



Fourth Quarter and Full Year 2022 Financial Results

February 2, 2023

Ray Scott, President and CEO
Jason Cardew, Senior Vice President and CFO

Making every drive better™

Safe Harbor Statement

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 statements contained or incorporated in this presentation or in any other public statements that address operating performance, events or developments that the Company expects or anticipates may occur in the future are forward-looking statements. Factors that could cause actual results to differ materially from these forward-looking statements are discussed in the Company’s Annual Report on Form 10-K for the year ended December 31, 2021, its Quarterly Reports on Form 10-Q for the quarters ended April 2, 2022, July 2, 2022, and October 1, 2022, and its other Securities and Exchange Commission filings. Future operating results will be based on various factors, including actual industry production volumes, the impact of the ongoing COVID-19 pandemic on the Company’s business and the global economy, supply chain disruptions, commodity prices, changes in foreign exchange rates, the impact of restructuring actions 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 Company enters into contracts with its customers to provide production parts generally at the beginning of a vehicle’s life cycle. Typically, these contracts do not provide for a specified quantity of production, and many of these contracts may be terminated by the Company’s customers at any time. Therefore, these contracts do not represent firm orders. Further, 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 accounting principles generally accepted in the United States (“GAAP”), please see slides titled “Non-GAAP Financial Information” at the end of this presentation.

Agenda

01

BUSINESS UPDATE
Ray Scott, President and CEO

02

FINANCIAL REVIEW
Jason Cardew, Senior Vice President and CFO

03

CONCLUDING REMARKS
Ray Scott, President and CEO



Business Update

Ray Scott
President and CEO

Financial Overview

Fourth Quarter and Full Year 2022



	SALES	CORE OPERATING EARNINGS	ADJUSTED EARNINGS PER SHARE	OPERATING CASH FLOW
Q4 2022	\$5.4B UP 10% YOY	\$265M UP 67% YOY	\$2.81 UP 130% YOY	\$537M UP 222% YOY
FY 2022	\$20.9B UP 8% YOY	\$871M UP 5% YOY	\$8.72 UP 10% YOY	\$1.0B UP 52% YOY

2022 Highlights

BUSINESS

- ✔ Completed the Kongsberg acquisition and announced agreement to acquire IG Bauerhin (IGB) to expand product offerings in the growing thermal comfort solutions market
- ✔ Selected by General Motors to exclusively supply the Battery Disconnect Unit (BDU) on all full-size SUVs and trucks built on the automaker's Ultium EV Platform through 2030
- ✔ Net conquest wins of ≈\$700 million supporting growth in Seating

FINANCIAL

- ✔ Full year sales outperformed global industry production by five percentage points with above market growth in both Seating and E-Systems
- ✔ Fifth consecutive quarter of improving core operating earnings and adjusted margins
- ✔ Returned ≈\$286 million to shareholders through dividends and share repurchases in 2022; free cash flow conversion improved to 73%

AWARDS

- ✔ Received more than twice as many J.D. Power 2022 U.S. Seat Quality and Satisfaction StudySM awards than any other seat supplier, with two best in segment and seven total awards
- ✔ Awarded a 2022 Automotive News PACEpilot award for ConfigurE+ with zonal safety technology, the first wireless and electronics-based system that identifies seat location and occupant status to activate safety features
- ✔ Named to FORTUNE magazine's "World's Most Admired Companies" list for the seventh consecutive year and ranked second in the automotive segment in Newsweek's America's Most Responsible Companies for 2023

Seating Key 2023 Product Launches



= Electric Vehicle



= Luxury

Global OEM
CONQUEST



JIT, Thermal Comfort
NORTH AMERICA

BMW 5 Series / i5
CONQUEST



JIT, Trim, Thermal Comfort
EUROPE

**Chevrolet Colorado/
GMC Canyon**
CONQUEST



JIT, Trim, Structures
NORTH AMERICA

Chevrolet Silverado EV



JIT, Trim, Structures
NORTH AMERICA

Mercedes-Benz E-Class



JIT, Fabric
ASIA

Chevrolet Equinox EV



JIT, Foam
NORTH AMERICA

Mercedes-Benz CLE



JIT, Trim, Structures
EUROPE

Porsche Panamera



JIT, Trim, Structures
EUROPE

Polestar 3



JIT, Thermal Comfort
ASIA

NIO ES8



JIT
ASIA

E-Systems Key 2023 Product Launches

 = Electric Vehicle

Chevrolet Colorado/ GMC Canyon



Low Voltage Wiring
NORTH AMERICA

GM BET Platform



Battery Disconnect Unit
NORTH AMERICA

GM Ultium Platform



Intercell Connect Board
NORTH AMERICA

MINI Countryman



Body Control Module
EUROPE

Volvo EX90



Onboard Charger and Battery
Management System
EUROPE

Global EV OEM



High and Low Voltage Wiring
NORTH AMERICA / EUROPE

Volvo XC40 / XC40 Recharge



Battery Disconnect Unit
ASIA / EUROPE

Chevrolet Blazer EV



Low Voltage Wiring
NORTH AMERICA

Mercedes-Benz AMG GT



Low Voltage Wiring
EUROPE

Polestar 3



High Voltage Wiring
ASIA

Focused Strategy in Place to Drive Growth and Profitability

Strategy Outlined in Q1 2021



SEATING

Extend market leadership with priceable content



E-SYSTEMS

Transform through accelerated growth in connection systems and electrification



OPERATIONAL EXCELLENCE

Lead in Industry 4.0 through digitalization and automation



ESG

Prioritize people and planet

Progress to Date

- Acquired Kongsberg to add thermal comfort capabilities
- 25% JIT market share
- Launched initial ConfigurE+ program

- Streamlined portfolio
- Supplying innovative products on large EV platforms
- Improved customer diversification
- Enhanced vertical integration (M&N)

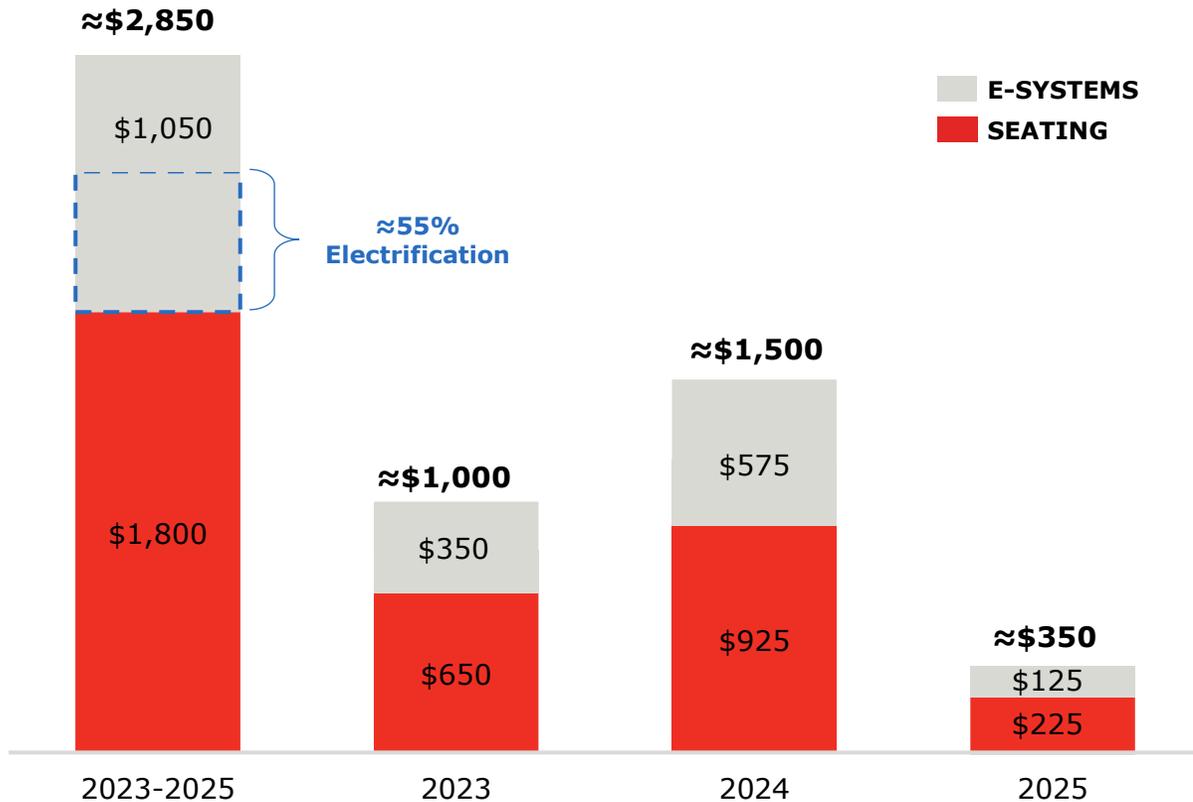
- Developed Lear Forward Plan to enhance operational efficiencies
- Improved free cash flow conversion
- Acquired Thagora and InTouch

- Received industry recognition for excellence in ESG
- Joined Climate Group's RE100 initiative
- Developed sustainable materials (FlexAir™, ReNewKnit™)

Sales Backlog (Net New Awarded Business)

2023-2025 CONSOLIDATED ≈\$2.85B SALES BACKLOG

(\$ in millions)



CONSOLIDATED SALES BACKLOG BY REGION

(\$ in millions)

North America
≈\$1,550

Europe
≈\$750

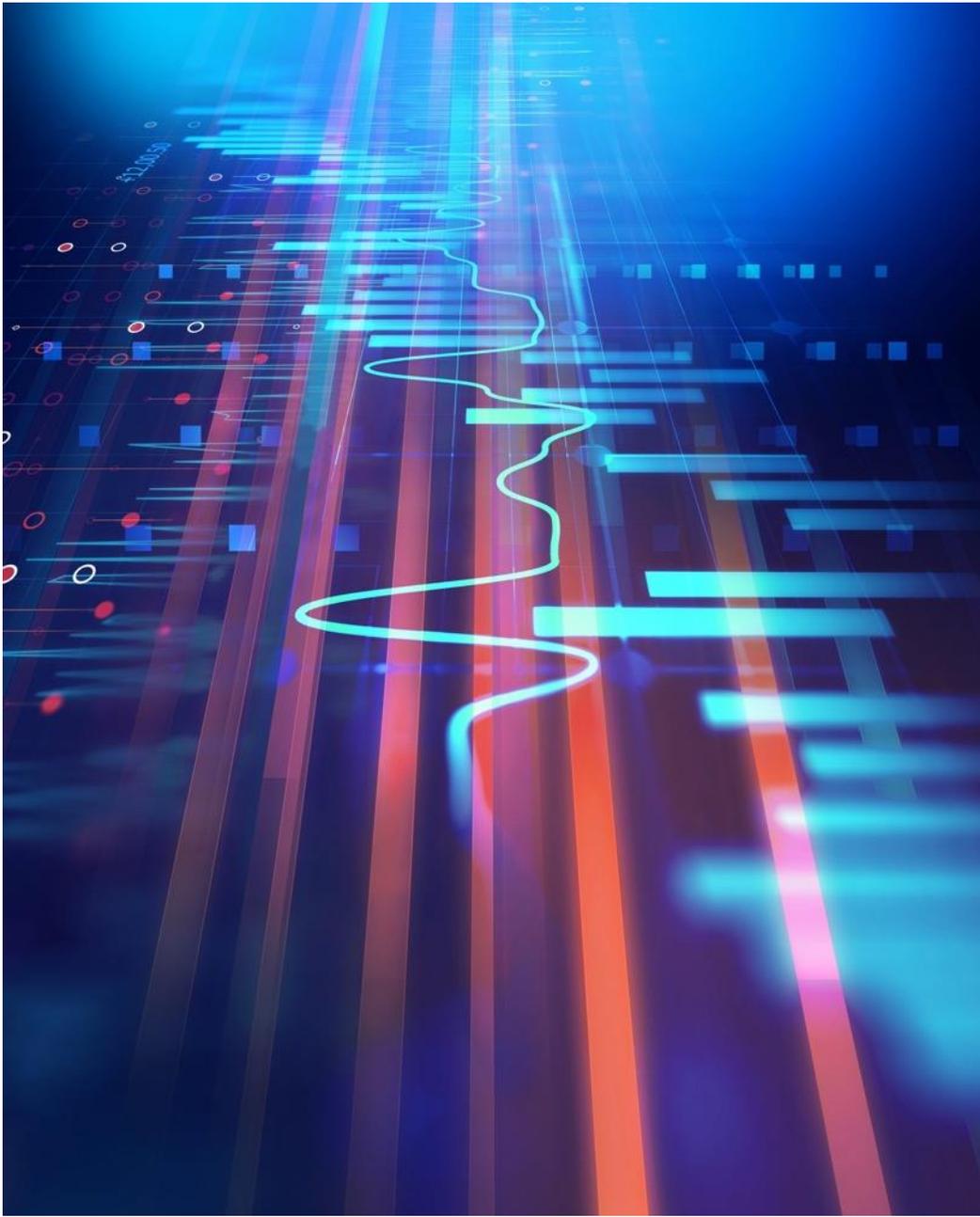
South America
≈\$100

Asia
≈\$450



DRIVERS OF BACKLOG CHANGES

- Multiple conquest awards in Seating
- Significant electrification awards in E-Systems
- Customer program changes (primarily timing)



Financial Review

Jason Cardew

Senior Vice President and CFO

Fourth Quarter 2022

Global Vehicle Production and Currency

INDUSTRY PRODUCTION

(units in millions)

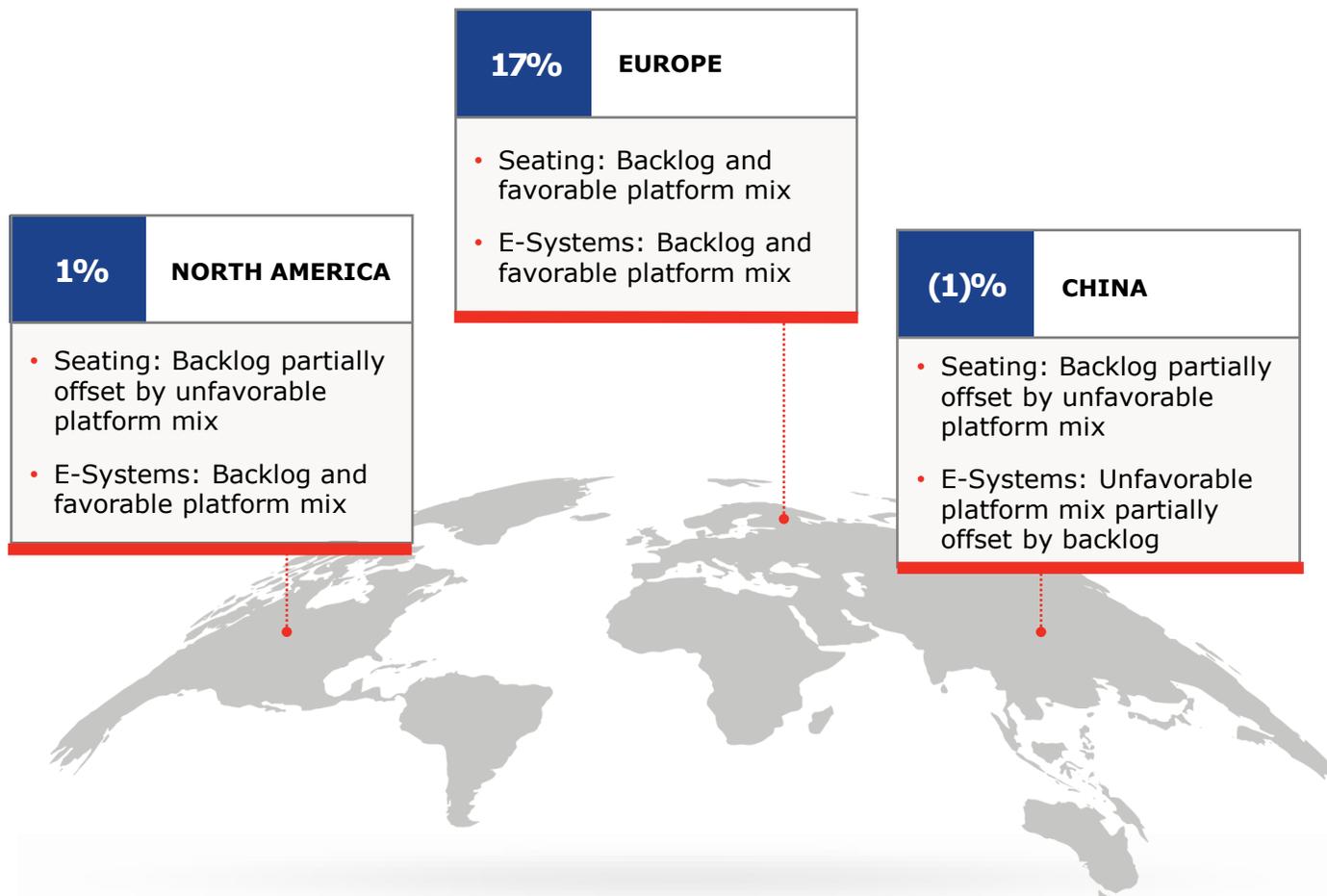
GLOBAL		NORTH AMERICA		EUROPE AND AFRICA		CHINA	
Q4 2021	20.7	Q4 2021	3.3	Q4 2021	4.1	Q4 2021	7.2
Q4 2022	21.2	Q4 2022	3.6	Q4 2022	4.3	Q4 2022	6.9
UP 2% YOY		UP 8% YOY		UP 5% YOY		DOWN 5% YOY	

KEY CURRENCIES

	2021	2022	
EURO	\$1.15 / €	\$1.02 / €	DOWN 11%
CHINESE RMB	6.39 / \$	7.14 / \$	DOWN 10%

Growth Over Market

Fourth Quarter 2022



7% Q4 2022
5% FY 2022
Global GoM



7% Q4 2022
5% FY 2022
Seating GoM



8% Q4 2022
4% FY 2022
E-Systems GoM

Key Financials

Fourth Quarter 2022

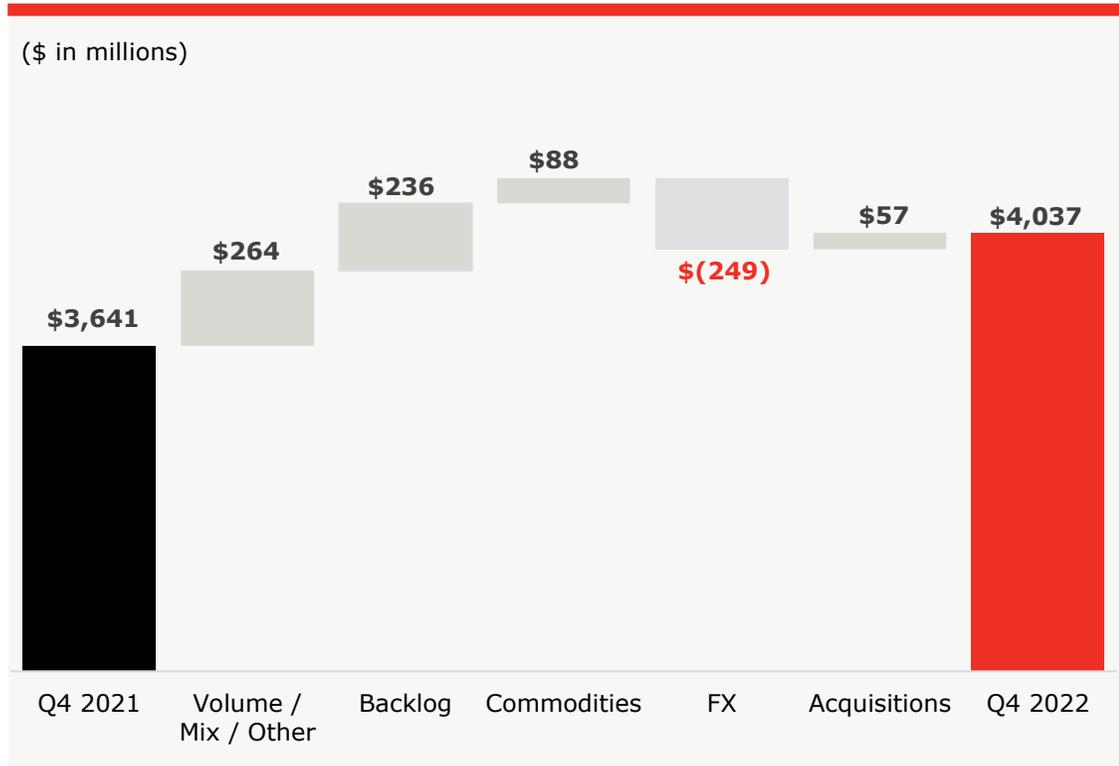
(\$ in millions, except per share amounts)

	2021	2022	YEAR-OVER-YEAR DRIVERS
Net Sales	\$4,880	\$5,371	Strong backlog, increased volume and commodity pass-through, partially offset by the impact from foreign exchange
Core Operating Earnings Operating Margin %	\$158 3.2%	\$265 4.9%	Increased sales, accretive backlog and positive operating performance, partially offset by the impact from foreign exchange and higher commodity costs
Adjusted Earnings Per Share	\$1.22	\$2.81	Higher core earnings
Operating Cash Flow	\$167	\$537	Improved working capital management and higher core earnings

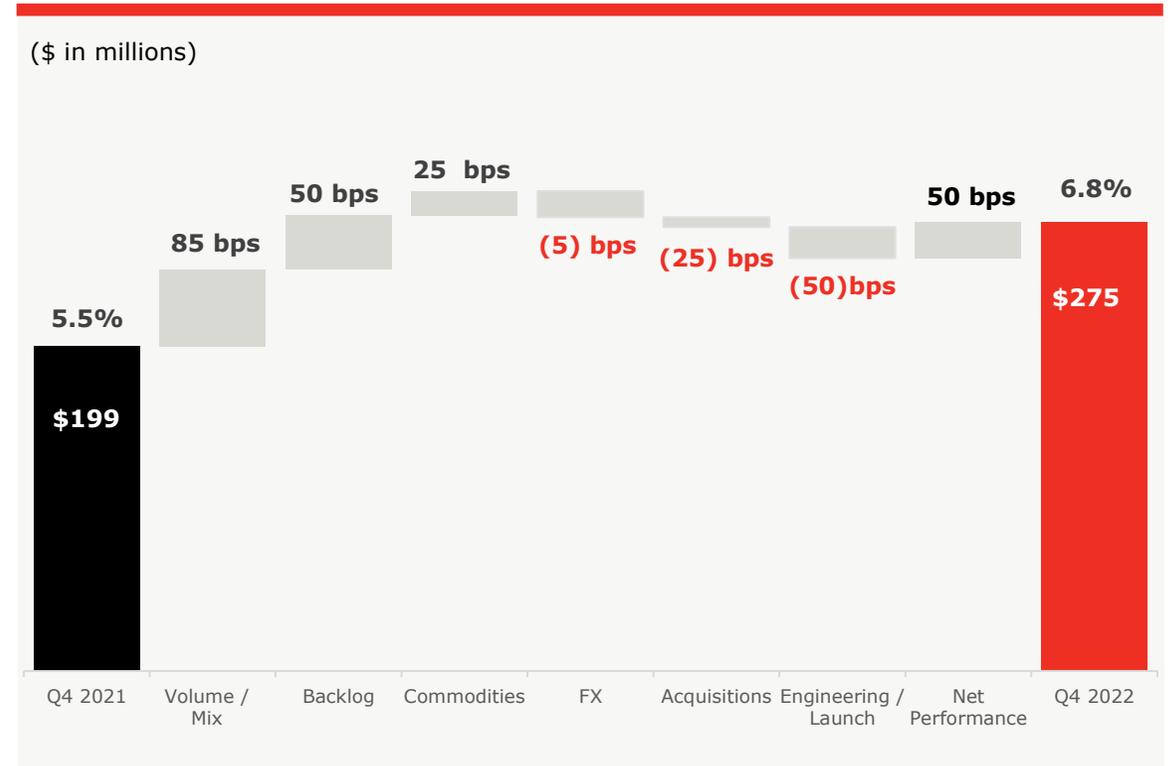
Seating Sales and Margin Drivers

Fourth Quarter 2022

SALES



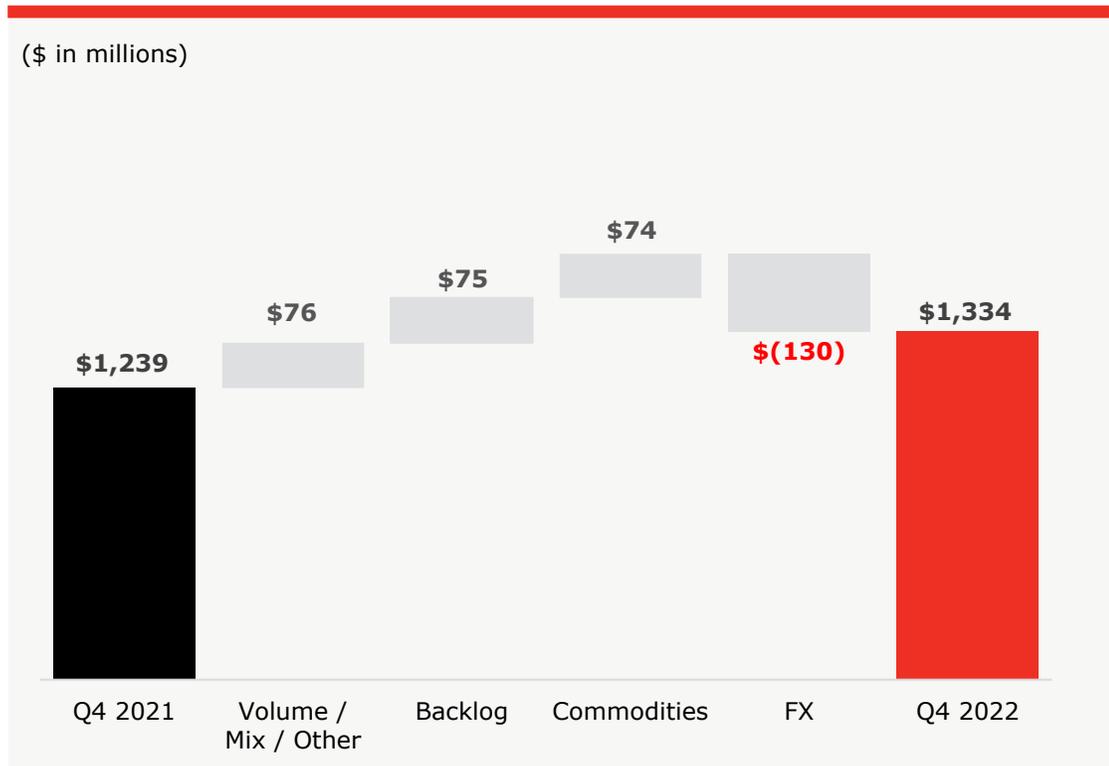
ADJUSTED EARNINGS AND MARGIN



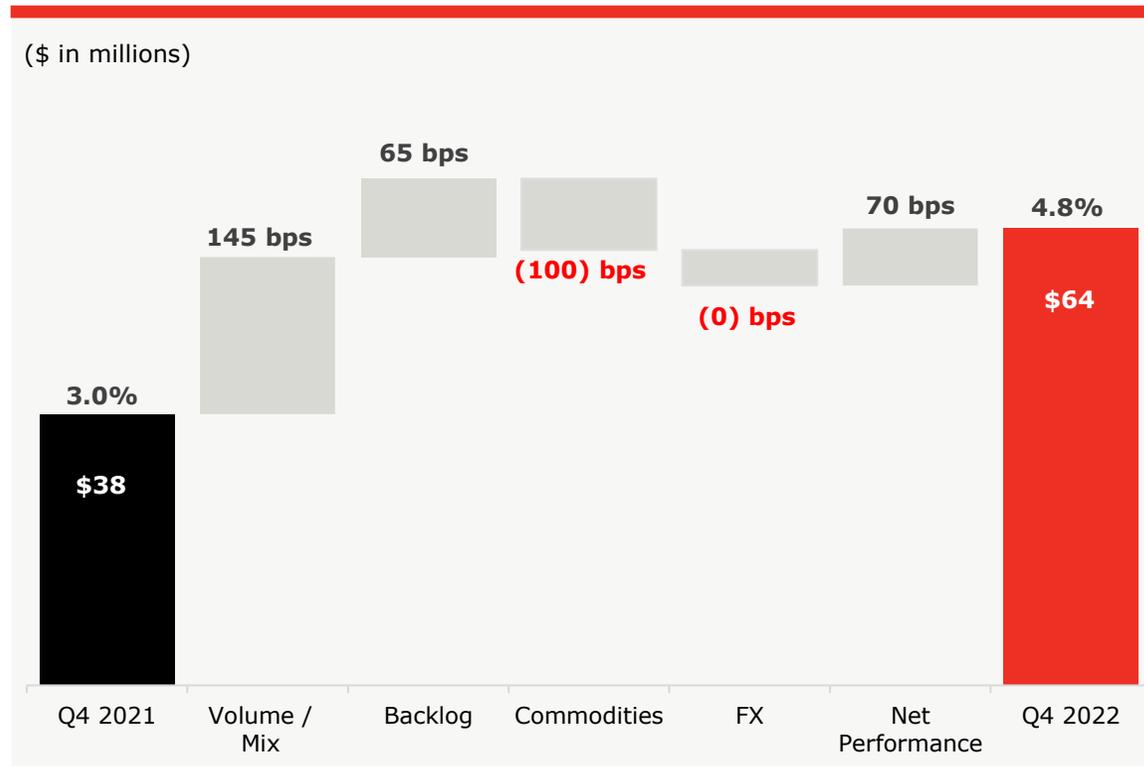
E-Systems Sales and Margin Drivers

Fourth Quarter 2022

SALES



ADJUSTED EARNINGS AND MARGIN



Operating Cash Flow and Capital Allocation

CAPITAL ALLOCATION STRATEGY

Strong Balance Sheet

- No outstanding debt maturities until 2027
- Low cost of debt averaging less than 4% with a weighted average life of 14.4 years
- Total available liquidity of \$3.1 billion
- Unfunded pension and OPEB liabilities improved from \$260 million to \$119 million

Improving Cash Generation

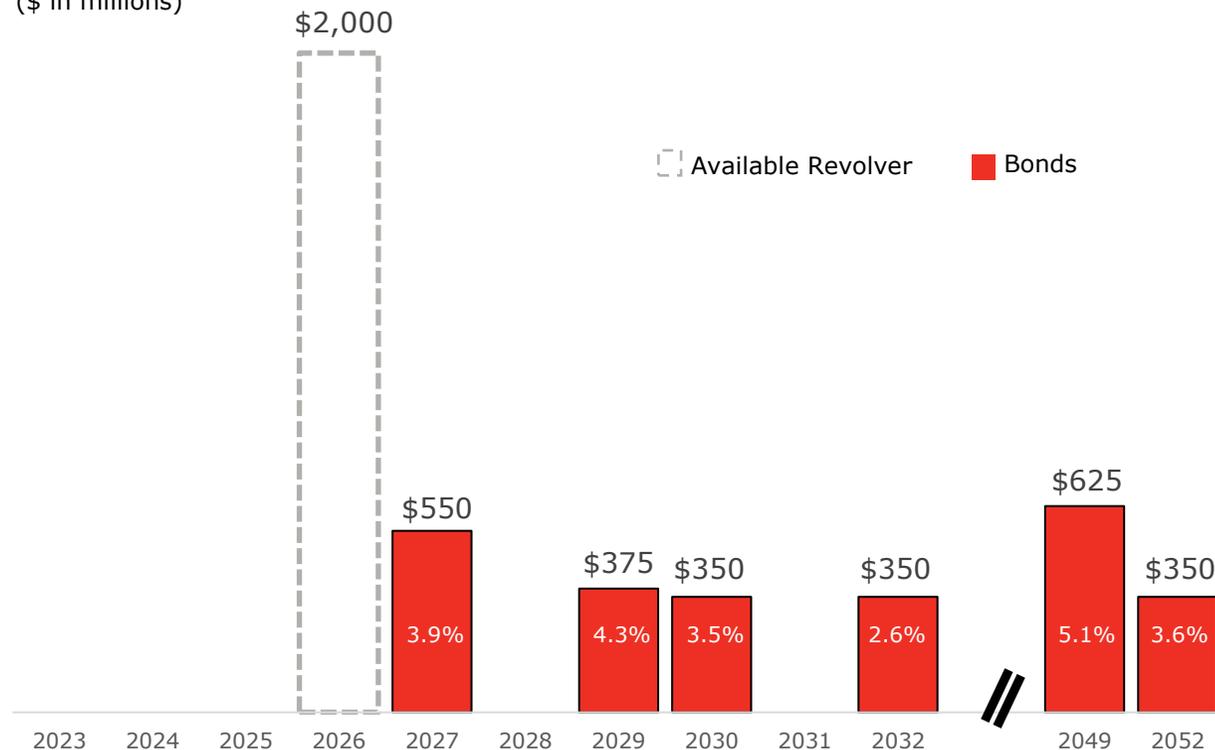
- Growing core product lines
- Executing the Lear Forward Plan
- Targeting 80% free cash flow conversion

Returning Excess Cash to Shareholders

- Annualized dividend of \$3.08 per share
- ≈763,000 shares (≈\$100 million) repurchased in 2022
- Available stock repurchase authorization of \$1.2 billion through December 31, 2024

DEBT MATURITIES

(\$ in millions)



Amounts and weighted average interest rates as of December 31, 2022

Excludes a committed \$150 million delayed-draw term loan facility expected to be used for the acquisition of IGB and general corporate purposes

2023 Outlook – Global Vehicle Production and Currency

INDUSTRY PRODUCTION

(units in millions)

GLOBAL		NORTH AMERICA		EUROPE AND AFRICA		CHINA	
FY 2022	80.5	FY 2022	14.3	FY 2022	16.1	FY 2022	25.0
FY 2023	81.3	FY 2023	15.0	FY 2023	16.1	FY 2023	25.0
vs Prior Year UP 1%		vs Prior Year UP 5%		vs Prior Year FLAT		vs Prior Year FLAT	
Lear Weighted Outlook UP 2%							

KEY CURRENCIES

	2022	2023	
EURO	\$1.05 / €	\$1.05 / €	FLAT
CHINESE RMB	6.73 / \$	7.00 / \$	DOWN 4%

2023 Full Year Outlook

Net Sales

\$21,200 - \$22,200 million

Core Operating Earnings

\$875 - \$1,075 million

Adjusted EBITDA

\$1,475 - \$1,675 million

Interest Expense

≈\$105 million

Effective Tax Rate

21% to 22%

Adjusted Net Income

\$510 - \$670 million

Restructuring Costs

≈\$100 million

Operating Cash Flow

\$1,075 - \$1,225 million

Capital Expenditures

≈\$700 million

Free Cash Flow

\$375 - \$525 million

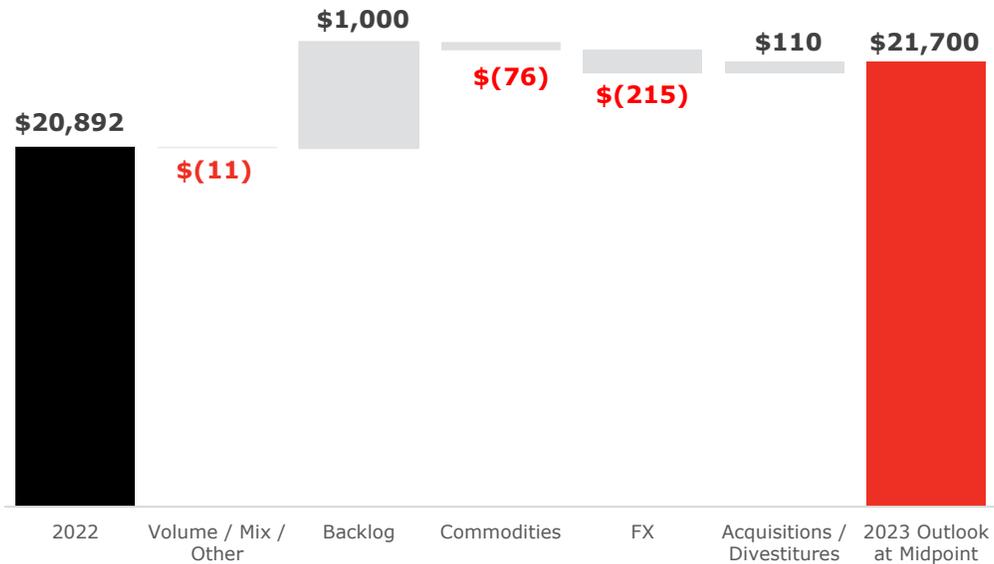
Note: 2023 Full Year Outlook assumes an average Euro of \$1.05 and an average Chinese RMB of 7.00 / \$

Certain of the forward-looking financial measures are provided on a non-GAAP basis. A reconciliation of forward-looking financial measures to the most directly comparable financial measures calculated and presented in accordance with GAAP is potentially misleading and not practical given the difficulty of projecting event driven transactional and other non-core operating items in any future period. The magnitude of these items, however, may be significant.

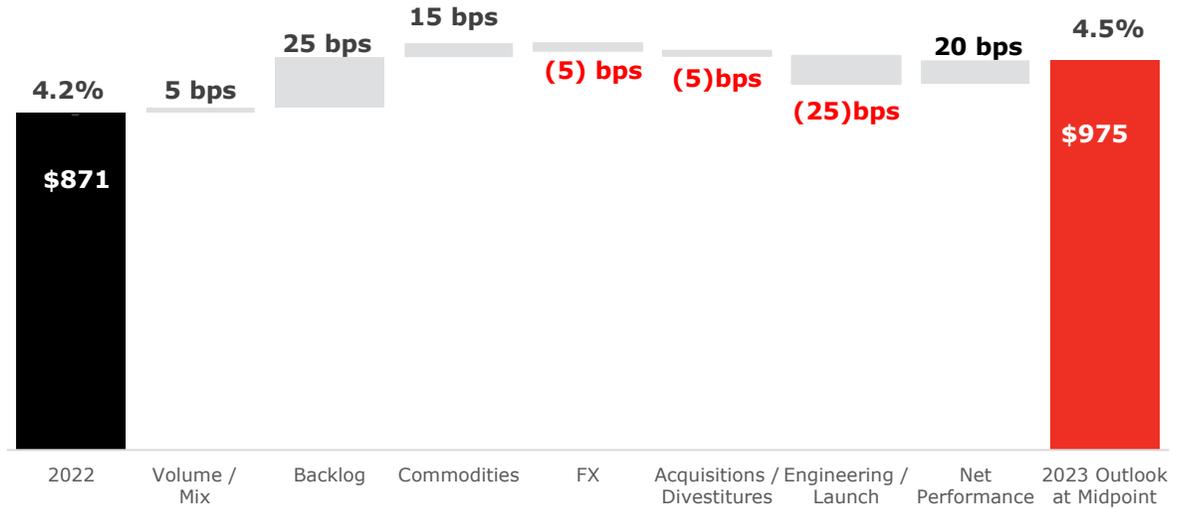
2022 Actual to 2023 Outlook – at Mid-Point

(\$ in millions)

SALES



ADJUSTED EARNINGS AND MARGIN



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Focused Strategy in Place to Drive Growth and Profitability

Strategy Outlined in Q1 2021



SEATING

Extend market leadership with priceable content

- Acquired Kongsberg to add thermal comfort capabilities
- 25% JIT market share
- Launched initial ConfigurE+ program



E-SYSTEMS

Transform through accelerated growth in connection systems and electrification

- Streamlined portfolio
- Supplying innovative products on large EV platforms
- Improved customer diversification
- Enhanced vertical integration (M&N)



OPERATIONAL EXCELLENCE

Lead in Industry 4.0 through digitalization and automation

- Developed Lear Forward Plan to enhance operational efficiencies
- Improved free cash flow conversion
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ESG

Prioritize people and planet

- Received industry recognition for excellence in ESG
- Joined Climate Group's RE100 initiative
- Developed sustainable materials (FlexAir™, ReNewKnit™)

Progress to Date

E-Systems Margin Expansion Plan – Key Drivers

CONNECTION SYSTEMS

- Leveraging ICB to grow presence in the product space
- Continued growth in Battery Plugboards
- Expanding engineered component capabilities in low-cost footprint (North Africa)
- Leveraging vertical integration capabilities to improve cost competitiveness and financial returns

Connection Systems Revenue (including internal sales)

(\$ in millions)

2022 Actual	2025 Plan	3-Year CAGR
\$ 464	\$ 750	≈17%

- Revenues up ≈\$285 million
- E-Systems Margin Impact ≈100 bps

ELECTRONICS

- Shifting resources to products with strong growth and financial returns
 - Targeting strong BDU market position (>20% share of our addressable market)
 - Focusing on powertrain agnostic body and zonal electronics
- Winding down product lines with lower risk-adjusted returns
- Launching profitable backlog

Electronics Revenue

(\$ in millions)

	2022 Actual	2025 Plan	3-Year CAGR
Core	\$ 572	\$ 975	≈20%
Wind Down	661	600	
Total	\$ 1,233	\$ 1,575	≈9%

- Core Product Revenues up ≈\$400 million
- E-Systems Margin Impact ≈125 bps

Lear Forward Plan Improves Cash Flow and Drives Shareholder Returns

- Optimize manufacturing footprint by improving capacity utilization
- Accelerate flexibility and automation in manufacturing plants
- Streamline overhead and SG&A
- Generate cost savings to partially offset elevated wage inflation
- Aggressively manage working capital
- Repurpose assets and optimize capex to improve returns on capital

Lear
FORWARD

- ✓ *Benefited fourth quarter cash flow*
- ✓ *Expect to save ≈\$50 million in 2023*
- ✓ *Targeting 80% free cash flow conversion*



Concluding Remarks

Ray Scott
President and CEO

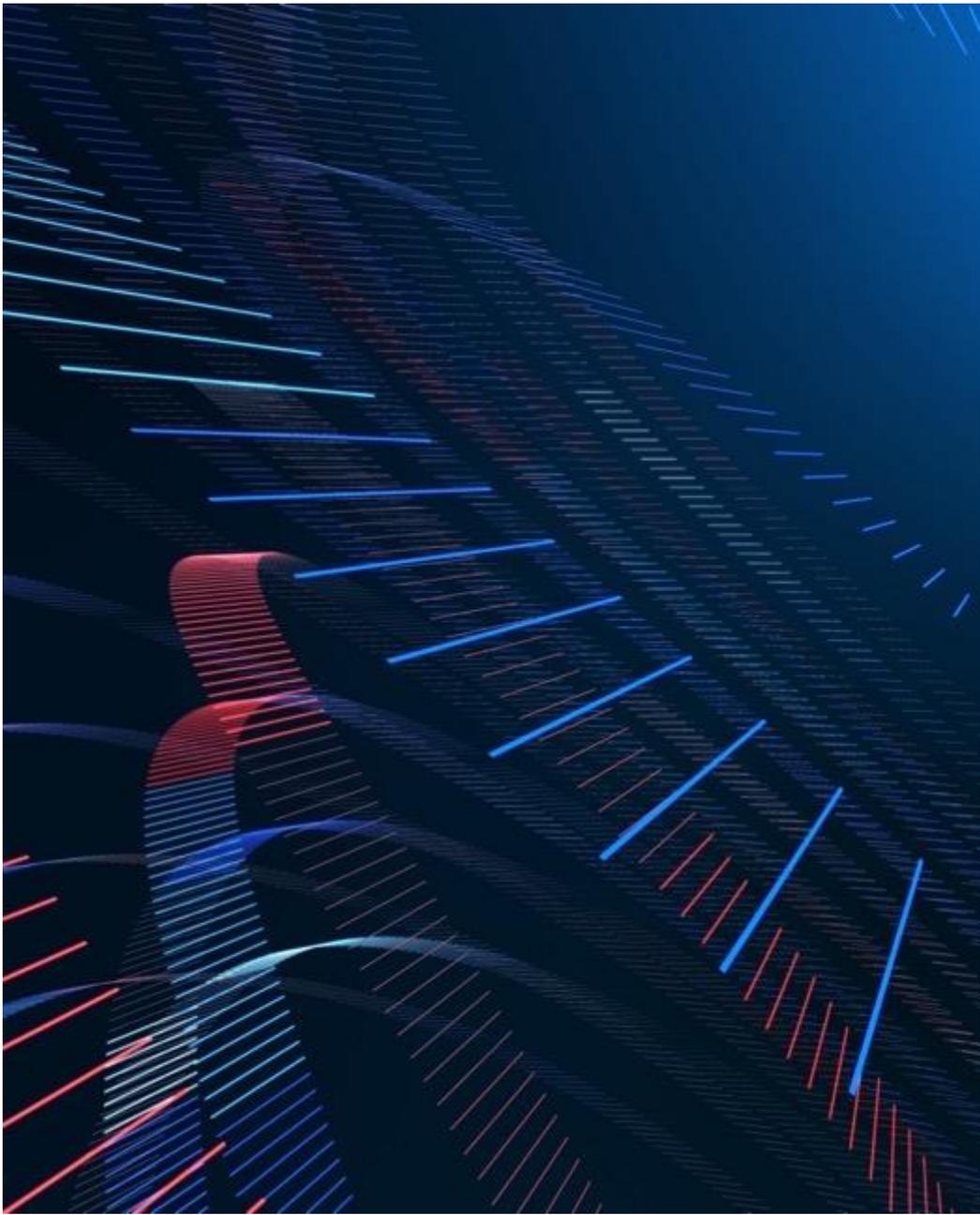
Executing for the Future

Expand Thermal Comfort Solutions

Grow Electrification and Connection Systems

Execute Lear Forward Plan

Focus on Cash Flow Generation



Appendix

Key Financials

Full Year 2022

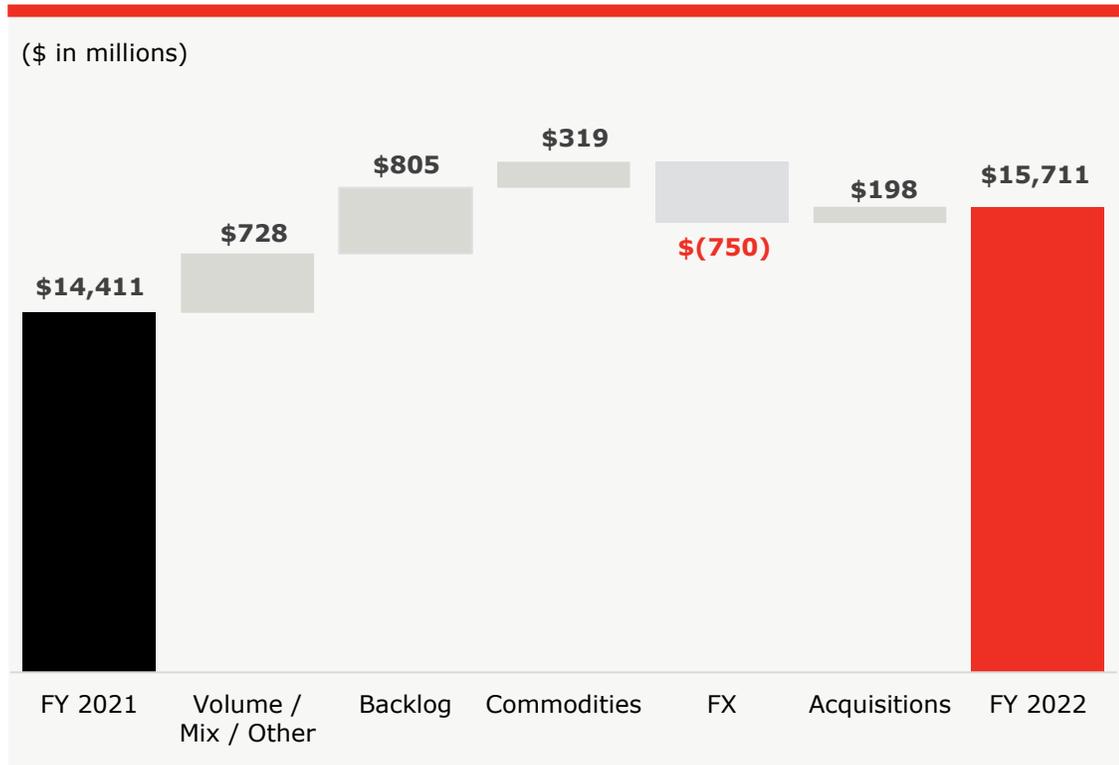
(\$ in millions, except per share amounts)

	2021	2022	YEAR-OVER-YEAR DRIVERS
Net Sales	\$19,263	\$20,892	Strong backlog, increased volume and commodity pass-through, partially offset by the impact from foreign exchange
Core Operating Earnings Operating Margin %	\$826 4.3%	\$871 4.2%	Increased sales and accretive backlog, partially offset by the impact from higher commodity costs and foreign exchange
Adjusted Earnings Per Share	\$7.94	\$8.72	Higher core earnings and increased equity earnings
Operating Cash Flow	\$670	\$1,021	Improved working capital management and higher core earnings

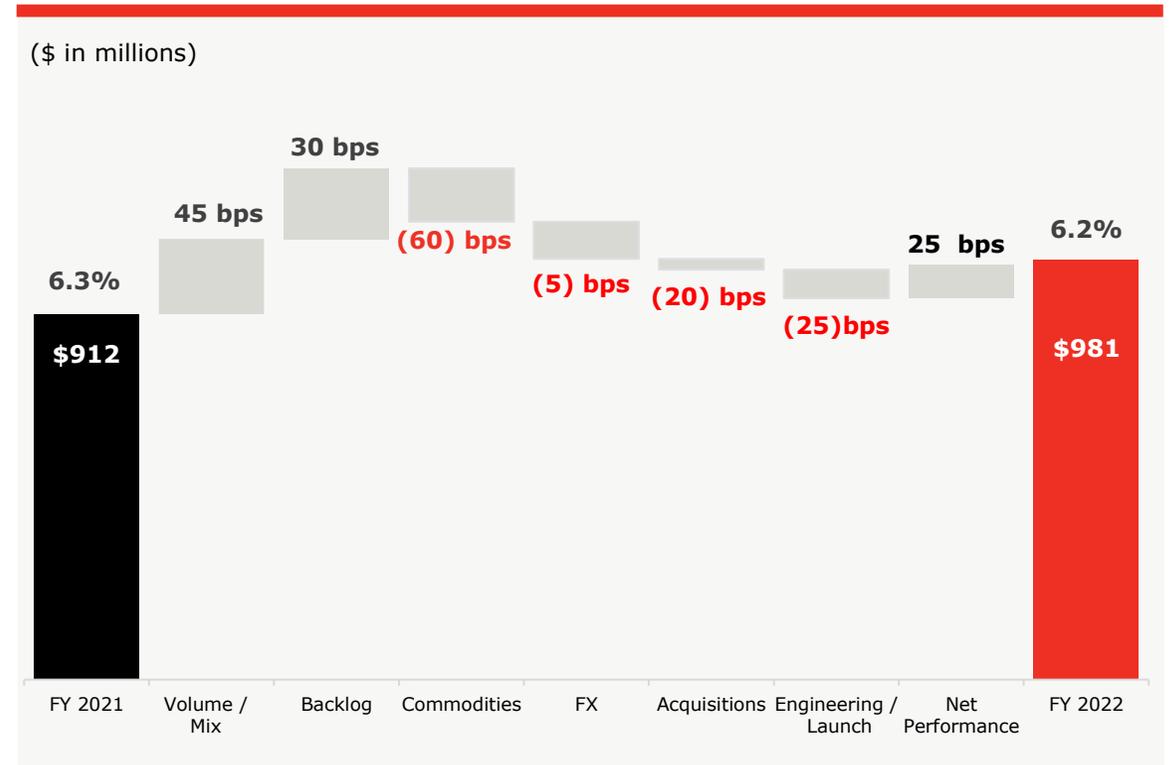
Seating Sales and Margin Drivers

Full Year 2022

SALES



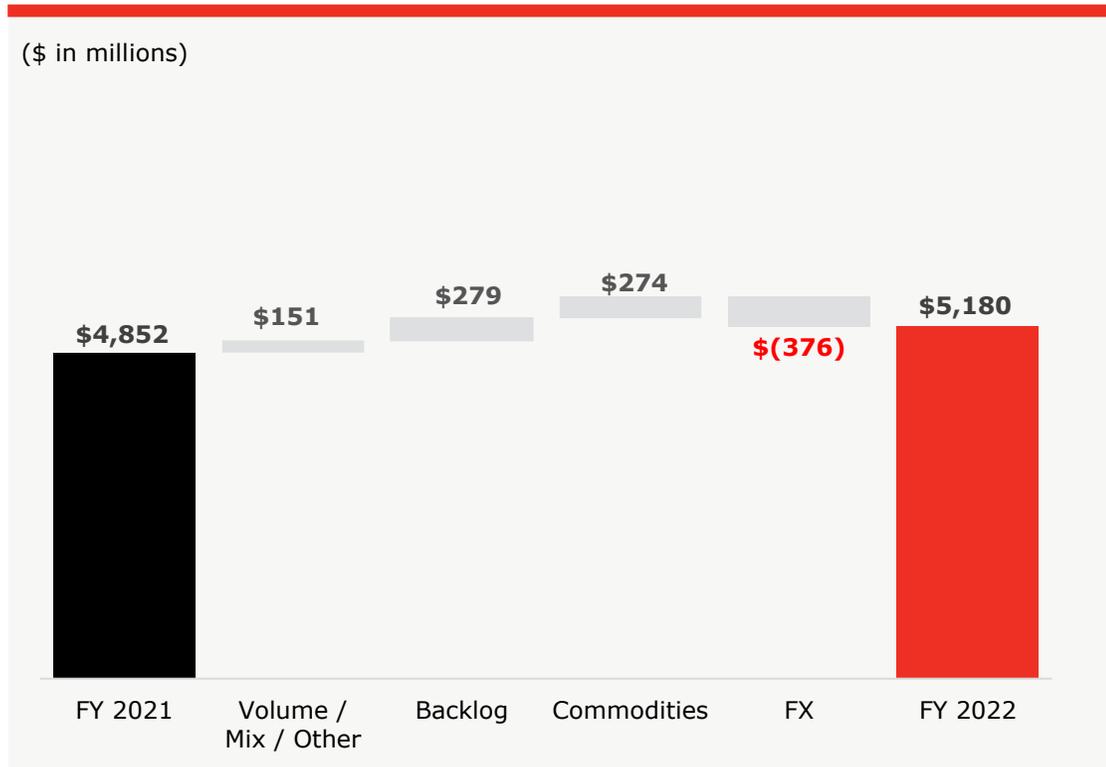
ADJUSTED EARNINGS AND MARGIN



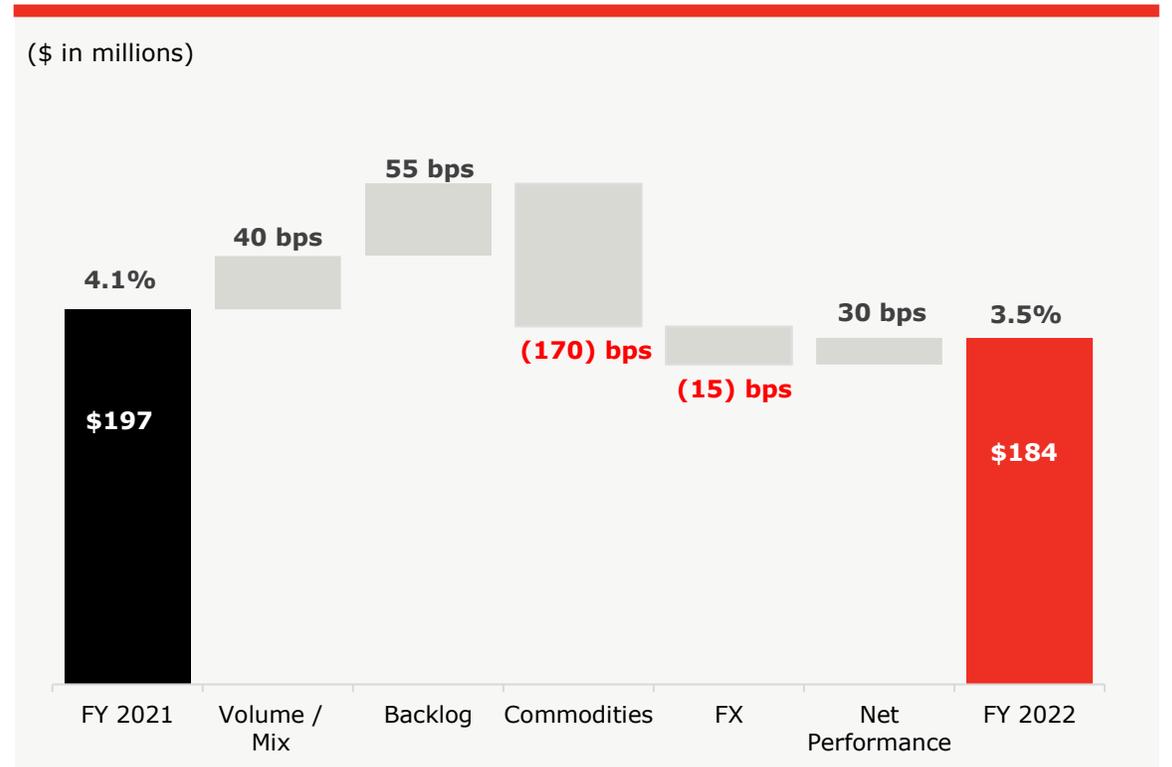
E-Systems Sales and Margin Drivers

Full Year 2022

SALES



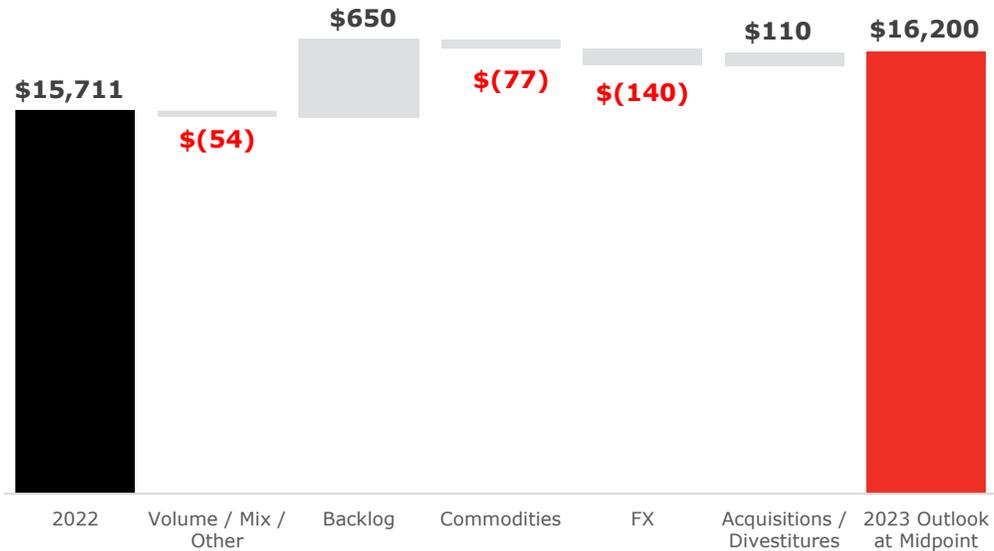
ADJUSTED EARNINGS AND MARGIN



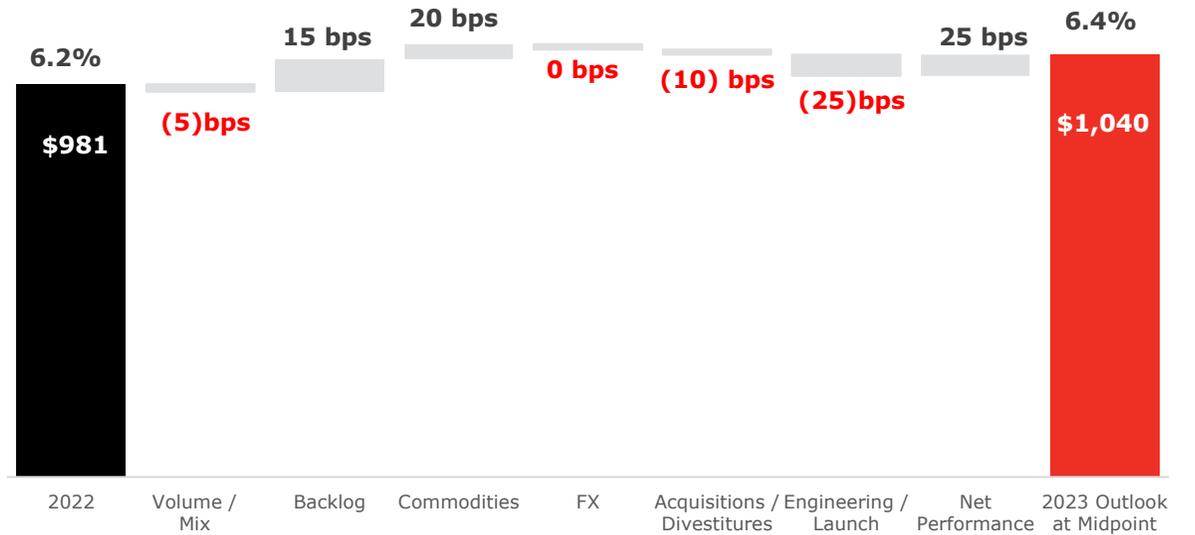
Seating 2022 Actual to 2023 Outlook – at Mid-Point

(\$ in millions)

SALES



ADJUSTED EARNINGS AND MARGIN

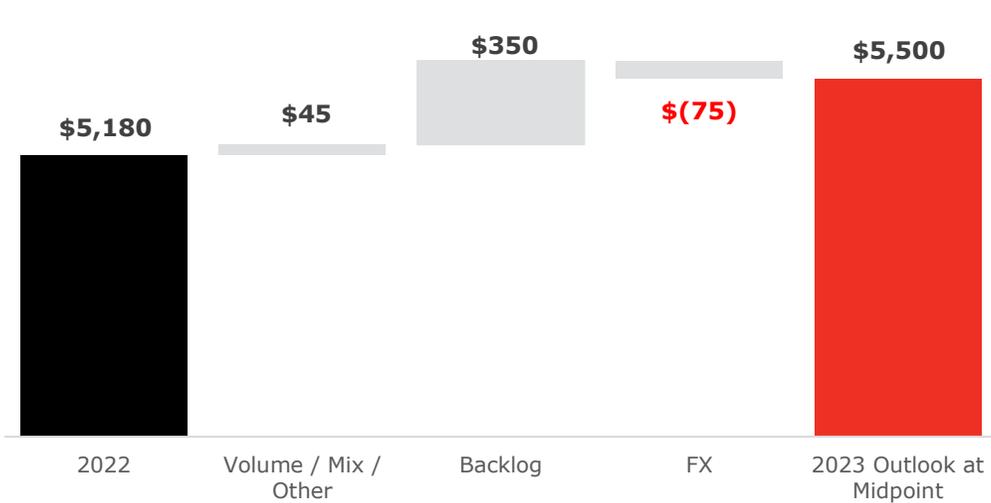


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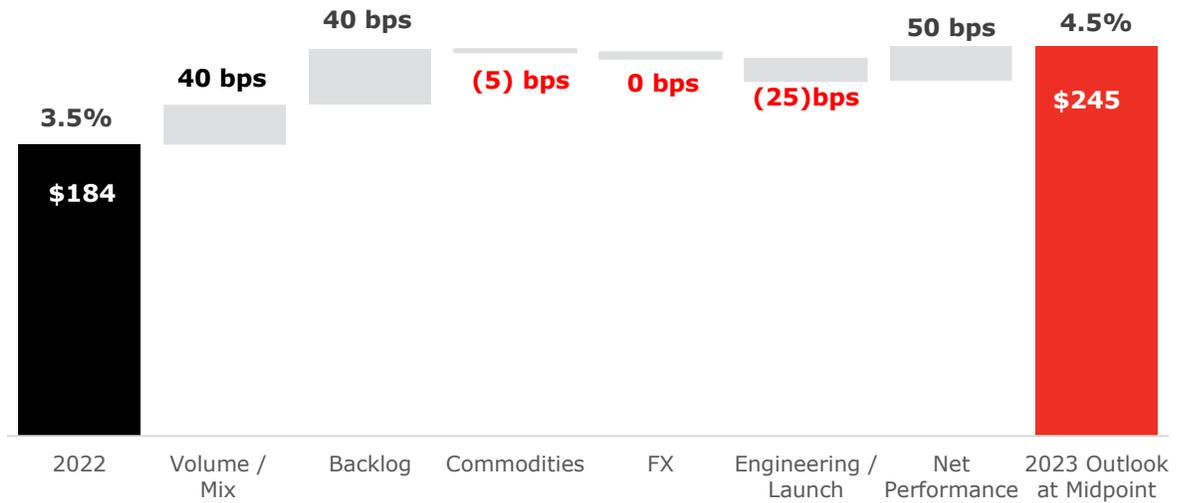
E-Systems 2022 Actual to 2023 Outlook – at Mid-Point

(\$ in millions)

SALES



ADJUSTED EARNINGS AND MARGIN



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Non-GAAP

In addition to the results reported in accordance with GAAP included throughout this presentation, the Company has provided information regarding "pretax income before equity income, interest, other (income) expense, restructuring costs and other special items" (core operating earnings or adjusted segment earnings), "pretax income before equity income, interest, other (income) expense, depreciation expense, amortization of intangible assets, restructuring costs and other special items" (adjusted EBITDA), "adjusted net income attributable to Lear" (adjusted net income), "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 (income) 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, losses on the extinguishment of debt, gains and losses on the disposal of fixed assets and the non-service cost components of net periodic benefit cost. Adjusted net income 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 capital expenditures.

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, adjusted EBITDA, adjusted net income, 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 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.

Core operating earnings, adjusted EBITDA, adjusted net income, 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 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 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.

Non-GAAP

Core Operating Earnings and Adjusted Margins (\$ in millions)	Fourth Quarter		Full Year	
	2021	2022	2021	2022
Net sales	\$4,879.8	\$5,370.9	\$ 19,263.1	\$ 20,891.5
Net income attributable to Lear	\$ 21.5	\$ 117.5	\$ 373.9	\$ 327.7
Interest expense	24.6	24.0	91.8	98.6
Other (income) expense, net	28.8	(13.4)	0.1	46.4
Income taxes	18.6	48.1	137.7	133.7
Equity in net income of affiliates	(6.7)	(12.1)	(15.8)	(33.1)
Net income attributable to noncontrolling interests	28.1	19.8	87.7	81.0
Restructuring costs and other special items -				
Costs related to restructuring actions	31.6	65.4	119.3	158.9
Acquisition costs	-	0.4	-	10.0
Acquisition-related inventory fair value	-	-	-	1.1
Impairments related to Russian operations	-	-	-	19.4
Intangible asset impairment	-	-	8.5	8.9
Costs (insurance recoveries) related to typhoon in the Philippines, net	13.2	(3.9)	13.2	-
Other	(1.3)	19.0	9.6	17.9
Core operating earnings	\$ 158.4	\$ 264.8	\$ 826.0	\$ 870.5
Adjusted margins	3.2%	4.9%	4.3%	4.2%

Non-GAAP

Adjusted Earnings Per Share (\$ in millions, except per share amounts)	Fourth Quarter		Full Year	
	2021	2022	2021	2022
Net income attributable to Lear	\$ 21.5	\$ 117.5	\$ 373.9	\$ 327.7
Costs related to restructuring actions	24.9	65.4	112.6	158.9
Acquisition costs	-	0.4	-	10.0
Acquisition-related inventory fair value adjustment	-	-	-	1.1
Gain on acquisition-related foreign exchange contract	-	(12.3)	-	(1.7)
Impairments related to Russian operations	-	-	-	19.4
Intangible asset impairment	-	-	8.5	8.9
Costs (insurance recoveries) related to typhoon in the Philippines, net	13.2	(5.3)	13.2	(1.4)
Foreign exchange (gains) losses due to foreign exchange rate volatility related to Russia	-	(4.9)	-	9.6
Favorable tax ruling in a foreign jurisdiction	0.9	-	(45.1)	-
Loss on extinguishment of debt	24.6	-	24.6	-
Loss related to affiliate	1.0	-	2.0	-
Other	(2.6)	11.9	4.2	23.6
Tax impact of special items and other net tax adjustments ¹	(9.9)	(5.2)	(14.1)	(33.6)
Adjusted net income attributable to Lear	\$ 73.6	\$ 167.5	\$ 479.8	\$ 522.5
Weighted average number of diluted shares outstanding	60.3	59.6	60.4	59.9
Diluted net income per share attributable to Lear	\$ 0.36	\$ 1.97	\$ 6.19	\$ 5.47
Adjusted earnings per share	\$ 1.22	\$ 2.81	\$ 7.94	\$ 8.72

¹ Reflects the tax effect of restructuring costs and other special items, as well as several discrete tax items. The identification of these tax items is judgmental in nature, and their calculation is based on various assumptions and estimates.

Non-GAAP

Adjusted Segment Earnings and Margins

(\$ in millions)

Net sales

Segment earnings

Restructuring costs and other special items -
 Costs related to restructuring actions
 Costs (insurance recoveries) related to typhoon
 in the Philippines, net
 Other

Adjusted segment earnings

Segment margins

Adjusted segment margins

	Fourth Quarter			
	Seating		E-Systems	
	2021	2022	2021	2022
Net sales	\$ 3,641.0	\$4,036.8	\$ 1,238.8	\$1,334.1
Segment earnings	\$ 180.4	\$ 256.4	\$ 12.8	\$ 9.7
Restructuring costs and other special items -				
Costs related to restructuring actions	18.2	18.2	11.4	46.2
Costs (insurance recoveries) related to typhoon in the Philippines, net	-	-	13.2	(4.1)
Other	0.1	0.5	0.3	12.1
Adjusted segment earnings	\$ 198.7	\$ 275.1	\$ 37.7	\$ 63.9
Segment margins	5.0%	6.4%	1.0%	0.7%
Adjusted segment margins	5.5%	6.8%	3.0%	4.8%

Non-GAAP

Adjusted Segment Earnings and Margins

(\$ in millions)

Net sales

Segment earnings

Restructuring costs and other special items -

Costs related to restructuring actions

Acquisition costs

Acquisition-related inventory fair value adjustment

Impairments related to Russian operations

Intangible asset impairment

Costs (insurance recoveries) related to typhoon

in the Philippines, net

Other

Adjusted segment earnings

Segment margins

Adjusted segment margins

	Full Year			
	Seating		E-Systems	
	2021	2022	2021	2022
Net sales	\$ 14,411.4	\$ 15,711.2	\$ 4,851.7	\$ 5,180.3
Segment earnings	\$ 851.3	\$ 893.0	\$ 121.2	\$ 74.4
Costs related to restructuring actions	59.7	65.7	52.1	87.1
Acquisition costs	-	0.1	-	-
Acquisition-related inventory fair value adjustment	-	1.1	-	-
Impairments related to Russian operations	-	19.4	-	-
Intangible asset impairment	-	-	8.5	8.9
Costs (insurance recoveries) related to typhoon in the Philippines, net	-	0.1	13.2	(0.8)
Other	1.0	1.6	1.5	13.9
Adjusted segment earnings	\$ 912.0	\$ 981.0	\$ 196.5	\$ 183.5
Segment margins	5.9%	5.7%	2.5%	1.4%
Adjusted segment margins	6.3%	6.2%	4.1%	3.5%

Non-GAAP

(\$ in millions, except per share amounts)

	Fourth Quarter 2022			
	<u>Reported</u>	<u>Restructuring Costs</u>	<u>Other Special Items</u>	<u>Adjusted</u>
Pretax Income Before Equity Income, Interest and Other Expense	\$ 183.9	\$ 65.4*	\$ 15.5*	\$ 264.8
Equity Income	<u>(12.1)</u>			<u>(12.1)</u>
Pretax Income Before Interest and Other Expense	\$ 196.0			\$ 276.9
Interest Expense	24.0			24.0
Other (Income) Expense, Net	<u>(13.4)</u>	-	(25.7)	<u>12.3</u>
Income Before Taxes	\$ 185.4			\$ 240.6
Income Taxes	<u>48.1</u>	(3.4)	(1.8)	<u>53.3</u>
Net Income	\$ 137.3			\$ 187.3
Noncontrolling Interests	<u>19.8</u>			<u>19.8</u>
Net Income Attributable to Lear	<u>\$ 117.5</u>			<u>\$ 167.5</u>
Diluted Earnings per Share	<u>\$ 1.97</u>			<u>\$ 2.81</u>

* Restructuring costs include \$60.1 million in cost of sales and \$5.3 million in SG&A. Other special items include \$10.6 million in cost of sales and \$4.9 million in SG&A.