



Roger Koenigsknecht

2023

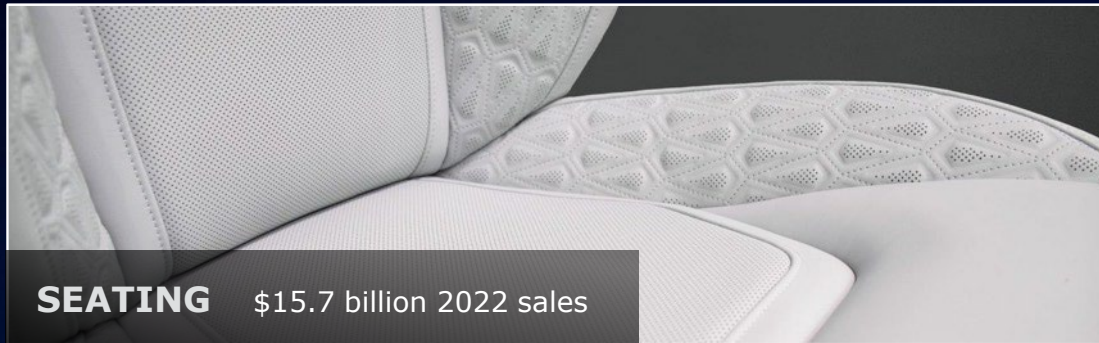
Making every drive better™

Up on the Roof – Growing up Swinging Hammers



Lear At A Glance

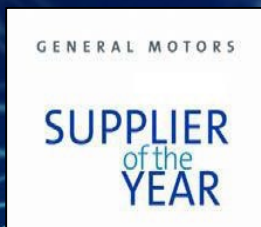
A Global Automotive Supplier – Sales of \$20.9 Billion in 2022



SEATING \$15.7 billion 2022 sales



E-SYSTEMS \$5.2 billion 2022 sales



Quality First
Recognized for our achievements and commitment to industrial development and production

~168,700 EMPLOYEES GLOBALLY

Industry leading talent and technical expertise

253 FACILITIES IN 37 COUNTRIES

Global engineering and manufacturing footprint

450 VEHICLE NAMEPLATES

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

100+ YEAR HERITAGE

As an automotive supplier

Committed to our Values
Be Inclusive, Be Inventive, Get Results the Right Way.

Lear's Products are Aligned with Industry Trends

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



Autonomy



Connectivity



Electrification



Shared Mobility



Seating Core Product Portfolio

Comprehensive product portfolio driving better in-vehicle experiences

+ COMPLETE SEAT SYSTEMS

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

+ SURFACE MATERIALS

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

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



+ THERMAL COMFORT

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

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

+ STRUCTURES

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

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

E-Systems Product Portfolio

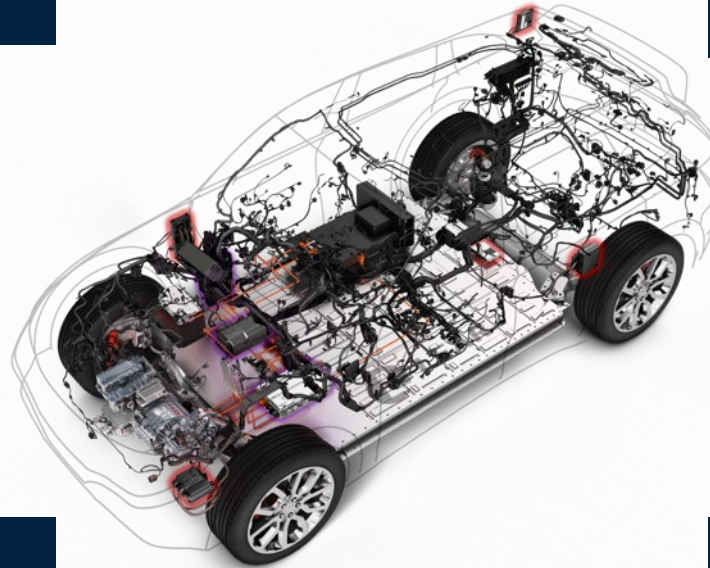
Delivering expertise across complete electrical architectures

+ ELECTRICAL DISTRIBUTION SYSTEMS

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

+ CONNECTION SYSTEMS

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



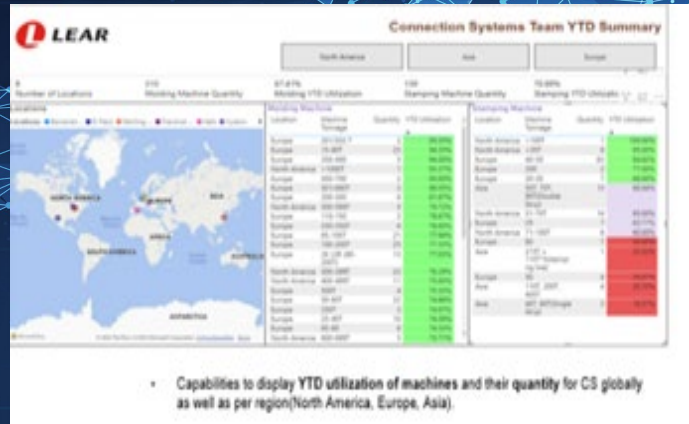
+ BATTERY DISCONNECT UNITS AND ELECTRONIC PRODUCTS

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

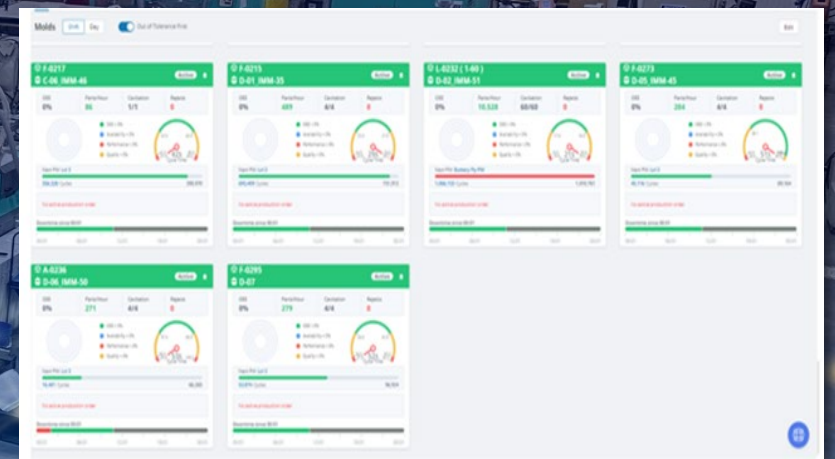
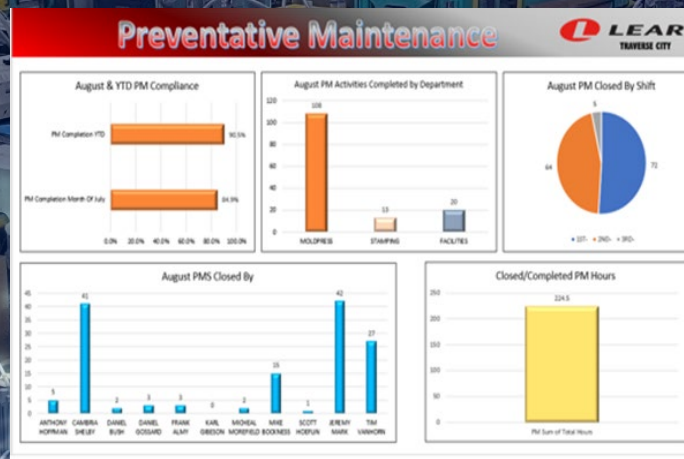
+ ELECTRIFICATION

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

Global Capability and Utilization BI Dashboard



Traverse City Industry 4.0 Initiatives



Let me tell you how I got these changes done:



Identify the Need/Issue



Find the talent in the organization or outside that can be your Citizen Developer



Give them the tools to be successful by immersing them in the business



Use the Data actively by creating a dashboard that is used daily



Take emotion out of the business and use data to move yourself and the business forward

