



Lear's Climate and Energy Journey

Automotive Manufacturing Evolution Summit

December 2021

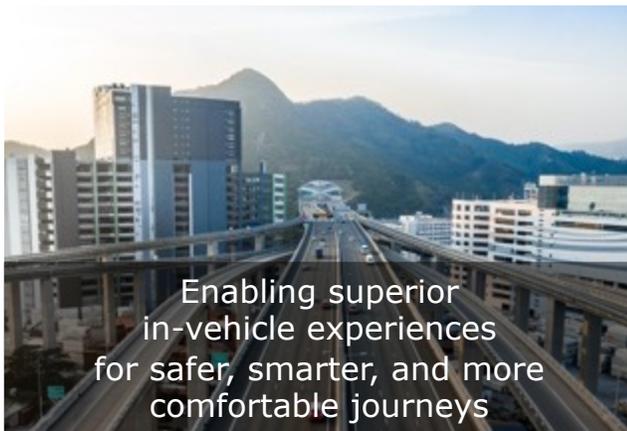
Making every drive better™

Agenda

- Lear at a Glance
- Our climate goals and journey
- Our energy data journey
- Plant energy efficiency efforts over the past decade and into the future
- Renewable energy efforts, considerations, short- and longer-term strategy

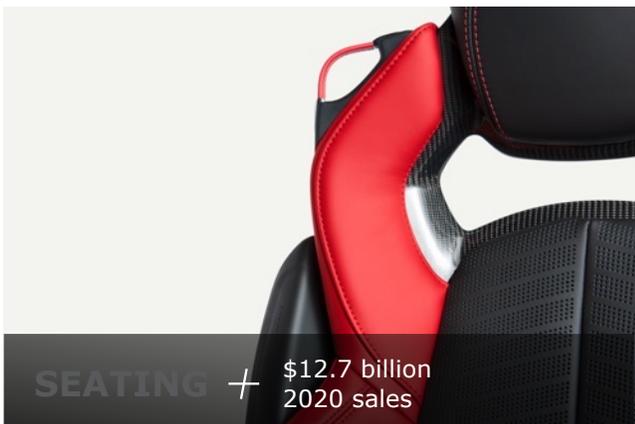
Lear at a Glance

A Global Auto Supplier - \$17 Billion Sales in 2020



FORTUNE
WORLD'S MOST
ADMIRED
COMPANIES[®] 2021

FORTUNE
500
#179



~175,000 EMPLOYEES GLOBALLY
Industry leading talent and technical expertise

251 FACILITIES IN 38 COUNTRIES
Balanced global engineering and manufacturing footprint

400+ VEHICLE NAMEPLATES
Lear designs, engineers and manufactures 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 Climate Goals

Climate Change

The world is focused on climate change and its impacts, seeking to reduce greenhouse gas (GHG) emissions from human activities that hasten warming of the planet.

Global Temperature Rise	Warming Ocean	Shrinking Ice Sheets	Sea Level Rise
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<p>CARBON DIOXIDE 415 parts per million</p>	<p>GLOBAL TEMPERATURE 2.0° since 1880</p>	<p>ARCTIC ICE MINIMUM 13.1% per decade</p>	<p>ICE SHEETS 428 millimeters per year</p>	<p>SEA LEVEL 3.3 millimeters per year</p>
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Food and Water Scarcity

Shifting Consumer Patterns

Flooding , Landslides and Severe Weather Impacts

Political Instability Caused by

Leading to Population Shifts and Water Use Restrictions

Impacting Vehicle Ownership and Use

Requiring Facility Investments

Operational and Transportation Disruption Risk Increases

Climate Resource Impacts



Lear's Carbon Goals

50% Carbon Emissions Reduction for our Manufacturing Facilities by 2030

Reduce direct and indirect carbon emissions at manufacturing facilities through energy efficiency and renewable energy strategies, including offsets



Scope 1 and 2 Emissions

100% Renewable Energy for our Manufacturing Facilities by 2030

Achieve 100% renewable energy for electric power consumed at manufacturing plants



Scope 2 Emissions

Aspire to be Carbon Neutral by 2050

Achieve net zero emissions at manufacturing facilities and both upstream and downstream where Lear has influence



Scope 1, 2 and 3 Emissions

*Scope 3 Emissions Not Currently Measured





Lear's Energy Data Journey

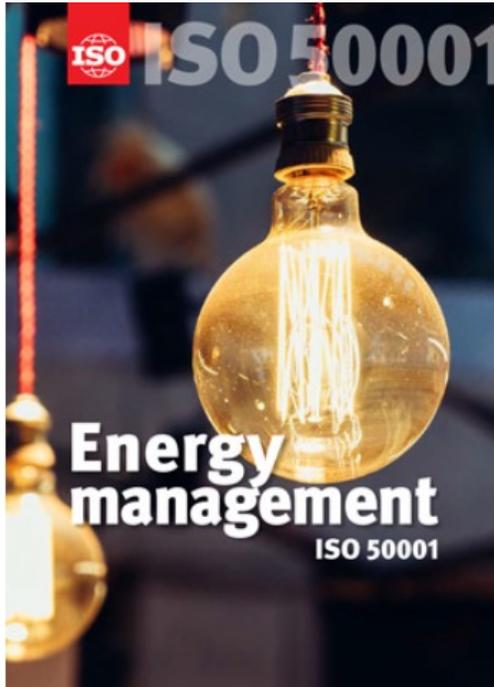
Lear's Energy Data Journey





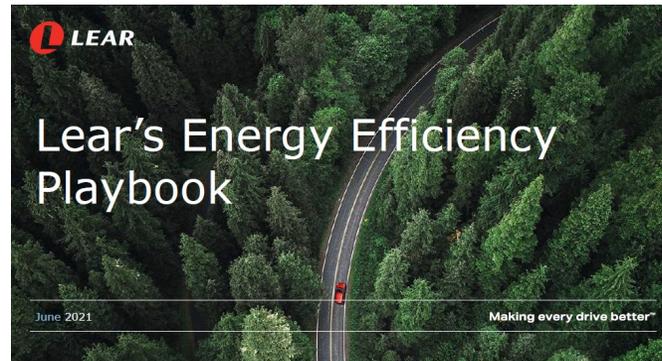
Lear's Energy Efficiency Journey

Lear's Energy Efficiency Journey



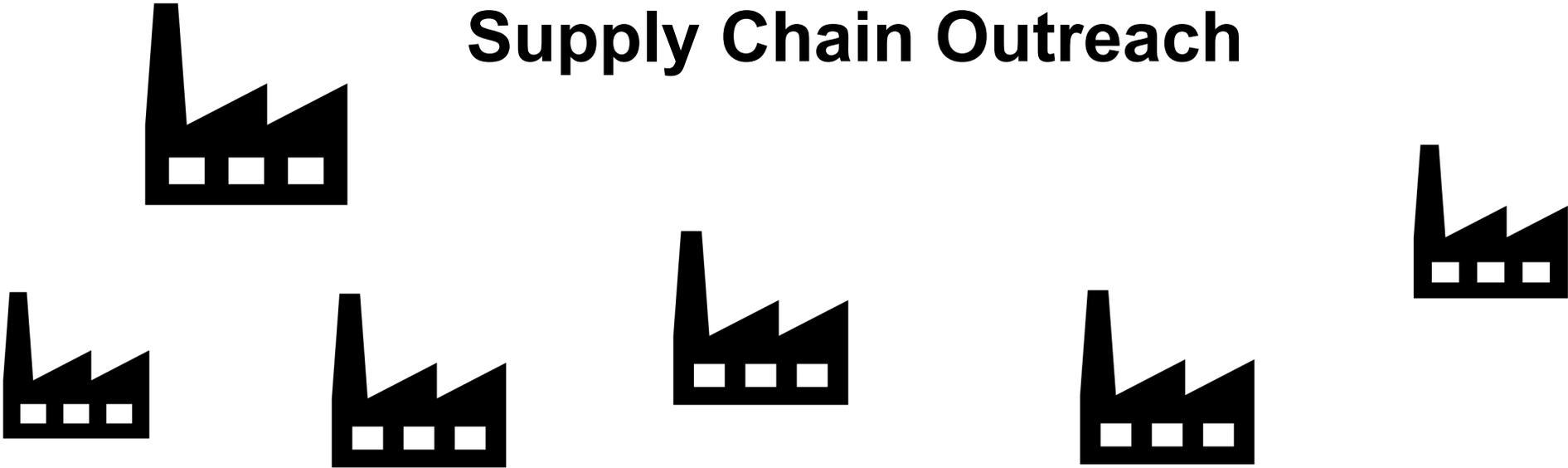
***ENERGY
AUDITS***

Virtual Treasure Hunt

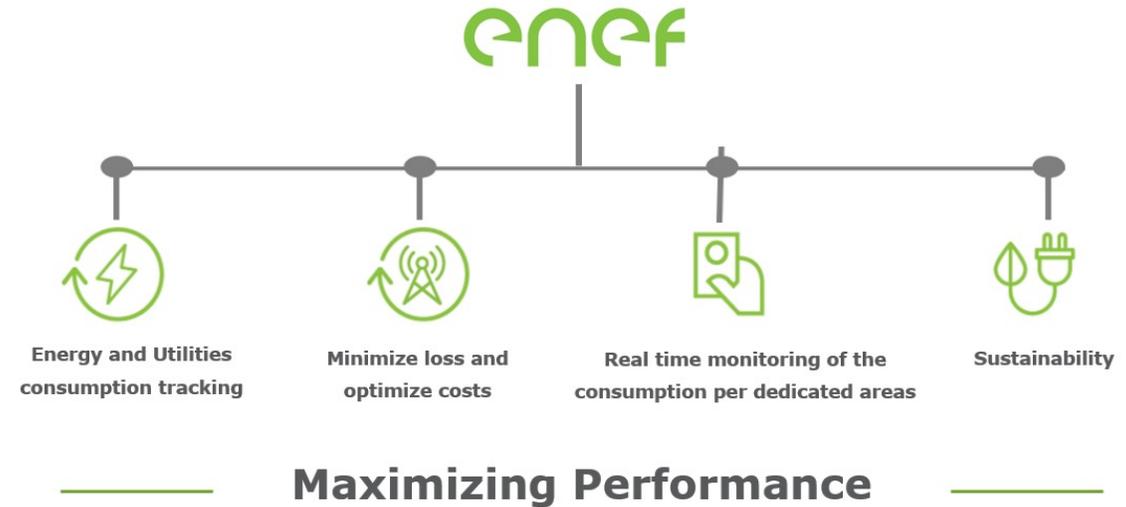
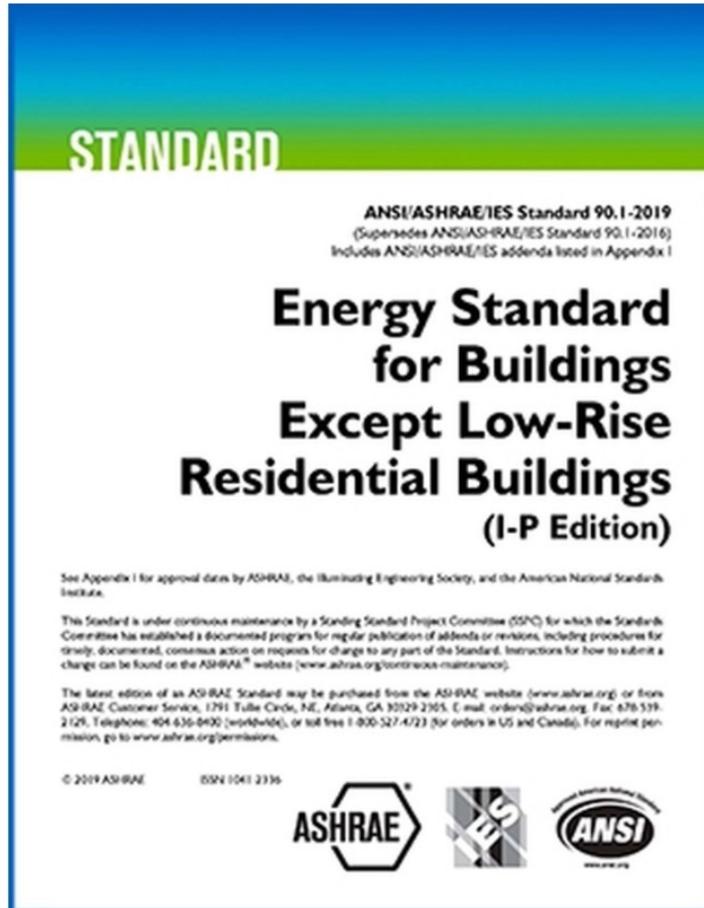


Lear's Energy Efficiency Journey

Supply Chain Outreach



Lear's Energy Efficiency Journey





Achieving Lear's Renewable Energy Goals

Lear's Renewable Energy Journey

Lessons learned:

1. Set a goal
2. Seek out data
3. Ask for help
4. Understand your options
5. Engage everyone





Thank You!

Making every drive better™
