



February 4, 2026

Fourth Quarter and Full Year 2025 Financial Results

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,” “targets” 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 press release 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, 2024, its Quarterly Reports on Form 10-Q for the quarters ended March 29, 2025, June 28, 2025, and September 27, 2025, 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, and our ability to mitigate the effects of, U.S. or foreign policies regarding trade, including tariffs and export restrictions and any changes to tariffs or export restrictions, any resulting volume reductions or changes in vehicle production schedules by our customers, the duration and scope of any government shutdown and any other industry disruptions, supply chain disruptions, labor disruptions, unforeseen operational disruptions impacting our customers, 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 core sales backlog. The Company's core sales backlog reflects anticipated net sales from formally awarded new programs less lost and discontinued programs and excludes the impact of non-core products winding down in our E-Systems business. 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 core sales backlog does not reflect customer price reductions on existing or newly awarded programs. The core 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 2025

Q4 2025

FY 2025

SALES

\$6.0B

\$23.3B

CORE OPERATING
EARNINGS

\$259M

\$1.1B

ADJUSTED
EARNINGS PER SHARE

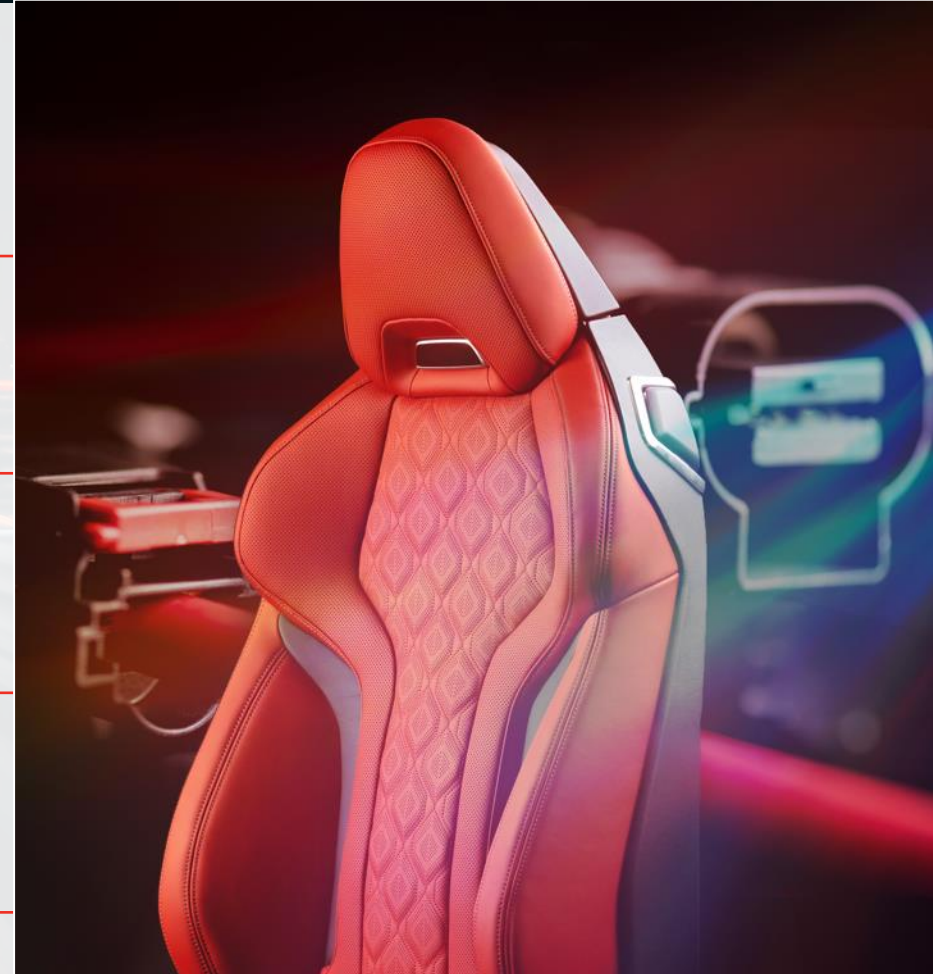
\$3.41

\$12.80

OPERATING
CASH FLOW

\$476M

\$1.1B



2025 Highlights

Extending Seating global leadership

Expanding E-Systems margins through focused portfolio

Growing our capabilities in operational excellence through IDEA by Lear™

Supporting sustainable value creation with disciplined capital allocation

- ✓ **Awarded complete seat assembly on a major truck program from an American automaker**, the largest conquest award in Lear's history
- ✓ **Lear will be supporting General Motors as the supplier of complete seats for Orion Assembly**, building on our strong track record as the seating supplier for full-size pickups and SUVs
- ✓ **Awarded several complete seat programs in Q4** with Chinese domestic automakers, including Changan, Dongfeng and Leapmotor, and a thermal comfort program with BYD
- ✓ **Awarded nine wire and several electronics and connection systems programs in Q4**, including with key Chinese domestic automakers BAIC, Geely and SAIC in Asia and the VW Group in Europe and South America
- ✓ **Secured ≈\$1.4 billion of E-Systems business awards**, the largest annual total in over a decade
- ✓ **Delivered record full-year operating performance of ≈\$195 million**, generating ≈60 basis points in Seating and ≈110 basis points in E-Systems

- ✓ **Repurchased \$325 million of Lear shares** and paid \$165 million in dividends
- ✓ **Completed first cohort of the Lear Fellowship program with Palantir**, the first of its kind, to accelerate our digital and AI capabilities
- ✓ **Achieved seven top-four finishes** in the **J.D. Power 2025 U.S. Seat Quality and Satisfaction StudySM**, more than any other seating competitor for the third consecutive year
- ✓ **Received a record 11 quality awards in E-Systems in 2025**, demonstrating the success of our multi-year **operational efficiency** and **quality improvement initiatives** across our manufacturing facilities
- ✓ **Won a 2025 Automotive News PACE award** for our innovative Zone Control Module featuring a highly configurable software solution
- ✓ **Obtained operating control of key joint ventures in China** supporting several BYD and Seres vehicles
- ✓ **Acquired StoneShield Engineering** to enhance our IDEA by Lear™ advanced automation capabilities, improving our wire harness production efficiency in E-Systems

Historic Seating Onshoring and Conquest Awards

Supplier of complete seats
for General Motors' Orion
Assembly

*Building on our strong track record
as the seating supplier for full-size
pickups and SUVs*

The largest Seating conquest award in Lear's history

- ✓ Awarded complete-seats with an American automaker for a future truck program

Winning conquest business in China

- ✓ Leapmotor C11
- ✓ BMW X7

Accelerating Innovation in Thermal Comfort Systems

MODULARITY

33 total awards
with **15 customers**

9 programs in production
across **all regions**

14 programs
launching in **2026**

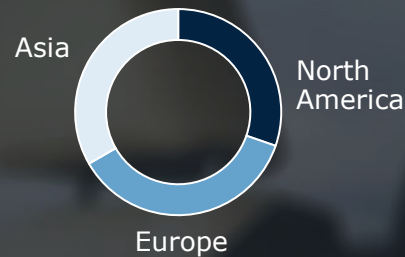
28 AWARDS: ComfortFlex™ | IntU™
by LEAR

4 AWARDS: ComfortMax™
by LEAR

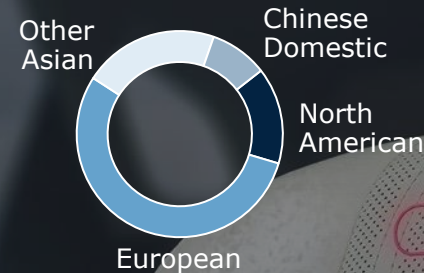
1 AWARD: FLEXAIR®
by LEAR

≈\$170M estimated average annual sales

AWARDS BY REGION



AWARDS BY AUTOMAKER TYPE



2026 KEY MODULARITY LAUNCHES

ComfortFlex by Lear™

- BYD Z7
- Mercedes C-Class EQ / GLC EQ
- Seres M6
- Hyundai Tucson / Kona
- Leapmotor C10
- Jeep Grand Wagoneer
- BMW X3
- Volvo EX60

ComfortMax Seat by Lear™

- Chevrolet Colorado / GMC Canyon
- Ceer P500 / P600 / P650

CORE COMPONENTS

≈\$80M of awards
in **2025**

2025 KEY CONQUEST AWARDS

Seat Heat

- BMW 5 / 7 / 8 Series
- Global EV Automaker

2026 KEY LAUNCHES

Seat Heat

- Ferrari future EV

Lumbar

- Chevrolet Silverado / GMC Sierra

Massage

- AVATR 07 (Changan)

Industry Leader in Automation and Digital Transformation



ComfortFlex by Lear™



ComfortMax by Lear™



FlexAir®

Industry first facility for fully-automated assembly of ComfortFlex by Lear™, ComfortMax by Lear™ and FlexAir®

AUTOMATION CAPABILITIES



- ✓ High performance vision systems
- ✓ Automated material movement
- ✓ Automated end of line testing

- ✓ Customized robotics and AI solutions
- ✓ Automated taping applications
- ✓ Precision cutting

DIGITAL TRANSFORMATION

- Launched the Lear Fellowship program with Palantir to accelerate our digital and AI capabilities
- ≈17,000 users and over 300 applications for digital tools built on the Foundry platform
- Completed 1st cohort of Lear Fellowship program, launching 2nd cohort in Europe in Q1 2026
 - 1st cohort: 68 projects in process

2025 Key Growth and Margin Improvement Metrics Scorecard

Growth Metric	2025 Target	2025 Results
Conquest Wins - JIT	Progress expected	American automaker truck, BMW X7 and Leapmotor C11
Conquest Wins - Wire	Progress expected	American automaker truck, Global EV automaker programs, and Jeep Cherokee and Wrangler
Thermal Comfort / Modularity Awards	Supports revenue growth	16 awards with 11 automakers
Awards with Chinese Domestic Automakers	In China and globally	BAIC, BYD, Dongfeng, FAW, Leapmotor, SAIC, Seres and XPeng

Margin Improvement Metric	2025 Target	2025 Results
IDEA / Automation Savings	≈\$75 million	≈\$70 million
Restructuring Savings	≈\$55 million	≈\$85 million
Global Hourly Headcount Reduction	≈10,000 reduction	≈7,000 reduction
Net Performance	Seating ≈40 bps E-Systems ≈80 bps	Seating ≈60 bps E-Systems ≈110 bps

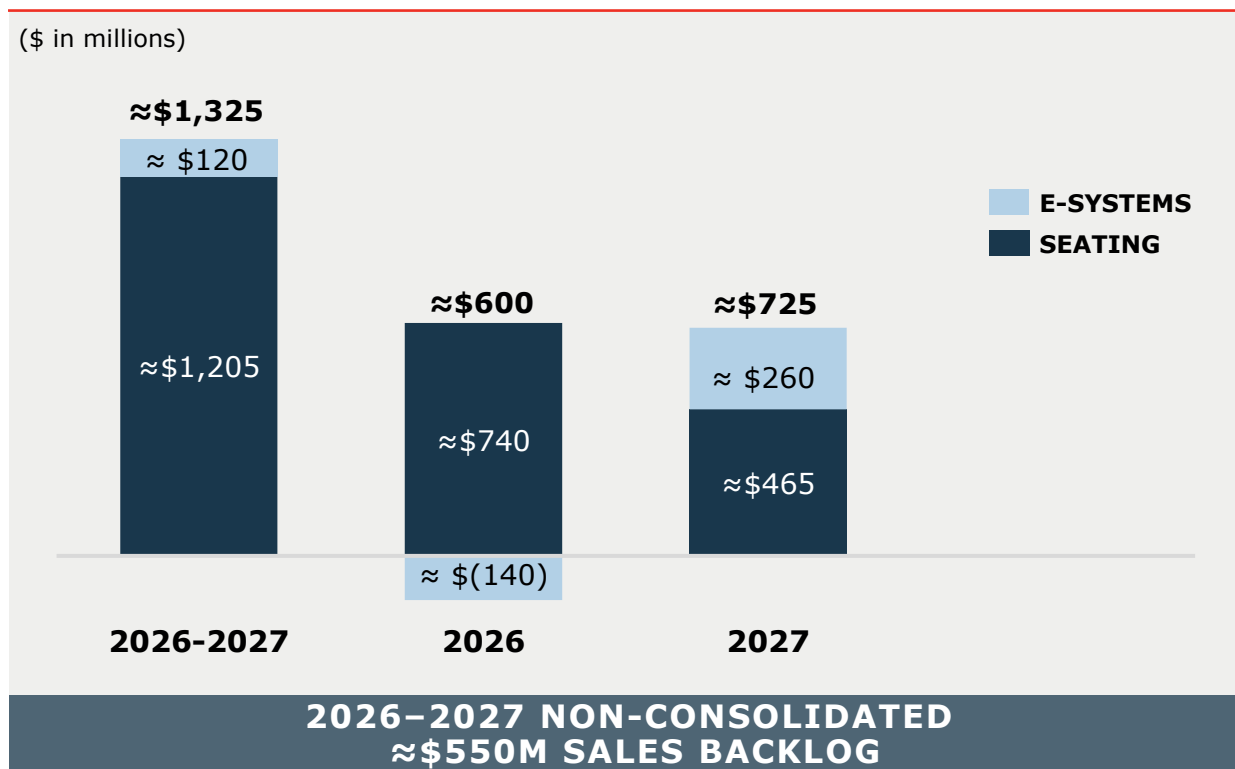
2026 Key Growth and Margin Improvement Metrics Scorecard

Growth Metric	2026 Target
Conquest Wins - JIT	Continued progress expected
Conquest Wins - Wire	Continued progress expected
Thermal Comfort / Modularity Awards	Supports revenue growth
Awards with Chinese Domestic Automakers	Supports mid-term China revenue target of >50% from Chinese domestic automakers

Margin Improvement Metric	2026 Target
IDEA / Automation Savings	≈\$75 million
Restructuring Savings	≈\$80 million
Net Performance	Seating ≈40 bps E-Systems ≈80 bps

Core Sales Backlog (Net New Awarded Business)

2026–2027 CONSOLIDATED ≈\$1.325B SALES BACKLOG*



KEY BACKLOG PROGRAMS

SEATING

- Audi Q7 / Q9 (Europe)
- Jeep Cherokee (North America)
- Seres M6 / M7 / M8 (Asia)
- BMW iX3 (Europe)
- Mercedes GLC EQ (Europe and Asia)
- Mercedes GLE (Asia)

E-SYSTEMS

- BMW Neue Klasse (Europe)
- Volvo EX30 (Europe)
- Renault Oroch (South America)
- Wire programs for a Global EV automakers (North America)

* The impact from the wind-down of non-core products in E-Systems is not included in sales backlog. The impact is expected to be \$120-\$130 million in 2026 and \$215-\$230 million in 2027.



Financial Review

Jason Cardew
Senior Vice President and CFO

Strong 2025 Builds Momentum for 2026

FINISHED THE YEAR STRONG IN Q4 2025

- ✓ Total company sales increased 5% year-over-year
- ✓ Adjusted EPS increased by 16% year-over-year
- ✓ Seating outgrew the industry by 2 percentage points
- ✓ E-Systems margins improved ≈ 30 basis points year-over-year on strong net performance

MET OR EXCEEDED KEY 2025 INITIATIVES

- ✓ Delivered record net performance of $\approx \$195$ million, while increasing target each quarter
- ✓ Generated ≈ 60 basis points in Seating and ≈ 110 basis points in E-Systems of net performance, exceeding targets of ≈ 40 and ≈ 80 basis points, respectively
- ✓ Strong free cash flow generation of \$527 million with a 77% conversion
- ✓ Repurchased \$325 million of shares, \$75 million above original \$250 million target

CONTINUING MOMENTUM INTO 2026

- ✓ Increasing year-over-year revenue, operating income, margins and free cash flow at midpoint of our guidance
- ✓ Grew two-year backlog by \$125 million to \$1.325 billion
- ✓ Committed to meeting or exceeding key growth and margin improvement targets
- ✓ Targeting share repurchases of greater than \$300 million driven by free cash flow conversion above 80%

Global Vehicle Production and Currency

Fourth Quarter 2025

INDUSTRY PRODUCTION

(units in millions)

GLOBAL		NORTH AMERICA		EUROPE AND AFRICA		CHINA	
Q4 2024	24.1	3.6	4.4	9.2			
Q4 2025	24.4	3.6	4.4	9.5			
UP 1% YOY		FLAT YOY	DOWN 2% YOY	UP 3% YOY			
Lear Sales-Weighted Basis							
UP 1% YOY							

KEY CURRENCIES

		Q4 2024	Q4 2025	
EURO		\$1.07 / €	\$1.16 / €	UP 8%
CHINESE RMB		7.18 / \$	7.10 / \$	UP 1%

Key Financials

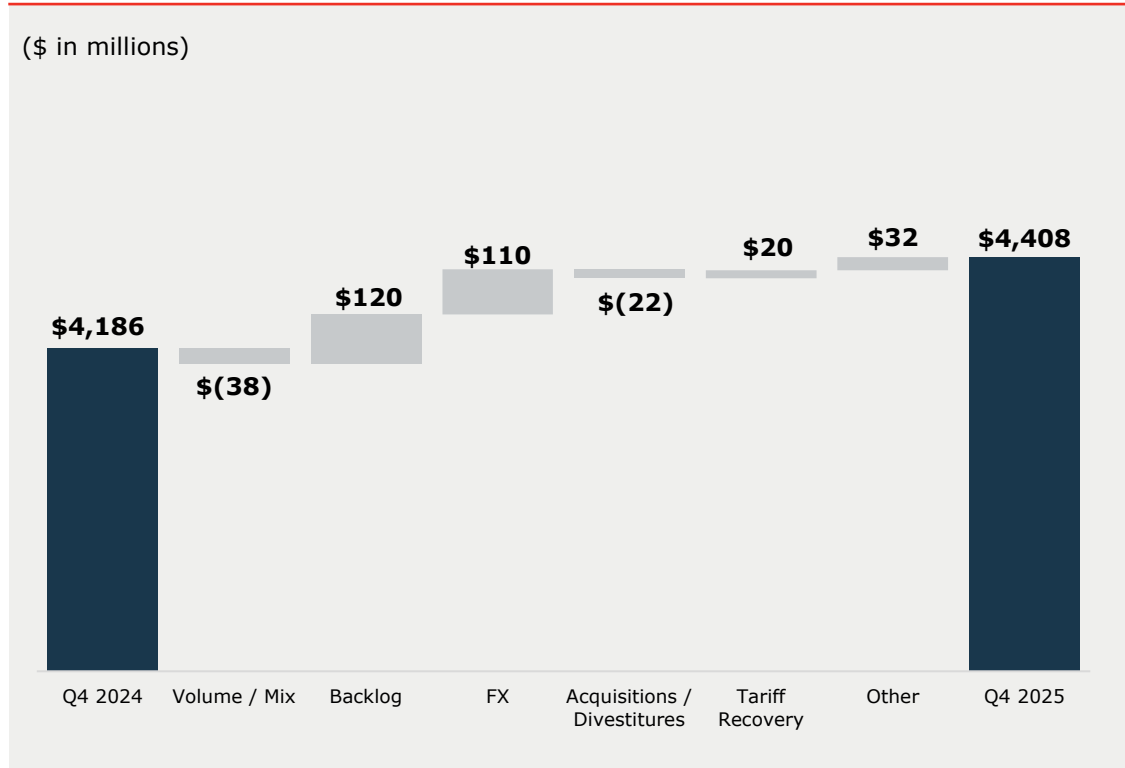
Fourth Quarter 2025

(\$ in millions, except per share amounts)	2024	2025	YEAR-OVER-YEAR DRIVERS
Net Sales	\$5,715	\$5,989	Changes in sales backlog, foreign exchange rates and the impact of commercial recoveries, partially offset by lower volume on Lear platforms
Core Operating Earnings Operating Margin %	\$258 4.5%	\$259 4.3%	Positive net performance and accretive sales backlog, offset by lower volume on Lear platforms
Adjusted Earnings Per Share	\$2.94	\$3.41	Lower share count and lower effective tax rate
Operating Cash Flow	\$681	\$476	Changes in working capital

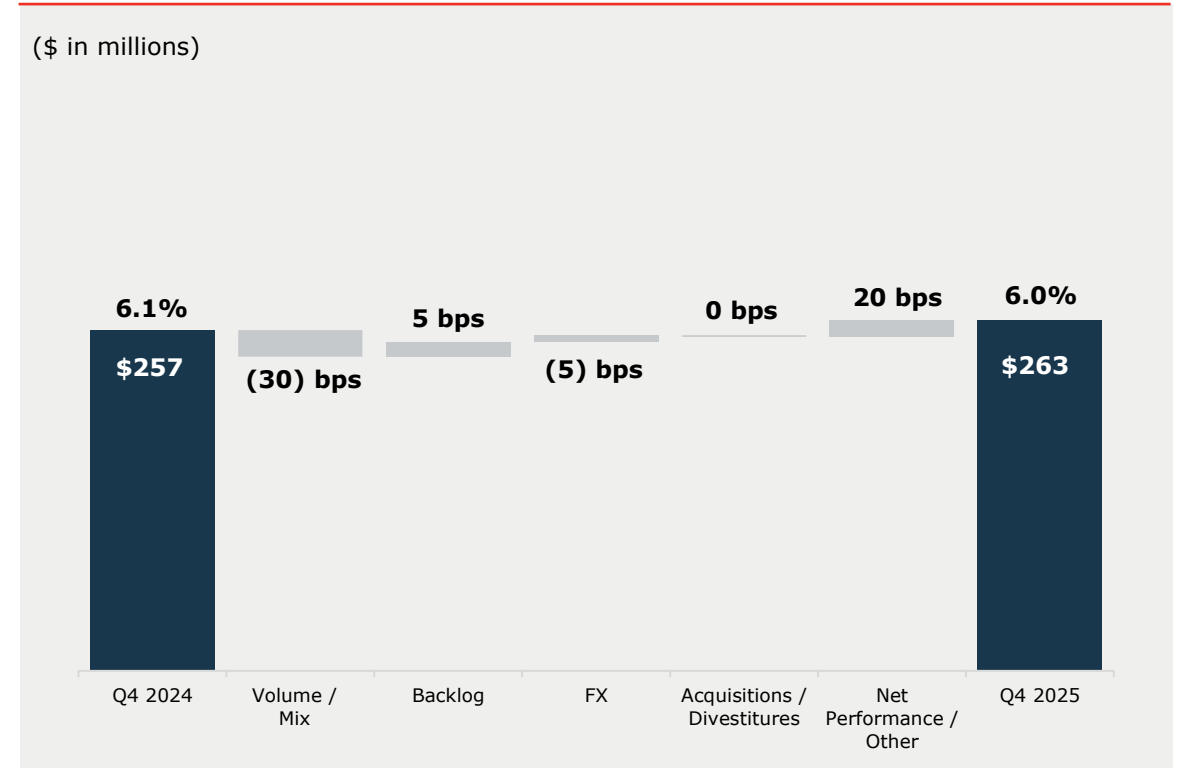
Seating Sales and Margin Drivers

Fourth Quarter 2025

SALES



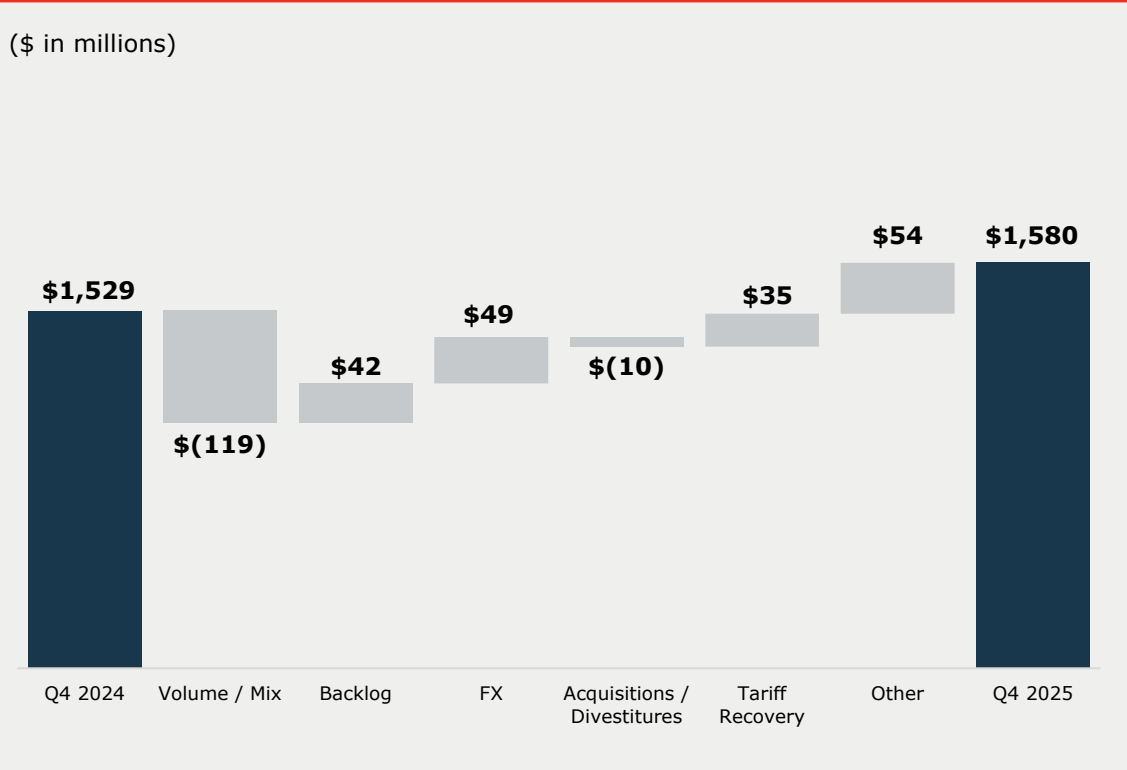
ADJUSTED EARNINGS AND MARGIN



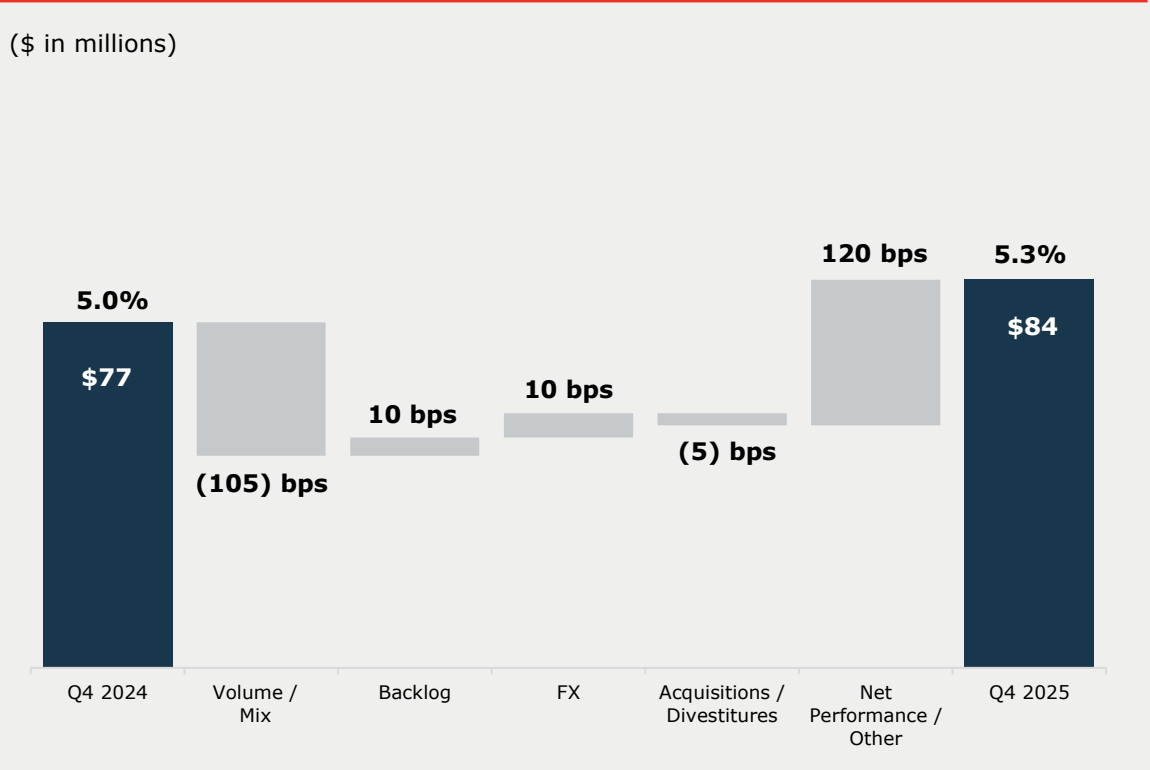
E-Systems Sales and Margin Drivers

Fourth Quarter 2025

SALES



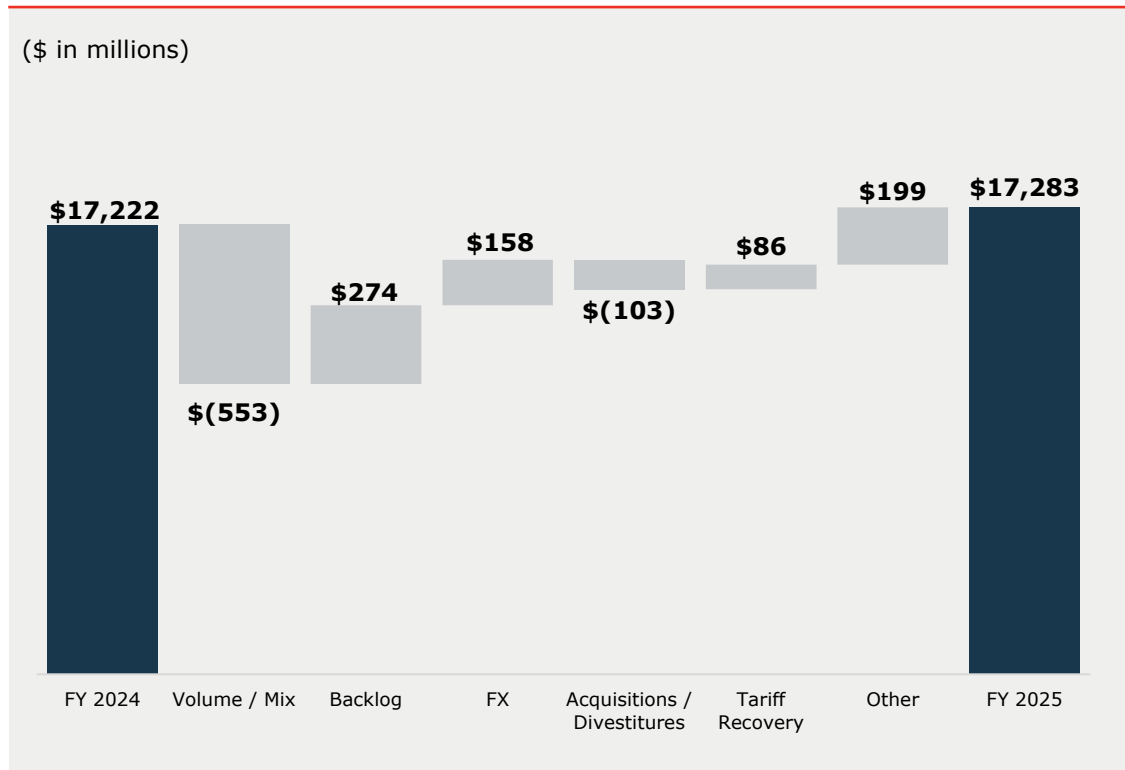
ADJUSTED EARNINGS AND MARGIN



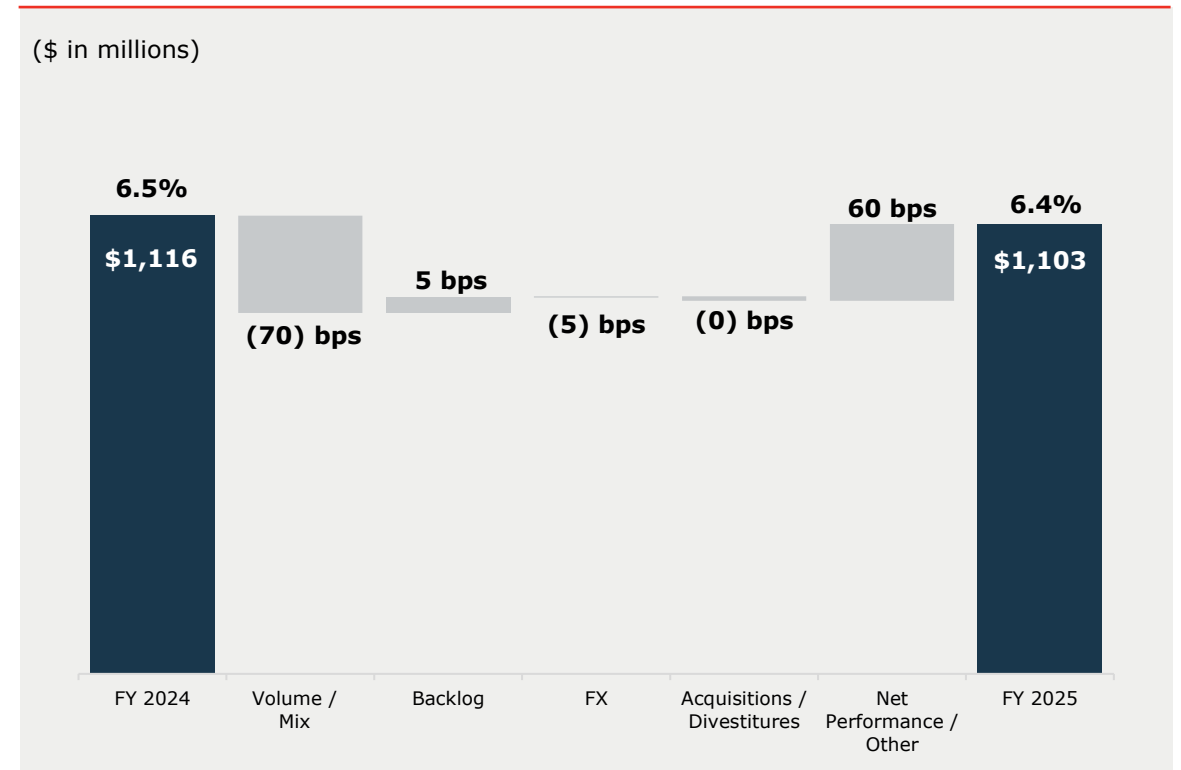
Seating Sales and Margin Drivers

Full Year 2025

SALES



ADJUSTED EARNINGS AND MARGIN



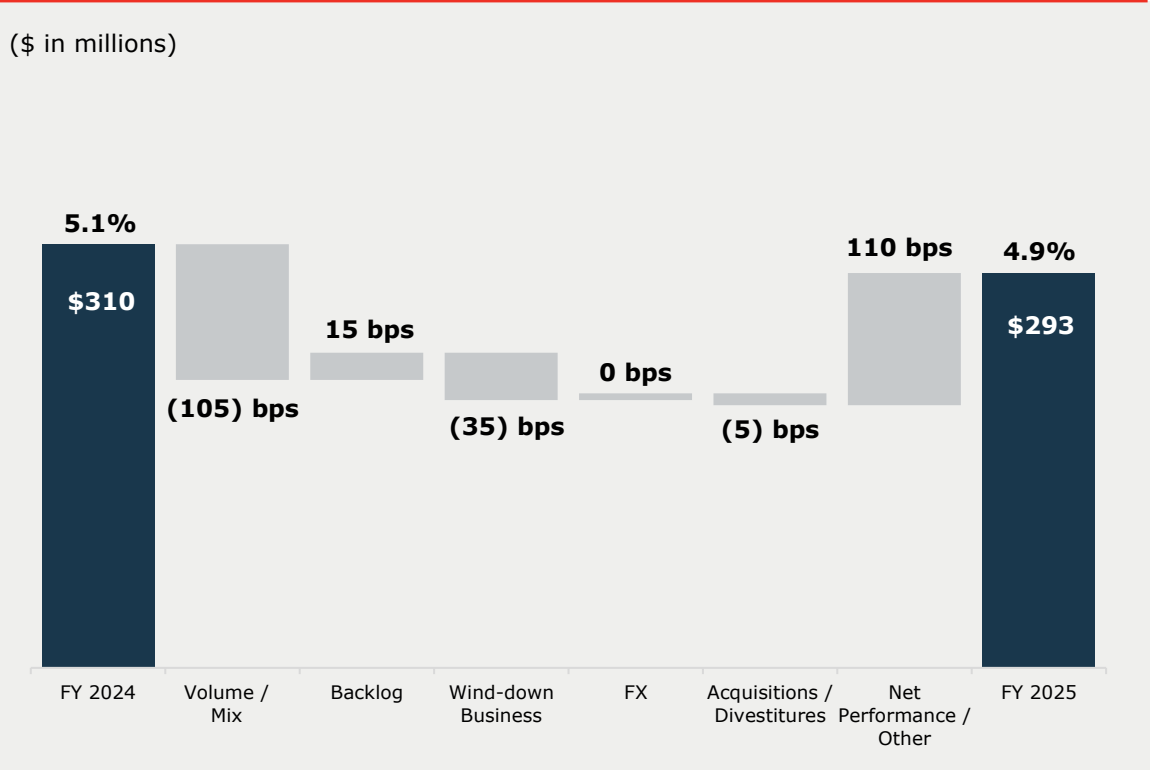
E-Systems Sales and Margin Drivers

Full Year 2025

SALES



ADJUSTED EARNINGS AND MARGIN



Global Vehicle Production and Currency

2026 Outlook

INDUSTRY PRODUCTION

(units in millions)

GLOBAL		NORTH AMERICA		EUROPE AND AFRICA		CHINA	
FY 2025	91.6	15.3		17.4		32.0	
FY 2026	91.2	15.0		17.3		31.4	
DOWN <1% YOY		DOWN 2% YOY		DOWN <1% YOY		DOWN 2% YOY	
Lear Sales-Weighted Basis DOWN 1% YOY							

KEY CURRENCIES

		FY 2025	FY 2026	
EURO		\$1.13 / €	\$1.16 / €	UP 3%
CHINESE RMB		7.20 / \$	7.10 / \$	UP 1%

2026 Full Year Outlook

Net Sales

\$23,210 - \$24,010 million

Core Operating Earnings

\$1,030 - \$1,200 million

Adjusted EBITDA

\$1,650 - \$1,820 million

Interest Expense

≈\$110 million

Effective Tax Rate

19% - 21%

Adjusted Net Income

\$645 - \$765 million

Restructuring Costs

≈\$175 million

Operating Cash Flow

\$1,210 - \$1,310 million

Capital Expenditures

≈\$660 million

Free Cash Flow

\$550 - \$650 million

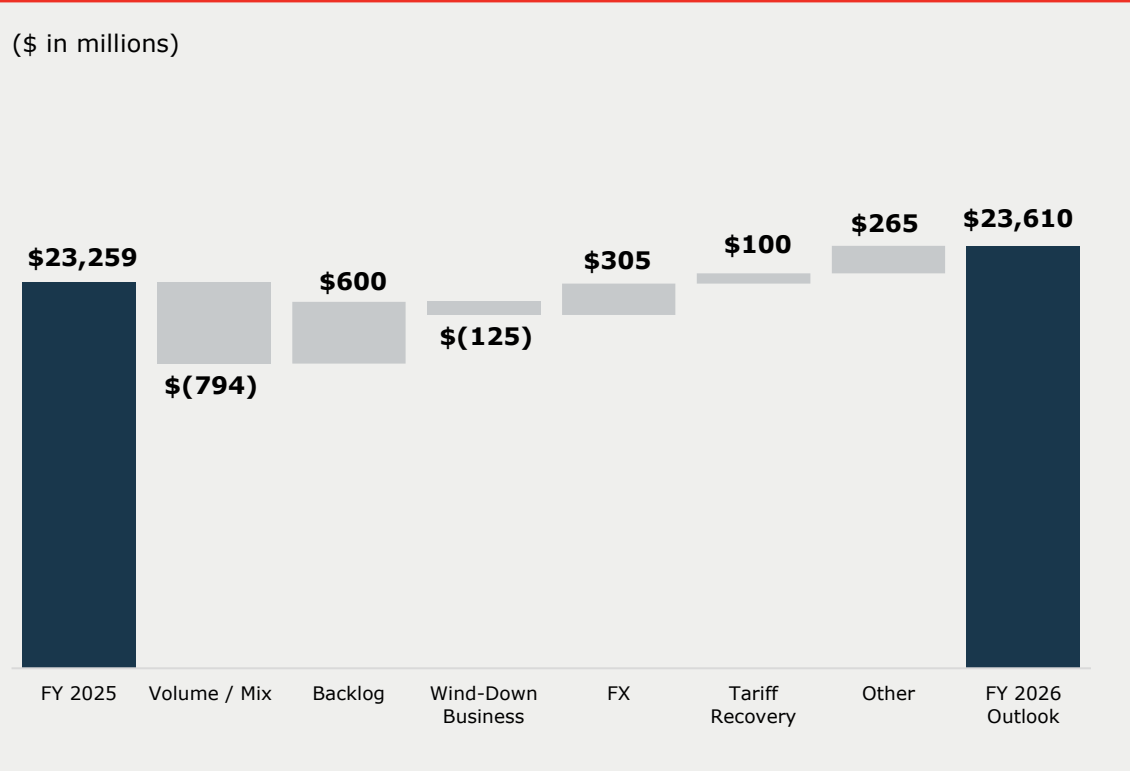
2026 Full Year Outlook excludes any future impact of potential changes to tariffs or Company or industry-wide production disruptions due to supplier export constraints

Assumptions and Source: 2026 Full Year Outlook assumes an average Euro of \$1.16 and an average Chinese RMB of 7.10/\$ and reflects S&P Global Mobility production forecast as of January 14, 2026, and Company estimates.

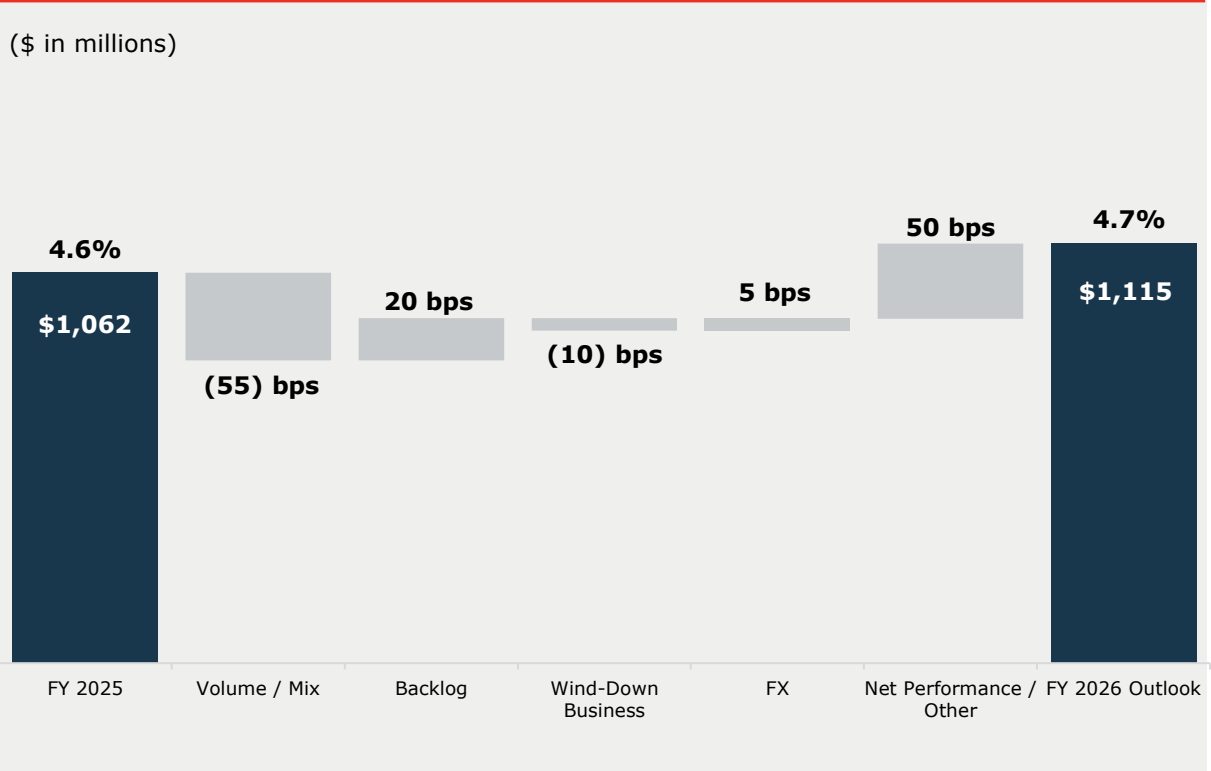
Certain of the forward-looking financial measures are provided on a non-GAAP basis. Please see appendix for discussion of non-GAAP financial measures. The company does not provide a reconciliation of forward-looking financial measures to the most directly comparable financial measures calculated and presented in accordance with GAAP because to do so 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.

2025 Actual to 2026 Outlook – at Mid-Point

SALES



ADJUSTED EARNINGS AND MARGIN



Assumptions and Source: 2025 Full Year Outlook assumes an average Euro of \$1.16 and an average Chinese RMB of 7.10/\$ and reflects S&P Global Mobility production forecast as of January 14, 2026, and Company estimates.

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Capital Allocation Strategy

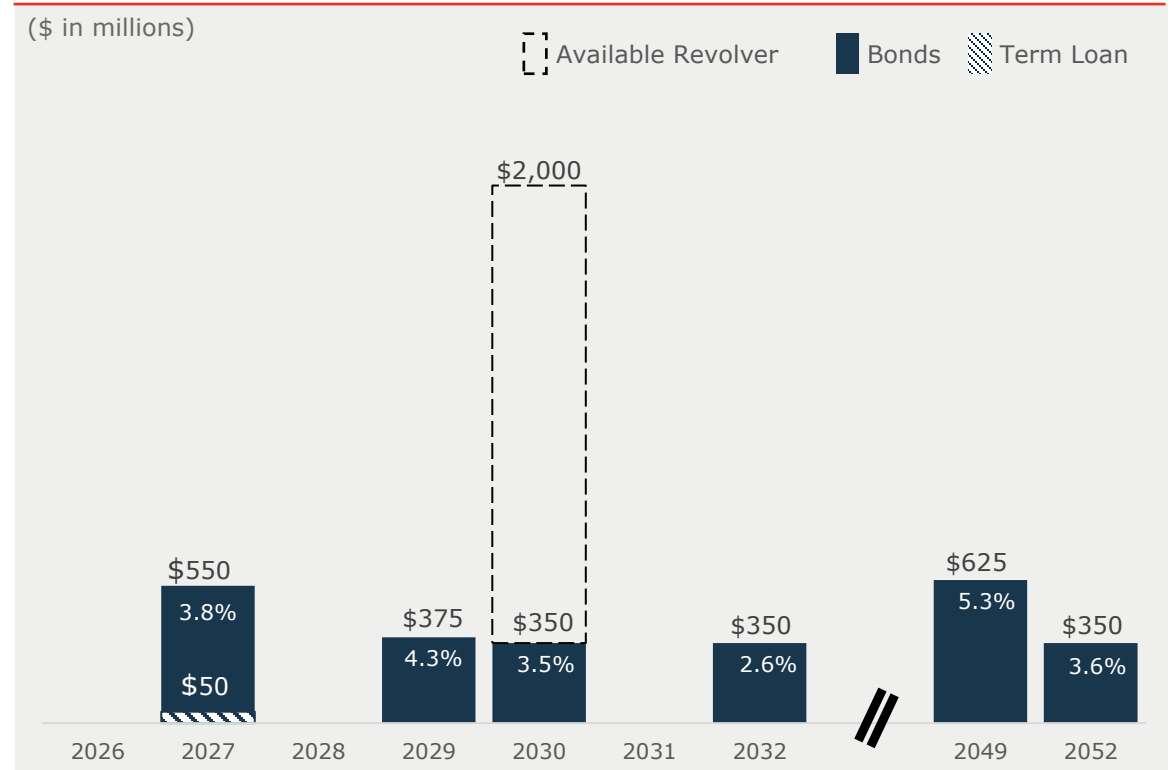
Strong Balance Sheet and Ample Liquidity

- Low cost of bonds averaging less than 4% with a weighted average life of ≈ 11 years
- Total available liquidity of $\approx \$3.0$ billion, including $\$2.0$ billion available under revolver
- Solid BBB credit rating with a stable outlook across all three rating agencies

Generating Cash and Returning Excess Cash to Shareholders

- Achieved $\approx 77\%$ free cash flow conversion in 2025 and targeting $>80\%$ free cash flow conversion in 2026
- Repurchased $\$325$ million of shares in 2025
- Targeting share repurchases of $>\$300$ million in 2026
- Remaining share repurchase authorization of $\approx \$775$ million through December 31, 2026
- Annual dividend of $\$3.08$ per share

DEBT MATURITIES



Amounts and weighted average interest rates as of December 31, 2025. Excludes short-term borrowings and other miscellaneous debt.

Concluding Remarks

Ray Scott
President and CEO

Positioned for Long-Term Success

Extending
our global
leadership
in Seating

Expanding margins
through our
focused portfolio
in E-Systems

Growing our
capabilities in
operational
excellence through
IDEA by Lear™

Supporting our
sustainable value
creation with
disciplined capital
allocation strategy

Appendix

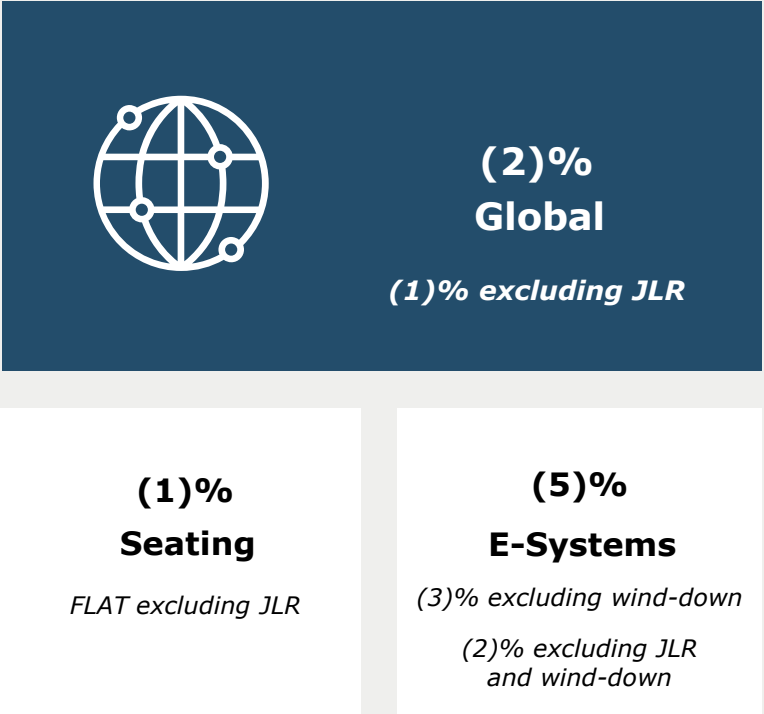
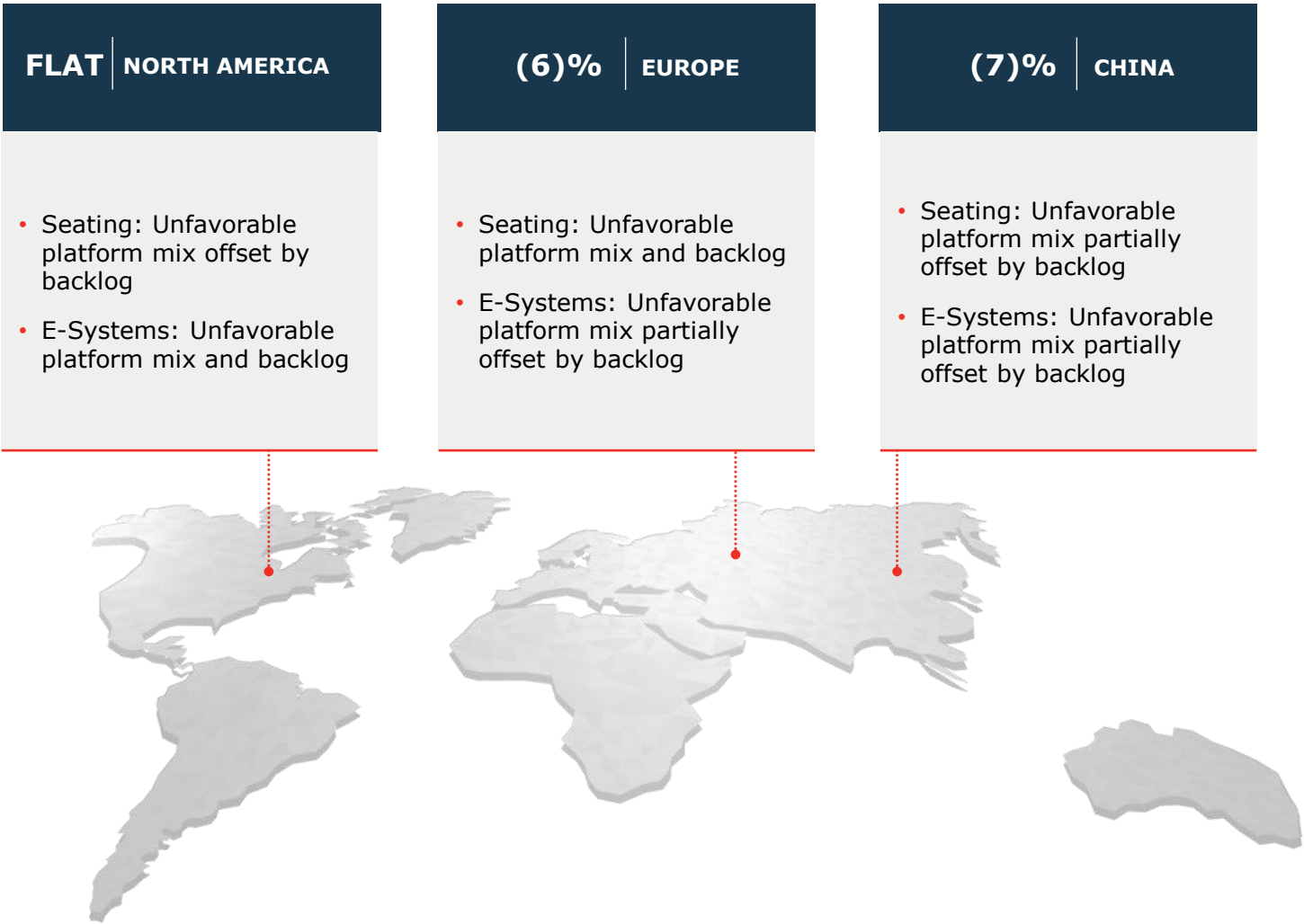
Key Financials

Full Year 2025

(\$ in millions, except per share amounts)	2024	2025	YEAR-OVER-YEAR DRIVERS
Net Sales	\$23,306	\$23,259	Lower volume on Lear platforms and the winddown of non-core products, partially offset by commercial recoveries, sales backlog and changes in foreign exchange rates
Core Operating Earnings Operating Margin %	\$1,096 4.7%	\$1,062 4.6%	Lower volume on Lear platforms and the winddown of non-core products, partially offset by positive net performance and accretive sales backlog
Adjusted Earnings Per Share	\$12.62	\$12.80	Lower share count, partially offset by lower earnings
Operating Cash Flow	\$1,120	\$1,089	Lower earnings and changes in working capital

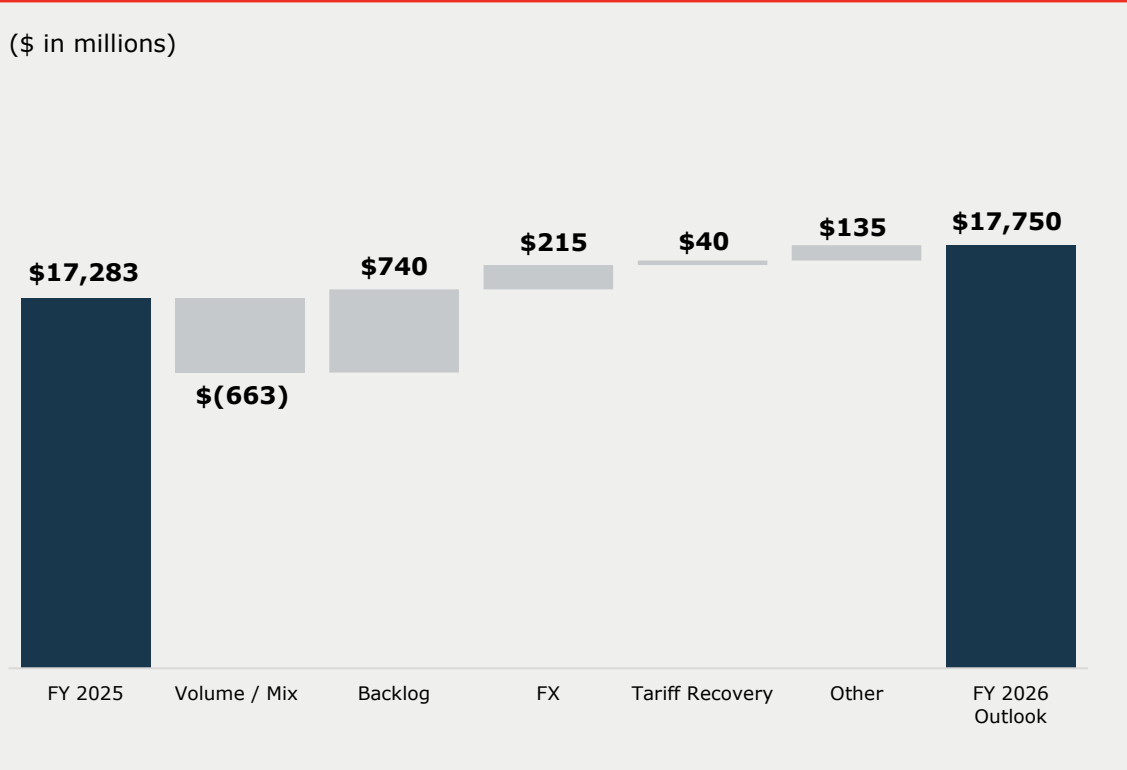
Growth Over Market

Full Year 2025

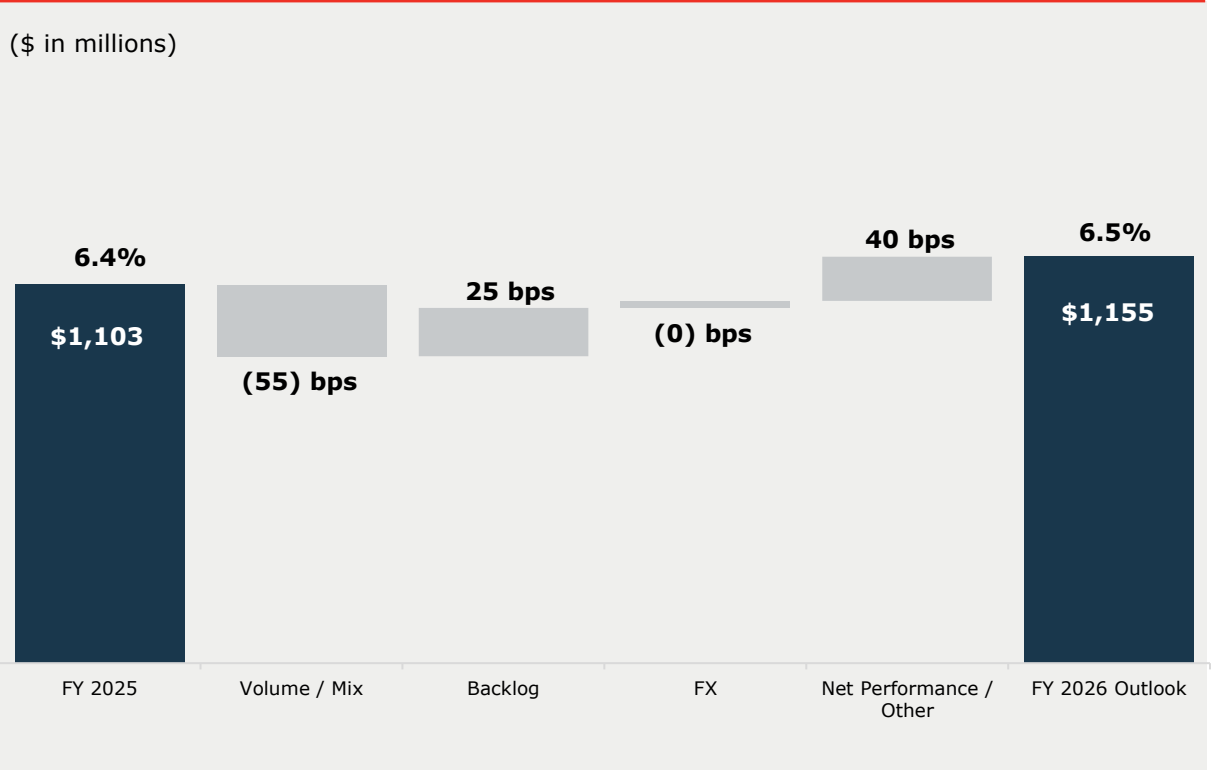


Seating 2025 Actual to 2026 Outlook – at Mid-Point

SALES



ADJUSTED EARNINGS AND MARGIN



Assumptions and Source: 2025 Full Year Outlook assumes an average Euro of \$1.16 and an average Chinese RMB of 7.10/\$ and reflects S&P Global Mobility production forecast as of January 14, 2026, and Company estimates.

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E-Systems 2025 Actual to 2026 Outlook – at Mid-Point

SALES



ADJUSTED EARNINGS AND MARGIN















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Key 2026 Product Launches

Seating

Jeep Recon	Audi Q7 / Audi Q9	Volkswagen ID.2	Mercedes GLC EQ	Mercedes GLE	Seres M6
BACKLOG	BACKLOG / CONQUEST	BACKLOG	BACKLOG	BACKLOG	BACKLOG
					
JIT NORTH AMERICA	JIT, Trim EUROPE	JIT EUROPE	JIT, Foam, Trim EUROPE / ASIA	JIT, Foam, Trim, Components ASIA	JIT, ComfortFlex by Lear™ ASIA

Mercedes C-Class EQ	DS 7	BMW iX3	Leapmotor C10	BYD Tang	Domestic Chinese Automaker
BACKLOG	BACKLOG			NON-CONSOL BACKLOG	NON-CONSOL BACKLOG
					
JIT EUROPE	JIT EUROPE	JIT, Foam, Trim ASIA	JIT, ComfortFlex by Lear™ ASIA	JIT ASIA	JIT ASIA

Key 2026 Product Launches

E-Systems

Audi A6



Low Voltage Wiring
ASIA

SAIC E-SUV

BACKLOG



Low Voltage Wiring
ASIA

Global EV Automaker

BACKLOG



Low Voltage Wiring
NORTH AMERICA

(Dongfeng) Nissan NX8

BACKLOG



Low Voltage Wiring
ASIA

BMW X1



Low Voltage Wiring
SOUTH AMERICA

(Dongfeng) Nissan Sylphy

BACKLOG



Low Voltage Wiring
ASIA

Volvo XC40 / Polestar 2



Battery Management System
and Onboard Charger
EUROPE

BMW Neue Klasse

BACKLOG



Zone Control Module
EUROPE

JLR EVA2 Platform

BACKLOG



Zone Control Module,
Power Distribution Box
EUROPE

BAIC Stelato SUV

**NON-CONSOL
BACKLOG**



Low Voltage Wiring
ASIA

Ford Super Duty

BACKLOG



Power Distribution Box,
Low Voltage Wiring
NORTH AMERICA

Ford Mustang Mach-E



Power Distribution Box
NORTH AMERICA

Non-GAAP

In addition to the results reported in accordance with GAAP included throughout the presentation, the Company has provided information regarding “pretax income before equity income, interest, other expense, restructuring costs and other special items” (core operating earnings or adjusted segment earnings), “pretax income before equity income, interest, other 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 Lear” (adjusted earnings per share), “effective tax rate excluding the impact of restructuring and other special items” (adjusted effective tax rate) 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 certain disposals of 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 adjusted effective tax rate 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, adjusted effective tax rate 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)

Net sales

Net income attributable to Lear

Interest expense

Other expense, net

Income taxes

Equity in net income of affiliates

Net income attributable to noncontrolling interests

Restructuring costs and other special items -

Costs related to restructuring actions

Acquisition costs

Disposal costs

Costs related to CrowdStrike Holdings, Inc., net

Impairments (recoveries) related to Fisker, Inc., net

Impairments (recoveries) related to Russian operations, net

Other

Core operating earnings

Adjusted margins

	Fourth Quarter		Full Year	Full Year
	2024	2025	2024	2025
Net sales	\$ 5,714.6	\$ 5,988.6	\$ 23,306.0	\$ 23,259.1
Net income attributable to Lear	\$ 88.1	\$ 82.7	\$ 506.6	\$ 436.8
Interest expense	26.7	25.0	106.2	100.8
Other expense, net	24.3	17.3	48.6	51.4
Income taxes	57.3	18.1	191.1	150.0
Equity in net income of affiliates	(12.9)	(11.6)	(50.0)	(52.0)
Net income attributable to noncontrolling interests	26.4	23.6	85.2	90.3
Restructuring costs and other special items -				
Costs related to restructuring actions	42.7	98.1	158.5	260.1
Acquisition costs	0.1	(0.2)	0.6	(0.1)
Disposal costs			-	0.7
Costs related to CrowdStrike Holdings, Inc., net	(0.5)	-	3.2	-
Impairments (recoveries) related to Fisker, Inc., net	0.2	(0.1)	15.0	(1.1)
Impairments (recoveries) related to Russian operations, net	(0.2)	0.2	(1.7)	(1.2)
Other	5.5	5.5	32.8	26.2
Core operating earnings	\$ 257.7	\$ 258.6	\$ 1,096.1	\$ 1,061.9
Adjusted margins	4.5%	4.3%	4.7%	4.6%

Non-GAAP

Adjusted Net Income and Earnings Per Share (In millions, except per share amounts)	Fourth Quarter		Full Year	
	2024	2025	2024	2025
Net income attributable to Lear	\$ 88.1	\$ 82.7	\$ 506.6	\$ 436.8
Costs related to restructuring actions	33.0	98.1	145.0	257.3
Acquisition costs	0.1	(0.2)	0.6	(0.1)
Loss related to disposal of a non-core business	24.4	-	24.4	2.7
Disposal costs	-	-	-	0.7
Debt refinancing	-	-	-	0.8
Costs (recoveries) related to CrowdStrike Holdings, Inc., net	(0.5)	-	3.2	-
Impairments (recoveries) related to Fisker, Inc., net	0.2	(0.1)	15.0	(1.1)
Impairments (recoveries) related to Russian operations, net	(0.2)	0.2	(1.7)	(1.2)
Non-cash settlement loss on pension lump-sum payout	6.6	-	6.6	-
Foreign exchange (gains) losses due to foreign exchange rate volatility related to Russia	(1.5)	0.8	(2.0)	2.8
Pension settlement loss	-	-	-	-
Loss related to affiliates, net	-	0.4	-	0.4
Other	7.7	4.8	39.7	20.8
Tax impact of special items and other net tax adjustments ¹	3.1	(7.5)	(24.6)	(33.8)
Adjusted net income attributable to Lear	\$ 161.0	\$ 179.2	\$ 712.8	\$ 686.1
Weighted average number of diluted shares outstanding	54.8	52.5	56.5	53.6
Diluted net income per share available to Lear common stockholders	\$ 1.61	\$ 1.58	\$ 8.97	\$ 8.15
Adjusted earnings per share	\$ 2.94	\$ 3.41	\$ 12.62	\$ 12.80

¹ Represents 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)	Seating				E-Systems			
	Fourth Quarter		Full Year		Fourth Quarter		Full Year	
	2024	2025	2024	2025	2024	2025	2024	2025
Net sales	\$ 4,185.7	\$ 4,408.4	\$ 17,222.1	\$ 17,283.0	\$ 1,528.9	\$ 1,580.2	\$ 6,083.9	\$ 5,976.1
Segment earnings	\$ 228.5	\$ 211.0	\$ 988.5	\$ 948.8	\$ 58.5	\$ 34.5	\$ 247.4	\$ 186.2
Restructuring costs and other special items -								
Costs related to restructuring actions	26.4	48.3	110.0	149.2	14.6	49.5	40.5	102.2
Costs related to CrowdStrike Holdings, Inc.	(0.5)	-	2.6	-	-	-	0.6	-
Impairments (recoveries) related to Fisker, Inc., net	-	-	2.3	-	0.2	(0.1)	12.7	(1.1)
Impairments (recoveries) related to Russian operations, net	(0.2)	0.2	(1.7)	(1.2)	-	-	-	-
Other	2.8	3.5	13.8	6.0	3.4	(0.2)	9.0	5.7
Adjusted segment earnings	\$ 257.0	\$ 263.0	\$ 1,115.5	\$ 1,102.8	\$ 76.7	\$ 83.7	\$ 310.2	\$ 293.0
Segment margins	5.5%	4.8%	5.7%	5.5%	3.8%	2.2%	4.1%	3.1%
Adjusted segment margins	6.1%	6.0%	6.5%	6.4%	5.0%	5.3%	5.1%	4.9%

Non-GAAP

	<u>2025</u>
Net cash provided by operating activities	\$ 1,088.8
Capital expenditures	<u>(561.6)</u>
Free cash flow	<u>\$ 527.2</u>

Non-GAAP

(in millions, except per share amounts)

	Fourth Quarter of 2025			
	Reported	Restructuring Costs	Other Special Items	Adjusted
Pretax Income Before Equity Income, Interest and Other Expense	\$ 155.1	\$ 98.1 ¹	\$ 5.4 ¹	\$ 258.6
Equity Income	(11.6)			(11.6)
Pretax Income Before Interest and Other Expense	\$ 166.7			\$ 270.2
Interest Expense	25.0			25.0
Other Expense, Net	17.3	-	0.5	16.8
Income Before Taxes	\$ 124.4			\$ 228.4
Income Taxes	18.1	(13.8)	6.3	25.6
Net Income	\$ 106.3			\$ 202.8
Noncontrolling Interests	23.6			23.6
Net Income Attributable to Lear	\$ 82.7			\$ 179.2
Diluted Earnings per Share	\$ 1.58			\$ 3.41

¹ Restructuring costs include \$84.5 million in cost of sales and \$13.6 million in SG&A. Other special items include \$4.9 million in cost of sales and \$0.5 million in SG&A.

Non-GAAP

(in millions, except per share amounts)

	Full Year of 2025			
	Reported	Restructuring Costs	Other Special Items	Adjusted
Pretax Income Before Equity Income, Interest and Other Expense	\$ 777.3	\$ 260.1 ¹	\$ 24.5 ¹	\$ 1,061.9
Equity Income	(52.0)			(52.0)
Pretax Income Before Interest and Other Expense	\$ 829.3			\$ 1,113.9
Interest Expense	100.8			100.8
Other Expense, Net	51.4	(2.8)	1.3	52.9
Income Before Taxes	\$ 677.1			\$ 960.2
Income Taxes	150.0	(33.3)	(0.5)	183.8
Net Income	\$ 527.1			\$ 776.4
Noncontrolling Interests	90.3			90.3
Net Income Attributable to Lear	<u>\$ 436.8</u>			<u>\$ 686.1</u>
Diluted Earnings per Share	<u>\$ 8.15</u>			<u>\$ 12.80</u>

¹ Restructuring costs include \$229.1 million in cost of sales and \$31.0 million in SG&A. Other special items include \$17.8 million in cost of sales and \$6.7 million in SG&A.