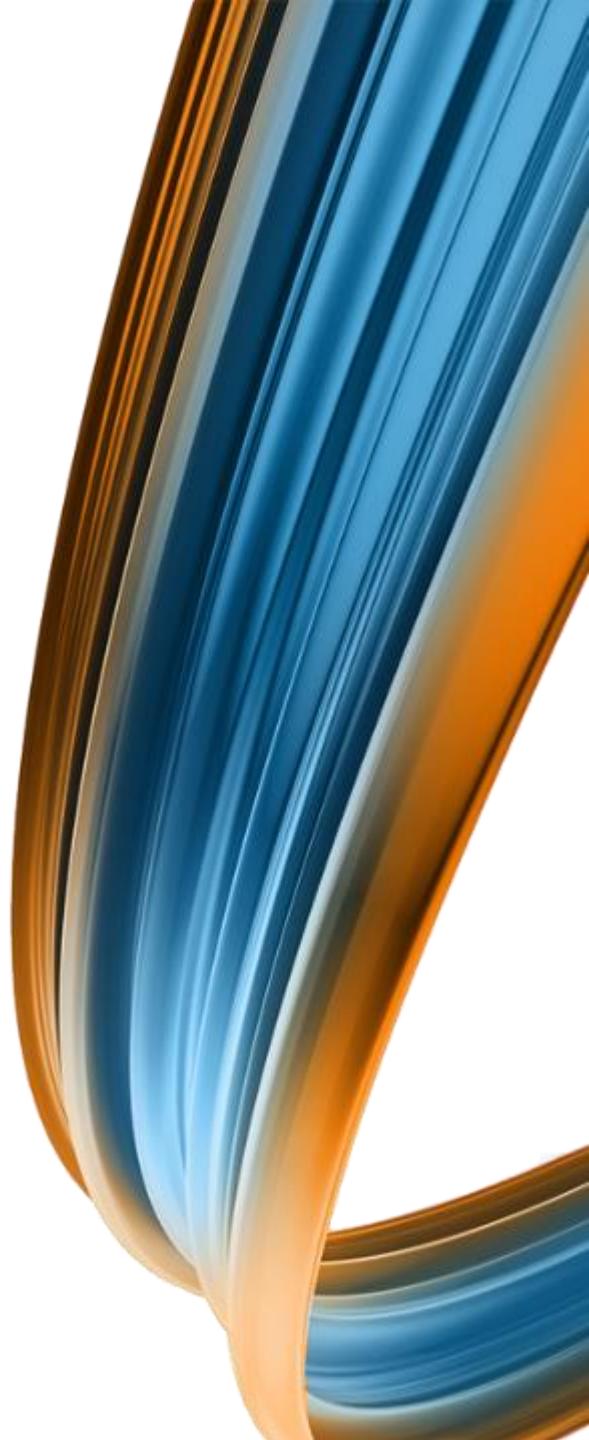


Visteon Q3 2025 Earnings

October 23, 2025



Q3 2025 in Review

Strong operational execution delivers robust profitability and free cash flow



Net Sales

\$917 Million

(6%) Y/Y & (5%) GoM*



Adjusted EBITDA

\$119 Million

13.0% Margin



Adjusted FCF

\$110 Million

\$459 Million Net Cash

Continued strong operational and financial performance

SALES IN LINE WITH
EXPECTATIONS EXCEPT
FOR JLR IMPACT



China and BMS in line
with expectations

ROBUST NEW
BUSINESS IN DISPLAYS
AND SMARTCORE



\$1.8 billion of new
business wins

CONTINUED
OPERATIONAL
EXECUTION



Expanding margins while
executing 28 launches

COMMITTED TO
SHAREHOLDER
RETURNS



Paid first
quarterly dividend

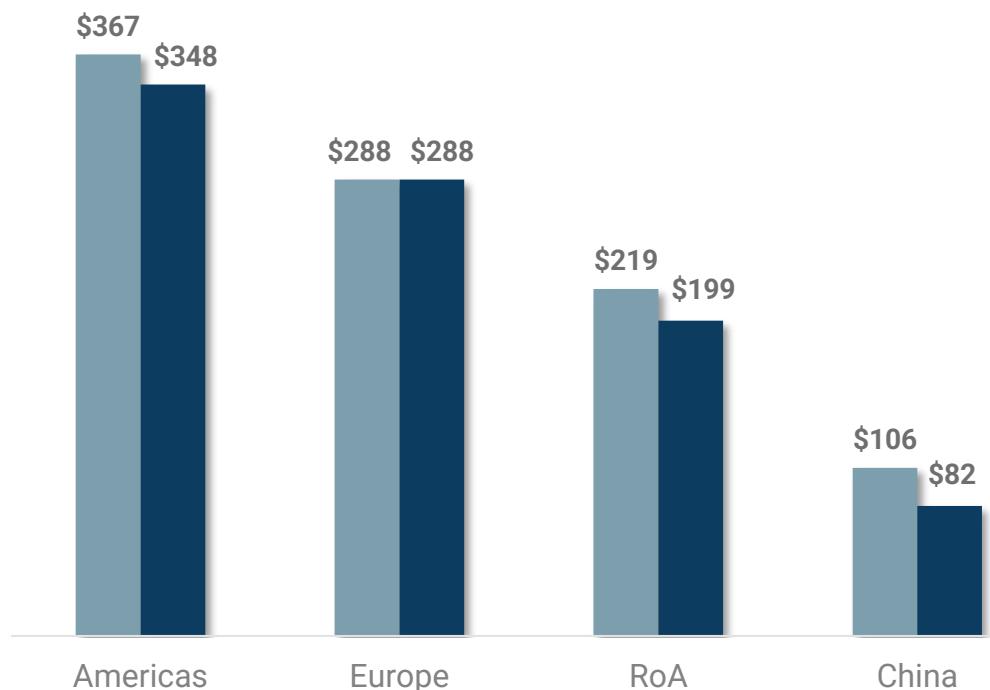
Q3 2025 Sales Performance

Q3 sales performance in line with expectations excluding unplanned customer production downtime

Q3 Y/Y Sales by Region

(Dollars in millions)

Q3 2024
Q3 2025



Regional Sales Highlights

Americas

Lower battery management systems more than offset growth in cockpit electronics from ramp up of Ford and VW launches

Europe

Ramp up of launches with Ford and Renault and contribution from engineering services, offset by JLR shutdown

Rest of Asia

Lower customer production volumes partially offset by growth in 2W and ramp up of Mitsubishi programs

China

Lower sales driven by vehicle mix with Geely and ongoing market share loss of global OEMs partially offset by product launches

Q3 2025 New Product Launches

Robust launch activity with new products on 28 vehicles across 10 OEMs

Q3 2025 Launch Highlights

Continued Launch Execution on Key OEM Platforms

Advanced technology offering and strong execution enabling launches on flagship OEM vehicle platforms

Leading Edge Technology Portfolio

Advanced displays and SmartCore™ launches across key segments such as 2W/CV and China

Launches Balanced Across Product Offering

Launched multiple displays, SmartCore™, digital cluster, and infotainment products

28

New Product Launches

Key Q3 2025 Model Launches



ICE Vehicle



Ford Super Duty
Audio / Infotainment



ICE & Hybrid



Chevrolet Corvette
Multi-Display Module



ICE & Hybrid



Renault Boreal
Dual Display



Two-Wheeler



TVS Apache
Digital Cluster



Commercial Vehicle



Volvo Construction
SmartCore™



China Market

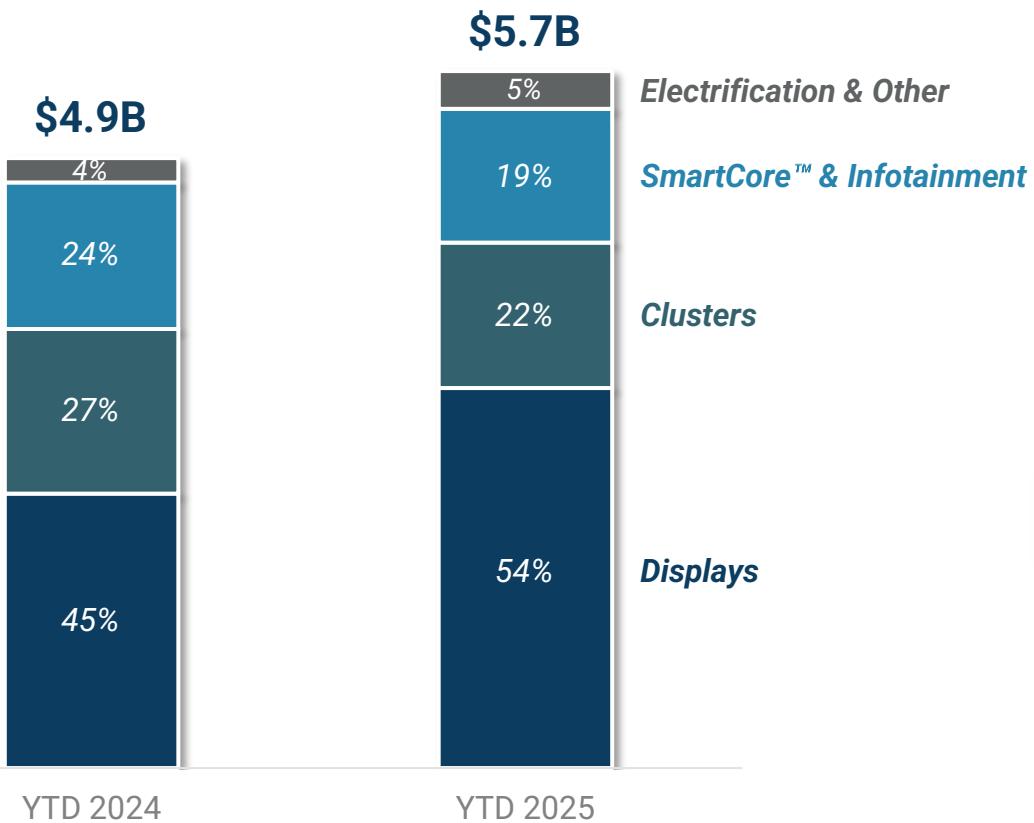


Zeekr 001
SmartCore™

Q3 2025 New Business Wins

On track to exceed \$7 billion of NBWs in 2025 driven by another strong quarter of digital cockpit wins

YTD New Business Wins



New Business Win Highlights



Panorama Display

Multi-display module for high-performance EV platform for global OEM



Dual OLED Display

Center and passenger OLED display module for multiple carlines for premium luxury OEM



Digital Cluster

Digital cluster for affordable performance vehicle line for Japanese OEM



SmartCore™ HPC

Cockpit domain controller with integrated AI capabilities for domestic Chinese OEM

Progression on Strategic Growth Initiatives

Targeted growth initiatives set foundation for return to growth



Strategic Growth Initiatives

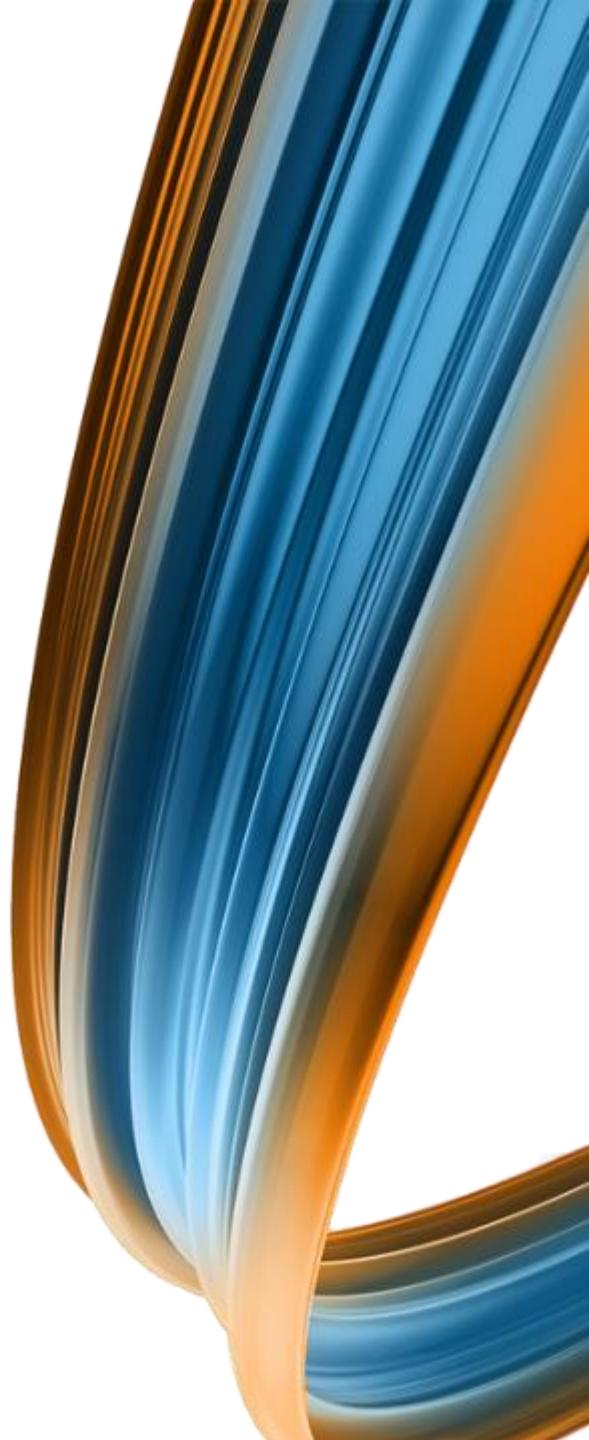
- Advanced displays and 4th generation SmartCore™ CDC enable content growth for hybrid/EV vehicles
- Grow with China OEMs as they expand internationally by leveraging global footprint
- Drive “AI for the cockpit” trend in China with SmartCore™ HPC with edge AI capability
- Grow with under-represented auto OEMs, such as Toyota, in Asia excluding China
- Leverage emerging cockpit electronics trends with two-wheeler and commercial vehicle OEMs
- Offer outsourced R&D services to auto OEMs in specific high-value technology domains

Q3 Progress Update

- 5 digital cockpit products launched on EVs in Q3 in Europe and China
- Continued advancement of SmartCore™ with 5 programs under development with multiple OEMs
- SmartCore™ HPC win with Chery following initial win with Zeekr in Q4 2024
- Launched AllGo™ App Store product with Maruti Suzuki
- Launched 3 digital clusters with 2W OEMs and 2 SmartCore™ CDCs with commercial vehicle OEMs
- ~25% of YTD new business wins from targeted growth customers

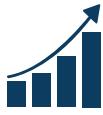
Visteon Q3 2025 Financial Results

October 23, 2025



Q3 2025 Financial Review

Strong cost performance and cash generation

				
Sales Drivers	Margin Expansion	Cash Flow Generation	Capital Allocation	Balance Sheet
Net Sales	Adj. EBITDA	Adj. FCF	Dividend	Net Cash
\$917 Million	13.0% Margin	\$110 Million	\$0.275 /share	\$459 Million
Displays growth y/y offset by BMS and China (stable sequentially) and JLR downtime	Normalized margins in the mid-12% range after adjusting for nonrecurring items	Strong cash generation driven by EBITDA growth and favorable timing of cash flows	Returned capital to shareholders through the first payment of the quarterly dividend	Strong balance sheet provides flexibility to execute on capital allocation priorities

Q3 2025 Sales & EBITDA Performance

Expanded margins by 90 bps with continued focus on cost discipline

(Dollars in millions)

Key Performance Drivers



Customer Production and GoM

Customer production slightly positive y/y while GoM of (5%) driven by headwinds from China, BMS, and JLR downtime partially offset by cockpit electronics in the Americas and Europe



Pricing and Recoveries

Normal customer pricing of ~1% and lower customer recoveries related to semiconductors



Currency Impact

Benefit of ~1% to sales mostly due to appreciation of the Euro partially offset by the Indian Rupee



Operational Performance and Cost Discipline

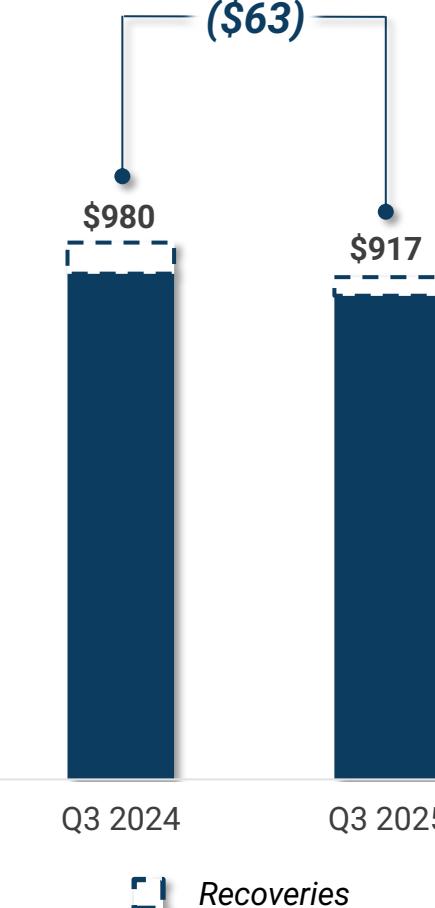
Strong operational and cost performance, including product costing initiatives key driver of continued margin expansion



Normalized Margins

Normalized margins of mid-12% when adjusting for nonrecurring items

Sales



Adjusted EBITDA



Balance Sheet, Cash Flow, and Capital Allocation

Strong cash generation and balance sheet enables opportunities for capital deployment

(Dollars in millions)	YTD 2024	YTD 2025	
Adjusted EBITDA	\$357	\$382	
Trade Working Capital	(75)	36	
Cash Taxes	(51)	(70)	
Interest Payments Received	2	8	
Other Changes	(2)	(53)	
Capital Expenditures	(96)	(88)	
Adjusted FCF	\$135	\$215	

56%

Cash Conversion
Conversion ratio ahead of full-year target

\$459M

Net Cash
Strong balance sheet supports capital deployment

\$7.5M

Capital Allocation
Paid first quarterly dividend in Q3

Committed to shareholder returns with quarterly dividend and opportunistic share repurchases

2025 Full-Year Guidance

Sales trending below midpoint while adj. EBITDA and adj. free cash flow tracking towards high end

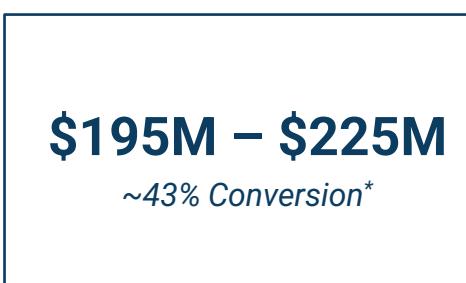
Key Assumptions



- Trending below midpoint of guidance based on latest customer production schedules, incorporating lower BMS demand
- Incorporates expected vehicle production downtime at JLR, and impact from aluminum supplier fire on OEM production



- Full-year adj. EBITDA tracking towards the high end of guidance due to strong operational performance and commercial discipline
- Q4 margins expected to be in mid-12% range consistent with normalized margins in prior quarters



- Full-year FCF tracking towards the high end of guidance due to higher adj. EBITDA, favorable working capital, and lower capex
- Capex of ~\$140 million for the full-year

Actively working through the evolving Nexperia supply disruption which is not contemplated in current guidance

Investment Thesis

Visteon continues to be a compelling long-term investment opportunity



Digital Cockpit Electronics Leader



Innovative Product Portfolio



Competitive Cost Structure



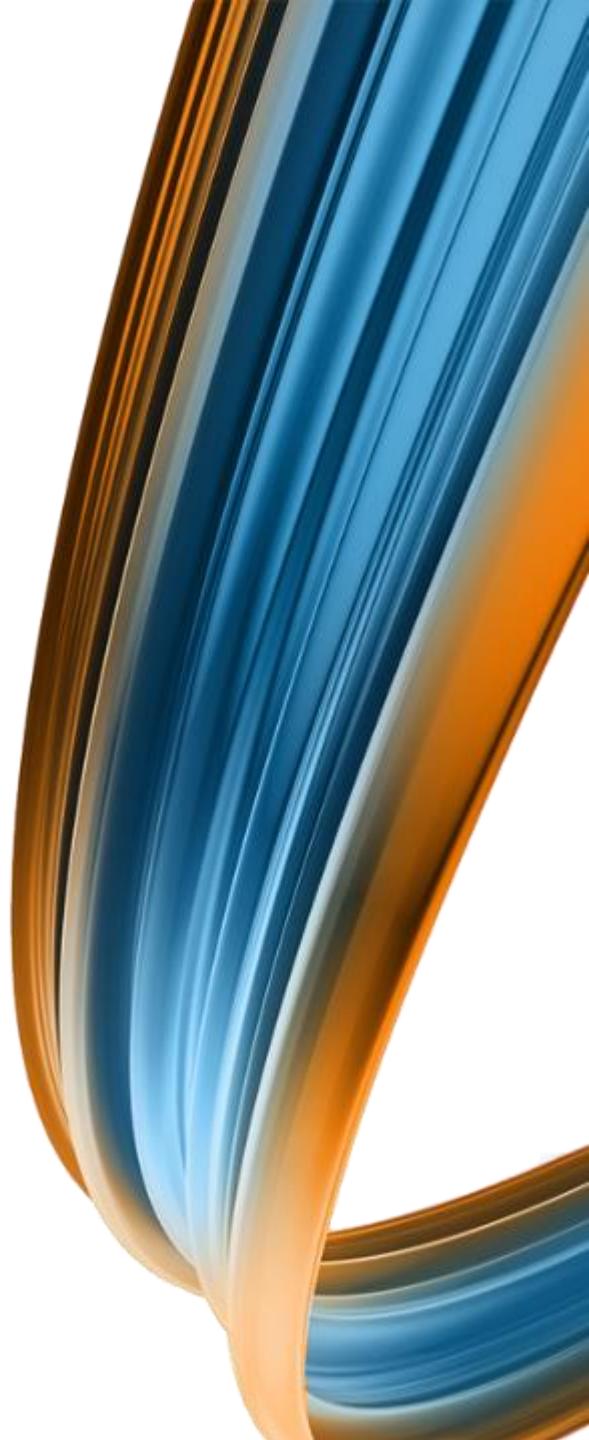
Balanced Capital Allocation

- ▶ Digital cockpit leader for cars, trucks, and two-wheelers
- ▶ Supporting industry shift to hybrid and electric vehicles
- ▶ Nimble and adaptable to changing environment
- ▶ Industry leader in digital clusters and cockpit domain controllers
- ▶ Portfolio of advanced displays supported by vertical integration
- ▶ Integrated EV solutions including BMS and power electronics
- ▶ Optimizing spend through platform-based approach
- ▶ Leveraging industry-leading engineering footprint
- ▶ Commercial and operational discipline
- ▶ Strong cash generation provides flexibility and supports future growth
- ▶ No material near-term debt maturities
- ▶ Balanced capital allocation across capex, M&A, and shareholder returns

Industry-leading cockpit and electrification electronics product portfolio with best-in-class cost structure

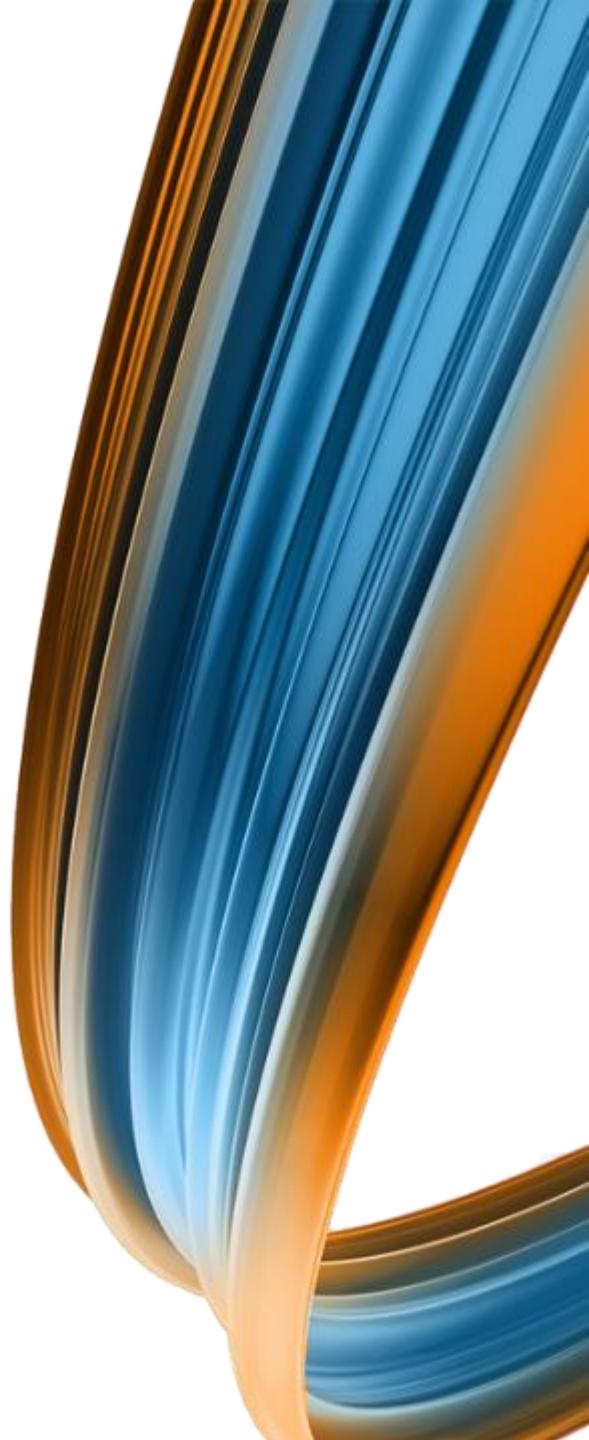
Earnings Q&A

October 23, 2025



Appendix

October 23, 2025



Forward-Looking Statements

This presentation contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. 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. Forward-looking statements are not guarantees of future results and conditions but rather are subject to various factors, risks and uncertainties that could cause our actual results to differ materially from those expressed in these forward-looking statements, including, but not limited to:

- uncertainties in U.S. or foreign policy regarding trade agreements, tariffs or other international trade policies and any response to such actions by foreign countries;
- continued and future impacts of the geopolitical conflicts and related supply chain disruptions, including but not limited to the conflicts in the Middle East, Russia and East Asia and the possible the imposition of sanctions;
- significant or prolonged shortage of critical components from our suppliers, including but not limited to semiconductors, and particularly those who are our sole or primary sources;
- failure of the Company's joint venture partners to comply with contractual obligations or to exert undue influence or pressure in China;
- conditions within the automotive industry, including (i) the automotive vehicle production volumes and schedules of our customers, (ii) the financial condition of our customers and the effects of any restructuring or reorganization plans that may be undertaken by our customers, including work stoppages at our customers, and (iii) possible disruptions in the supply of commodities to us or our customers due to financial distress, work stoppages, natural disasters or civil unrest;
- our ability to satisfy future capital and liquidity requirements; including our ability to access the credit and capital markets at the times and in the amounts needed and on terms acceptable to us; our ability to comply with financial and other covenants in our credit agreements; and the continuation of acceptable supplier payment terms;
- our ability to access funds generated by foreign subsidiaries and joint ventures on a timely and cost-effective basis;
- general economic conditions, including changes in interest rates and fuel prices; the timing and expenses related to internal restructurings, employee reductions, acquisitions or dispositions and the effect of pension and other post-employment benefit obligations;
- disruptions in information technology systems including, but not limited to, system failure, cyber-attack, malicious computer software (malware including ransomware), unauthorized physical or electronic access, or other natural or man-made incidents or disasters;
- increases in raw material and energy costs and our ability to offset or recover these costs; increases in our warranty, product liability and recall costs or the outcome of legal or regulatory proceedings to which we are or may become a party;
- changes in laws, regulations, policies or other activities of governments, agencies and similar organizations, domestic and foreign, that may tax or otherwise increase the cost of, prohibit or otherwise affect, the manufacture, licensing, distribution, sale, ownership or use of Visteon's or its supplier's products or assets; and
- those factors identified in our filings with the SEC (including our Annual Report on Form 10-K for the fiscal year ended December 31, 2024, as updated by our subsequent filings with the Securities and Exchange Commission).

Caution should be taken not to place undue reliance on our forward-looking statements, which represent our view only as of the date of this release, and which we assume no obligation to update. The financial results presented herein are preliminary and unaudited; final financial results will be included in the company's Quarterly Report on Form 10-Q for the fiscal quarter ended September 30, 2025. New business wins and re-wins do not represent firm orders or firm commitments from customers, but are based on various assumptions, including the timing and duration of product launches, vehicle production levels, customer price reductions and currency exchange rates.

Use of Non-GAAP Financial Information

- Because not all companies use identical calculations, Adjusted Gross Margin, Adjusted SG&A, Adjusted EBITDA, Adjusted Net Income, Adjusted EPS, Free Cash Flow and Adjusted Free Cash Flow used throughout this presentation may not be comparable to other similarly titled measures of other companies.
- In order to provide the forward-looking non-GAAP financial measures for full-year 2025, the Company provides reconciliations to the most directly comparable GAAP financial measures on the subsequent slides. The provision of these comparable GAAP financial measures is not intended to indicate that the Company is explicitly or implicitly providing projections on those GAAP financial measures, and actual results for such measures are likely to vary from those presented. The reconciliations include all information reasonably available to the Company at the date of this press release and the adjustments that management can reasonably predict.

Reconciliation of Non-GAAP Financial Information

Adjusted Gross Margin

The Company defines Adjusted Gross Margin as gross margin, adjusted to eliminate the impacts of stock-based compensation expense, intangibles amortization and other non-operating costs.

(Dollars in millions)	2024					2025			
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	YTD
Gross margin	\$119	\$147	\$131	\$134	\$531	\$138	\$141	\$131	\$410
<u>Less:</u>									
Non-cash, stock-based compensation expense	4	5	4	4	17	5	5	4	14
Intangibles amortization	—	—	—	1	1	—	1	1	2
Other	1	—	1	—	2	—	—	—	—
Subtotal	\$5	\$5	\$5	\$5	\$20	\$5	\$6	\$5	\$16
Adjusted gross margin	\$124	\$152	\$136	\$139	\$551	\$143	\$147	\$136	\$426

Adjusted SG&A

The Company defines Adjusted SG&A as SG&A, adjusted to eliminate the impacts of stock-based compensation expense, intangibles amortization and other non-operating costs.

(Dollars in millions)	2024					2025			
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	YTD
SG&A	\$52	\$49	\$51	\$55	\$207	\$47	\$48	\$53	\$148
<u>Less:</u>									
Non-cash, stock-based compensation expense	(6)	(6)	(6)	(6)	(24)	(6)	(7)	(7)	(20)
Intangibles amortization	(1)	(1)	—	(1)	(3)	(1)	—	(1)	(2)
Other	—	—	(1)	—	(1)	—	—	—	—
Subtotal	(\$7)	(\$7)	(\$7)	(\$7)	(\$28)	(\$7)	(\$7)	(\$8)	(\$22)
Adjusted SG&A	\$45	\$42	\$44	\$48	\$179	\$40	\$41	\$45	\$126

Reconciliation of Non-GAAP Financial Information (cont'd)

Adjusted Net Income and Adjusted EPS

- The Company defines **Adjusted Net Income** as net income / (loss) attributable to Visteon adjusted to eliminate the impact of restructuring and impairment expense, and related tax effects and other gains and losses not reflective of the Company's ongoing operations.
- The Company defines **Adjusted Earnings Per Share** as adjusted net income divided by average diluted shares outstanding.

(Dollars and shares in millions, except per share data)	2024					2025				
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	YTD	
Net income / (loss) attributable to Visteon	\$42	\$71	\$39	\$122	\$274	\$65	\$65	\$57	\$187	
Average shares outstanding, diluted	28.0	27.9	27.9	27.9	27.9	27.5	27.6	27.9	27.6	
Earnings / (loss) per share	\$ 1.50	\$ 2.54	\$ 1.40	\$ 4.37	\$ 9.82	\$ 2.36	\$ 2.36	\$ 2.04	\$ 6.78	
Net income / (loss) attributable to Visteon	\$42	\$71	\$39	\$122	\$274	\$65	\$65	\$57	\$187	
Restructuring, net	2	1	28	1	32	—	1	3	4	
Non-operating costs, net	1	—	2	3	6	1	1	—	2	
Tax effect of adjustments	—	(1)	(6)	(2)	(9)	—	(1)	—	(1)	
Subtotal	\$3	\$—	\$24	\$2	\$29	\$1	\$1	\$3	\$5	
Adjusted net income / (loss)	\$45	\$71	\$63	\$124	\$303	\$66	\$66	\$60	\$192	
Average shares outstanding, diluted	28.0	27.9	27.9	27.9	27.9	27.5	27.6	27.9	27.6	
Adjusted earnings / (loss) per share	\$ 1.61	\$ 2.54	\$ 2.26	\$ 4.44	\$ 10.86	\$ 2.40	\$ 2.39	\$ 2.15	\$ 6.96	

In 2024, the Company determined that additional U.S. deferred income tax assets were more likely than not to be realized resulting in a \$49 million non-cash tax benefit to Net income attributable to Visteon Corporation or \$1.76 per diluted share.

Reconciliation of Non-GAAP Financial Information (cont'd)

Adjusted EBITDA

The Company defines **Adjusted EBITDA** as *net income / (loss) attributable to the Company adjusted to eliminate the impact of depreciation and amortization, restructuring expense, net interest expense, equity in net (income) / loss of non-consolidated affiliates, provision for income taxes, net income / (loss) attributable to non-controlling interests, non-cash stock-based compensation expense, and other gains and losses not reflective of the Company's ongoing operations.*

(Dollars in millions)	2024					2025				FY 2025 Guidance Midpoint
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	YTD	
Net income / (loss) attributable to Visteon	\$42	\$71	\$39	\$122	\$274	\$65	\$65	\$57	\$187	\$239
Depreciation and amortization	22	24	25	25	96	25	27	28	80	105
Restructuring, net	2	1	28	1	32	—	1	3	4	5
Interest expense / (income), net	—	—	—	(2)	(2)	(1)	(2)	(3)	(6)	(8)
Equity in net (income) / loss of non-consolidated affiliates	4	—	3	(4)	3	(2)	(2)	(1)	(5)	(7)
Provision for (benefits from) income taxes	19	25	11	(41)	14	28	28	22	78	95
Net income / (loss) attributable to non-controlling interests	2	4	1	3	10	2	4	2	8	10
Non-cash, stock-based compensation	10	11	10	10	41	11	12	11	34	46
Other	1	—	2	3	6	1	1	—	2	5
Subtotal	\$60	\$65	\$80	(\$5)	\$200	\$64	\$69	\$62	\$195	\$251
Adjusted EBITDA	\$102	\$136	\$119	\$117	\$474	\$129	\$134	\$119	\$382	\$490

2024 includes a non-cash tax benefit to Net income attributable to Visteon Corporation of \$49 million related to a reduction in the valuation allowance against the U.S. deferred tax assets.

Reconciliation of Non-GAAP Financial Information (cont'd)

Free Cash Flow and Adjusted Free Cash Flow

- The Company defines *Free Cash Flow* as cash flow from (for) operating activities less capital expenditures.
- The Company defines *Adjusted Free Cash Flow* as cash flow from (for) operating activities less capital expenditures, as further adjusted for restructuring-related payments.

(Dollars in millions)	2024					FY 2025 Guidance Midpoint
	Q1	Q2	Q3	Q4	Full Year	
Cash flow from (for) operating activities	\$69	\$57	\$98	\$203	\$427	
Less: Capital expenditures, including intangibles	(37)	(31)	(28)	(41)	(137)	
Free cash flow	\$32	\$26	\$70	\$162	\$290	
Exclude: Restructuring-related payments	2	2	3	3	10	
Adjusted free cash flow	\$34	\$28	\$73	\$165	\$300	
	Q1	Q2	Q3	YTD		
	\$70	\$95	\$127	\$292	\$330	
	(35)	(31)	(22)	(88)	(140)	
	\$35	\$64	\$105	\$204	\$190	
	3	3	5	11	20	
	\$38	\$67	\$110	\$215	\$210	

Reconciliation of Non-GAAP Financial Information (cont'd)

Adjusted EBITDA Build-up

(Dollars in millions)		2024					2025			
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	YTD
Sales		\$933	\$1,014	\$980	\$939	\$3,866	\$934	\$969	\$917	\$2,820
Gross margin		\$119	\$147	\$131	\$134	\$531	\$138	\$141	\$131	\$410
Intangibles amortization		—	—	—	1	1	—	1	1	2
Stock-based compensation expense		4	5	4	4	17	5	5	4	14
Other		1	—	1	—	2	—	—	—	—
Adjusted gross margin		\$124	\$152	\$136	\$139	\$551	\$143	\$147	\$136	\$426
% of sales		13.3%	15.0%	13.9%	14.8%	14.3%	15.3%	15.2%	14.8%	15.1%
SG&A		(\$52)	(\$49)	(\$51)	(\$55)	(\$207)	(\$47)	(\$48)	(\$53)	(\$148)
Intangibles amortization		1	1	—	1	3	1	—	1	2
Stock-based compensation expense		6	6	6	6	24	6	7	7	20
Other		—	—	1	—	1	—	—	—	—
Adjusted SG&A		(\$45)	(\$42)	(\$44)	(\$48)	(\$179)	(\$40)	(\$41)	(\$45)	(\$126)
Adjusted EBITDA										
Adjusted gross margin		\$124	\$152	\$136	\$139	\$551	\$143	\$147	\$136	\$426
Adjusted SG&A		(45)	(42)	(44)	(48)	(179)	(40)	(41)	(45)	(126)
D&A		21	23	25	23	92	24	26	26	76
Other income, net		2	3	2	3	10	2	2	2	6
Adjusted EBITDA		\$102	\$136	\$119	\$117	\$474	\$129	\$134	\$119	\$382
% of sales		10.9%	13.4%	12.1%	12.5%	12.3%	13.8%	13.8%	13.0%	13.5%
Equity income (loss) in affiliates		(\$4)	\$—	(\$3)	\$4	(\$3)	\$2	\$2	\$1	\$5
Noncontrolling interests		(2)	(4)	(1)	(3)	(10)	(2)	(4)	(2)	(8)

Net Engineering

(Dollars in millions)	2024					2025				
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	YTD	
Engineering costs, net										
Engineering costs, gross	(\$83)	(\$81)	(\$80)	(\$90)	(\$334)	(\$80)	(\$88)	(\$90)	(\$258)	
Recoveries	23	31	33	56	143	28	36	32	96	
Engineering costs, net	(\$60)	(\$50)	(\$47)	(\$34)	(\$191)	(\$52)	(\$52)	(\$58)	(\$162)	

Financial Results – U.S. GAAP

(Dollars in millions, except per share data)	2024					2025			
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	YTD
<u>Income Statement</u>									
Sales	\$933	\$1,014	\$980	\$939	\$3,866	\$934	\$969	\$917	\$2,820
Gross margin	119	147	131	134	531	138	141	131	410
SG&A	52	49	51	55	207	47	48	53	148
Net income / (loss) attributable to Visteon	42	71	39	122	274	65	65	57	187
Earnings / (loss) per share, diluted	\$1.50	\$2.54	\$1.40	\$4.37	\$9.82	\$2.36	\$2.36	\$2.04	\$6.78
<u>Cash Flow Statement</u>									
Cash flow from (for) operating activities	\$69	\$57	\$98	\$203	\$427	\$70	\$95	\$127	\$292
Capital expenditures, including intangibles	37	31	28	41	137	35	31	22	88

In 2024, the Company determined that additional U.S. deferred income tax assets were more likely than not to be realized resulting in a \$49 million non-cash tax benefit to Net income attributable to Visteon Corporation or \$1.76 per diluted share.

Investor Relations Upcoming Activity

Upcoming Activity

October

UBS Earnings Call Back

Virtual

November

Baird Industrials Conference

Chicago

December

Nasdaq Investor Conference

London

December

Visteon-hosted 101 Teach-In

Virtual

Investor Relations Contact: *investor@visteon.com*

25
YEARS
IN MOTION

visteon®