, Junction Box	Qashqai
Honda	U.S./Canada	ProTec™	Accord, Pilot, TSX

Lear Continues To Aggressively Sign New Business In Asia And With Asian Automakers Globally

* Total Asian-related sales target includes consolidated and non-consolidated sales.
** Please see slide titled "Forward-Looking Statements" at the end of this presentation for further information.

2006 Financial Results and 2007 Guidance

Fourth Quarter 2006
Major Factors Impacting Financial Results*

- Major special items in fourth quarter:
  - Loss on the divestiture of North American Interior business
  - Loss on the extinguishment of debt
  - Costs related to restructuring actions
- Operating results exceeded previous guidance, reflecting:
  - Less adverse Lear platform mix globally
  - Lower depreciation, resulting from asset write-downs in Interior business
  - Favorable cost performance and operating efficiencies
- Free cash flow exceeded previous guidance by approximately $100 million, reflecting:
  - Higher operating earnings and lower capital spending
  - Lower than expected cash for restructuring, due to timing
  - Timing of commercial recoveries

* Please see slides titled "Non-GAAP Financial Information" at the end of this presentation for further information.

Fourth Quarter 2006 Industry Environment

	Fourth Quarter 2006	Fourth Quarter 2006 vs. 2005
North American Production		
Industry	3.6 mil	Down 8%
Big Three	2.3 mil	Down 13%
European Production		
Industry	4.7 mil	Down 1%
Lear's Top 5 Customers	2.4 mil	Down 2%
Key Commodities (Quarterly Average)	**vs. Prior Quarter**	
Steel (Hot Rolled)	Down 7%	Up 3%
Resins (Polypropylene)	Down 10%	Down 8%
Copper	Down 7%	Up 72%
Crude Oil	Down 15%	Down 1%

Fourth Quarter 2006 Financial Summary*

(in millions, except net loss per share)	*Fourth Quarter 2006*	*Fourth Quarter 2005*	*4Q '06 B/(W) 4Q '05*
Net Sales	$4,280.5	$4,397.3	($116.8)
Loss Before Interest, Other Expense and Income Taxes	($522.5)	($259.9)	($262.6)
Pretax Loss	($635.9)	($346.1)	($289.8)
Net Loss	($645.0)	($602.6)	($42.4)
Net Loss Per Share	($8.90)	($8.97)	$0.07
SG&A % of Net Sales	3.6 %	3.3 %	(0.3) pts.
Interest Expense	$52.3	$45.1	($7.2)
Depreciation / Amortization	$92.8	$102.5	$9.7
Other Expense, Net	$61.1	$41.1	($20.0)

* Please see slides titled “Non-GAAP Financial Information” at the end of this presentation for further information.

Fourth Quarter 2006
Restructuring and Special Items*

(in millions)	Fourth Quarter: Loss Before Interest, Other Expense and Income Taxes	Fourth Quarter: Pretax Loss	Memo: Income Statement Category: COGS	SG&A	Interest / Other Expense
2006 Reported Results	$ (522.5)	$ (635.9)			
Reported results include the following items:					
Loss on divestiture of Interior business	$ 607.3	$ 607.3	$ -	$ -	$ -
Costs related to restructuring actions	44.0	42.5	34.0	10.0	(1.5)
Fixed asset impairment charges	0.8	0.8	0.8	-	-
Loss on extinguishment of debt	-	48.5	-	-	48.5
2006 Core Operating Results	**$ 129.6**	**$ 63.2**			
2005 Core Operating Results	**$ 138.5**	**$ 77.6**			

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Fourth Quarter 2006
Net Sales Changes and Margin Impact Versus Prior Year

Performance Factor	Net Sales Change (in millions)	Margin Impact	Comments
Industry Production / Platform Mix / Net Pricing / Other	$ (436)	Negative	Primarily lower industry production in North America (down 8%) and unfavorable platform mix (Big 3 down 13%)
Global New Business	279	Positive	In North America, Hyundai Santa Fe, DCX Caliber/Compass, GM large SUVs: In Europe, Opel Corsa, Ford Galaxy, Peugeot 207; In China, BMW 5-Series and various programs in South America
F/X Translation	138	Neutral	Euro up 8%, Canadian dollar up 3%
Commodity / Raw Material		Negative	Unfavorable year over year increases--copper up 72%
Acquisition / Divestiture	(98)	Neutral	Divestiture of European Interior business
Performance		Positive	Favorable operating performance in core businesses, including benefits from restructuring actions

Full Year 2006 Restructuring and Special Items*

LEAR CORPORATION

(in millions)	Full Year: Loss Before Interest, Other Expense and Income Taxes	Full Year: Pretax Loss	Memo: Income Statement Category: COGS	SG&A	Interest/Other Expense
2006 Reported Results	$ (357.9)	$ (655.5)			
Reported results include the following items:					
Loss on divestiture of Interior business	$ 636.0	$ 636.0	$ -	$ -	$ -
Costs related to restructuring actions	105.6	99.7	88.4	17.2	(5.9)
Goodwill and fixed asset impairment charges	12.9	12.9	10.0	-	-
Loss on extinguishment of debt	-	48.5	-	-	48.5
Sale and capital restructuring of joint ventures	-	(26.9)	-	-	(26.9)
2006 Core Operating Results	**$ 396.6**	**$ 114.7**			
2005 Core Operating Results	**$ 324.5**	**$ 96.6**			

* Please see slides titled "Non-GAAP Financial Information" at the end of this presentation for further information.

Fourth Quarter and Full Year 2006 Business Segment Results*

LEAR CORPORATION

($ in millions)

	Fourth Quarter 2006	Fourth Quarter 2005	Full Year 2006	Full Year 2005
Seating				
Net Sales	$ 2,903.2	$ 2,842.1	$ 11,624.8	$ 11,035.0
Segment Earnings*	$ 181.0	$ 153.4	$ 604.0	$ 323.3
% of Sales	*6.2 %*	*5.4 %*	*5.2 %*	*2.9 %*
*Adjusted % of Sales***	*6.7 %*	*5.9 %*	*5.6 %*	*3.5 %*
Electronic and Electrical				
Net Sales	$ 739.3	$ 718.8	$ 2,996.9	$ 2,956.6
Segment Earnings*	$ (5.1)	$ 34.1	$ 102.5	$ 180.0
% of Sales	*(0.7) %*	*4.7 %*	*3.4 %*	*6.1 %*
*Adjusted % of Sales***	*2.4 %*	*7.4 %*	*4.9 %*	*7.4 %*
Interior				
Net Sales	$ 638.0	$ 836.4	$ 3,217.2	$ 3,097.6
Segment Earnings*	$ (34.2)	$ (52.3)	$ (183.8)	$ (191.1)
% of Sales	*(5.4) %*	*(6.3) %*	*(5.7) %*	*(6.2) %*
*Adjusted % of Sales***	*(4.9) %*	*(3.5) %*	*(5.0) %*	*(2.5) %*

* Segment earnings represent income (loss) before goodwill impairment charge, loss on divestiture, interest, other expense and income taxes. Income before goodwill impairment charge, loss on divestiture, interest, other expense and income taxes for the Company was $84.8 million and $82.9 million for the three months ended 12/31/06 and 12/31/05, respectively, and $281.0 million and $105.4 million for the twelve months ended 12/31/06 and 12/31/05, respectively. Please see slides titled "Non-GAAP Financial Information" at the end of this presentation for further information.

** Adjusted % of Sales excludes impairments, restructuring costs and other special items of $39.4 million (Seating - $13.9, Electronic and Electrical - $22.8, Interior - $2.7) and $54.7 million (Seating - $12.9, Electronic and Electrical - $19.1, Interior - $22.7) for the three months ended 12/31/06 and 12/31/05, respectively, and $109.1 million (Seating - $41.7, Electronic and Electrical - $44.8, Interior - $22.6) and $217.1 million (Seating - $63.5, Electronic and Electrical - $39.0, Interior - $114.6) for the twelve months ended 12/31/06 and 12/31/05, respectively.

Fourth Quarter and Full Year 2006 Free Cash Flow*

LEAR CORPORATION

(in millions)

	Fourth Quarter 2006	Full Year 2006
Net Loss	$ (645.0)	$ (707.5)
Divestiture of Interior Business	607.3	636.0
Depreciation / Amortization	92.8	392.2
Working Capital / Other	278.4	142.6
Cash from Operations	$ 333.5	$ 463.3
Capital Expenditures	(79.1)	(347.6)
Free Cash Flow	$ 254.4	$ 115.7

* Free Cash Flow represents net cash provided by operating activities ($179.2 million for the three months and $285.3 million for the twelve months ended 12/31/06) before net change in sold accounts receivable ($154.3 million for the three months and $178.0 million for the twelve months ended 12/31/06) (Cash from Operations), less capital expenditures. Please see slides titled "Non-GAAP Financial Information" at the end of this presentation for further information.

2007 Guidance Full Year Production Assumptions*

LEAR CORPORATION

	Full Year 2007 Guidance	Change from Prior Year
North American Production		
Total Industry	≈ 15.3 mil	about flat
Big Three	≈ 10.0 mil	down 2%
European Production		
Total Industry	≈ 19.2 mil	flat
Lear's Top 5 Customers	≈ 9.5 mil	down 3%
Euro	$1.30 / Euro	up 4%
Key Commodities	moderating	trending lower

* Please see slide titled "Forward-Looking Statements" at the end of this presentation for further information.

2007 Guidance
Factors Impacting Core Business Margins*

	2007 Margin Impact vs. 2006	
	Seating	**Electronic and Electrical**
Volume and Mix	–	–
New Business Globally	+	neutral
Commodity Costs/Recovery	+	+
Restructuring Savings	+	+
Ongoing Cost Reductions	+	+
Low-Cost Sourcing/Engineering	+	+
Selective Vertical Integration	+	+
Proprietary Products/Technology	+	+

* Please see slide titled "Forward-Looking Statements" at the end of this presentation for further information.

2007 Guidance
Full Year Financial Projections*

	Full Year 2007 Financial Guidance for Core Business (excludes Interior business)
Net Sales	≈ $15.0 billion
Core Operating Earnings Income before interest, other expense, income taxes, restructuring costs and other special items	$560 to $600 million
Interest Expense	$215 to $225 million
Pretax Income before restructuring costs and other special items	$270 to $310 million
Estimated Tax Expense	$100 to $120 million **
Pretax Restructuring Costs	≈ $100 million
Capital Spending	≈ $250 million
Depreciation and Amortization	≈ $310 million
Free Cash Flow	≈ $225 million

* Please see slides titled "Non-GAAP Financial Information" and "Forward-Looking Statements" at the end of this presentation for further information.

** Subject to actual mix of financial results by country.

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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 ”income before interest, other expense, income taxes, restructuring costs and other special items” (core operating earnings), “loss before interest, other expense and income taxes,” "pretax income before restructuring costs and other special items" and "free cash flow" (each, a non-GAAP financial measure). Free cash flow represents net cash provided by operating activities before the net change in sold accounts receivable, less capital expenditures. The Company believes it is appropriate to exclude the net change in sold accounts receivable in the calculation of free cash flow since the sale of receivables may be viewed as a substitute for borrowing activity.

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 core operating earnings, loss before interest, other expense and income taxes and pretax income before 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 earnings 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 in future periods.

Core operating earnings, loss before interest, other expense and income taxes, pretax income before restructuring costs and other special items and free cash flow should not be considered in isolation or as a substitute for pretax income (loss), net income (loss), 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 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 the net change in sold accounts receivable in any future period, a reconciliation of forward-looking financial measures is not feasible. The magnitude of these items, however, may be significant.

Non-GAAP Financial Information
Cash from Operations And Free Cash Flow

(in millions)	Three Months Q4 2006	Full Year 2006	Full Year 2005
Net cash provided by operating activities	$ 179.2	$ 285.3	$ 560.8
Net change in sold accounts receivable	154.3	178.0	(411.1)
Net cash provided by operating activities before net change in sold accounts receivable (cash from operations)	333.5	463.3	149.7
Capital expenditures	(79.1)	(347.6)	(568.4)
Free cash flow	$ 254.4	$ 115.7	$ (418.7)

Non-GAAP Financial Information
Core Operating Earnings

(in millions)	Three Months Ended Q4 2006	Three Months Ended Q4 2005	Twelve Months Ended Q4 2006	Twelve Months Ended Q4 2005
Pretax loss	$ (635.9)	$ (346.1)	$ (655.5)	$ (1,187.2)
Interest expense	52.3	45.1	209.8	183.2
Other expense, net	61.1	41.1	87.8	96.6
Loss before interest, other expense and income taxes	**$ (522.5)**	**$ (259.9)**	**$ (357.9)**	**$ (907.4)**
Goodwill impairment charges	-	342.8	2.9	1,012.8
Loss on divestiture of Interior business	607.3	-	636.0	-
Costs related to restructuring actions	44.0	47.1	105.6	106.3
Fixed asset impairment charges	0.8	8.5	10.0	82.3
Litigation charges	-	-	-	30.5
Income before interest, other expense, income taxes, restructuring costs and other special items (core operating earnings)	**$ 129.6**	**$ 138.5**	**$ 396.6**	**$ 324.5**

Non-GAAP Financial Information
Pretax Income Before Restructuring Costs And Other Special Items

(in millions)	Q4 2005	2005
Pretax loss	$ (346.1)	$ (1,187.2)
Goodwill impairment charges	342.8	1,012.8
Costs related to restructuring actions	42.6	102.8
Fixed asset impairment charges	8.5	82.3
Litigation charges	-	39.2
Sale and capital restructuring of joint ventures	29.8	46.7
Pretax income before restructuring costs and other special items	**$ 77.6**	**$ 96.6**

Non-GAAP Financial Information
Segment Earnings Reconciliation

(in millions)	Three Months Ended Q4 2006	Three Months Ended Q4 2005	Twelve Months Ended Q4 2006	Twelve Months Ended Q4 2005
Seating	$ 181.0	$ 153.4	$ 604.0	$ 323.3
Electronic and Electrical	(5.1)	34.1	102.5	180.0
Interior	(34.2)	(52.3)	(183.8)	(191.1)
Segment earnings	$ 141.7	$ 135.2	$ 522.7	$ 312.2
Corporate and geographic headquarters and elimination of intercompany activity	(56.9)	(52.3)	(241.7)	(206.8)
Income before goodwill impairment charges, loss on divestiture, interest, other expense and income taxes	**$ 84.8**	**$ 82.9**	**$ 281.0**	**$ 105.4**
Goodwill impairment charges	-	342.8	2.9	1,012.8
Loss on divestiture of Interior business	607.3	-	636.0	-
Interest expense	52.3	45.1	209.8	183.2
Other expense, net	61.1	41.1	87.8	96.6
Pretax loss	**$ (635.9)**	**$ (346.1)**	**$ (655.5)**	**$ (1,187.2)**

Non-GAAP Financial Information
Adjusted Segment Earnings

(in millions)	Three Months Q4 2006 Seating	Three Months Q4 2006 Electronic and Electrical	Three Months Q4 2006 Interior	Three Months Q4 2005 Seating	Three Months Q4 2005 Electronic and Electrical	Three Months Q4 2005 Interior
Segment earnings	$ 181.0	$ (5.1)	$ (34.2)	$ 153.4	$ 34.1	$ (52.3)
Fixed asset impairment charges	-	-	0.8	-	-	8.5
Costs related to restructuring actions	13.9	22.8	1.9	12.9	19.1	14.2
Adjusted segment earnings	**$ 194.9**	**$ 17.7**	**$ (31.5)**	**$ 166.3**	**$ 53.2**	**$ (29.6)**

(in millions)	Full Year 2006 Seating	Full Year 2006 Electronic and Electrical	Full Year 2006 Interior	Full Year 2005 Seating	Full Year 2005 Electronic and Electrical	Full Year 2005 Interior
Segment earnings	$ 604.0	$ 102.5	$ (183.8)	$ 323.3	$ 180.0	$ (191.1)
Fixed asset impairment charges	-	-	10.0	-	-	82.3
Costs related to restructuring actions	41.7	44.8	12.6	33.0	39.0	32.3
Litigation charges	-	-	-	30.5	-	-
Adjusted segment earnings	**$ 645.7**	**$ 147.3**	**$ (161.2)**	**$ 386.8**	**$ 219.0**	**$ (76.5)**

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. Actual results may differ materially from anticipated results as a result of certain risks and uncertainties, including but 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 of the Company’s customers or suppliers, fluctuations in the production of vehicles for which the Company is a 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 Company's ability to achieve cost reductions that offset or exceed customer-mandated selling price reductions, the outcome of customer productivity negotiations, the impact and timing of program launch costs, the costs and timing of facility closures, business realignment or similar actions, increases in the Company's warranty or product liability costs, risks associated with conducting business in foreign countries, competitive conditions impacting the Company's key customers and suppliers, raw material costs and availability, the Company's ability to mitigate the significant impact of increases in raw material, energy and commodity costs, the outcome of legal or regulatory proceedings to which the Company is or may become a party, unanticipated changes in cash flow, including the Company’s ability to align its vendor payment terms with those of its customers, the finalization of the Company's restructuring strategy and other risks described from time to time in the Company's Securities and Exchange Commission filings. In particular, the Company’s financial outlook for 2007 is based on several factors, including the Company’s current vehicle production and raw material pricing assumptions. The Company’s actual financial results could differ materially as a result of significant changes in these factors. In addition, the Company’s agreement to contribute essentially all of its North American Interior business to IAC North America is subject to various conditions, including the receipt of required third-party consents, as well as other closing conditions customary for transactions of this type. No assurances can be given that the proposed transaction will be consummated on the terms contemplated or at all.

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.