Visteon

Investor Day

JUNE 25, 2026 | NYC

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 imposition of sanctions;
- significant and prolonged shortages of, or unrecoverable price increases in, critical components, including but not limited to semiconductors such as DRAM, particularly where such components are sourced from sole or primary suppliers;
- failure of the Company's joint venture partners to comply with contractual obligations or to exert 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;
- our ability to grow our business with Chinese domestic OEMs and to compete with Chinese domestic suppliers as they expand their market-share outside of China;
- general economic conditions, currency exchange rates, interest rates, changes in foreign laws, regulations or trade policies, including export controls of certain parts or materials or political stability in foreign countries where Visteon procures materials, components, or supplies or where its products are manufactured, distributed, or sold;
- 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 suppliers' 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, 2025, 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. Various financial information presented herein are preliminary and unaudited. 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.

Agenda

09:05am: Company Overview & Strategy – Sachin Lawande, President & CEO

09:45am: Product Line & Platforms – Bob Vallance, SVP, Product Lines

10:10am: Q&A Session #1

10:30am: Break

10:45am: Growth Drivers & Customer Strategy – Francis Kim, SVP, Global Sales & Commercial Excellence

11:15am: Manufacturing Operations & Supply Chain – Joao Paulo Ribeiro, SVP, Operations & Supply Chain

11:30am: Financial Performance & Outlook – Jerome Rouquet, SVP, Chief Financial Officer

12:00pm: Q&A Session #2

12:30pm: Lunch & Product Demos

Company Overview & Strategy

Sachin Lawande
President & CEO

Leading Cockpit Technology Partner for Software-Defined Vehicle Era

Global cockpit tech partner positioned to benefit from long-term shift to Software-Defined Vehicle

17
COUNTRIES OF OPERATIONS

10K
GLOBAL EXPERTS

30+
OEM PARTNERS

BEST-COST FOOTPRINT

UNIQUE PLATFORM ENGINEERING

BROAD COCKPIT PORTFOLIO

ACCOMPLISHMENTS SINCE 2019

110%
ADJ. EBITDA GROWTH

500+bps
MARGIN EXPANSION

$1B+
TOTAL CASH GENERATED

Broadening Our Growth Opportunity

Multiple growth engines position Visteon to grow faster than underlying vehicle production

OUR PRODUCT PORTFOLIO

Cockpit Systems & Modules

DIGITAL CLUSTERS

COCKPIT DOMAIN CONTROLLER

HIGH PERFORMANCE COMPUTE

New since 2023

ANDROID INFOTAINMENT

ADVANCED DISPLAY SYSTEMS

CONNECTIVITY MODULES

New since 2023

CAMERA MODULES

New since 2023

Electrification Electronics

SiC & GaN-BASED ON-BOARD CHARGER

New since 2023

SiC-BASED DC/DC CONVERTER

WIRELESS & WIRED BMS

GaN-BASED DC/DC CONVERTER

New since 2023

Engineering Services

TELEMATICS & HV E-SYSTEMS DEVELOPMENT ENGINEERING

COCKPIT UX & UI DESIGN ENGINEERING

FUNCTIONAL SAFETY DEVELOPMENT ENGINEERING

Winning with Global OEMs and New Mobility Markets

Expanding across OEMs, vehicle segments, and mobility markets while improving revenue resilience

Highly Diversified Global Customer Base

PASSENGER CARS

TWO-WHEELERS

COMMERCIAL VEHICLES

18 OF THE TOP 23 AUTOMAKERS
WITH >1M UNIT VOLUMES ARE VISTEON CUSTOMERS

16 NEW BRANDS ADDED
IN AUTOMOTIVE SINCE 2019

10 NEW BRANDS ADDED
IN NON-AUTOMOTIVE SINCE 2019

Building the Foundation for the Next Phase of Growth

Repositioning Visteon to capitalize on evolving industry dynamics and emerging opportunities

THE INDUSTRY SINCE 2023

Negative Customer Mix
Global Light Vehicle Production grew as planned but primary customer base production share declined

Electric Vehicle Adoption Slowed
Adoption stalled in North America while EV penetration was slower than anticipated in Europe

China Mix Shifted Rapidly
Global OEMs ceded share to domestic brands and new NEV Chinese brands gained prominence

Industry conditions evolved differently than anticipated in 2023

KEY INITIATIVES SINCE 2023 SET FOUNDATION FOR FUTURE GROWTH

CUSTOMER BASE

Key New Logos Diversifying Customer Base

PRODUCT PORTFOLIO

SmartCore™ HPC(1) with In-Cabin AI and Advanced Display NBWs(2)

GROWTH MARKETS

Expanded scale to support growth in emerging growth markets(3)

Reshaped customers, products, footprint, and stack to win the next decade of cockpit growth

1) High Performance Compute, 2) New Business Wins, 3) Emerging Markets include India, Southeast Asia countries, and South America

Positioned to Win Across the SDV Transition

Increasing content-per-vehicle through software-defined and AI-defined architectures

Hardware-Defined

Discrete ECU Architecture

Traditional vehicle E/E architecture with systems each covering its own single module

Software-Defined

SmartCore™ CDC

*Consolidating **cockpit systems into single computing platform** and bringing total system cost down for OEM*

5 **TOTAL ECUs**
Merging Cockpit and Connectivity

AI-Defined

SmartCore™ HPC

*Merges **cockpit and adjacent vehicle domains**, while adding compute **to enable AI** with no incremental cost to OEM*

10+ **TOTAL ECUs**
Merging Cockpit, Telematics, and Non-Cockpit

Supplier Landscape	***~15 Suppliers Reducing CPV Opportunity***	***Reduced Suppliers and Higher CPV Opportunity***	***Visteon is first Tier-1 Supplier for High Performance Compute***
CPV(1) Opportunity	**$125 - $350**	**$250 - $500**	**$1,000 - $1,200**
Logos Added Since 2019	RAM, MARUTI SUZUKI	*Premium German OEM*, *Premium European OEM*, ZEEKR, mahindra, LYNK&CO, GEELY, JMC	GEELY, CHERY, SAIC

1) Content-Per-Vehicle

Leading the Transition to AI-Defined Vehicle Architectures

Early customer adoption, compelling OEM economics, and a significant emerging HPC market opportunity

SmartCore™ HPC

Bringing Agentic AI into vehicle cabin with Edge-AI solutions ready to be deployed

3 **Domestic Chinese OEMs**
ARE USING SMARTCORE™ HPC FOR AI-DV ADOPTION

GEELY CHERY SAIC

Benefits of SmartCore™ HPC in the AI-Defined Era

Next Step Forward in Centralized Compute System Architecture Plus Edge-AI

SDV[1] Architecture for Premium Vehicle

13 Separate ECUs including front and rear CDC

Cost **$2,000+**

AI-DV[2] Architecture Replaces SDV

Single HPC merges 13 ECUs plus Edge-AI

Cost **30%** Reduction

HPC Market Opportunity

2026 - 2029 China HPC Demand

~2.5M
China HPC Volume of 2029 Serviceable Market

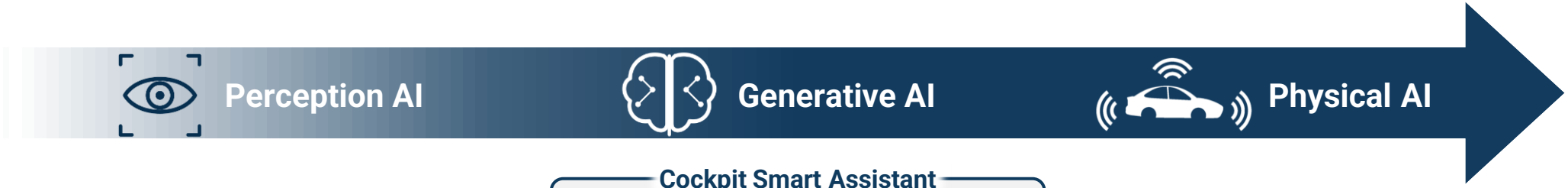
10 - 20%
Visteon Targeted China HPC Market Share in 2029

Reducing total cost to OEMs while advancing central compute architecture and enabling AI-based smart assistant

1) Software-Defined Vehicle, 2) AI-Defined Vehicle
Data source: S&P Global Mobility CDC and SOC component forecast and internal assumptions

Building a Scalable Edge-AI Software Platform

Leveraging CognitoAI™, model optimization, and HPC across industrial and future autonomous applications



Automotive Intelligent Cockpit Systems

Cockpit Smart Assistant

cognito AI *SmartCore™ HPC*

CognitoAI™ provides orchestration for agentic capabilities, planning, and intelligent in-cabin assistance

Industrial Internet of Things

Surveillance & Monitoring

cognito AI *D6Sigma™*

Perception-driven understanding of scenes, events, and visual workflows

Factory Line Monitoring & Inspection

cognito AI *D6Sigma™*

Generative AI analyzes monitoring and inspection workflows, surfaces insights, and supports decision-making

Autonomous Driving

L2++ ADAS

Develop expertise in world models for self-driving such as Alpamayo

Future Roadmap

Software Defined Architectures Driving Higher Display Content

Increasing display complexity and integration driving higher content-per-vehicle

Large 15-17” TFT LCD Standalone Displays

Complex Multi-Display Systems Under Single Cover Lens

Large Pillar-to-Pillar Systems and OLED Displays

Design Complexity	***Narrow Borders, Optical Quality, Cover Lens Reflectivity***	**+** ***Seamless Experience with Low Inter-Display Gap, Slight Curvature***	**++** ***Active Privacy, High Perceptual Image Quality to Reduce Driver Distraction***
CPV Opportunity	**$125 - $200**	**$200 - $350**	**$400 - $1,000**
Logos Added Since 2019	Scout, Toyota, Lexus	Renault, Mercedes-Benz, Chery, GM, Stellantis, Audi	*Premium German OEM*, *Premium German OEM*

Building the Software and Engineering Capabilities for the SDV Era

Targeted acquisitions strengthen Visteon's position as strategic partner for SDV and AI-DV

Acquisition Strategy Objectives

Adapt Business Model to Solidify Position as Development Partner of Choice in SDV Era

Enhance Capability Stack to Align with Growing Technology Needs of Software-Defined Vehicles

Vertically Integrate Software Offering to Provide More of Software Stack in the Cockpit

Engineering Services

jember

Acquired in Q3 2024

Connectivity / Telematics Expertise

4G/5G/6G/Satellite NTN(1) technology evolving in automotive

spiegelInstitut

Acquired in Q2 2025

Cockpit User Experience Expertise

AI and large displays impact automotive UX(2) design

VEHICLEVO

Acquired in Q2 2026

Functional Safety Expertise

Cockpit and ADAS(3) expected to merge with advancements in silicon, requiring deep expertise in functional safety

Software

inntot

Acquired in Q4 2024

Software-Defined Radio Stack

Digital broadcast radio functionality conversion from hardware to software-defined

Accelerating Visteon's evolution to strategic software and engineering partner in SDV era

1) Non-Terrestrial Network
2) User Experience
3) Advanced Driver Assistance Systems

Expanding into Adjacent Mobility Markets

Leveraging our cockpit platforms beyond passenger vehicles

Key Two-Wheeler ("2W") Technology Trends

Digitalization	Large display cockpit systems (5 to 8") with smartphone integration
Connectivity	Riders expect "Hands-on-handle" control of turn-by-turn navigation, music, phone call
Electrification	Electric vehicles need to display more data including battery range, charge percentage, etc.

DIGITAL COCKPIT SYSTEM

$40 - $80

Content-Per-Vehicle Opportunity

~51M *in 2029*

2W Addressable Market(1)

Excludes China Market

Key Commercial Vehicle ("CV") Trends

Regulation	Mandatory standards requiring ADAS visualization for safety
Fleet Management	Compute demands driven by advanced route planning, compliance, and fleet management requirements
Driver Comfort	Adoption of passenger car digital experience to elevate driver comfort

SMARTCORE™ CDC PLATFORM AND DISPLAYS

$200 - $400

Content-Per-Vehicle Opportunity

~3M *in 2029*

CV Addressable Market(2)

Excludes China Market

Automotive digitalization and compute trends extending to non-auto markets and driving new opportunities

1) Based on Mordor Intelligence and Visteon internal assumptions
2) AI-Defined Vehicle Based on S&P Global Mobility Medium and Heavy-Duty production forecast and internal assumptions

Why We Win

Five differentiated capabilities today. Four strategic investments extending our moat for tomorrow.

WHY WE WIN TODAY

Technical Depth
Full cockpit stack expertise spanning software, silicon, displays, and AI

Platform Leverage
Reusable software and hardware architecture across customer programs and end markets

Timed Innovation
Early positioning across major cockpit technology transitions with investment pacing that is aligned with customer adoption curves

Localized Scale
Manufacturing footprint aligned with regional production hubs and localized supply chain to build resilience

Cost Discipline
Scaled software and manufacturing execution anchored in BCCs supported by tech centers near OEM development teams

EXTENDING THE MOAT

Edge AI Expertise
Develop deep expertise in Edge-AI DevOps to serve automotive and other emerging opportunities

Vertical Integration
Further our supply chain resiliency and insulation against cost inflation by owning more of our products BoM

Selective Bolt-On M&A
Incremental investments in software stack and engineering services to extend capability stack

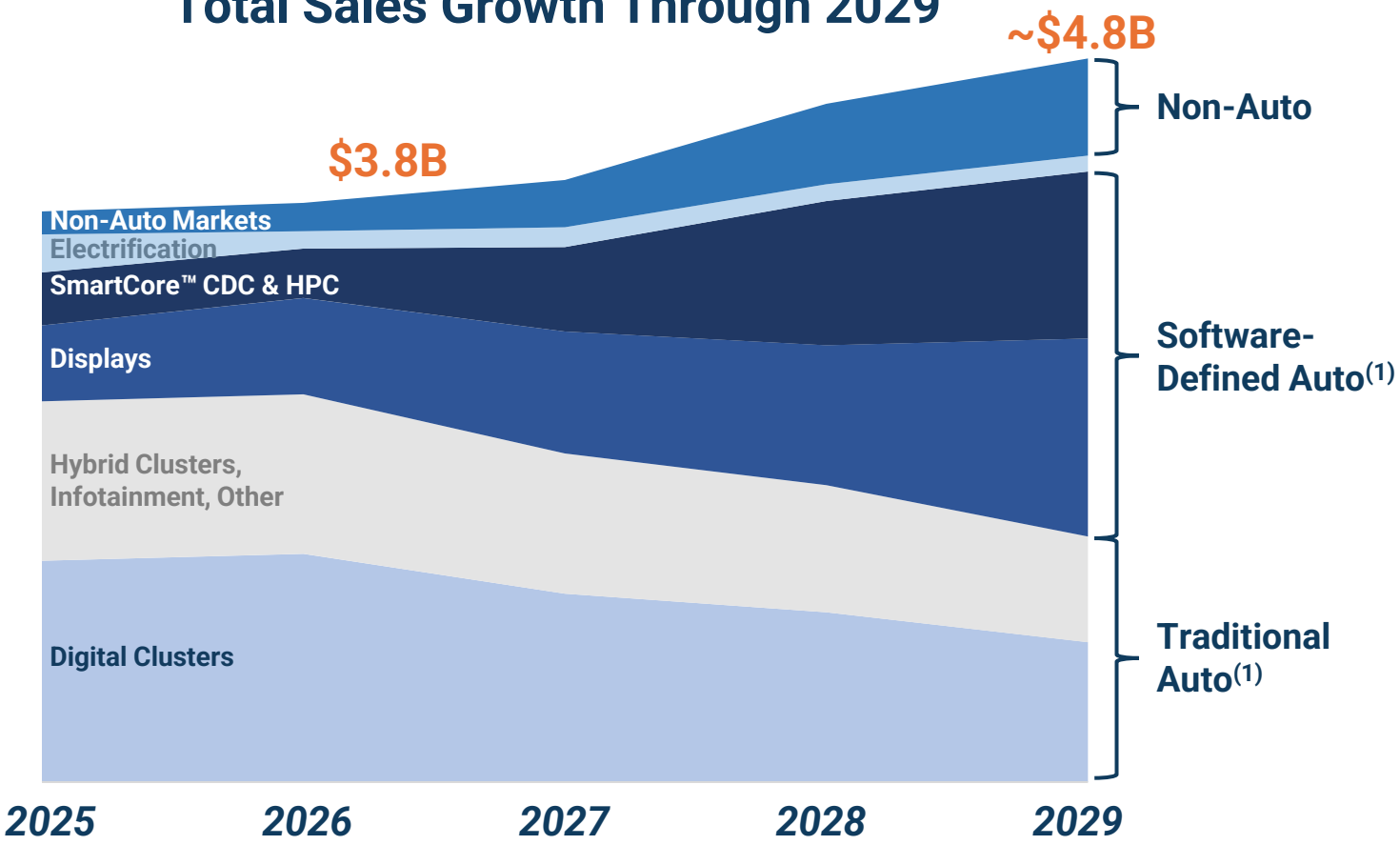
Software Talent Pipeline
Leverage development platform that we institutionalized to grow automotive engineering talent in BCCs

Our differentiated capabilities and disciplined strategic investments create a sustainable advantage in long-cycle automotive markets

A Clear Path to Growth Reacceleration

Higher value cockpit platforms and non-auto expansion creating a stronger growth trajectory

Total Sales Growth Through 2029



Primary Trends Driving Growth Plan

Portfolio Transformation

SDV trends driving growth of SmartCore™ CDC/HPC and large complex display systems

Legacy Program Transition

Roll-off of programs for Hybrid Clusters, IVI, Body Controller, and North American OEM digital cluster

Non-Auto Expansion

Robust growth with 2-Wheelers and Commercial Vehicles with emerging opportunities in IoT

Transition to software-defined vehicles, combined with expansion into commercial vehicles and two-wheelers positions Visteon for accelerating growth through the end of the decade

1) Automotive product split excludes any 2W and CV revenue; product revenue for clusters, CDC, and displays higher when including 2W and CV

Our Strategy

Leveraging cockpit leadership to drive sustainable growth and value creation

Lead in SDV. Expand the platform. Grow the market. Compound the advantage.

Center of SDV and AI-DV Trends

Leadership in cockpit acting as anchor of SDV trends with first-mover leadership of AI with well-established partners

Product Expansion

Cockpit and AI platform provides universal coverage in mobility and entry opportunities in non-auto markets

Aligned to Growth Markets

Uniquely aligned to high growing emerging auto markets and digital trends of non-auto mobility markets

Compounding Capability Stack

Merging leadership in tech, cost, and pace of execution with global scale, platform engineering, and disciplined investments

Experienced Leadership Team

Industry leaders sharing Visteon's strategy, technology roadmap, and growth outlook

Bob Vallance

Senior Vice President
Product Lines

Francis Kim

Senior Vice President
Global Sales &
Commercial Excellence

Joao Paulo Ribeiro

Senior Vice President
Operations &
Supply Chain

Jerome Rouquet

Senior Vice President
Chief Financial Officer

Product Lines & Platforms

Bob Vallance
SVP, Product Lines

The Product Leaders Driving Our Vision Forward

Technical depth and customer relationships turning our strategy into revenue

Cockpit Electronics

SIVAKUMAR YEDDANAPUDI

- Built our cockpit business across every era
- Created SmartCore™ - 25+ design wins
- Now leading the HPC push to AI-defined vehicles

AI Product And Technology

HARSHA PADMANABHA

- Built our HMI and 3D graphics platform
- Leads Visteon's AI organization; edge to cloud
- Serial builder: Primo co-founder, early Sensara team

Displays

FREDDIE MATSUMOTO

- Built our next-gen display capabilities
- Drives the vertical integration behind localization
- Extensive display career within and beyond Auto

The Product Led Solution

Multiple growth engines position Visteon to grow faster than underlying vehicle production

Anticipating Market Trends

Developed deep market understanding and drive our own technology roadmaps

Strong Product-Market Fit

Markets fragmented by region and segment: we build the right solutions for each

Reusable Platform Assets

Technical investments compound with IP built for one program that accelerates the next

Cockpit Electronics Portfolio Evolution

Over a decade of anticipating cockpit trends, creating the industry's broadest cockpit electronics portfolio

THE INDUSTRY CHALLENGE

Cockpit innovation is accelerating, as demand for differentiated UX calls for broader solutions

VISTEON DIFFERENTIATION

Anticipation of Technology Shifts

Consistently cognizant of major industry trends, building new capabilities before each trend emerges

Engineering Efficiency

Product-led model and reusable platform strategy allows support of more programs than ever

Speed to Market

Platforms compress development timelines, allowing quick response to OEM needs and time to market

Digital Clusters and Audio

PRE-2015

SmartCore™ CDC Deployment and Evolution

2018 - 2023

Deploy SmartCore™ HPC with CognitoAI™ Edge AI

2026

Track Record of Timely Innovation

2015 - 2020

Building Software Platform and Android Infotainment

2023 - 2025

Adding Cameras & Connectivity Suite

Cockpit Electronics Platform Approach

Reusable platforms compress development time, reduce cost, and compound competitive advantage

	Hardware-Defined		Software-Defined	AI-Defined
	 Instrument Cluster	 Infotainment	 SmartCore™ CDC	 SmartCore™ HPC
Software Stack	Cluster Middleware	Audio / IVI Framework	Cloud Services SDV Framework Cluster Middleware Audio / IVI Framework	AI Framework Audio Algorithm Cloud Services SDV Framework Cluster Middleware Audio / IVI Framework
Chipset Partner	Texas Instruments, NXP	MediaTek, Qualcomm	Qualcomm	Qualcomm

Compounding of Platform Benefits

Cluster & Audio/IVI platforms developed in parallel and reused repeatedly	Cluster & Audio/IVI platforms reused; Cloud Services and SDV framework built on top	CDC platform reused; AI Framework & Audio Algorithm built on top

CDC Platform Example

Established portfolio providing the foundation for building next-gen products

25M+
Lines of Code in Typical CDC Program Today

1800
Software Blocks Used in CDC Development

~75%
Software Blocks Reused from Prior Programs

~12
Months from Award to Production

Cockpit Electronics Platform Summary

Cockpit Electronics Platform breadth unmatched across the industry

WHAT IT MEANS TO BE PLATFORM DEFINED

Shared set of reusable hardware, software, and IP assets deployable across multiple programs

Cockpit Electronics Platform

Instrument Cluster

Infotainment

SmartCore™ CDC

SmartCore™ HPC

Product Complexity Factor(1)	*Baseline*	*+*	*++*	*+++*

Proof Point of Platform

Program Execution

100+ cockpit electronics projects in the last three years in parallel

Rising Complexity

Complexity rising exponentially from instrument clusters to HPC

Increasing Speed

Time to market often under 2 years and sometimes one year

1) Product Complexity Factor: internal measurement to determine difficulty of program engineering within historical scope

Display Portfolio Evolution

Foundation in clusters and anticipating of SDV trends enabled broad portfolio expansion

THE INDUSTRY CHALLENGE

Cockpit innovation is accelerating as demand for differentiated UX calls for broader solutions

VISTEON DIFFERENTIATION

Foundational Expertise

Early capabilities for digital clusters with deep component design translating to display expertise

Speed to Scale

Single display expertise applied directly to the move into dual and eventually triple display configurations

Vertical Integration

In-sourcing key non-panel components allows for Visteon to control more of the manufacturing process

Traditional Hybrid Displays

PRE-2015

Emergence of Multi-Display Systems

2020 - 2025

Pillar-to-Pillar and OLED Display Systems

2026

Track Record of Timely Innovation

2015 - 2020

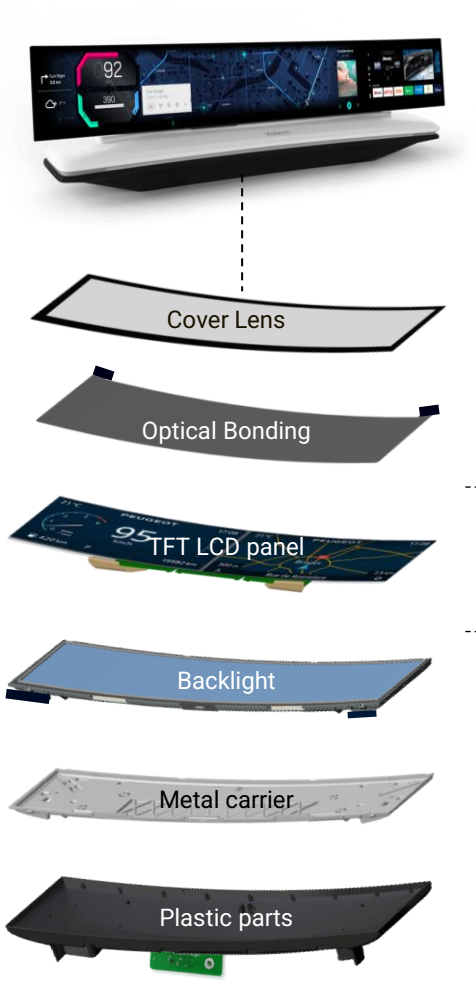
Digitalization of Clusters and Display Audio

2025

Large and Complex Multi-Display Systems

Displays Platform Approach

Platform architecture with vertical integration delivering speed, cost efficiency & premium display performance



Cost Share	Conventional Tier1	Approach	
~25%	Buy	In-House	• *Design of curved glass shaping* • *Optical bonding in-house*
~25%	Buy Assembled Panel	Buy Base Panel	• *Display panel assembly in-house*
~50%	Buy	In-House	• *Backlight optical design* • *Magnesium part molding in-house*
	In-house / Buy		• *Custom plastic molding*

Display Platform Summary

Displays platform capabilities cover market demand end-to-end

WHAT IT MEANS TO BE PLATFORM DEFINED

Shared set of reusable hardware, software, and IP assets deployable across multiple programs

Displays Platform

Single Flat

Multi-Display Flat

Multi-Display Curved

OLED Displays

Product Complexity Factor[1]	*Baseline*	*+*	*++*	*+++*

Proof Point of Platform

Program Execution

80+ display projects in the last three years in parallel

Rising Complexity

Complexity rising significantly from single displays to pillar-to-pillar systems

Increasing Speed

Time to market requires deep platform experience of key display elements

1) Product Complexity Factor: internal measurement to determine difficulty of program engineering within historical scope

Scaling Our Platforms Into the Future with AI

Early progress towards next platform differentiator

Emerging Opportunity

AI represents a rapidly expanding and attractive growth frontier for the cockpit

Early Momentum

SmartCore™ HPC and CognitoAI™ customer alignment, validating early demand

Positioned for Growth

Strategically aligned to scale AI capabilities further as the market accelerates

The Cloud-to-Edge Bridge for Automotive AI

Key challenges in cloud-centric edge computing: complexity & speed

Cloud Model Cadence

Case study on Models frequency of release

	2024 - 2025	Today
Average Model Release Cadence	**6+** months	**~3** months

Representative Models Used in Current HPC Programs

deepseek · Gemma · Microsoft Phi-4 · Qwen

Automotive Edge Device Lifecycle

Typical Lifecycle of SoC(1) Compute

Design → Launch → **In Market** → Service life

7 – 10+ years

- Fixed compute budget
- Memory / thermal limits
- Latency targets
- Long qualification cycle

Key Challenges

- Models are cloud centric design with increasing release velocity
- Models have escalating structural complexity
- Edge lifecycle bottlenecks to deal with cloud model cadence
- On-device fine-tuning and optimization constraints

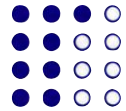
1) System on Chip

Visteon AI Platform Capabilities

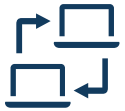
Unique approach to accelerate the AI development for Automotive

Visteon Edge AI Engineering Investments

AI Engineering



Advanced Quantization & Low-Bit Inference



Model Distillation & Simulation Techniques

Memory-Efficient Compute

Hardware-Aware Neural Architectures

Hybrid On-Device & Private Cloud Compute

Reinforcement Learning for On-Device

AI Infrastructure

Data Curation & Labeling

Simulation & Validation

GPU Training Servers

Safety & Benchmarking

Summary

Product & Platform Driven

Rich and capable set of platforms contributing to the majority of our revenue from 2026 through 2029

Broadest Cockpit Portfolio

Comprehensive portfolio addresses automaker needs across segments, regions, and architectures

Timely Platform Execution

Technology shifts identified early and moved decisively for transitions toward AI-defined vehicles

Visteon

Q&A

Visteon

Investor Day

JUNE 25, 2026 | NYC

Growth Drivers & Customer Strategy

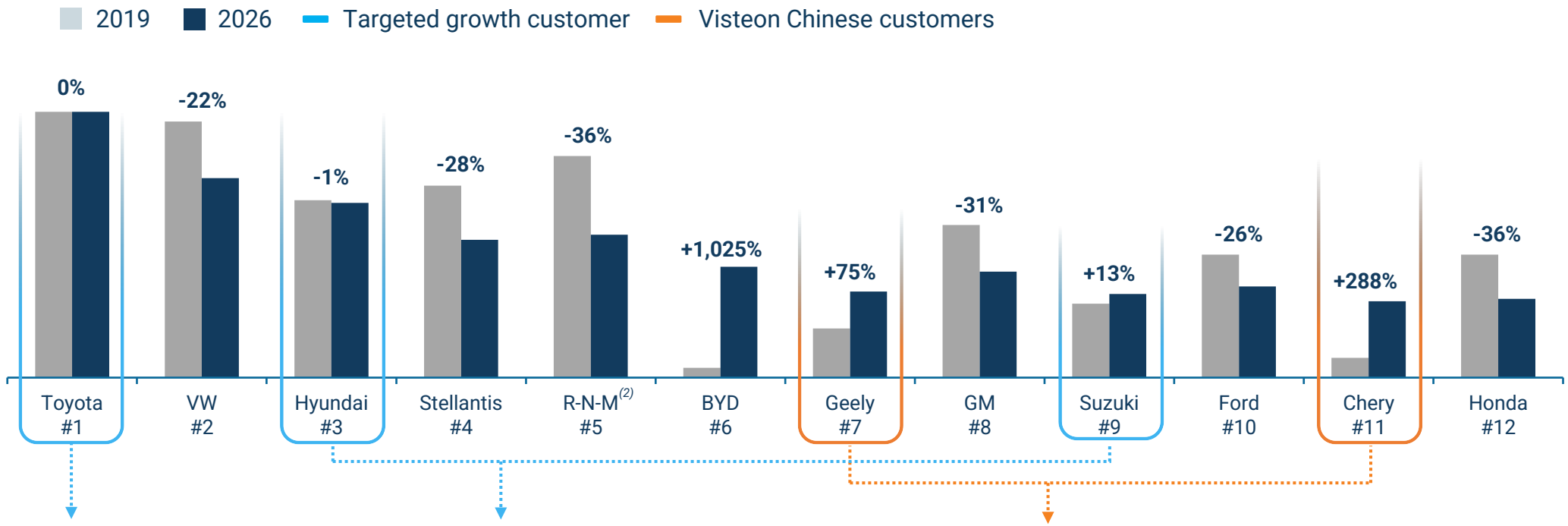
Francis Kim
SVP, Global Sales & Commercial Excellence

The Industry Is Repositioning

Customer leadership is changing across regions and segments

Top-12 Carmakers by Production

Light Vehicle Production Change since 2019(1)



TOYOTA

Set to rank among our largest customers, with ~8% of total company sales

HYUNDAI & SUZUKI

Targeted growth efforts are translating into tangible results, with growing momentum at Hyundai and Maruti Suzuki

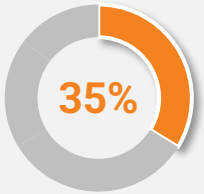
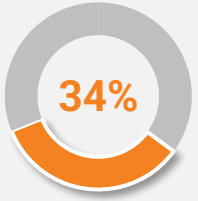
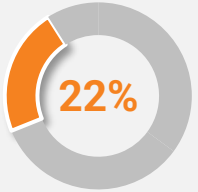
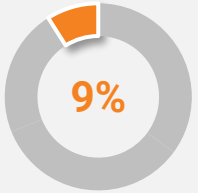
CHINA MOMENTUM WITH GEELY & CHERY

- Chinese OEMs are rising fast among the world's top automakers
- Visteon won AI-cockpit business with 3 leading OEMs: Geely, Chery and SAIC for their premium brands

1) Top 12 carmakers volume ranking in CY 2026 and individual performance versus CY 2019, by vehicle production (millions of units) , 2) R-N-M: Renault, Nissan, Mazda
Chart source: S&P Global Mobility, Light Vehicle Production Base (June 2026). 2019 implied from CY 2026 production and reported % change. Strategy figures per Visteon

Different Markets, Different Trajectories

Cockpit content growth varies by region and vehicle segment

Visteon Regions	2025 VC Sales	Market Trends
 ***Americas***		*SDV adoption lags, creating runway to refresh legacy architectures with cockpit products*
 ***Europe***		*Faster SDV adoption, regulations, and Chinese imports drive higher cockpit content*
 ***Rest of Asia***		*Digitalization and India's two-wheeler growth creates new upside as specific Japanese volume fades*
 ***China***		*Incentive-driven demand has peaked; the next leg of growth is driven by premium tech and HPC*

North America: Near-Term Compression Before Transition

Managing headwinds through portfolio and customer diversification

Regional Visteon Dynamics

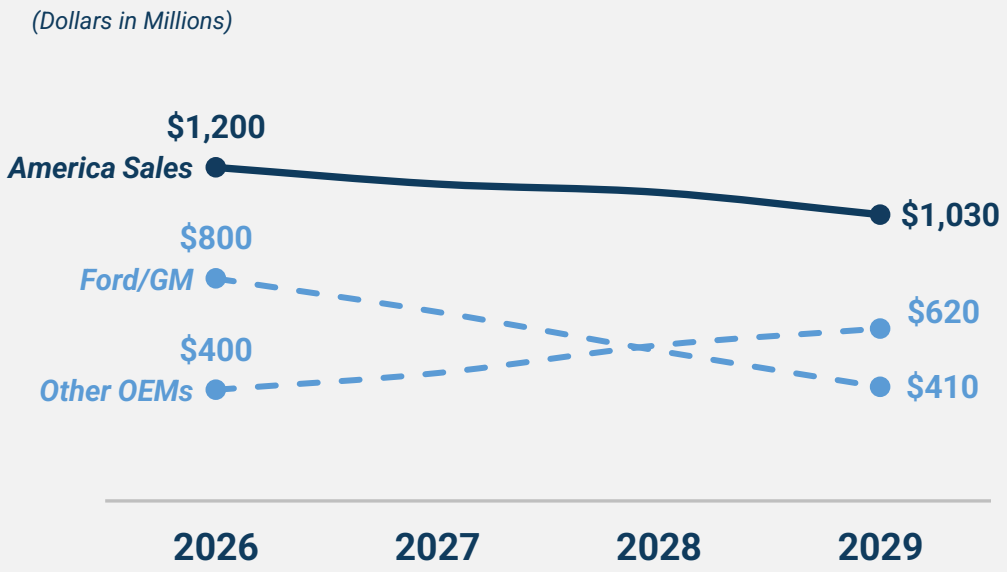
Near-Term Reset
Moderate total production growth while our sales step down as traditional programs roll-off

Program Timing
GM cluster wind-down on architecture change, plus a Ford cluster-to-display transition gap

SDV-Powered Growth
Large, complex displays provide outer-year growth, offsetting near-term legacy roll-off headwinds

Adjacent CV Expansion
New CV business with International and Oshkosh opens a market with room to grow

Sales Evolution in North America



Key Actions

Diverse Customer Program Wins Driving Growth

Infiniti QX65
Digital Cluster

Scout SUV & Pickup
CID and Cluster Display

Traton Platforms
SmartCore™

CV OEM Partnerships

INTERNATIONAL

OSHKOSH

Europe: Higher-Content Platforms Drive Growth

Digital cockpit platforms scale from mass market to premium and commercial vehicles

Regional Visteon Dynamics

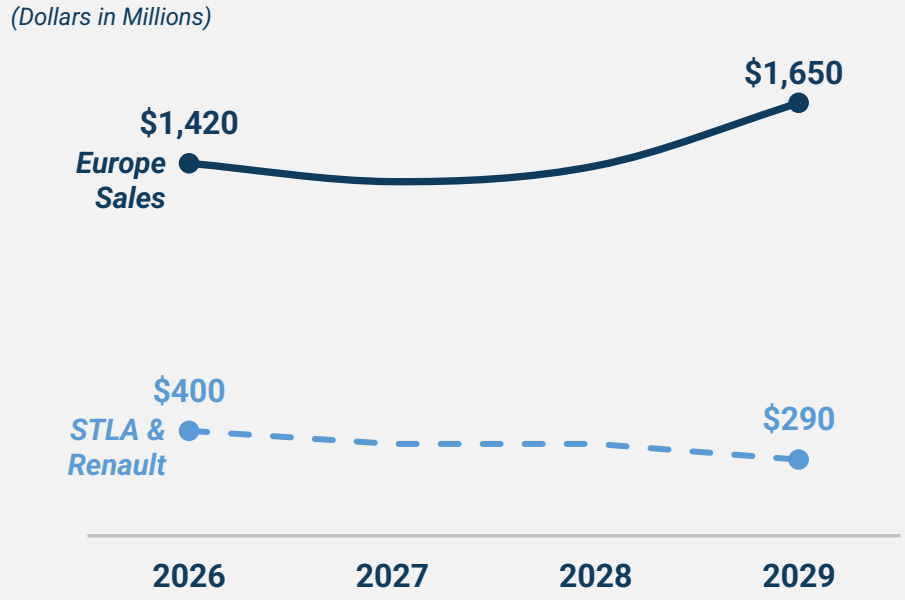
Advanced SDV Market
Europe trails only China on SDV, with about 30% of the market SDV and scaling underway

Traditional Program Roll-Offs
Legacy body controller and cluster roll-offs create near-term portfolio transition headwinds

OEM Production Declines
Stellantis and Renault production declines in Europe, pressuring near-term revenue

Premium OEM Platform Wins
Large-format displays and SmartCore™ CDC ramp as OEMs increasingly adopt SDV features

Sales Evolution in Europe



Key Actions

Premium Display Expansion

25” Panoramic Display

Mercedes MBUX Superscreen

Commercial Vehicle Digitalization

SCANIA — *SmartCore™ Digital Dashboard*

VOLVO Construction Equipment — *SmartCore™ with Digital Cluster*

TRATON — *Next-Gen SmartCore™ CDC*

Rest of Asia: Scale and Digitalization Drive Growth

India expansion, cockpit content growth, and two-wheeler adoption support regional momentum

Regional Visteon Dynamics

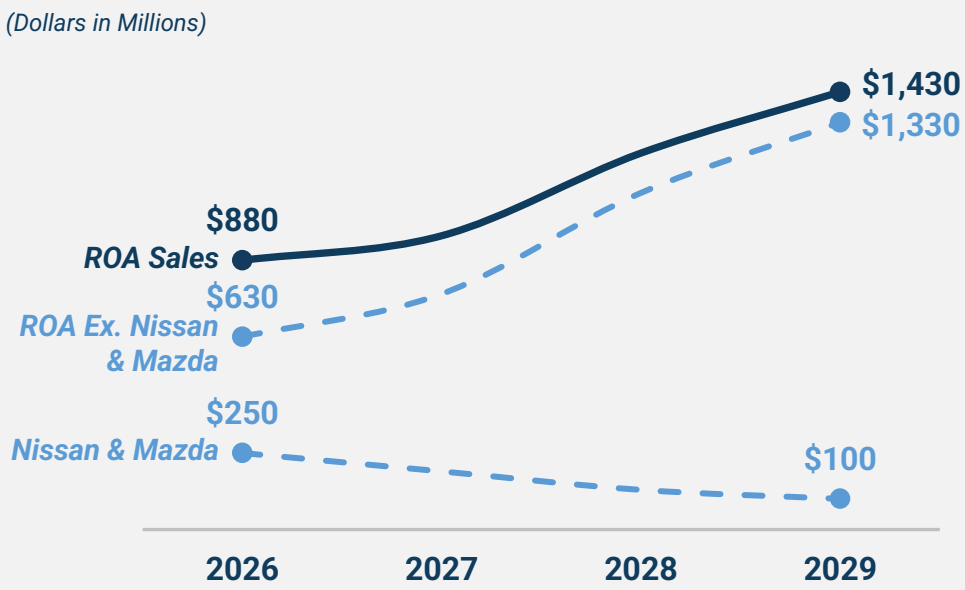
Emerging-Market Runway
Vehicle production accelerating across key developing Asia markets, unlike the mature regions

Nissan and Mazda Pressure
Weaker product shrinks Nissan and Mazda volume, margin protected through cost reduction

India and ASEAN Growth
Rising cockpit content across India and ASEAN more than offsets the decline of struggling J-OEMs

Technology Expansion
Mahindra SmartCore™ CDC and Toyota cockpit content scale across multiple vehicle programs

Sales Evolution in RoA(1)



Key Actions

SmartCore Adoption

Mahindra XUV7XO
Centralized SmartCore™ CDC with three 12" displays and SDV features

Toyota Platform Expansion

Lexus ES
Driver Display

Toyota Camry
Digital Cluster

1) Rest of Asia (ROA) = Asia excluding China

Positioned Across India's Digital Shift

Content rising with all four leading OEMs as vehicles grow larger and cockpits digitalize

Visteon Sales Evolution in India

2029 — **~$900M** *of VC sales*

2025+ — **2-Wheeler**
Ongoing growth driver

2025+ — **New Major Awards**
Cluster & SmartCore™ CDC

2025 — **Displays**
Bigger screens, IVI

2023 — **CDC Scale-Up**
More Launches

2021 — **First CDC**
SmartCore™

2019 — **<$100M** *of VC sales*

Key India Growth Drivers

Vehicle Production Growth
Vehicle production in India expected to expand at an unmatched pace

Mass Market Digitalization
Bringing advanced displays and connected experiences to mainstream price points

Two-Wheeler Expansion
Increasingly turning to digitalization trends for differentiation and enhancement

~$1.2B
Passenger Car Awards 2023 - 2025

$700M+
2-Wheeler Awards 2023 - 2025

Toyota in the Spotlight

Robust launch cadence serves as critical building block for growth

New Business Wins Highlights
(2023 - 2025)

~$2B

Cumulative NBWs

Launch Cadence
(2026 - 2029)

22

New Product Launches

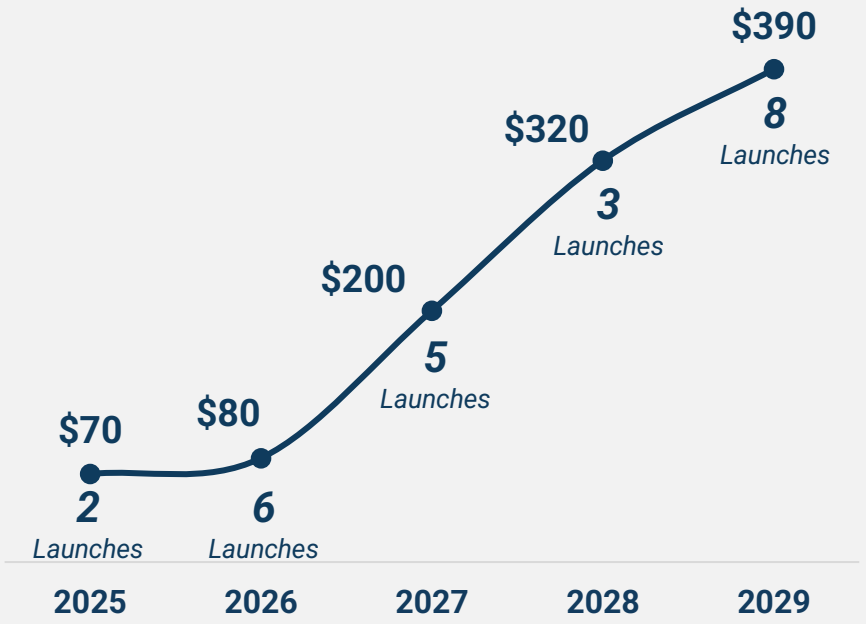
Launch Spotlight

6 *of the top 10 vehicles by volume with Visteon content*

7 *of the top 10 vehicles by volume with Visteon content*

Toyota Sales Forecast

Launch cadence over next three years supporting building blocks to sales growth



Toyota forecasted to be Top 3 Customer in 2029

NOTE: Launch forecast includes awarded programs and future pursuits reflected in planning assumptions

Unlocking Growth in Two-Wheelers

Digitalization trends drive adoption across the two-wheeler market

Market Opportunity

	INDIA	SE ASIA	REST OF WORLD
	21M	13M	17M
CAGR '26 - '29	+8.5%	+6.6%	+4.4%

~51M **2W Addressable Market**
Excludes China Market

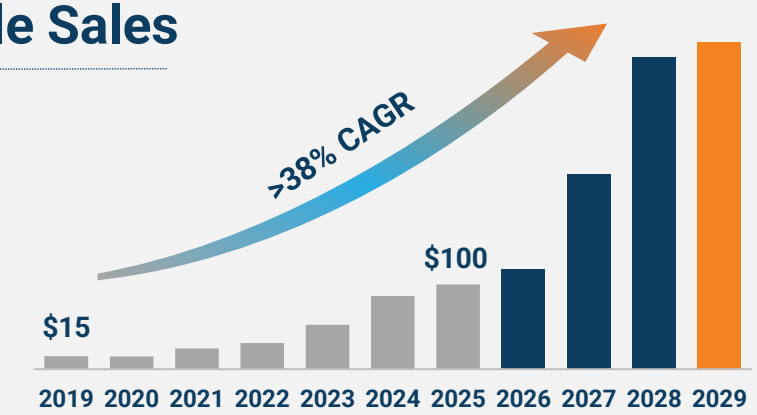
What This Means for Us

Capture Analog-to-Digital Conversion
Large installed base of analog clusters provides a significant upgrade opportunity

Content Expansion Beyond Legacy Clusters
Migration toward TFT(1), connected displays, navigation, and software-enabled experiences

Participation Across the Adoption Curve
From entry-level commuter vehicles to premium connected motorcycles

VC Two-Wheeler Vehicle Sales



Awarded Customers

HONDA · Hero · European Premium OEM · ROYAL ENFIELD · TVS · HARLEY-DAVIDSON

1) Thin-Film Transistor

Unlocking Growth in Commercial Vehicles

Building reusable platform across the commercial vehicle market

Europe

Proof of Conversion

Regulation accelerated cockpit consolidation

Safety regulations accelerated cockpit consolidation, proving OEM demand for integrated driver-facing compute platforms

Americas

Cockpit Expansion

Integrated cockpit adoption expands CPV

Digital cockpit demand broadening from individual products to full cockpit suites, increasing content-per-vehicle

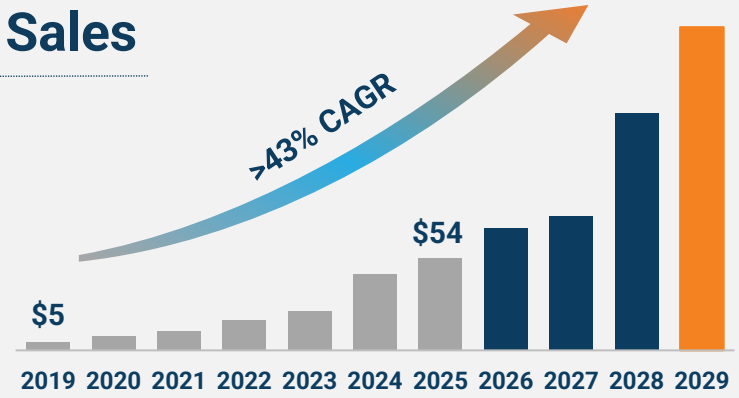
India & RoW(1)

Next-Wave Scaling

Early engagement allows for future scale

India's growing commercial vehicle market and early customer engagement create the next cockpit-content scaling runway

VC Commercial Vehicle Sales



Awarded Customers

DAIMLER · MAN · SCANIA · RENAULT TRUCKS · VOLVO Construction Equipment · OSHKOSH · INTERNATIONAL

1) Rest of World

Visteon

China Strategy

China Automotive Market Under Structural Shift

Vehicle production remains flat with domestic Chinese OEMs gaining share

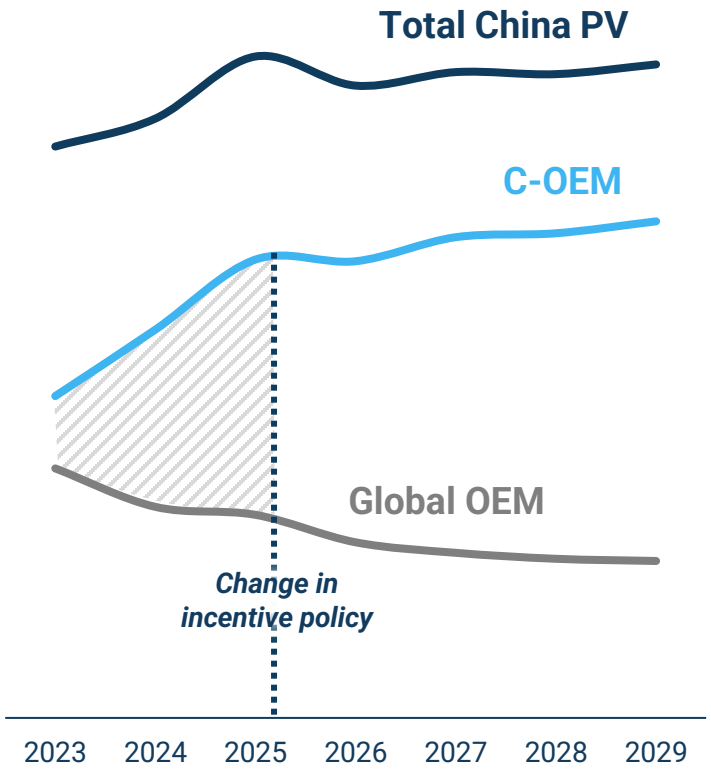
China's Automotive Value Shift

Policy Tailwinds Fading
Incentives and pricing pressure reducing support for entry-level volume growth

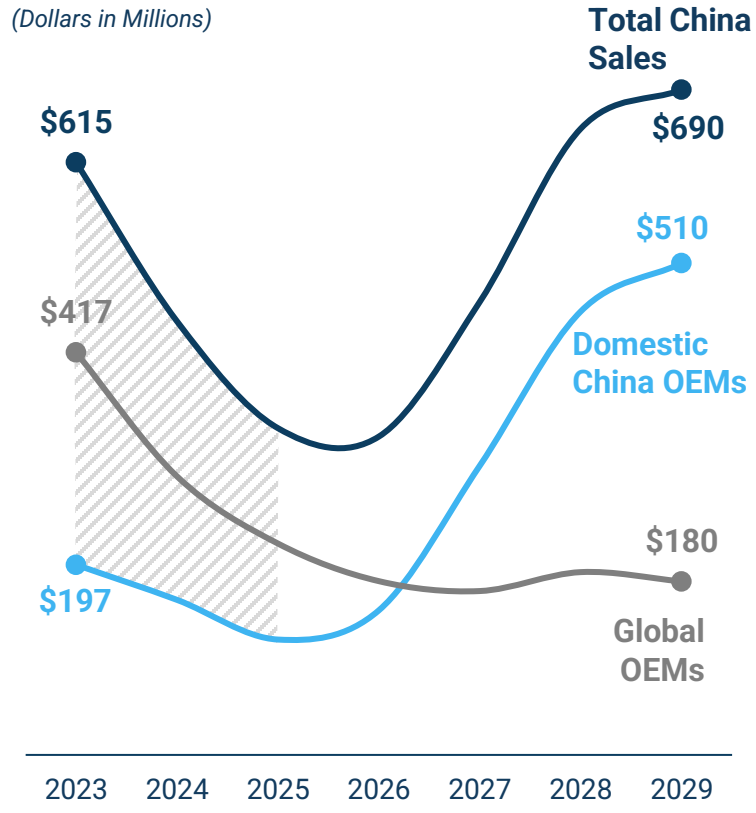
Value Pools Shifting Upmarket
Growth is moving toward premium segments built around intelligence, luxury, and lifestyle

OEM Strategies Evolving
Domestic leaders are prioritizing tech as premium pressure rises and production slows

Chinese OEM Production Growth



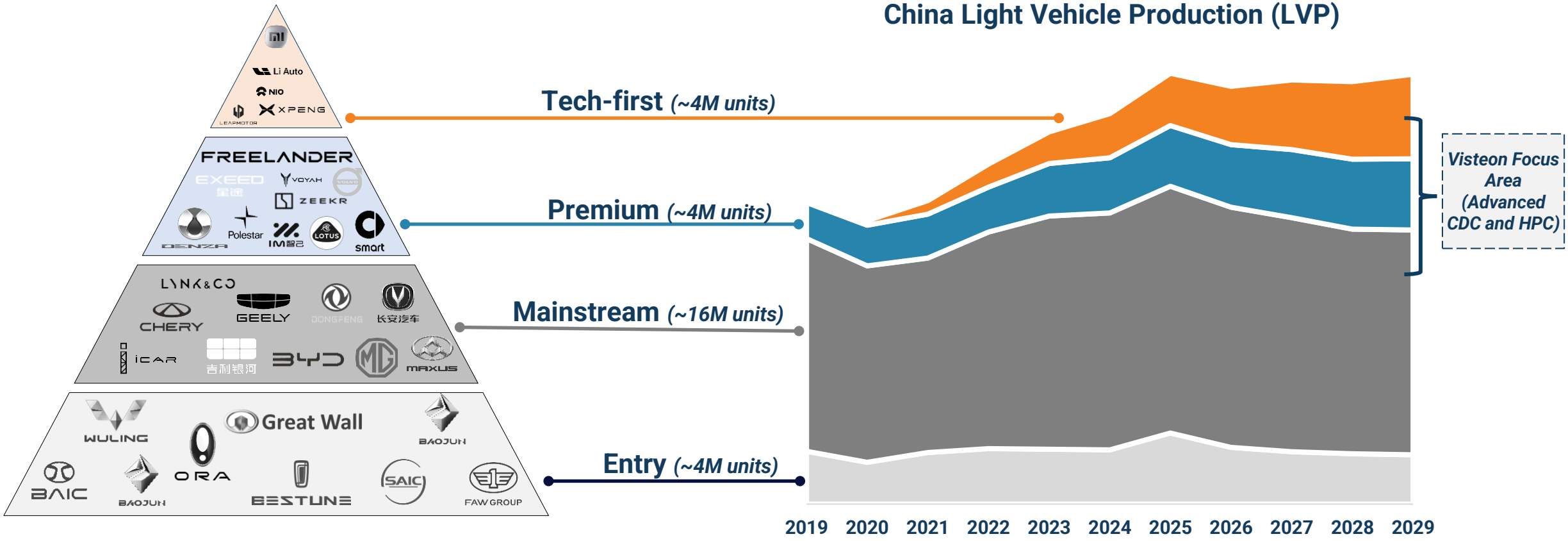
Visteon Chinese OEM Sales Growth



Data source: S&P Mobility Light Vehicle Production Forecast June 2026

Growth Driven by Technology in Upper Segment of the Market

Fastest growing and high-value segment of market



The strongest growth is occurring in premium and technology-focused segments

Data source: S&P Mobility Light Vehicle Production Forecast June 2026

Our AI Cockpit Journey in China

Trusted technology partner to leading Chinese-OEMs

AI Brings a Different Dynamic

Chinese OEM leaders need a **co-developer**, not a supplier

Global Partner
AI is regulated and stays in China; global expansion ambitions need a global partner, not a platform

China-Speed Execution
Years of platform investments let us move at China's rapid pace by design

Faster Lifecycle
AI models refresh far faster than the hardware, demanding ongoing co-development

Proof Point

$1B+ in lifetime HPC program wins

The only Tier-1 selected by three leading Chinese-OEMs for AI powered HPC

GEELY CHERY SAIC

Deploying **industry-first SmartCore™ HPC** with Qualcomm Snapdragon Elite

The shift to AI is elevating Visteon's role from supplier to technology development partner

How We Capture the Next Wave of Cockpit Growth

Aligning market shifts, customer momentum, and scalable technology platforms to expand value creation

Growth Is Repositioning

Value creation is shifting across regions, customers and vehicle segments

Technology Is Raising Content

SDV, cockpit consolidation, and AI are increasing content-per-vehicle

Scale Is Becoming a Differentiator

Global platforms enable faster deployment and broader value capture

The industry is changing, and our customer and regional footprint is evolving with it

Manufacturing Operations & Supply Chain

Joao Paulo Ribeiro
SVP, Operations & Supply Chain

Manufacturing as a Competitive Advantage

Enabling growth, expanding margins, and delivering capital efficiency

Global Footprint Positioned for Growth

Footprint strategically located near customers to support digitalization trend

Innovative Manufacturing Technologies Driving Efficiency

Driving efficiency and quality through disciplined investments in operational innovation

More Share of Value Chain Through Vertical Integration

Increased supply chain resilience and material control through insourcing

Footprint Optimized for Cost, Resilience and Customer Proximity

Strategically located manufacturing network supporting growth and operational efficiency

COST COMPETITIVE GLOBAL FOOTPRINT

14
STRATEGICALLY LOCATED PLANTS

1M+
PRODUCTS SHIPPED PER WEEK

86
NEW PRODUCT LAUNCHES IN 2025

273
GLOBAL SUPPLIERS

SUPPORTING HIGH GROWTH MARKETS

97%
HEADCOUNT IN BEST COST COUNTRIES

IN-HOUSE MANUFACTURING TECHNOLOGY

45
AI GLOBAL CHAMPIONS

Strategic Investments in High-Growth Markets

Reducing overall costs with internal development capabilities and equipment repurposing

Plant investments aligned with high-growth markets

New Plant in India
Supports growth with Indian OEMs and major two-wheeler program

Thailand Expansion
Supports growth with Japanese OEMs for Rest of Asia region

Plants with new manufacturing capabilities

Displays Bonding (Brazil)
First-to-market in Brazil with display bonding capabilities

Magnesium Injection Molding (Portugal, Tunisia, Mexico)
Expanded Magnesium injection molding capabilities in three plants

Capital Efficiency

Custom Equipment Design
Design manufacturing equipment in-house to optimize efficiency

Global Equipment Reuse Program
Repurpose existing equipment to reduce costs

Visteon Innovation Enables Growth, Efficiency, and Quality

Next-generation product development enabled through improved manufacturing processes

Automotive Challenges

Increasingly Complex Displays	Faster Production Times Required	Rigorous Quality Standards	Software Testing and Validation	High Component Counts

Visteon Response

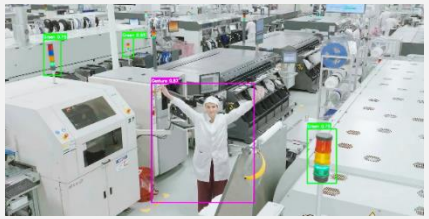
Internally Developed Process Automation

Automated complex process to drive quality and improve productivity

Proprietary Displays Bonding Process

Optical bonding reduces material costs and improves speed

AI-Based Production Monitoring System



Rapid stoppage detection improves productivity

AI-Enabled Quality Monitoring System

AI-enhanced vision system improves quality

Automation Enabling Complex Display Manufacturing

Internally developed automation process drives quality and improves productivity

Click Here To Watch Video

Multiple Radius Curved Glass Lens

High-Precision Assembly

~3,500 Parts Produced Daily

Display Automation

30%

Improvement in Manufacturing Speed

~40%

Lower Capex Driven by Design Innovation

~70%

Reduction in Operators Needed

Implemented Proprietary Display Bonding Process

Third-generation Visteon bonding process reduces materials costs and improves manufacturing speed

Click Here To Watch Video

Capacity Increase from 1,200 to 5,000 Parts Daily

First to Market Globally

Less Material and Equipment Required

Visteon Bonding Process

75%

Cycle Time Improvement

~50%

Reduction of Shop Floor Space

~10%

Material Cost Reduction

AI-Driven Monitoring Improving Productivity and Reducing Downtime

AI cameras delivering real-time detection, faster response, and productivity improvement

Visteon®

LINE MONITOR

Click Here To Watch Video

Reacts to Human Gestures

Responds to Machines Requiring Assistance

Real-Time Alerts

AI-Driven Line Monitoring

~10%

Productivity Improvement

100%

of System Internally Developed

Scaling

For Global Deployment

AI-Enabled Quality Monitoring System

Eliminates need for constant human intervention and efficiently drives higher quality

Visteon®

VISION

Click Here To Watch Video

3,000 Vision Systems Across Visteon

Improves Inspection Accuracy

Edge AI Pilot Deployment

AI Quality Monitoring

75%

Reduction on False Rejections

100%

of System Internally Developed

Scaling

For Global Deployment

Vertical Integration Enhances Margins and Supply Chain Resiliency

Increasing competitiveness through vertical integration

Magnesium Injection Molding

Lightweight structural parts molded into single structure

Superior Thermal Management

Applicable Across Multiple Products

Reduces Material Costs

~35%

Lighter than Aluminum

~50%

Insourcing Cost Reduction

Powder Coating

High-quality cosmetic finishing

Opportunity to Reduce Material Costs

Premium Touch and Finish

Environmentally Friendly Coating Process

Eliminates Plastic Covers

Preparing Operational Footprint for the Future

Continued execution supporting growth while driving ongoing margin expansion

Enabling Next-Generation Product Growth

Transition from clusters to complex displays and HPC supported by next-gen manufacturing technology

Aligned with Growth Markets

Regional footprint revamped through strategic plant expansions to respond to growth in emerging markets

Enabling Ongoing Margin Expansion

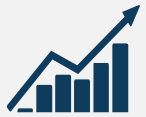
Increasing vertical integration and AI - based system deployment while targeting manufacturing capex at ~3%

Visteon's operations are creating a sustainable competitive advantage by converting manufacturing innovation into profitable growth, margin expansion, and capital efficiency

Financial Performance & Outlook

Jerome Rouquet | SVP, Chief Financial Officer

Financial Performance & Outlook Overview



Historical Performance

2026 Guidance Update

Mid-Term Financial Targets

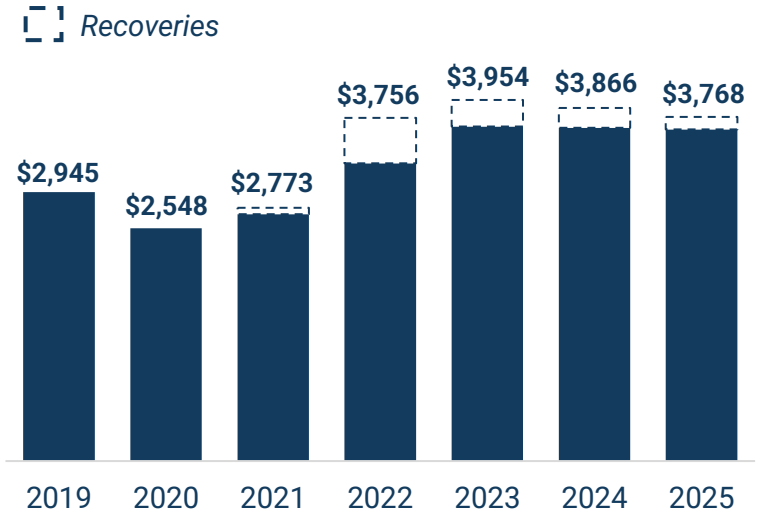
Capital Allocation Framework Update

Historical Performance: 2019 – 2025

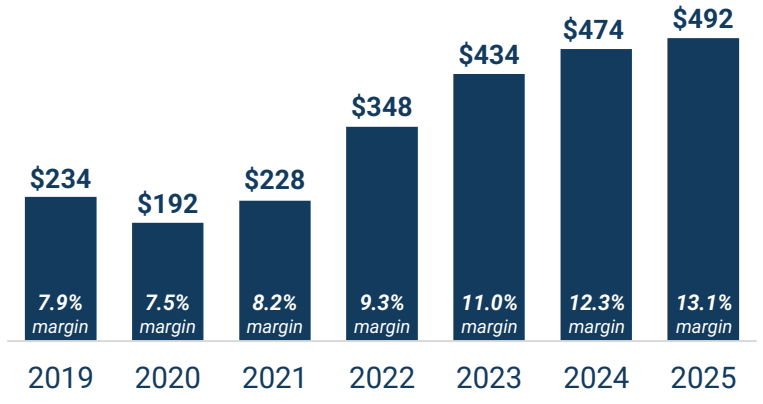
Delivered sales growth, robust margin expansion, and cash generation despite customer production declining ~14%(1)

(Dollars in Millions)

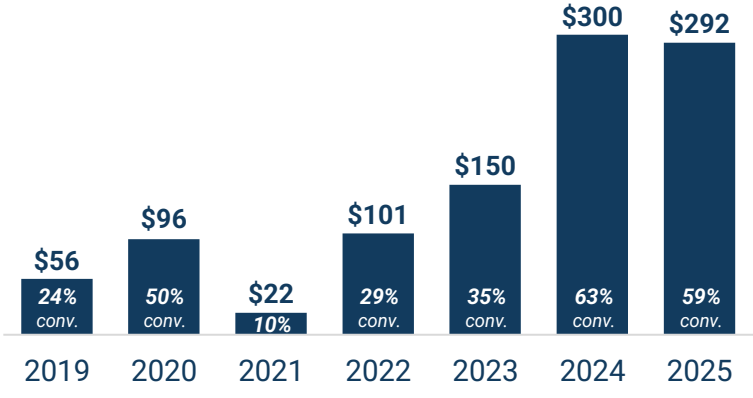
Sales



Adj. EBITDA



Adj. FCF(2)



28%
Sales Growth

500+ bps
Adj. EBITDA Margin Expansion

5x
Adj. FCF Growth

1) Units of production with Visteon's top 20 customers over the period 2019 to 2025
2) Free Cash Flow

2026 Guidance Update

Trending towards high-end of 2026 sales and mid-point of Adj. EBITDA guidance

Sales

Trending towards
$3.8B

Adj. EBITDA

Trending towards
$475M

Adj. FCF

Trending towards
$170M

Resilient Demand

High Profile Launches

Memory Recoveries on Track

Other Cost Inflation

Memory Update: Managing through the Headwinds

Proactive supply chain resilience while targeting commercial recoveries and cost offsets to mitigate EBITDA impact

Long Term Supply Agreements

Entered multi-year strategic capacity agreement with large supplier

Developing strategic partnerships with other suppliers

Strengthening strategic supplier relationships

Supply Base Diversification

Evaluating and securing alternative sources to diversify supply base

Exploring non-traditional automotive suppliers where technically appropriate

Improving long term sourcing flexibility

Cost and Recoveries Cadence

Finalizing 2026 price increase agreements with all customers

Addressing 2027 further cost increases with customer base

Working towards full recovery with some timing delay

What We've Accomplished Since 2023 Investor Day

Despite industry challenges, Visteon grew margins and increased Adj. FCF from 2023 levels

Financial Metrics	2023 Investor Day Target for 2026	2026 Outlook	Key Drivers
2026 Sales	***$5.5B***	***~$3.8B***	Lower EV production, China market shift and program cancellations
China Sales	***$1.0B***	***$0.3B***	Significant market share losses from international OEMs
Battery Management System Sales	***$0.6B***	***$0.1B***	NA EV demand collapsing, EV incentives eliminated
All Other Sales	***$3.9B***	***$3.4B***	30+ program cancellations, primarily Asia
2026 Adj. EBITDA Margin	***13.5%***	***12.5%***	Lower sales growth offset by commercial, cost, and manufacturing performance
2023-26 Cumulative Adj. FCF(1)	***>$800M***	***>$900M***	Capital efficiency combined with lower growth drove cumulative conversion ratio of ~50%

1) Total Adj. Free Cash Flow and conversion ratio from 2023 through 2026, based on 2026 guidance

Detailed Sales Model Assumptions

A more diversified, resilient, and tailored growth algorithm not relying on vehicle production expansion

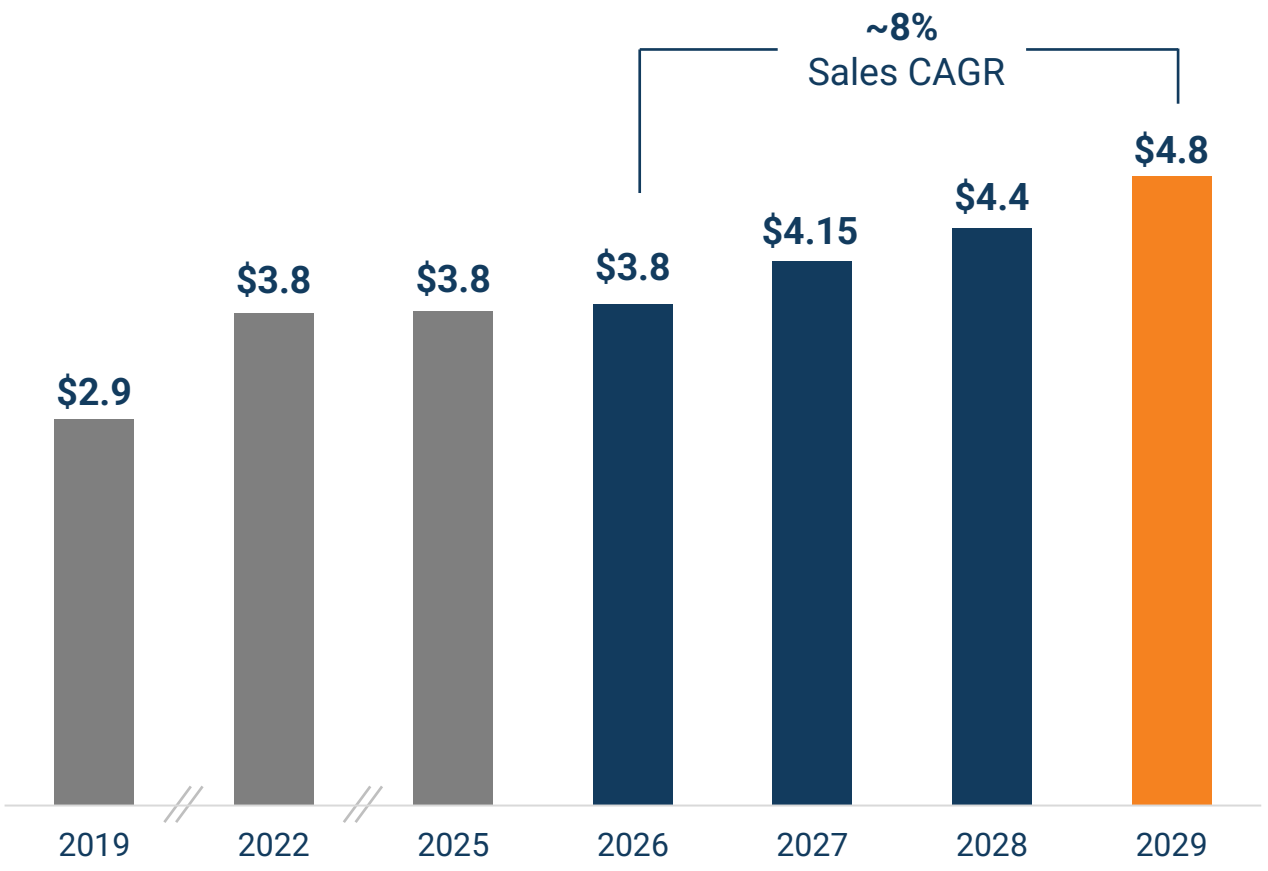
Sales Metrics Over Each Period	2023 Investor Day Assumptions for '26	2026 Outlook	2026 Investor Day Assumptions for '29
Visteon Customer Production[1]	4%	(1%)	0%
New OEM Programs with Visteon Content[1]	185	115	119
Top 3 Customers Sales[2]	43%	44%	32%
Battery Management System Sales[2]	11%	3%	2%
Sales to International OEMs in China[2]	10%	5%	4%
Non-Automotive Sales[2]	3%	5%	13%
Recoveries[2]	2%	5%	4%

1) Reflects the four-year cumulative periods 2023-2026 and 2026-2029
2) As a % of total Visteon sales

2026-2029 Sales Targets: Laying Foundation for Sustainable Growth

Targeting $4.8 billion of sales in 2029 driven by diversified growth algorithm

(Dollars in Billions)



Adding $1B of sales in flat customer production environment

Contribution to Sales 2026 to 2029

Key Growth Drivers

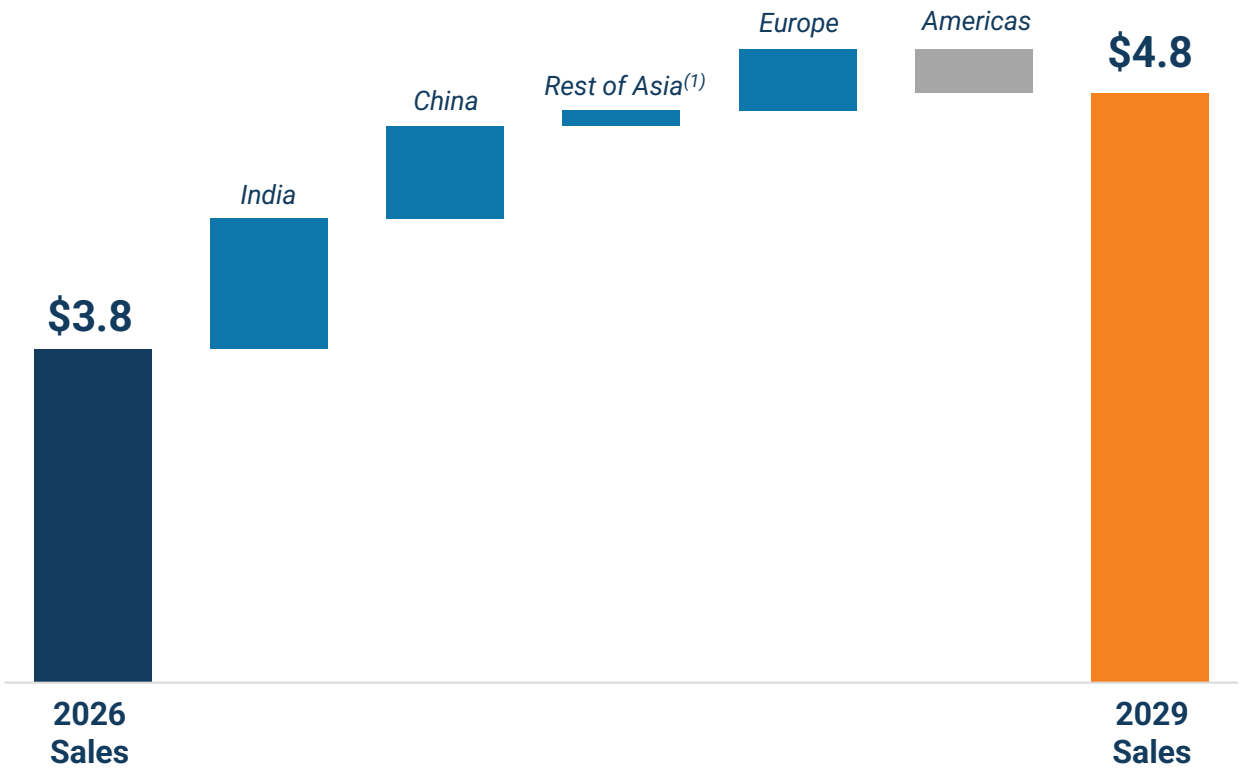
~$310M	**Toyota Expansion** Significant market share gains with Toyota and Lexus across Cluster and Displays
~$170M	**Other Targeted Growth OEMs** Content uplift from digitalization across high-volume Indian and Korean customers
~$400M	**Domestic HPC Chinese OEMs** Return to growth in largest global automotive market driven by Geely, Chery, and SAIC
~$480M	**Growth in Non-Automotive Markets** Growth in 2W and CV driven by large programs in India and Europe, as well as IoT sales into a few verticals
~($330M)	**Traditional Customers** Decline with Ford, GM, and Nissan driven by volumes and roll-offs, partially offset by EU OEMs and Eng. Services

NOTE: Financial projections assume no change to current tariffs, that USMCA renegotiation does not add additional cost, and that most future component cost increases are shared with customers

Sales Growth Driven by Asia and Europe

Growth by region mirroring Software-Defined Vehicle speed of adoption

(Dollars in Billions)



Shift in regional mix reflects a more balanced and growth-oriented portfolio

Contribution to Sales 2026 to 2029(1)

Key Growth Drivers

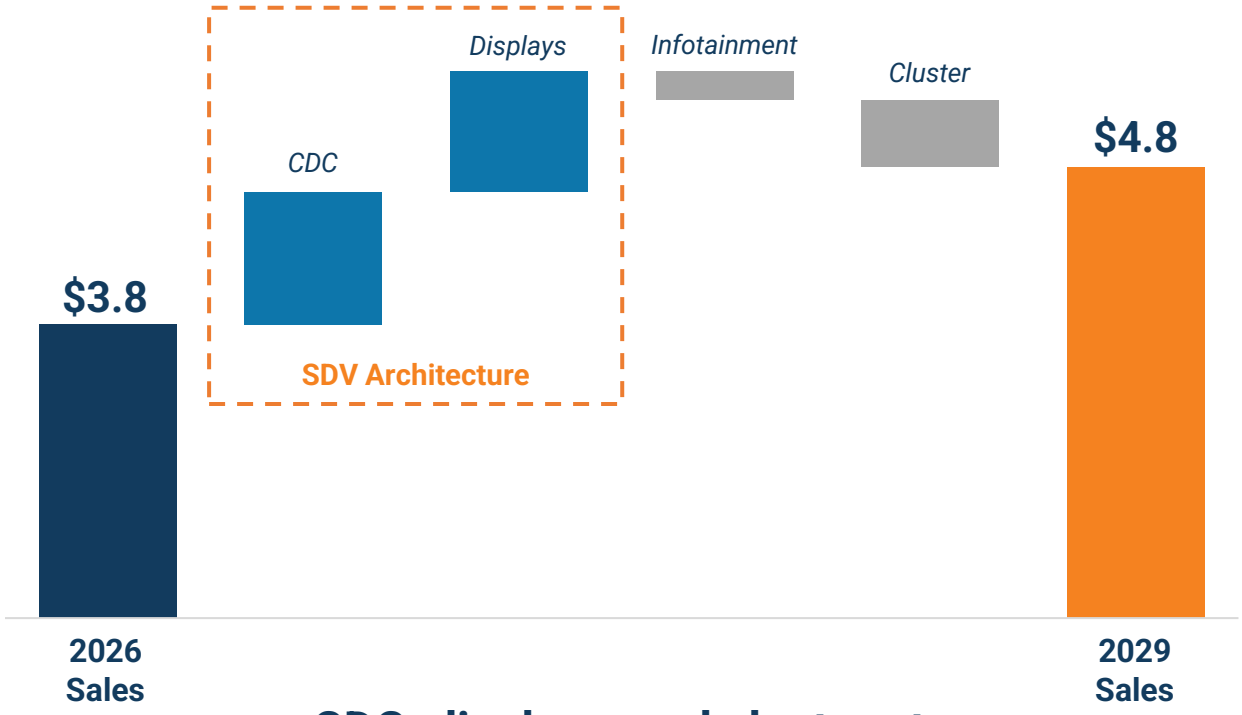
~$510M	**India Growth Engine** Vehicle production and content growth with all major OEMs in addition to large 2W program ramps
~$360M	**China Market Positioning** SDV-enabling programs among premium and high-tech vehicle lines with growth driven by HPC launches
~$240M	**European Digitalization** Key digital cockpit programs across all vehicle segments driving cockpit domain controller and displays growth
~($170M)	**Americas Product Transition** Discrete digital cockpit products rolling off, partially offset by ramp up of display programs and IoT sales

1) Rest of Asia adding ~$60 Million of sales growth over the period

Sales Growth Driven by Cockpit Domain Controllers and Displays

Growth by product line reflecting digitalization trend

(Dollars in Billions)



CDC, displays, and clusters to exceed $1B in sales in 2029

Contribution to Sales 2026 to 2029

Key Growth Drivers

~$830M

Cockpit Domain Controllers
Growth driven by launch with premium German OEM and HPC launches with domestic Chinese OEMs

~$760M

Displays
Strong pipeline of launches with Lexus, Mercedes, and Stellantis driving significant growth of displays products

~($630M)

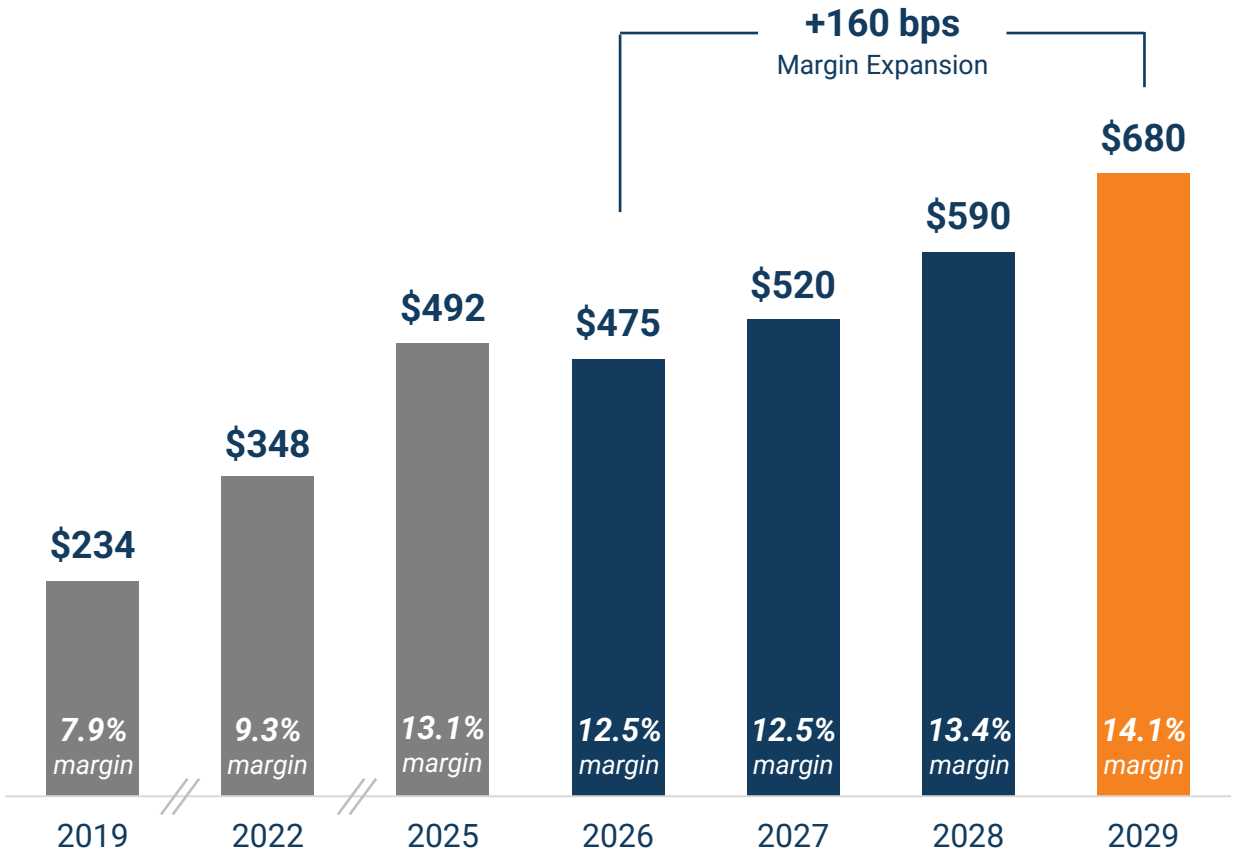
Discrete Products
Cluster and infotainment decline driven by roll-offs with Ford and GM, partially offset by Toyota and 2W launches

NOTE: Other adding ~$40 Million of sales growth over the period

2026-2029 EBITDA Targets: Continued Margin Expansion

Strong operational focus and cost discipline resulting in 14.1% adjusted EBITDA margin in 2029

(Dollars in Millions)



Driving ongoing margin expansion through scale, cost discipline, and operational performance

Margin Drivers

Sales Growth
Benefiting from scale by leveraging manufacturing and engineering footprint

Operational Efficiencies
Continued focus on end-to-end product costing initiatives to lower cost of materials

Engineering and SG&A Efficiencies
Improving productivity through targeted investments, platform engineering, and enterprise-wide AI strategy

Reinvesting in the Business
Continued investment in technology, talent, and capabilities to sustain competitive differentiation

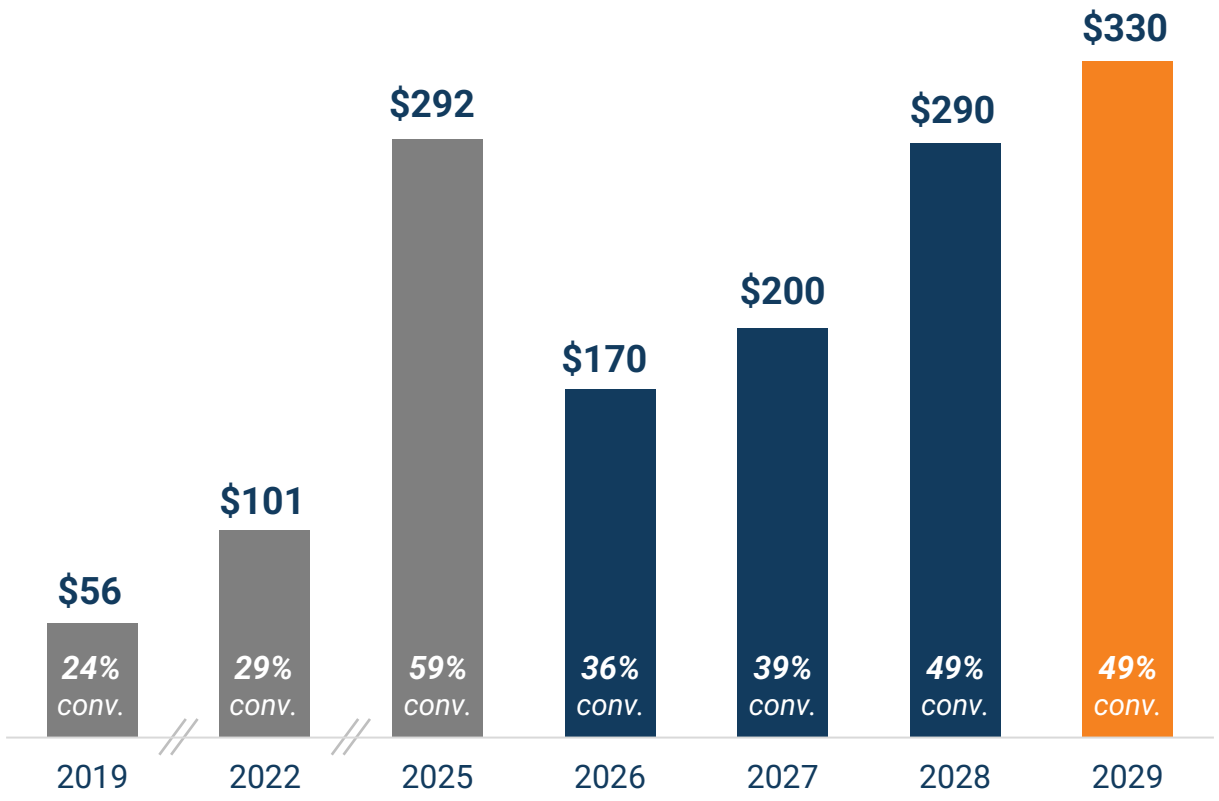
Inflationary Headwinds
Cost inflation weighs on margin percentage progression before growth accelerates meaningfully

NOTE: Financial projections assume no change to current tariffs, that USMCA renegotiation does not add additional cost, and that most future component cost increases are shared with customers

2026-2029 Adj. Free Cash Flow Target: Anticipating to Generate ~$1B

Targeted conversion ratio of ~50% driven by consistent execution across the business

(Dollars in Millions)



Capital efficient and asset-light business model supports robust cash conversion ratio

Adj. Free Cash Flow Drivers

~$1B *2026-29 Cumulative Adj. Free Cash Flow*

EBITDA Expansion

Benefiting from ongoing scale and Adj. EBITDA expansion as the business returns to growth

Working Capital Management

Disciplined working capital management partially offset by inventory resiliency plan and higher sales

Focused Capital Expenditures

Ongoing investments to support growth and continuously increasing levels of vertical integration

NOTE: Financial projections assume no change to current tariffs, that USMCA renegotiation does not add additional cost, and that most future component cost increases are shared with customers

Capital Allocation Framework Update

Maintain financial resilience, continue to invest for growth, and return meaningful capital to shareholders

Balance Sheet Strength

Maintain financial flexibility and strong balance sheet to mitigate business cycles

Invest for Growth

Organic investments and selective bolt-on to support growth and enhance technology

Shareholder Returns

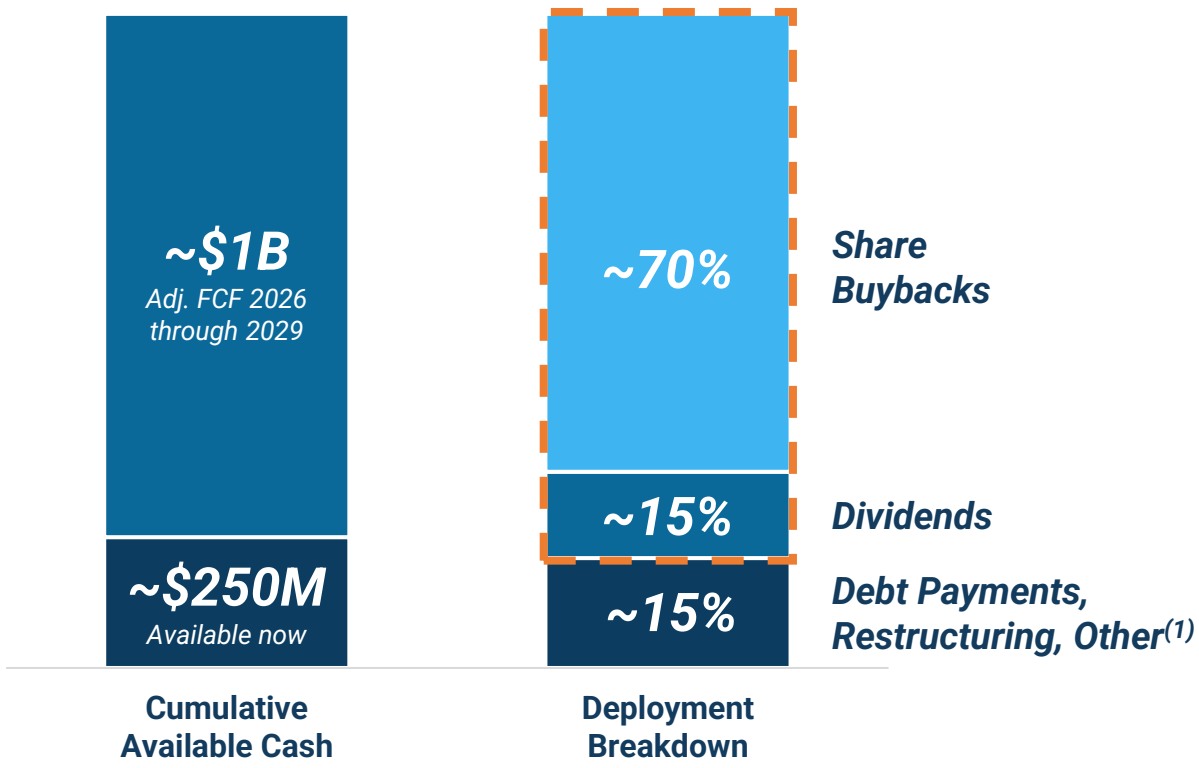
Return meaningful cash to shareholders through share repurchases and ongoing dividend

Resilient and diversified business enables meaningful return of cash to shareholders

Capital Allocation: Targeting ~$1B Return to Shareholders

Returning 85% of available cash to shareholders through share repurchases and ongoing dividends

Capital Allocation: 2026 – 2029



Deployment Rationale

Minimum Cash Target

Maintaining appropriate liquidity for efficient business operations supporting global footprint

~$850M Share Repurchases

Ongoing buyback program ensuring consistent capital returned to shareholders

~$150M Ongoing Dividend

Commitment to return capital through a consistent dividend program

1) Other includes dividends distributed to non-controlling joint venture partners

2026 Share Repurchase Authorization

New share repurchase authorization supporting our capital allocation philosophy and demonstrating our commitment to create shareholder value

$800M[(1)] Authorization for share repurchases until end of 2029

1) In addition to the $44 million remaining under the prior $300 million authorization as reported in Visteon's First Quarter 2026 Form 10-Q

Why Invest in Visteon?

Diversified growth with continued margin expansion, cash flow generation and returns to shareholders

Growth

Digitalization at Global Scale

Product Transition to Enable SDV

Domestic Chinese OEMs

Growth in Non-Automotive Markets

HSD(1)
Annual Sales Growth

$4.8B
2029 Sales Target

Margin Expansion

Sales Growth

Operational Efficiencies

Engineering / SG&A Efficiencies

AI-Driven Efficiencies

160 bps
Margin Expansion

14.1%
2029 Adj. EBITDA Margin Target

Capital Allocation

Organic Investments

Programmatic Share Repurchases

Modest Growth in Quarterly Dividend

Selective Bolt-On M&A

~$1B
Cumulative Adj. FCF 2026 - 2029

~$1B
Available for Shareholder Returns

1) High Single Digits
NOTE: Financial projections assume no change to current tariffs, that USMCA renegotiation does not add additional cost, and that most future component cost increases are shared with customers

Visteon

Q&A

Visteon

Appendix

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, 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 EBITDA

The Company defines Adjusted EBITDA as net income / (loss) attributable to the Company adjusted to eliminate the impact of depreciation and amortization, restructuring and impairment expense, net interest expense, equity in net (income) / loss of non-consolidated affiliates, provision for (benefit from) 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.

	Full Year								
(Dollars in millions)	2019	2020	2021	2022	2023	2024	2025	FY 2026 Guidance Midpoint	FY 2029 Target Midpoint
Net income / (loss) attributable to Visteon*	**$70**	**($56)**	**$41**	**$124**	**$568**	**$296**	**$201**	**$190**	**$345**
Depreciation and amortization	100	104	108	108	104	96	109	120	120
Restructuring and impairment, net	4	76	14	14	5	32	8	25	5
Provision for (benefit from) income taxes*	24	28	31	45	(330)	(8)	125	90	140
Non-cash, stock-based compensation expense	17	18	18	26	34	41	45	50	60
Interest (income) expense, net	9	11	8	10	7	(2)	(9)	(5)	—
Net income (loss) attributable to non-controlling interests	11	8	9	6	19	10	12	10	15
Equity in net loss (income) of non-consolidated affiliates	(6)	(6)	(6)	1	10	3	(8)	(10)	(10)
Other, net	5	9	5	14	17	6	9	5	5
Subtotal	**$164**	**$248**	**$187**	**$224**	**($134)**	**$178**	**$291**	**$285**	**$335**
Adjusted EBITDA	**$234**	**$192**	**$228**	**$348**	**$434**	**$474**	**$492**	**$475**	**$680**

**Amounts shown reflect the change in accounting principle related to the method for assessing the realizability of U.S. deferred tax assets described in the Company's 2025 Form 10-K.*

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.*

	Full Year								
(Dollars in millions)	2019	2020	2021	2022	2023	2024	2025	FY 2026 Guidance Midpoint	FY 2029 Target Midpoint
Cash flow from (for) operating activities	**$183**	**$168**	**$58**	**$167**	**$267**	**$427**	**$410**	**$300**	**$485**
Less: Capital expenditures, including intangibles	(142)	(104)	(70)	(81)	(125)	(137)	(133)	(150)	(160)
Free cash flow	**$41**	**$64**	**($12)**	**$86**	**$142**	**$290**	**$277**	**$150**	**$325**
Exclude: Restructuring-related payments	15	32	34	15	8	10	15	20	5
Adjusted free cash flow	**$56**	**$96**	**$22**	**$101**	**$150**	**$300**	**$292**	**$170**	**$330**

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

Adjusted EBITDA Build-up

(Dollars in millions)

	Full Year						
	2019	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Sales	$2,945	$2,548	$2,773	$3,756	$3,954	$3,866	$3,768
Gross margin	$324	$245	$254	$368	$487	$531	$532
Intangibles amortization	4	2	1	1	1	1	4
Stock-based compensation expense	3	4	4	10	14	17	18
Other	3	3	3	12	3	2	—
Adjusted gross margin	**$334**	**$254**	**$262**	**$391**	**$505**	**$551**	**$554**
% of sales	*11.3%*	*10.0%*	*9.4%*	*10.4%*	*12.8%*	*14.3%*	*14.7%*
SG&A	($221)	($193)	($175)	($188)	($207)	($207)	($202)
Intangibles amortization	10	10	10	11	9	3	3
Stock-based compensation expense	14	14	14	16	20	24	27
Other	1	1	2	2	2	1	—
Adjusted SG&A	**($196)**	**($168)**	**($149)**	**($159)**	**($176)**	**($179)**	**($172)**
Adjusted EBITDA							
Adjusted gross margin	$334	$254	$262	$391	$505	$551	$554
Adjusted SG&A	(196)	(168)	(149)	(159)	(176)	(179)	(172)
D&A	86	92	97	96	94	92	102
Other income, net	10	14	18	20	11	10	8
Adjusted EBITDA	**$234**	**$192**	**$228**	**$348**	**$434**	**$474**	**$492**
% of sales	*7.9%*	*7.5%*	*8.2%*	*9.3%*	*11.0%*	*12.3%*	*13.1%*
Equity income (loss) in affiliates	$6	$6	$6	($1)	($10)	($3)	$8
Noncontrolling interests	($11)	($8)	($9)	($6)	($19)	($10)	($12)