



UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

FORM 8-K

CURRENT REPORT

Pursuant to Section 13 or 15(d) of the  
Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): **January 9, 2003**

LEAR CORPORATION

(Exact name of Registrant as specified in its charter)

**Delaware**

(State or other  
jurisdiction of  
incorporation)

**1-11311**

(Commission File Number)

**13-3386776**

(IRS Employer  
Identification  
Number)

**21557 Telegraph Road, Southfield, Michigan**

(Address of principal executive offices)

**48034**

(Zip Code)

**(248) 447-1500**

(Registrant's telephone number, including area code)

**N/A**

(Former name or former address, if changed since last report)

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[Signature](#)

[Press Release issued 1/9/03](#)

[Visual Slides from Presentation](#)

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### **Item 7. Financial Statements and Exhibits**

(c) Exhibits

99.1 Press release issued January 9, 2003, filed herewith.

99.2 Visual slides from the presentation to be made by certain officers of Lear Corporation to the New York Society of Automotive Analysts on January 9, 2003, filed herewith.

### **Item 9. Regulation FD Disclosure**

On January 9, 2003, Lear Corporation issued a press release, a copy of which is attached hereto as Exhibit 99.1 and incorporated by reference herein.

On January 9, 2003, certain officers of Lear Corporation will make a presentation to the New York Society of Automotive Analysts. The visual slides from the presentation are attached hereto as Exhibit 99.2 and incorporated by reference herein.

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**Signature**

Pursuant to the requirements of the Securities Exchange Act of 1934, as amended, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

**LEAR CORPORATION,**  
a Delaware corporation

Date: January 9, 2003

By: /s/ David C. Wajsgras

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Name: David C. Wajsgras  
Title: Senior Vice President and Chief  
Financial Officer

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**Exhibit Index**

<u>Number</u>	<u>Description</u>
99.1	Press release issued January 9, 2003, filed herewith.
99.2	Visual slides from the presentation to be made by certain officers of Lear Corporation to the New York Society of Automotive Analysts on January 9, 2003, filed herewith.

### Lear Corporation Increases Sales Backlog to \$4 Billion

**SOUTHFIELD, Mich., January 9, 2003** — Lear Corporation (NYSE: LEA) today announced that it has increased its five-year sales backlog of new business from \$3.6 billion for the 2002 through 2006 period to \$4 billion for 2003 through 2007.

Major areas of growth include a recently awarded Total Interior program from a major OEM, cockpit and instrument panel programs, electrical and electronics systems and new business with Asian OEMs.

“The total interior capability that Lear has developed in recent years coupled with our reputation for excellence in quality and delivery has recently led to several significant new business awards,” said Bob Rossiter, chairman and chief executive officer of Lear Corporation.

He continued, “The increase in the sales backlog illustrates that our strategy to achieve sales growth by leveraging our global product portfolio is working.”

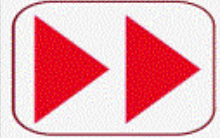
For further information on Lear, you are invited to join a Live Audio Webcast of the company’s latest presentation to automotive analysts at the 2003 Detroit Automotive Conference in Dearborn on Thursday, January 9, 2003 at 5:15 p.m. EST. This call is being webcast by CCBN and can be accessed at the corporate website at [www.lear.com](http://www.lear.com).

Lear Corporation, a Fortune 150 company headquartered in Southfield, Mich., USA, focuses on integrating complete automotive interiors, including seat systems, interior trim and electrical systems. With annual net sales of \$13.6 billion in 2001, Lear ranks as the world’s largest automotive interior supplier and the world’s fifth-largest automotive supplier. The company’s world-class products are designed, engineered and manufactured by over 115,000 employees in more than 300 facilities located in 33 countries. Information about Lear and its products is available on the Internet at [www.lear.com](http://www.lear.com).

###

**January 9, 2003**

***“fast forward”***



**LEAR**  
CORPORATION

advance relentlessly

***NYSAA Conference***  
***Dearborn, Michigan***



***Lear Total Interior Capabilities***

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**I. Strategic Overview**

**Bob Rossiter, Chairman & CEO**

**II. Customer Focus**

**Jim Vandenberghe, Vice Chairman**

**III. Shareholder Value**

**Dave Wajsgras, SVP & CFO**

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# ***Lear Profile and Strategic Overview***

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- ***Founded in 1917; LBO in 1988; Public in 1994***
- ***17 Major Acquisitions Since 1994***
  - *Last Major Acquisition: UTA Automotive (5/99)*
- ***Fortune 150 Company***
- ***World's Leading Automotive Interior Supplier***
  - *120,000 Employees*
  - *In 33 Countries*
  - *300+ Facilities*

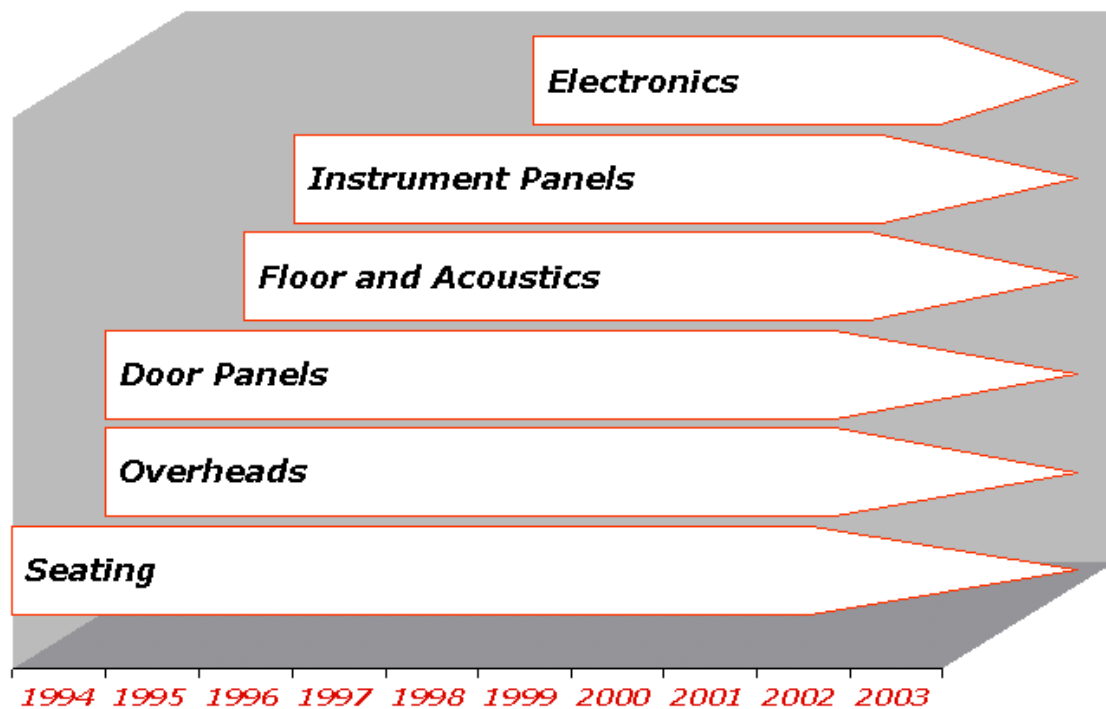
***Over 85 Years of Automotive History***

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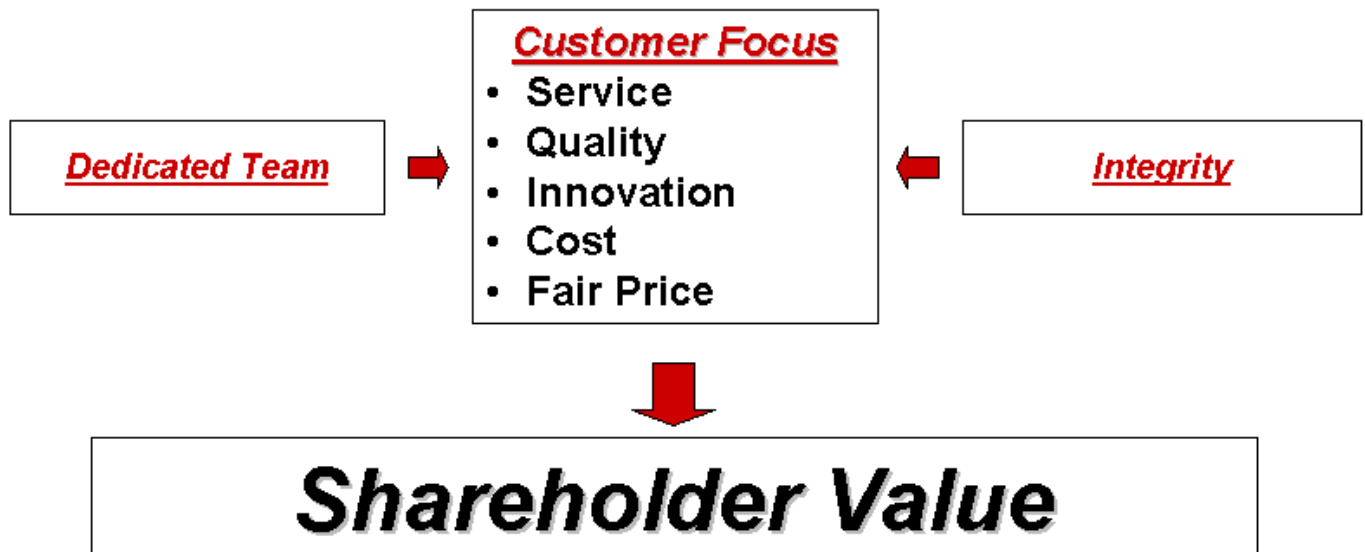
**We've Steadily Increased our  
Automotive Interior Capabilities**

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**Transformation from Seat Manufacturer to  
Integrator of Complete Automotive Interiors**

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***"To work relentlessly as a team to maximize shareholder value by consistently delivering the highest quality innovative products and services; to conduct our business with integrity; and to work in partnership with our customers to make them successful."***

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North America - Leverage our leadership position  
in total interiors

Europe - Improve our business structure  
and grow our market share

Rest of World - Aggressively expand our presence  
with Asian OEMs

***Pursue Profitable Growth Worldwide***

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# ***Customer Focus Driving Growth***

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# Lear Strategic Roadmap - - Advance Relentlessly

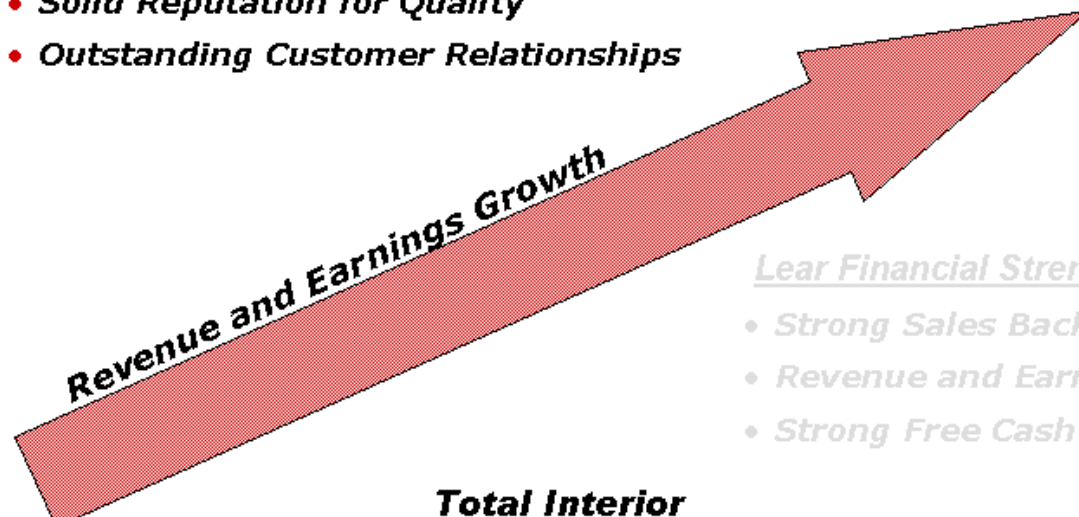
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## Lear Operating Strengths

- *Leading Global Market Position*
- *Diversified Customer Base*
- *Solid Reputation for Quality*
- *Outstanding Customer Relationships*

**Premier  
Automotive  
Supplier**



## Lear Financial Strengths

- *Strong Sales Backlog*
- *Revenue and Earnings Growth*
- *Strong Free Cash Flow*



## **Lear Has Complete Automotive Interior Capabilities**

### ***Global Positions In:***

<b><i>Seat Systems</i></b>	<b><i>#1</i></b>
<b><i>Floor &amp; Acoustic</i></b>	<b><i>#2</i></b>
<b><i>Door &amp; Panels</i></b>	<b><i>#2</i></b>
<b><i>Headliners</i></b>	<b><i>#3</i></b>
<b><i>Electronics</i></b>	<b><i>#3</i></b>
<b><i>Instrument Panels</i></b>	<b><i>#6</i></b>



- ***Disciplined Focus on Integrated Automotive Interiors***
- ***No Strategic "Hole" In Product Portfolio***
- ***Unique, Value-Added Electrical And Electronics Capabilities***

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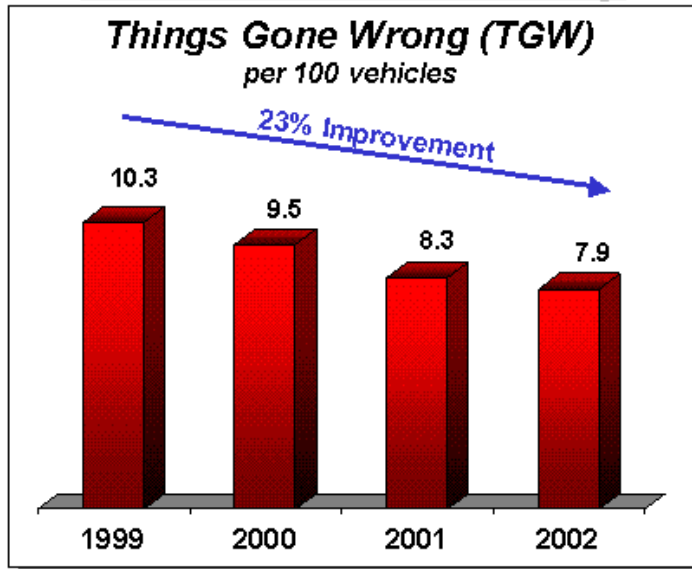
**Lear Has A Diversified Customer Base**



**Lear Content on Over 300 Nameplates Worldwide**

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**J.D. Power Seat Survey**



**Lear's Results**

- 5% improvement in 2002
- 3rd consecutive year of improvement in TGW
- Highest quality seat manufacturer that supplies multiple OEMs

***Independent J.D. Power Survey Shows Continuous Improvement in Lear's TGW***

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## Recent Industry Awards Received by Lear

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*"Supplier of the Year"*



*Three World Excellence Awards*



*Interior Excellence Award,  
5 Lear plants received Gold Awards*



*"Supplier of the Year"*



*Green Partner Award*



*Quality, Cost, Value Awards*



*Quality Master Awards*

### News Articles:

*Newsweek*

*Named Lear as a "Company of the Future"*

*Auto Interiors*

*Ranked the Ford Thunderbird and Chevy  
Avalanche 2002 "Interiors of the Year"*

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## 2003 Lear Product Highlights



## At North American International Auto Show

### **General Motors**

#### **Cadillac SRX**

Seats, trim, flooring, lift-gate

#### **Cadillac XLR**

Seats, electronics

#### **Chevrolet Malibu**

Electronics

#### **GMC Envoy XUV**

Door panels, mid-gate, console

#### **Chevrolet Corvette**

Seats

#### **Pontiac Grand Prix**

Seats, electronics

#### **Buick Ranier**

Door panels, console

### **Ford**

#### **Ford F-Series**

Seats, cockpit assembly, flooring, door panels

#### **Ford Freestyle**

Seats, trim, flooring, O/H and DVD system

#### **Lincoln Aviator**

Climate-controlled seats

#### **Ford Mustang**

Seats

#### **Ford 500 Sedan (Concept)**

Seats, trim, flooring, O/H

#### **Ford Model U (Concept)**

Lear Night Vision

### **DaimlerChrysler**

#### **Chrysler Pacifica**

Door panels, trim

#### **Dodge Durango**

Seats, flooring, O/H, electronics

### **European OEMs**

#### **Opel Vectra**

Seats, trim, electronics

#### **Saab 9-3**

Seats, I/P, trim, electronics

#### **Fiat Punto**

Seats, trim

#### **Citroen C2**

Seats

#### **Volvo XC 90**

Seats, I/P, electronics

### **Asian OEMs**

#### **Toyota Sienna**

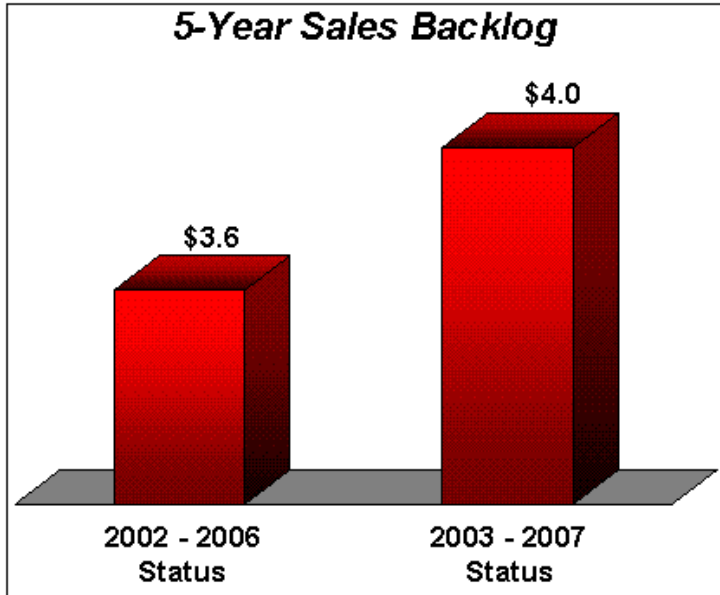
Seats, door panels

#### **Nissan Maxima**

Interior trim

#### **Mazda RX-8**

Total interior (Systems Integrator)



### **Major Areas of Growth**

- Total interior program
  - New business with Asian OEMs
  - Growing electronics
  - New IP and cockpit programs
-

**Lear Progressing from Systems Integrator  
to Total Interior Integrator**



	<b><u>Systems Integrator</u></b>	<b><u>Total Interior Integrator</u></b>
<i>Design</i>	<i>OEM Lead</i>	<i>Supplier Lead</i>
<i>Engineering</i>	<i>Shared</i>	<i>Supplier Lead</i>
<i>Sourcing</i>	<i>OEM Directed</i>	<i>Supplier Directed</i>
<i>Manufacturing</i>	<i>Supplier</i>	<i>Supplier</i>
<i>Sub-Assembly</i>	<i>Supplier</i>	<i>Supplier</i>
<i>Sequencing</i>	<i>Supplier</i>	<i>Supplier</i>
<i>Lear Examples</i>	<i>Chrysler Minivans</i> <i>Ford Thunderbird</i> <i>Mazda RX-8</i> <i>Mahindra Scorpio</i>	<p><b>First Total Interior program ever awarded by a major OEM</b></p>



# ***Delivering Shareholder Value***

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# **Lear Strategic Roadmap - - Advance Relentlessly**

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## Lear Operating Strengths

- *Leading Global Market Position*
- *Diversified Customer Base*
- *Solid Reputation for Quality*
- *Outstanding Customer Relationships*

**Premier  
Automotive  
Supplier**

**Revenue and Earnings Growth**


## Lear Financial Strengths

- **Strong Sales Backlog**
- **Revenue and Earnings Growth**
- **Strong Free Cash Flow**

**Seats** → **Total Interior Capabilities** → **Interior Integration**

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***We are keenly focused on:***

- *Growing our business profitably*
- *Improving our margins*
- *Generating cash*  *Reducing debt*
- *Improving ROIC*
- *Transparency*

***Meeting Our Commitments and  
Delivering Shareholder Value***

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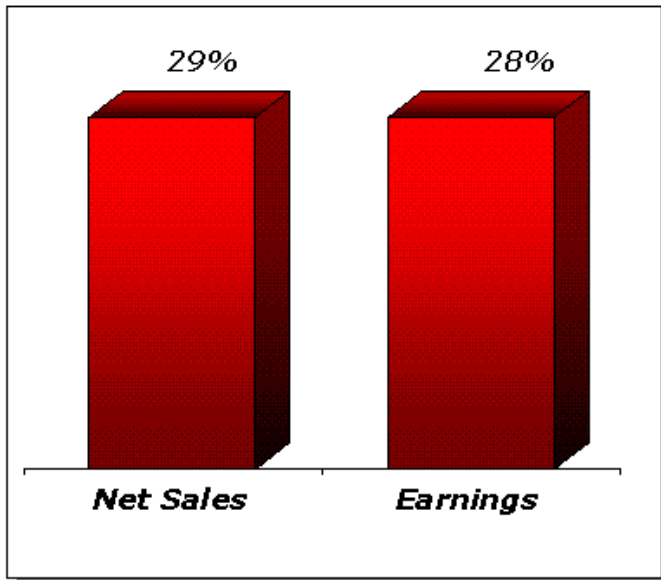
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## **Focused Strategy has Led to Profitable Growth for Lear**

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### **Average Annual Increase**



### **10 Years of Growth**

- Net sales increased from \$1 billion to \$14 billion
- 17 major acquisitions during this period
- 60% acquisition growth
- 40% organic growth
- Lear now ranks 150 among the Fortune 500

***Lear Ranks 10th in the Fortune 500 - 10 Year Sales Growth Rankings***

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### *How we Define it...*

#### **Prior Backlog**

- + New / Replacement Programs
- Roll-off / Lost Programs
- /+ Projected Pricing / Additional Content
- +/- Foreign Exchange
- = New Backlog

***Realistic Proxy for Forecasting our  
"Top Line" Growth***

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**Industry Production\*****Change from Prior**

North America - 16 million	No Change
Western Europe - 16 million	No Change
South America - 1.9 million	No Change
Asia Pacific - Program Specific	No Change
Currency - Euro / US Dollar Parity	Stronger Euro

\* Assumes J.D. Power and Associates market share projections

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## Sales Backlog Grows to \$4.0 Billion



	<u>Amount (Bils)</u>	
2002 - 2006 Backlog	\$ 3.6	<b>\$1.1 Billion Net Growth</b>
Roll-off of 2002	(0.8)	
2003 - 2006	0.6	
Add-on 2007	0.5	
Foreign Exchange	0.1	
	<u>    </u>	
2003 - 2007 Backlog	<u>\$ 4.0</u>	

- Total interior program
- New business with Asian OEMs

- Growing electronics
- New IP and cockpit programs

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## **Customer, Geographic and Product Diversification Improves**

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### **Present Backlog** (millions)

2003	\$ 900
2003 - 2005	\$ 2,500
2003 - 2007	<b>\$ 4,000</b>

### **Backlog By Customer**

Big 3	45 %
European	30 %
Asian	25 %

### **Backlog By Region**

North America	40 %
Europe	45 %
Rest of World	15 %

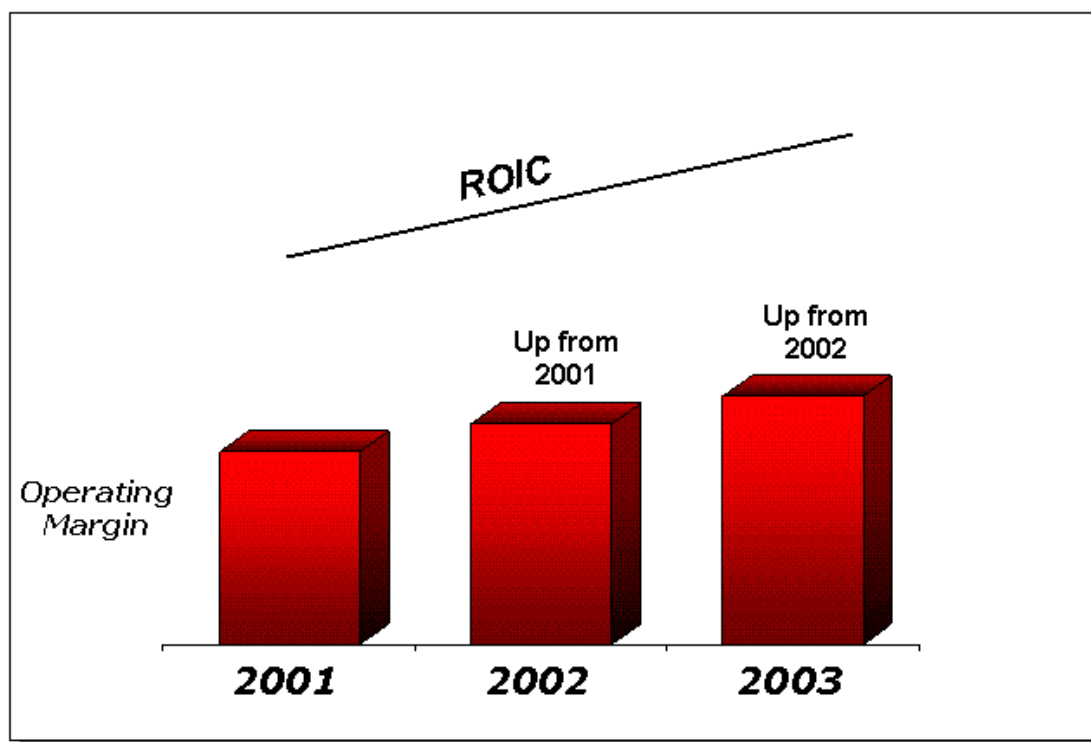
### **Backlog By Product**

Seats	35 %
Electronics	25 %
Interiors	40 %

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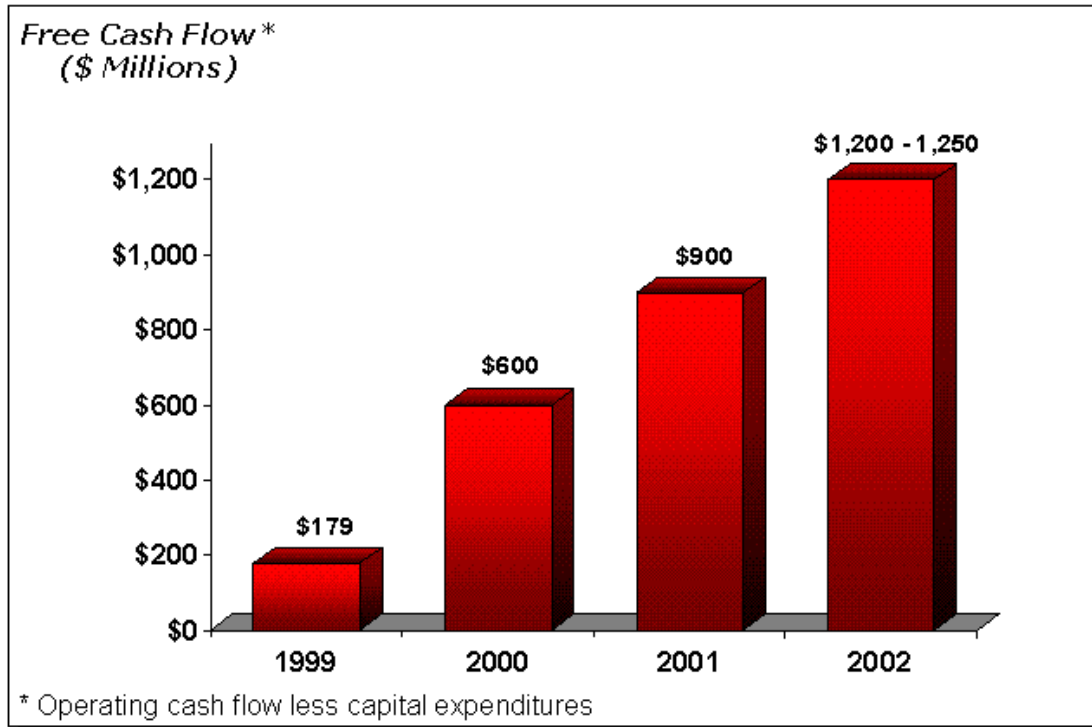


- *Customer diversification improves*
  - *Asian OEMs and transplants now 25%*
  - *IP's and cockpits now represent 25%*
  - *Growth in higher margin segments, primarily electrical and electronics systems*
  - *Includes first-ever Total Interior program*
  - *Backlog now stands at the highest-ever absolute level and percent of annual sales*
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***Lear Continues to Improve Margins & ROIC***

## Cumulative Free Cash Flow Since 1999



***Lear has Generated Over \$1 Billion in Free Cash Flow Since 1999***

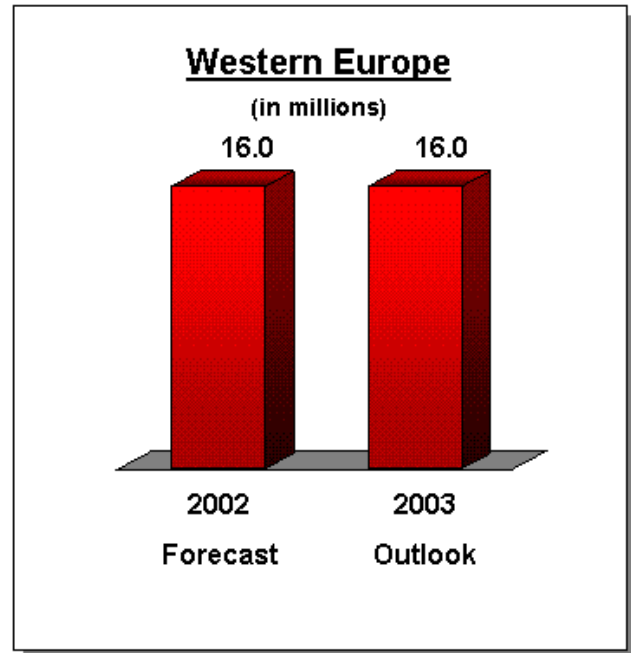
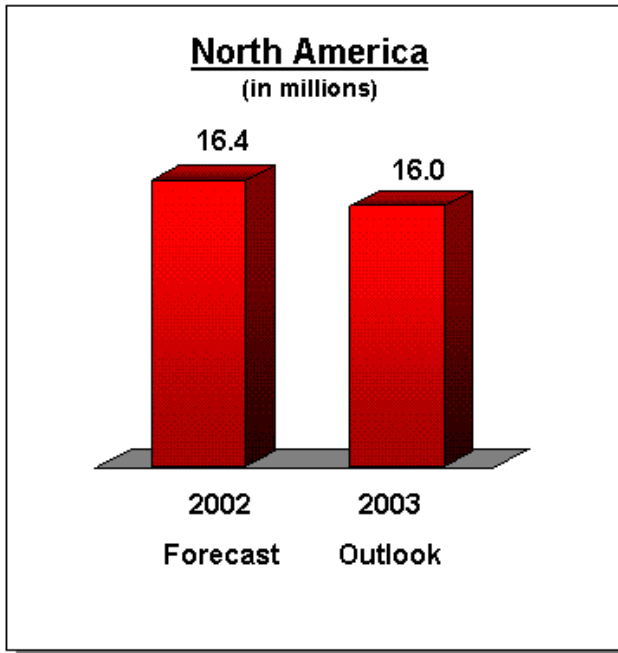
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## **Preliminary 2003 Outlook**



## **Vehicle Production Assumptions**

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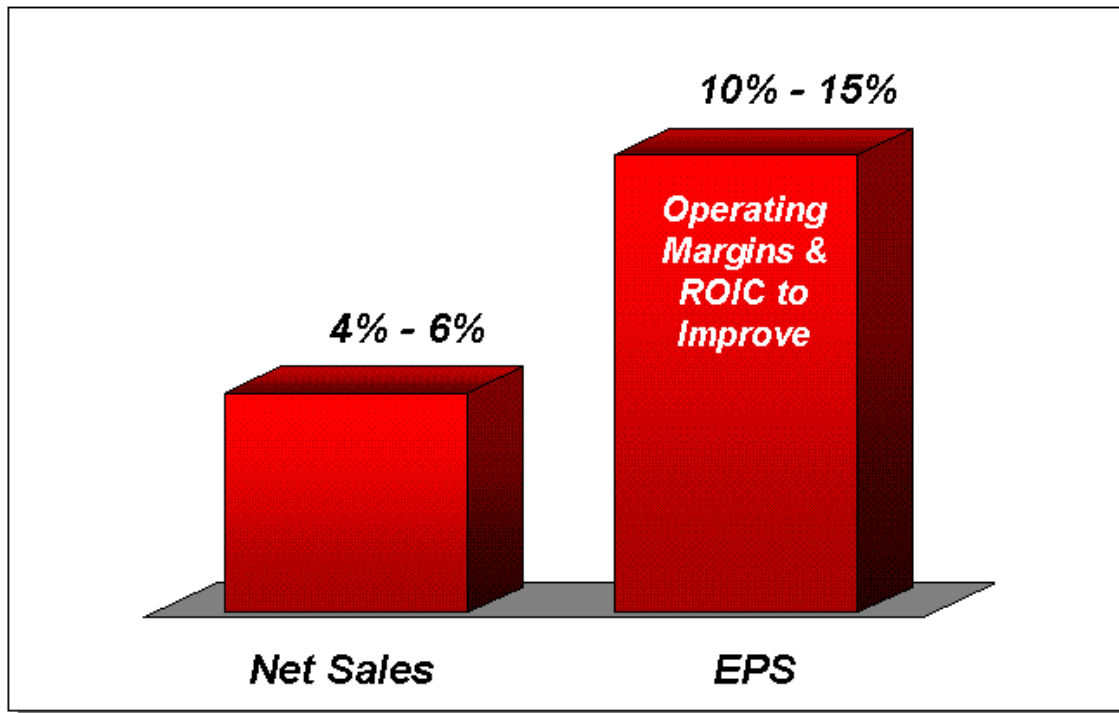
***2003 Production Down in North America;  
Flat in Western Europe***

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**Preliminary 2003 Outlook**  
**Net Sales and Earnings Growth**

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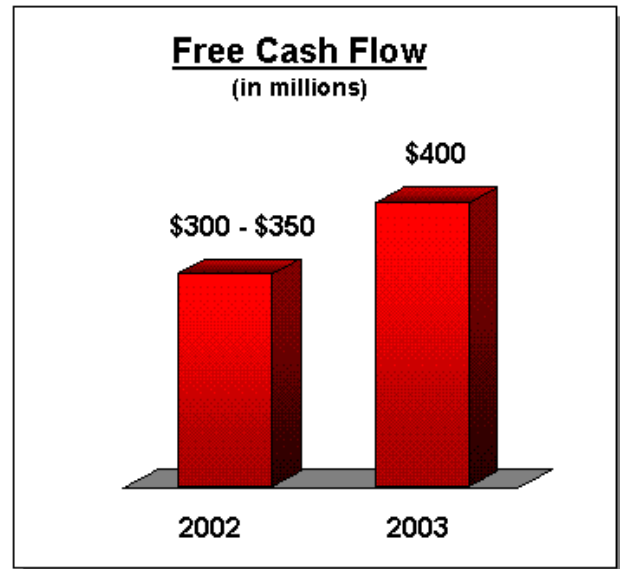
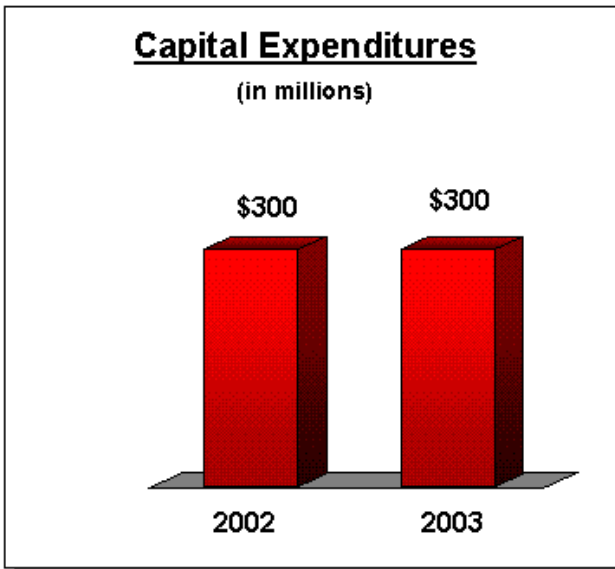
***Another Solid Year of Sales and Earnings Growth***

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# Preliminary 2003 Outlook



## Capital Spending and Free Cash Flow



<b>Depreciation:</b> \$300 M	\$300 M	<b>Interest Expense:</b> ≈ \$215 M	\$200 M
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**2003 Capital Spending Flat;  
Free Cash Flow Increases to \$400 Million Range**

- **Lear is well positioned for growth with total interiors; backlog at highest level ever**
- **Operating margins improving**
- **Double-digit earnings per share growth**
- **Continuing strong free cash flow and debt reduction**
- **Solid and improving capital structure**
- **Operational excellence -- quality, cost, speed, innovation and customer satisfaction**
- **Customer-Focused and Shareholder-Driven**

***A Leading Position in the Fastest Growing Segment in the Automotive Industry***

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**LEAR**  
CORPORATION

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ADVANCE RELENTLESSLY™

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NYSE: LEA

[www.lear.com](http://www.lear.com)

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## ***Forward Looking Statement***

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This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding anticipated financial results. 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 we operate, including changes in interest rates and fuel prices, fluctuations in the production of vehicles for which we are a supplier, labor disputes involving us or our significant customers, our success in achieving cost reductions that offset or exceed customer-mandated selling price reductions, increases in our warranty costs, risks associated with conducting business in foreign countries, fluctuations in currency exchange rates, adverse changes in economic conditions or political instability in the jurisdictions in which we operate, raw material shortages, unanticipated changes in free cash flow and other risks detailed from time to time in our Securities and Exchange Commission filings. These forward-looking statements are made as of the date hereof, and we do not assume any obligation to update them.