JOHNSON ELECTRIC

Johnson Electric Holdings Limited

(Incorporated in Bermuda with limited liability)
(Stock Code : 179)

INTERIM RESULTS ANNOUNCEMENT FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2025

Highlights

- Group sales US$1,833 million – down 1% compared to first half of the prior financial year
- Gross profit US$441 million or 24.0% of sales (compared to US$438 million or 23.6% of sales in the first half of the prior financial year)
- Adjusted EBITA US$159 million or 8.7% of sales (compared to US$177 million or 9.5% of sales in the first half of the prior financial year)
- Net profit attributable to shareholders increased by 3% to US$133 million or 14.21 US cents per share on a fully diluted basis
- Underlying net profit, excluding the net impact of unrealized gains or losses relating to exchange rate movements and restructuring costs, decreased by 8% to US$123 million
- Free cash flow from operations US$174 million (compared to US$144 million in the first half of the prior financial year)
- Total debt to capital ratio of 11% and cash reserves of US$932 million as of 30 September 2025
- Interim dividend 17 HK cents per share (2.18 US cents per share)

Letter to Shareholders

Johnson Electric delivered stable financial results in the six-month period ended 30 September 2025, despite subdued macro-economic conditions and ongoing uncertainty concerning global trade tariffs.

Total group sales for the first half of the 2025/26 financial year totalled US$1,833 million, a decrease of 1% over the first half of the prior financial year. Excluding the effect of foreign exchange rate changes, sales declined by 2%. Net profit attributable to shareholders increased by 3% to US$133 million or 14.21 US cents per share on a fully diluted basis. Underlying net profit decreased by 8% to US$123 million.

Although the global economy is showing resilience in the face of the disruption caused by the radical shift in US international trade policy, overall consumer sentiment in the world's major economies has remained cautious due to cost of living concerns and softening labour markets. In Johnson Electric's primary end markets of automotive vehicles and consumer and industrial hardware products, the impact has been mixed. Favourable growth dynamics in several new motion application segments are being offset by sluggish growth of more mature products and by OEM customers delaying the launch of new programs due to ongoing uncertainties related to demand and global supply chain configurations.

Automotive Products Group

The Automotive Products Group ("APG"), which accounted for 84% of total Group sales in the period under review, reported a 3% decline in sales on a constant currency basis. On a regional basis, APG's constant currency sales were lower by 6% in Asia, 1% in the Americas, and 1% in Europe.

The reduced level of sales achieved in the first half reflected the combination of price reductions for more mature product applications and APG's Sino-foreign joint venture OEM customers in China continuing to experience a significant loss in market share.

Car production in Asia, dominated by China, now accounts for approximately 60 percent of global vehicle volume. Beyond its sheer size, the dynamism of China's auto sector is transforming the market domestically and, increasingly, globally. Government subsidies, expanding charging infrastructure, and aggressive pricing among the more than 100 brands of electric vehicles have fuelled a structural shift to electrification – with New Energy Vehicles (NEVs) amounting to over half of all passenger vehicles sold in China. Domestic OEM brands are leading this transformation, having almost doubled their market share in less than five years to over two-thirds of domestic sales.

In the short term, APG has been negatively impacted by the rapid shift in automotive OEM market share, since a majority of its sales in China have historically been to Sino-foreign joint venture customers. However, encouraging progress is being made in winning new business from several leading domestic Chinese OEM customers who have found Johnson Electric to be a responsive and cost-competitive partner to support their future growth plans. Those plans include accelerating exports of “Made in China” vehicles, as well as establishing assembly plants elsewhere in the world that will produce a new generation of vehicles “Designed in China”. As the newly awarded programs begin to ramp-up production in the second half of the financial year, APG is on track to return to growth.

Outside of Asia, automotive industry demand over the period under review was relatively subdued. In Europe, consumer interest in NEVs remains strong, especially for plug-in hybrids, but concerns over job security and the comparatively higher price of NEVs are keeping buyers in check. The region’s automakers are themselves faced with enormous structural challenges that include increased competition from Chinese brands who have taken five percent of the market, and excess production capacity that is forcing several OEMs to pause production in some plants and rethink their future vehicle roadmaps.

North America’s automotive sector is similarly navigating a turbulent landscape shaped by trade policy uncertainty, shifting consumer behaviour, and electrification trends. Earlier in the year, the market was lifted by a consumer rush to buy new cars to beat an expected tariff-induced price hike. Demand momentum has since softened, except for a brief boost to electric vehicle sales spurred by the expiry of a federal tax credit. Volatile tariff policies are also disrupting supply chains, requiring OEMs and their suppliers to reconfigure operations across the US, Canada, and Mexico. These changes are increasing costs, leading to higher vehicle prices and reduced affordability.

APG’s strategy in the context of this varied and highly unpredictable global operating environment remains, firstly, to focus on bringing to market innovative motion technologies that enable electrification, reduce emissions, and enhance passenger safety and comfort. Secondly, APG aims to offer its diverse base of customers an unrivalled total cost and value proposition that combines speed, scale, and reliability of production with an adaptable global operating footprint.

Industry Products Group

The Industry Products Group (“IPG”), which accounted for 16% of total Group sales, reported flat sales compared to the first half of the prior financial year on a constant currency basis.

IPG’s sales have stabilized after a difficult period of contraction that resulted from a softening in demand for discretionary hardware products (relative to services) in the post-pandemic era; and low pricing (rather than brand name, functionality, or reliability) increasingly becoming the key purchasing criteria for many consumers.

Management has rationalized and consolidated its production to focus on application segments where it can leverage highly automated assembly lines and digital processes to be more cost competitive. Equally important, new business development has been redirected towards the rapidly growing base of Chinese manufacturers who are capturing an increasing share of the global market for consumer and commercial hardware goods – particularly for low-priced, entry-level products. Although the repositioning of IPG is still at an early stage, the division has secured several recent orders that give rise to optimism.

In parallel to targeting high-volume, standardized motion product applications, IPG has continued to make progress in supplying motion subsystem solutions to more specialized, higher-growth segments, including warehouse automation, medical devices, semiconductor manufacturing equipment, and liquid cooling applications.

Formation of PRC Joint Ventures to pursue opportunities in Humanoid Robotics

In July 2025, the Group announced the formation of two joint venture companies with Shanghai Mechanical & Electrical Industry Co., Ltd, a leading Chinese industrial manufacturing company with extensive interests across a wide range of end markets. This new initiative has been established to enable the end-to-end delivery of high-performance humanoid robotic core components and subsystems to customers across the PRC. The two joint ventures are structured to complement one another – combining sales, business development and customer application support with product design, engineering, and manufacturing expertise.

Gross Margins and Operating Profitability

Gross profit margins increased slightly to 24.0% from 23.6%, primarily due to reduced direct labour costs, material cost deflation, and favourable foreign exchange rate movements that outweighed the effects of price reductions and wage inflation.

Reported earnings before interest, tax and amortization ("EBITA") was flat at US$171 million. Adjusted to exclude non-cash foreign exchange rate movements and restructuring charges, EBITA was US$159 million or 8.7% of sales.

Free Cash Flow and Financial Condition

Free cash flow from operations increased to US$174 million from US$144 million, largely due to a reduction in working capital that more than offset an increase in capital expenditure. Capital expenditure levels in the near term are expected to remain at a high single-digit percentage of sales due to planned investments in automation and further development of the manufacturing footprint.

The Group remains in a financially robust condition with a total debt to capital ratio of 11% and cash balances of US$932 million as of 30 September 2025.

Interim Dividend

The Board has today declared an interim dividend of 17 HK cents per share, equivalent to 2.18 US cents per share (2024/25 interim: 17 HK cents per share). The interim dividend will be payable on 6 January 2026 to shareholders registered on 9 December 2025.

Outlook

The resilience of the global economy during the first half of the year belied a precarious environment for trade and investment that remains a significant concern for international manufacturing businesses. The new regime of higher US tariffs on imports from almost all countries is still unfolding and its impact on consumer behaviour, business confidence, and manufacturing supply chains is unclear.

Notwithstanding the highly uncertain macro-economic outlook, Johnson Electric is cautiously optimistic that its sales in the second half of the financial year will improve modestly over the prior year. Over the medium and longer term – and assuming that the ongoing trade negotiations between the US and China result in a pragmatic agreement – the prospects for profitable growth are encouraging. Our product portfolio of innovative components and subsystems is uniquely well placed to help our customers solve their most critical motion-related problems. And we are continuing to invest in adapting and strengthening our operating model to provide security of supply to customers at the same time as delivering sustainable value creation for shareholders.

On behalf of the Board, I would like to thank all of our stakeholders for their continued support.

Patrick Wang *SBS, JP*
Chairman and Chief Executive

Hong Kong, 12 November 2025

Management's Discussion and Analysis

Financial Performance

US$ million	First half of FY25/26	First half of FY24/25
Sales	1,833.5	1,854.2
Gross profit	440.7	438.1
Gross margin	*24.0%*	*23.6%*
EBITA [1]	170.9	171.1
EBITA adjusted [2]	158.7	177.0
EBITA adjusted margin	*8.7%*	*9.5%*
Profit attributable to shareholders	133.3	129.6
Adjusted net profit [2]	123.0	133.3
Diluted earnings per share (US cents)	14.21	13.92
Free cash flow from operations	174.5	144.4

US$ million	30 Sep 2025	31 Mar 2025
Cash [3]	932.5	790.6
Total debt [4]	359.7	359.3
Net cash [5]	572.8	431.3
Total equity	2,820.8	2,707.9
Market capitalization [6]	4,885.8	1,881.2
Enterprise value [7]	4,356.6	1,491.8

Key Financial Ratios	30 Sep 2025	31 Mar 2025
Total debt to capital [8]	11%	12%
Gross debt [9] to EBITDA adjusted [10]	0.8	0.8
Enterprise value to EBITDA adjusted	7.7	2.6
Interest cover [11]	21.3	17.4

1 Earnings before interest, tax and amortization
2 Adjusted to exclude unrealized gains or losses relating to exchange rate movements as well as restructuring and other related costs (for further information see page 12)
3 Cash and cash equivalents
4 Bank loans and other miscellaneous borrowings
5 Cash and cash equivalents less total debt
6 Outstanding number of shares multiplied by the closing price (HK$40.70 per share as of 30 September 2025 and HK$15.66 per share as of 31 March 2025) converted to USD at the closing exchange rate
7 Market capitalization plus non-controlling interests plus total debt less cash and cash equivalents
8 Capital comprises total equity plus total debt
9 Including pension liabilities and lease liabilities
10 Adjusted [2] earnings before interest, tax, depreciation and amortization, annualized using the last 12 months results, giving adjusted EBITDA of US$565.2 million (31 March 2025: US$582.2 million)
11 Adjusted EBITDA divided by gross interest expense, annualized using the last 12 months results. Gross interest expense was adjusted to include capitalized interest. In the current period, the calculation has been aligned with the methodology now adopted by both of the Group's credit rating agencies, using adjusted EBITDA rather than adjusted EBITA as the numerator. For consistency and comparability, the figure for the prior period has also been presented on this basis

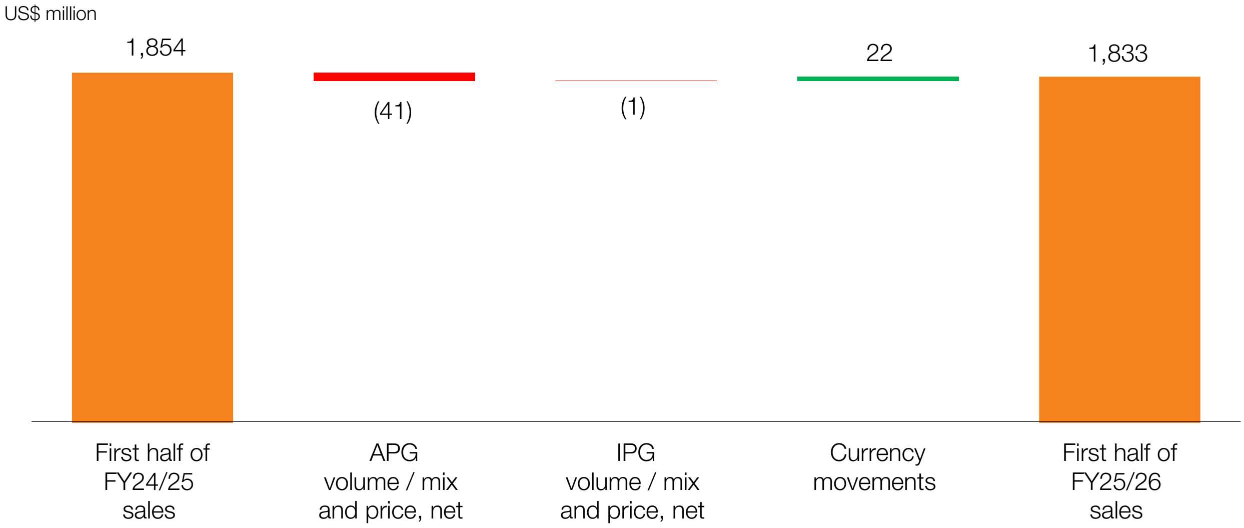
Business Review

Sales

Sales decreased by US$20.7 million or 1% to US$1,833.5 million in the first half of FY25/26 (first half of FY24/25: US$1,854.2 million), as shown below:

US$ million	First half of FY25/26		First half of FY24/25		Change	
Automotive Products Group ("APG") sales						
Excluding currency movements	1,523.0		1,564.4		(41.4)	(3%)
Currency movements	19.0		-		19.0	
APG sales, as reported	1,542.0	84%	1,564.4	84%	(22.4)	(1%)
Industry Products Group ("IPG") sales						
Excluding currency movements	288.6		289.8		(1.2)	0%
Currency movements	2.9		-		2.9	
IPG sales, as reported	291.5	16%	289.8	16%	1.7	1%
Group sales						
Excluding currency movements	1,811.6		1,854.2		(42.6)	(2%)
Currency movements	21.9		-		21.9	
Group sales, as reported	**1,833.5**	100%	**1,854.2**	100%	**(20.7)**	**(1%)**

The drivers underlying these movements are shown in the following chart:



Note: Numbers do not add across due to rounding

Volume and price reductions, and mix changes, together, reduced sales by US$42.6 million in the first half of FY25/26, compared to the first half of FY24/25. APG decreased by US$41.4 million, while IPG was approximately flat.

The underlying changes in APG and IPG's sales are discussed on pages 9 to 10

Currency movements contributed an increase of US$21.9 million in sales. This was largely due to the impact of stronger average exchange rates for the Euro, partly offset by weaker average exchange rates for the Renminbi and the Canadian Dollar, compared to the same period last year.

The Group's sales are largely denominated in the US Dollar, the Euro, the Renminbi and the Canadian Dollar.

For further information on the Group's foreign exchange risk, see pages 20 to 22 in the Financial Management and Treasury Policy section. Also, see Note 1.3 to the consolidated financial statements ("the accounts") for the main foreign currency translation rates

Automotive Products Group

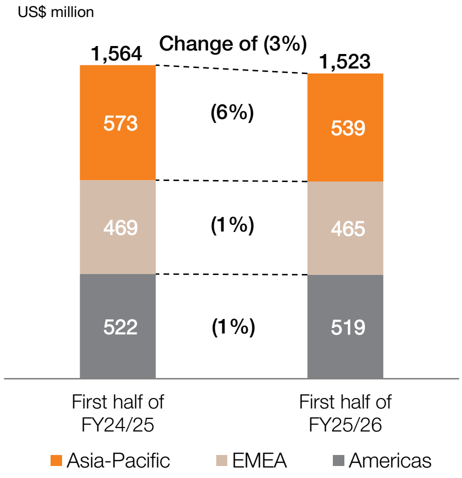
APG's sales, excluding currency movements, decreased by 3%, compared to the first half of FY24/25. APG contributed 84% of the Group's total sales during this period, unchanged from the first half of FY24/25.

By region, excluding currency movements:

- In the **Asia-Pacific** region, sales decreased by 6%. Lower demand for non-domestic car brands in China, historically a strong market for APG, and pricing actions taken to remain competitive contributed to the decline. This was partly offset by growth in sales to domestic car brands. Sales of products for thermal management, steering and closure applications, and oil pumps decreased, partially offset by increased sales of braking products
- In the **Europe, the Middle East and Africa ("EMEA")** region, sales declined slightly by 1%. Sales of products for thermal management, closure and vision applications decreased, largely offset by increased sales of products for braking applications and oil pumps, as well as powder metal components
- In the **Americas** region, sales declined slightly by 1%. The phasing out of some programs and subdued demand from certain customers led to decreased sales of products for braking, engine and fuel management, and closure applications. This was largely offset by increased sales of powder metal components and products for thermal management applications

APG sales by region

(excluding currency movements)



Growth / (decline) in APG sales

(excluding currency movements and acquisitions)

Six month period ended	Asia-Pacific	EMEA	Americas	Total
30 September 2025	(6%)	(1%)	(1%)	(3%)
31 March 2025	(1%)	(5%)	(7%)	(4%)
30 September 2024	(1%)	(3%)	(5%)	(3%)
31 March 2024	8%	3%	2%	5%
30 September 2023	12%	25%	16%	17%

Industry Products Group

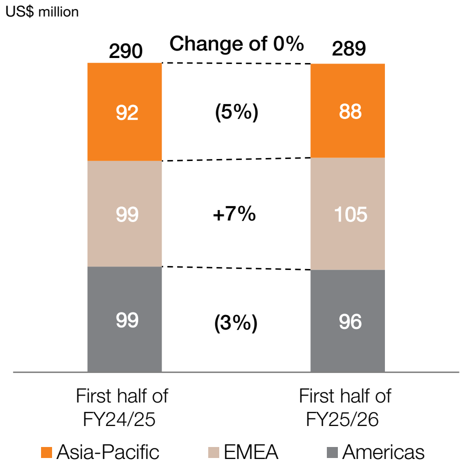
IPG's sales, excluding currency movements, were approximately flat when compared to the first half of FY24/25. IPG contributed 16% of the Group's total sales during the period (first half of FY24/25: 16%). The overall performance reflects a mixed regional picture, shaped by varying market and customer dynamics.

By region, excluding currency movements:

- In the **Asia-Pacific** region, sales decreased by 5%, primarily due to intense price competition experienced by both IPG and some of its customers in certain product segments. Consequently, sales of products for food and beverage, floor care and printer applications decreased. This was partially offset by increased sales for medical, lawn and garden, as well as data centre cooling applications
- In the **EMEA** region, sales increased by 7%, driven by a combination of replenishment orders from certain customers following their consumption of previous inventory surpluses, as well as new product launches. This resulted in increased sales of products for lawn and garden, and heating applications and flexible printed circuits. This was partially offset by a decrease in sales of products for metering applications due to the phasing of certain end-market meter installation programs
- In the **Americas** region, sales decreased by 3% mainly due to weak demand from certain customers and some programs reaching end of life. This resulted in decreased sales of products for ventilation and surgical applications. This was partially offset by stronger sales of piezo motors, which benefited from robust demand for medical drug-dosing systems and high-precision equipment used in semiconductor foundries

IPG sales by region

(excluding currency movements)



Growth / (decline) in IPG sales

(excluding currency movements and acquisitions)

Six month period ended	Asia-Pacific	EMEA	Americas	Total
30 September 2025	(5%)	7%	(3%)	0%
31 March 2025	14%	(5%)	(4%)	0%
30 September 2024	5%	(13%)	(15%)	(9%)
31 March 2024	(13%)	(25%)	(22%)	(21%)
30 September 2023	(13%)	(24%)	(12%)	(17%)

IPG's leadership is continuing to drive the reduction in overheads and refocus the business around a product group that emphasises standardization and cost leadership. In parallel, the division is investing in the development of differentiated and innovative motion system solutions for high-growth markets such as robotics, thermal management for data centres, warehouse automation, medical devices, and high-precision manufacturing and measurement equipment. This dual-track approach is positioning IPG for improved competitiveness and long-term growth.

Profitability

US$ million	First half of FY25/26	First half of FY24/25	Increase / (decrease) in profit
Sales	1,833.5	1,854.2	(20.7)
Gross profit	440.7	438.1	2.6
Gross margin %	*24.0%*	*23.6%*	
Other expenses, net	(8.2)	(2.6)	(5.6)
Intangible assets amortization expense	(14.7)	(14.4)	(0.3)
Other selling and administrative expenses	(259.1)	(259.7)	0.6
As a % of sales	*14.1%*	*14.0%*	
Restructuring and other related costs	(2.5)	(3.5)	1.0
Operating profit	156.2	157.9	(1.7)
Operating profit margin %	*8.5%*	*8.5%*	
Share of losses of associate and joint ventures	-	(1.1)	1.1
Net finance income / (costs)	2.8	(1.0)	3.8
Profit before income tax	159.0	155.8	3.2
Income tax expense	(24.4)	(24.6)	0.2
Effective tax rate	*15.4%*	*15.8%*	
Profit for the period	134.6	131.2	3.4
Non-controlling interests	(1.3)	(1.6)	0.3
Profit attributable to shareholders	133.3	129.6	3.7
Basic earnings per share (US cents)	14.40	14.05	0.35
Diluted earnings per share (US cents)	14.21	13.92	0.29

Profit attributable to shareholders was US$133.3 million in the first half of FY25/26, an increase of US$3.7 million or 3% from US$129.6 million in the first half of FY24/25.

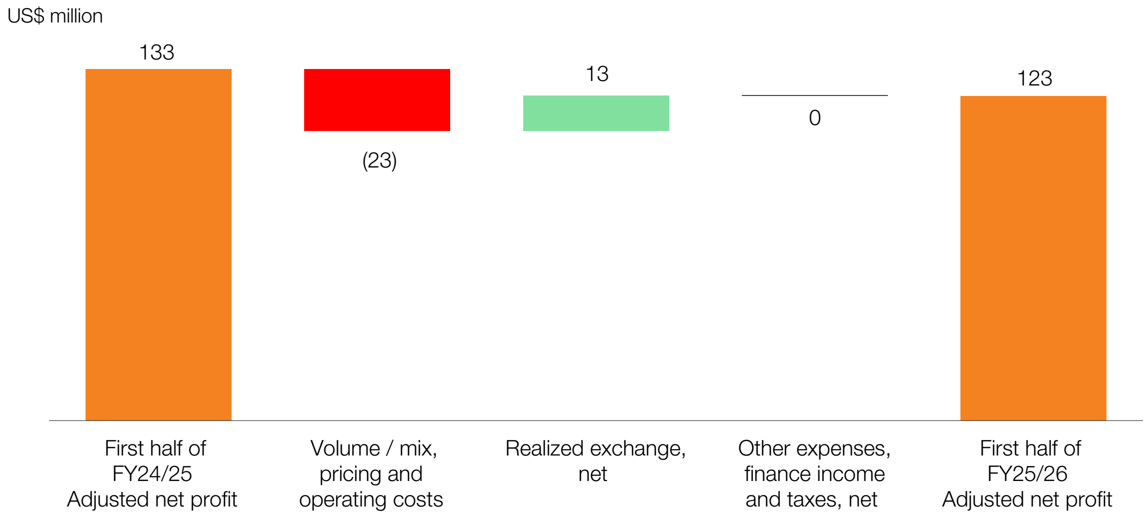
The net profit as reported includes:

- Unrealized gains or losses relating to exchange rate movements, which are significant non-cash items
- Restructuring and other related costs that are not part of the routine operations of the Group

Adjusting net profit to exclude non-cash foreign exchange rate movements and restructuring costs provides additional insight into the underlying performance of the business. Starting from reported net profit, the table below details the adjustments applied to derive the adjusted net profit:

	First half of FY24/25			First half of FY25/26		
US$ million	Before tax	Tax effect	Net of tax effect	Before tax	Tax effect	Net of tax effect
Net profit, as reported			129.6			133.3
As a % of sales			*7.0%*			*7.3%*
Unrealized net losses / (gains) on revaluation of monetary assets and liabilities, and foreign currency contracts	2.4	(1.3)	1.1	(14.7)	2.3	(12.4)
Restructuring and other related costs	3.5	(0.9)	2.6	2.5	(0.4)	2.1
Net losses / (gains) of significant non-cash items, restructuring and other related costs	5.9	(2.2)	3.7	(12.2)	1.9	(10.3)
Adjusted net profit			133.3			123.0
As a % of sales			*7.2%*			*6.7%*

The drivers of the movements in adjusted net profit are shown below:



Volume / mix, pricing and operating costs were primarily affected by price reductions and wage inflation. Cost-saving initiatives partially offset this impact. The combined effect of these changes decreased adjusted net profit by US$23.3 million.

Gross margin: The gross margin increased to 24.0% in the first half of FY25/26 (first half of FY24/25: 23.6%) as cost saving actions, material cost deflation and favourable currency movements more than offset the adverse impact of price reductions and wage inflation.

Realized exchange, net: The Group's global operations expose it to foreign exchange volatility, partially mitigated by hedging key currencies such as the Euro and the Renminbi. Excluding unrealized gains and losses, currency movements improved net profit by US$13.3 million compared to the first half of FY24/25, largely due to the effect of movements in the Euro during the period.

For further information on the Group's foreign exchange risk and forward foreign currency contracts, see pages 20 to 22 in the Financial Management and Treasury Policy section

Selling and administrative expenses (excluding amortization of intangible assets) was flat at 14.1% as a percentage of sales (first half of FY24/25: 14.0%).

Other expenses, finance income and taxes, net, were broadly flat compared to the same prior period in the prior year.

Other expenses, net, increased mainly due to the fair value loss on the partial disposal of an investment in an autonomous driving start-up company during the period.

Finance income improved in the current period, shifting from a net finance cost in the prior period. This was primarily driven by a reduction in finance charges following the maturity of US$300 million bonds in July 2024, originally issued in 2019 at a fixed interest rate of 4.125% per annum. Additionally, lower interest rates contributed to the decrease in finance charges, although they also led to a reduction in interest income.

Income tax expenses decreased by US$0.2 million. The effective tax rate for the first half of FY25/26 was 15.4% (first half of FY24/25: 15.8%).

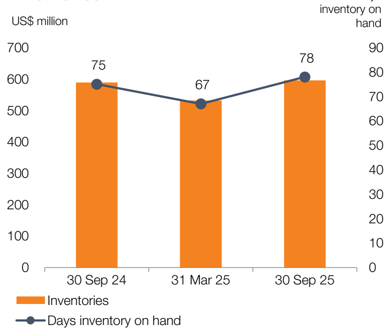
Taxes are further analyzed in Note 21 to the accounts

Working Capital

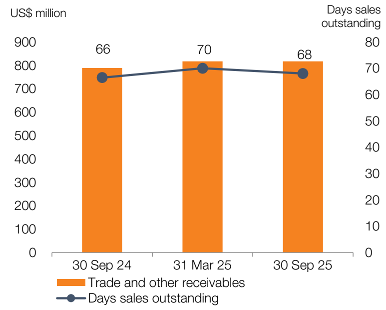
US$ million	Balance sheet as of 31 Mar 2025	Currency translation	Working captial changes per cash flow	Pension, hedging and non-working capital items	Balance sheet as of 30 Sep 2025
Inventories	531.8	9.1	54.8	-	595.7
Trade and other receivables	816.9	17.8	(18.0)	0.2	816.9
Other non-current assets	27.0	0.8	(0.4)	9.2	36.6
Trade and other payables [1]	(731.9)	(14.5)	(56.3)	(4.4)	(807.1)
Retirement benefit obligations [1, 2]	(12.2)	(1.3)	(0.3)	-	(13.8)
Provisions and other liabilities [1]	(54.4)	(2.1)	(3.4)	-	(59.9)
Other financial assets / (liabilities), net [1, 3]	100.6	2.5	0.5	(36.8)	66.8
Total working capital per balance sheet	677.8	12.3	(23.1)	(31.8)	635.2

1 Current and non-current
2 Net of defined benefit pension plan assets
3 Other financial assets / (liabilities), net represent the aggregate fair values of the Group's hedge contracts. Further details of the Group's hedging activities can be found on pages 20 to 22 in the Financial Management and Treasury Policy section and Note 6 to the accounts

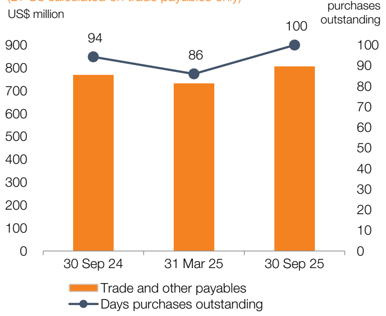
Inventories



Trade and other receivables
(DSOs calculated on trade receivables only)



Trade and other payables
(DPOs calculated on trade payables only)



Inventories increased by US$63.9 million to US$595.7 million as of 30 September 2025. The increase was to accommodate fluctuating customer demand and anticipated production needs.

Consequently, days inventory on hand increased to 78 days as of 30 September 2025 (67 days as of 31 March 2025).

Trade and other receivables remained flat at US$816.9 million as of 30 September 2025.

A US$18.0 million release of working capital was primarily driven by lower European sales during seasonal holiday shutdowns. This was offset by the impact of currency translation.

Days sales outstanding ("DSOs") decreased to 68 days as of 30 September 2025 (70 days as of 31 March 2025).

The Group's trade receivables are generally of high quality. Current and overdue balances of less than 30 days were 96% of gross trade receivables.

Trade and other payables increased by US$75.2 million to US$807.1 million as of 30 September 2025, primarily attributable to higher trade payables driven by higher purchases of raw materials towards the end of the period, ahead of the national holidays in China, and for anticipated production needs.

Days purchases outstanding ("DPOs") increased to 100 days as of 30 September 2025 (86 days as of 31 March 2025) due to the above reasons.

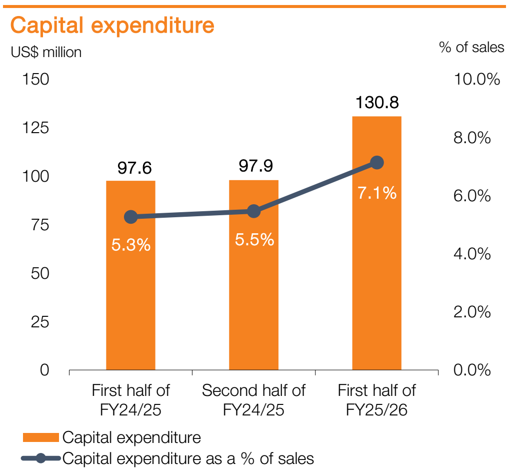
Cash Flow

US$ million	First half of FY25/26	First half of FY24/25	Change
Operating profit	156.2	157.9	(1.7)
Depreciation and amortization (including leases)	136.0	131.1	4.9
EBITDA	292.2	289.0	3.2
Other non-cash items	2.7	11.6	(8.9)
Working capital changes	23.1	(38.6)	61.7
Interest paid (including leases)	(12.2)	(20.9)	8.7
Interest received	15.7	18.9	(3.2)
Income taxes paid	(15.7)	(18.4)	2.7
Capital expenditure	(130.8)	(97.6)	(33.2)
Proceeds from disposal of fixed assets	0.7	1.2	(0.5)
Engineering development costs, capitalized	(1.2)	(0.8)	(0.4)
Free cash flow from operations	**174.5**	**144.4**	**30.1**
Acquisition	-	(1.4)	1.4
Dividends paid	(52.1)	(52.1)	-
Purchase of shares for share award scheme	-	(7.0)	7.0
Other investing activities	11.8	3.1	8.7
Dividends paid to non-controlling interests	-	(1.1)	1.1
Payment of lease – principal portion	(8.9)	(11.3)	2.4
Repayment of borrowings, net	(1.7)	(203.8)	202.1
Time deposits with maturities over three months	-	60.0	(60.0)
Increase / (decrease) in cash and cash equivalents excluding currency movements	123.6	(69.2)	192.8
Currency translation gains on cash and cash equivalents	18.3	7.0	11.3
Net movement in cash and cash equivalents	141.9	(62.2)	204.1
Net movement in cash, cash equivalents and time deposits:			
Net movement in cash and cash equivalents	141.9	(62.2)	204.1
Time deposits with maturities over three months	-	(60.0)	60.0
	141.9	(122.2)	264.1

The Group generated free cash flow of US$174.5 million in the first half of FY25/26 (first half of FY24/25: US$144.4 million). The movement in free cash flow for the first half of FY25/26 included the following:

- **EBITDA** of US$292.2 million, an increase of US$3.2 million
- **Working capital changes** of US$23.1 million, as explained in the previous section
- **Income taxes paid** of US$15.7 million, a decrease of US$2.7 million
- **Capital expenditure** increased by US$33.2 million to US$130.8 million, primarily driven by new product launches and investments in automation.

  The Group continues to invest in enhanced automation, new product launches, long-term technology and testing development as well as the ongoing replacement of assets



The net movement in cash and cash equivalents of US$141.9 million (first half of FY24/25: net decrease of US$62.2 million) includes the following:

- **Dividends and shares:** The Company utilized US$52.1 million cash for dividend payments in the first half of FY25/26 (first half of FY24/25: US$52.1 million).

  In the first half of FY24/25, the Company purchased 4.7 million shares for US$7.0 million including brokerage fees for the share award scheme

  For further details of dividends and shares, including the interim dividend for the first half of FY25/26, see next section

- **Other investing activities:** The Group received proceeds of US$11.8 million (first half of FY24/25: US$3.1 million), from the partial disposal of its investment in an autonomous driving start-up company
- **Repayment of borrowings, net:** The Group repaid US$1.7 million, net (first half of FY24/25: US$203.8 million)

  For further details of the Group's borrowings, see next section

- **Time deposits:** A US$60.0 million 6-month time deposit placed in FY23/24 matured in May 2024

Financial Management and Treasury Policy

Financial risk faced by the Group is managed by the Group's Treasury department based in the corporate headquarters in Hong Kong. Treasury policies for this are established by senior management and approved by the Board of Directors.

Credit Rating

Johnson Electric subscribes to both Moody's Investors Service and S&P Global Ratings to provide independent long-term credit ratings. As of 30 September 2025, the Group maintained investment grade ratings with a stable outlook from both agencies. These ratings reflect the Group's solid market position, resilience and prudent financial leverage.

	Rating	Outlook	Grade
Moody's Investors Service	Baa1	Stable	Investment
S&P Global Ratings	BBB	Stable	Investment

Liquidity

Management believes that the combination of cash and cash equivalents, available unutilized credit lines, expected access to capital markets and future operating cash flows is sufficient to satisfy the Group's cash needs for the current and planned level of operations for the foreseeable future.

Cash, cash equivalents and credit lines

US$ million	30 Sep 2025	31 Mar 2025	Change
Cash and cash equivalents	932.5	790.6	141.9
Unutilized committed credit lines	455.1	409.7	45.4
Unutilized uncommitted credit lines	564.7	542.0	22.7
Available unutilized credit lines	1,019.8	951.7	68.1
Combined available funds	1,952.3	1,742.3	210.0

Cash and cash equivalents increased by US$141.9 million to US$932.5 million as of 30 September 2025 (31 March 2025: US$790.6 million).

Available credit lines: The Group had US$1,019.8 million in unutilized credit lines available as of 30 September 2025, comprised of:

- US$200.0 million syndicated revolving credit facility maturing in November 2028
- US$255.1 million remaining unutilized amount of committed revolving credit facilities provided by its principal bankers, on a bilateral basis. These facilities have staggered maturity dates ranging from December 2026 to May 2028
- US$564.7 million uncommitted credit facilities provided by its principal and other bankers

Net cash increased by US$141.5 million to US$572.8 million as of 30 September 2025 (31 March 2025: US$431.3 million).

Net cash

US$ million	30 Sep 2025	31 Mar 2025	Change
Cash and cash equivalents	932.5	790.6	141.9
Borrowings	(359.7)	(359.3)	(0.4)
Net cash	572.8	431.3	141.5

Cash and cash equivalents by currency

US$ million	30 Sep 2025	31 Mar 2025
USD	568.6	466.8
RMB	143.8	122.3
EUR	100.1	98.4
CAD	60.0	43.4
KRW	32.4	36.6
Others	27.6	23.1
Total	932.5	790.6

Borrowings increased by US$0.4 million to US$359.7 million as of 30 September 2025. The significant borrowings included:

- **Syndicated term loan:** Drawn down in FY23/24 to finance general working capital. The loan is scheduled for repayment in November 2028
- **Loan from Export Development Canada:** Drawn down in FY24/25, and is scheduled for repayment in January 2027
- **Loan from HSBC:** Drawn down in FY22/23 to fund capital expenditure for the China operations. Repayment is being made through semi-annual instalments until November 2025
- **Loan from BOC:** The loan was used to finance the purchase of production equipment in China. Repayment is being made by instalments until December 2027

Changes in borrowings

US$ million	30 Sep 2025	31 Mar 2025	Change
Syndicated Loan	196.5	195.9	0.6
Loan from Export Development Canada	99.8	99.7	0.1
Loan from HSBC	46.8	53.0	(6.2)
Loan from BOC	11.9	6.8	5.1
Other borrowings	4.7	3.9	0.8
Total borrowings	359.7	359.3	0.4

Borrowings by currency

US$ million	Total borrowings
USD	301.0
RMB	58.7
Total	359.7

Repayment schedule

US$ million	30 Sep 2025
Repayable within one year	50.0
Repayable after more than one year	309.7
Total borrowings	359.7

Lease liabilities decreased by US$3.1 million to US$61.1 million as of 30 September 2025.

The corresponding assets are shown as right-of-use assets under property, plant and equipment.

Changes in lease liabilities

US$ million	30 Sep 2025	31 Mar 2025	Change
Current	17.2	16.3	0.9
Non-current	43.9	47.9	(4.0)
Total lease liabilities	61.1	64.2	(3.1)

Financial covenants: The Group maintains a prudent level of debt and remains in full compliance with its financial covenants, including requirements for net worth and the ratios of total liabilities to net worth, net debt to EBITDA and EBITDA to interest expense.

Financial ratios: The Group's gearing ratios as of 30 September 2025 reflected the following changes:

- Total debt to capital decreased to 11% (12% as of 31 March 2025) due to the increase in total equity
- Gross debt to adjusted EBITDA remained unchanged at 0.8 times (0.8 times as of 31 March 2025)
- Enterprise value to adjusted EBITDA increased to 7.7 times (2.6 times as of 31 March 2025) due to the increase in market capitalization
- Interest cover increased to 21.3 times (17.4 times as of 31 March 2025) due to lower interest expense

Please refer to page 6 for definitions and bases of calculation (including adjustments) of financial ratios

Dividends

Final dividend: In the first half of FY25/26, the Company paid a final dividend of 44 HK cents per share for FY24/25 equivalent to US$52.1 million in cash (first half of FY24/25: 44 HK cents per share equivalent to US$52.1 million paid for FY23/24).

Interim dividend: The Board has declared an interim dividend of 17 HK cents per share for the first half of FY25/26 (first half of FY24/25: 17 HK cents per share) equivalent to US$20.3 million, to be paid in January 2026.

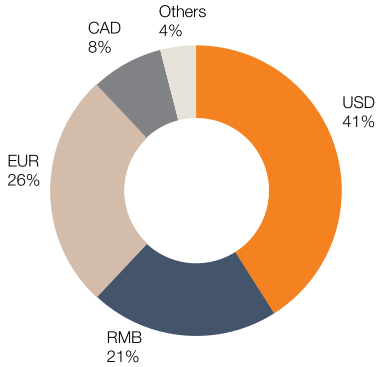
		FY25/26	FY24/25		FY23/24	
		Interim	Final	Interim	Final	Interim
HK cents per share	Dividend	17 *	44	17	44	17
US$ million	Cash	20.3	52.1	20.1	52.1	15.0
	Scrip shares	-	-	-	-	5.1
	Total	20.3	52.1	20.1	52.1	20.1

* Proposed dividend

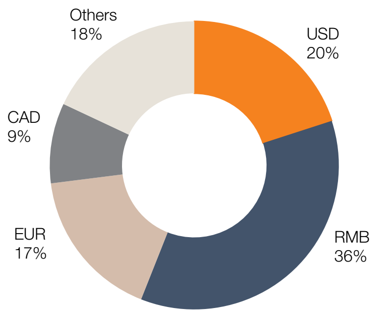
Foreign Exchange Risk

The Group is exposed to foreign exchange risk, largely from sales and costs denominated in a number of currencies. It mitigates the economic risk from this through forward currency contracts. These contracts have varying maturity dates, ranging from 1 to 36 months after 30 September 2025, to match the underlying cash flows of the business.

Sales by currency



Operating costs by currency



The net fair value gains of currency contracts decreased by US$34.5 million to US$66.1 million as of 30 September 2025. This was largely due to a reduction in the net fair value of plain vanilla Euro forward contracts, partly offset by an increase in fair value for plain vanilla Mexican Peso contracts.

Net fair value of currency contracts

US$ million		30 Sep 2025	31 Mar 2025	Change
Euro	Plain vanilla forward contracts	40.6	84.1	(43.5)
Mexican Peso	Plain vanilla forward contracts	17.9	11.5	6.4
Renminbi	Plain vanilla forward contracts	4.2	2.5	1.7
Others	Plain vanilla forward contracts and swaps [1]	3.4	2.5	0.9
Total		66.1	100.6	(34.5)

1 Others comprised of Polish Zloty ("PLN"), Hungarian Forint ("HUF") contracts and US Dollars ("USD") and Renminbi ("RMB") swaps

The mark-to-market ("MTM") rate is the current fair value for the settlement of a forward contract, as provided by the counterparties (the Group's principal bankers). The mark-to-market rates are influenced by the changes in spot rates shown in the adjacent table.

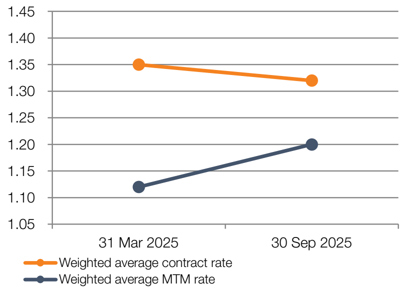
Spot rates of significant currencies

	Spot rates as of 30 Sep 2025	Spot rates as of 31 Mar 2025	
USD per EUR	1.17	1.08	EUR Strengthen 8%
HUF per EUR	390.90	402.60	EUR Weaken 3%
PLN per EUR	4.27	4.18	EUR Strengthen 2%
CAD per USD	1.39	1.43	USD Weaken 3%
RMB per USD	7.11	7.18	USD Weaken 1%
MXN per USD	18.35	20.40	USD Weaken 10%

Euro contracts: The Group's plain vanilla contracts to sell the Euro ("EUR") and buy US Dollars ("USD") create an economic hedge for Euro-denominated sales. It also hedges its USD intragroup monetary balances in its European operation from changes in exchange rates.

The financial assets representing the cumulative fair value gains of EUR contracts decreased by US$43.5 million to US$40.6 million as of 30 September 2025 (31 March 2025: US$84.1 million financial assets). This decrease was mainly due to the strengthening of the EUR against the USD as of 30 September 2025 as well as the consumption of contracts.

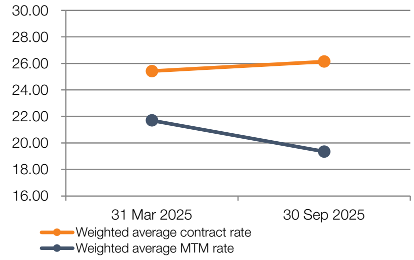
EUR – Plain vanilla forward



Mexican Peso contracts: The Group's plain vanilla contracts to buy the Mexican Peso ("MXN") to create an economic hedge for production costs and other operating costs denominated in MXN.

The financial asset representing cumulative fair value gains for plain vanilla contracts increased by US$6.4 million to US$17.9 million as of 30 September 2025 (31 March 2025: US$11.5 million financial assets). This was mainly due to the strengthening of the MXN against the USD as of 30 September 2025.

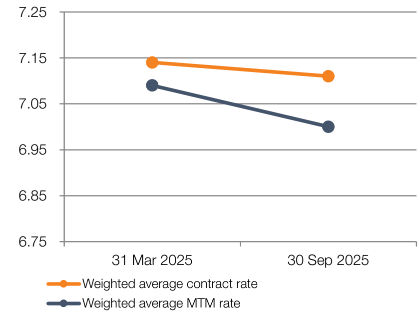
MXN – Plain vanilla forward



Renminbi contracts: The Group's plain vanilla contracts to buy the Renminbi ("RMB") to create an economic hedge for production costs and other operating costs denominated in RMB.

The financial asset representing cumulative fair value gains for plain vanilla contracts increased by US$1.7 million to US$4.2 million as of 30 September 2025 (31 March 2025: US$2.5 million financial assets). This was mainly due to the strengthening of the RMB against the USD as of 30 September 2025.

RMB – Plain vanilla forward



Other currency contracts and swaps: The Group's plain vanilla contracts to buy, the Polish Zloty ("PLN") and the Hungarian Forint ("HUF") create an economic hedge for production costs and other operating costs denominated in these currencies. The Group also entered currency swaps between the USD and RMB to hedge against relevant operating costs.

The financial asset representing cumulative fair value gains for plain vanilla contracts and swaps for other currencies increased by US$0.9 million to US$3.4 million (31 March 2025: US$2.5 million financial assets). The increase primarily came from mark-to market gains on contracts for HUF.

Estimated future cash flow: The gain or loss for each contract will realize based on the prevailing spot rate at the date of maturity versus the contract rate and will impact cash flow at that time. In terms of estimating future cash flow, the contracts' rates at maturity compared to the exchange rates as of 30 September 2025 would result in approximately US$74 million aggregate cash flow benefit from plain vanilla forward foreign currency contracts and swaps (31 March 2025: US$116 million).

Further information about the Group's forward foreign currency exchange contracts and foreign exchange swaps can be found in Note 6 to the accounts

Raw Material Commodity Price Risk

The Group is exposed to commodity price risk, mainly from fluctuations in copper, steel, silver and aluminium prices.

This commodity price risk is partially mitigated either through the incorporation of appropriate clauses in certain customer contracts or through negotiating price adjustments with other customers, where and when possible.

The price risk from copper can also be reduced by hedging through cash flow hedge contracts whenever feasible and possible.

The residual price risk from steel is reduced through fixed price purchase contracts for steel from 1 to 6 months.

Further information about the Group's raw material commodity contracts can be found in Note 6 to the accounts

Counterparty Risk

To avoid the potential default of any of its counterparties on its forward contracts, the Group deals only with major financial institutions (i.e. the Group's principal bankers), with strong investment grade ratings, that the Group believes will satisfy their obligations under the contracts

Corporate Governance

Johnson Electric Holdings Limited ("Company", together with its subsidiaries, the "Group") is committed to achieving high standards of corporate governance that properly protect and promote the interests of its shareholders and devotes considerable effort to identifying and formalizing best practices of corporate governance.

During the six months ended 30 September 2025, apart from Madam Yik-Chun Wang Koo's retirement from the board of directors of the Company ("Board") on 17 July 2025, the composition of the Board remained the same as set out in the Corporate Governance Report in the Company's Annual Report 2024/25.

During the six months ended 30 September 2025, the Company continued to abide by the corporate governance practices set out in the Corporate Governance Report in the Company's Annual Report 2024/25. On 28 May 2025, the Company amended the terms of reference of the Audit Committee and the Nomination and Corporate Governance Committee to comply with the new code provisions of Corporate Governance Code contained in Appendix C1 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules").

Corporate Governance Code

During the six months ended 30 September 2025, the Company complied with the code provisions set out in the Corporate Governance Code contained in Appendix C1 to the Listing Rules except for the following:

Code Provision B.2.2

Code B.2.2 provides that every director, including those appointed for a specific term, should be subject to retirement by rotation at least once every three years.

Under the Company's Bye-law 109(A), the director holding office as the executive chairman is not subject to retirement by rotation and shall not be counted in determining the number of directors to retire.

In the opinion of the Board, it is important for the stability and beneficial to the growth of the Company that there is, and is seen to be, continuity of leadership in the role of the Chairman of the Company and, in consequence, the Board is of the view that the Chairman should not be subject to retirement by rotation at the present time.

Code Provision C.2.1

Code C.2.1 provides, inter alia, that the roles of chairman and chief executive should be separate and should not be performed by the same individual.

Neither the Company's Bye-laws nor The Johnson Electric Holdings Limited Company Act, 1988 (a private act of Bermuda) contains any requirement as to the separation of these roles.

Dr. Patrick Wang is the Chairman and Chief Executive of the Company. The Board is of the opinion that it is appropriate and in the best interests of the Company that Dr. Wang should hold both offices. The Board believes that it is able to effectively monitor and assess management in a manner that properly protects and promotes the interests of shareholders.

Disclosure under Rule 13.51B(1) of the Listing Rules

In accordance with Rule 13.51B(1) of the Listing Rules, the change in information of Directors subsequent to the date of the Company's Annual Report 2024/25 up to the publication of this announcement is set out below:

Madam Koo retired from the Board as a Non-Executive Director with effect from 17 July 2025.

Mrs. Catherine Bradley stepped down as a Senior Independent Director of Kingfisher plc with effect from 23 June 2025.

Model Code for Securities Transactions

The Company has adopted procedures governing directors' securities transactions in compliance with the Model Code as set out in Appendix C3 to the Listing Rules. Specific confirmation has been obtained from all Directors to confirm compliance with the Model Code throughout the six months ended 30 September 2025.

Review of Interim Results and Interim Report

The Company's interim results for the six months ended 30 September 2025 and the interim report 2025/26 have been reviewed by the Audit Committee and the Company's auditor, PricewaterhouseCoopers.

Disclosure of Interests

Directors

As of 30 September 2025, the interests of each Director and Chief Executive of the Company in the shares of the Company or any of the Company's associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance ("SFO")) as recorded in the register required to be kept under Section 352 of the SFO were as follows:

	Shares of HK$0.05 each of the Company			
Name	Personal Interests	Other Interests		Approximate % of shareholding
Peter Wang	–	28,780,782	(Note 1)	3.080
Patrick Wang	5,741,900	–	(Note 2)	0.614
Austin Wang	1,622,826	–	(Note 3)	0.173
Winnie Wang Mak	865,586	–		0.092
Christopher Pratt	56,000	–		0.005
Patrick Paul	32,750	–		0.003
Michael Enright	15,250	–		0.001
Catherine Bradley	6,500	–		0.000

Notes:
1. These shares were held under a trust of which Peter Wang was a beneficiary.
2. The interest comprises 2,187,045 underlying shares in respect of the awarded shares granted, which remained unvested, under the Johnson Electric Restricted and Performance Stock Unit Plan.
3. The interest comprises 729,015 underlying shares in respect of the awarded shares granted, which remained unvested, under the Johnson Electric Restricted and Performance Stock Unit Plan.

Save as disclosed above, the register maintained by the Company pursuant to Section 352 of the SFO recorded no other interests or short positions of the Directors and Chief Executive in the shares, underlying shares in, or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO).

Apart from the shares awarded pursuant to the Stock Unit Plan as described in this announcement, as of 30 September 2025, none of the Directors and Chief Executive (including their spouses and children under 18 years of age) had any interests in, or had been granted, or exercised, any rights to subscribe for shares of the Company or its associated corporations required to be disclosed pursuant to the SFO.

Substantial Shareholders

As of 30 September 2025, the shareholders' interests being 5% or more of the Company's issued share capital as shown in the register of substantial shareholders maintained under Section 336 of the SFO or as otherwise notified to the Company and the Stock Exchange are set out below:

Name	Capacity	Numbers of shares held	Approximate % of shareholding
Yik-Chun Wang Koo	Beneficiary of family trusts	532,889,010 (Notes 1 & 2)	57.02
Deltec Bank & Trust Limited	Trustee	221,760,000 (Note 1)	23.73
HSBC International Trustee Limited	Trustee	217,070,710 (Notes 1 & 3)	23.23
Winibest Company Limited	Beneficial owner	217,743,364 (Note 4)	23.30
Federal Trust Company Limited	Trustee	93,385,646 (Note 1)	9.99
Merriland Overseas Limited	Interest of controlled corporation	61,896,046 (Note 5)	6.62

Notes:

1. The shares in which Deltec Bank & Trust Limited was interested, 217,743,364 of the shares in which HSBC International Trustee Limited was interested and 93,385,646 of the shares in which Federal Trust Company Limited was interested were held, directly or indirectly, by them as trustees of various trusts associated with the Wang family.
2. The shares in which Yik-Chun Wang Koo was interested as referred to above formed part of the shares referred to in Note 1.
3. The number of shares held is based on the Corporate Substantial Shareholder Notice filed with the Stock Exchange on 11 September 2023.
4. The interests of Winibest Company Limited in the Company formed part of the interests in the Company held by HSBC International Trustee Limited.
5. The interests of Merriland Overseas Limited in the Company formed part of the interests in the Company held by Federal Trust Company Limited.

Save as disclosed herein, as of 30 September 2025, the register maintained by the Company pursuant to Section 336 of the SFO recorded no other persons had any interests or short positions in the shares and underlying shares of the Company.

Share Award Scheme

A new Restricted and Performance Stock Unit Plan ("2023 Stock Unit Plan") was approved by the shareholders on 13 July 2023. The Restricted and Performance Stock Unit Plan which was adopted on 9 July 2015 ("2015 Stock Unit Plan") was terminated by the shareholders on 13 July 2023 and no further grants of share awards under the 2015 Stock Unit Plan could be made afterwards. Unvested shares awards granted under the 2015 Stock Unit Plan continue to be valid subject to the provisions of the 2015 Stock Unit Plan which together with 2023 Stock Unit Plan are collectively as "Stock Unit Plan". The Board may grant time-vested units (Restricted Stock Units ("RSU")) and performance-vested units (Performance Stock Units ("PSU")) or cash payment in lieu of shares to such eligible employees and directors as the Board may select at its absolute discretion under the 2023 Stock Unit Plan.

The purpose of the Stock Unit Plan is to align management with ownership. The Stock Unit Plan helps to attract skilled and experienced personnel, incentivize them to remain with the Group and to motivate them to strive for the future development and expansion of the Group. During the six months ended 30 September 2025, the Company did not purchase any shares of the Company in connection with the Stock Unit Plan.

Details of the interests of the Directors and other selected employees in the Stock Unit Plan are set out below.

Name	Award Date (dd/mm/yyyy)	Award Type	Number of unvested units held as of 1 April 2025	Granted during the period	Vested in shares during the period	Vested in cash during the period	Lapsed during the period	Number of unvested units held as of 30 September 2025	Vesting Date (dd/mm/yyyy)
Directors									
Patrick Wang	01/06/2022	RSU	388,036	-	388,036	-	-	-	01/06/2025
	01/06/2023	RSU	385,233	-	-	-	-	385,233	01/06/2026
	01/06/2024	RSU	309,877	-	-	-	-	309,877	01/06/2027
	01/06/2025	RSU	-	179,708	-	-	-	179,708	01/06/2028
	01/06/2022	PSU	582,053	-	582,053	-	-	-	01/06/2025
	01/06/2023	PSU	577,849	-	-	-	-	577,849	01/06/2026
	01/06/2024	PSU	464,816	-	-	-	-	464,816	01/06/2027
	01/06/2025	PSU	-	269,562	-	-	-	269,562	01/06/2028
Austin Wang	01/06/2022	RSU	129,345	-	129,345	-	-	-	01/06/2025
	01/06/2023	RSU	128,411	-	-	-	-	128,411	01/06/2026
	01/06/2024	RSU	103,292	-	-	-	-	103,292	01/06/2027
	01/06/2025	RSU	-	59,903	-	-	-	59,903	01/06/2028
	01/06/2022	PSU	194,018	-	194,018	-	-	-	01/06/2025
	01/06/2023	PSU	192,616	-	-	-	-	192,616	01/06/2026
	01/06/2024	PSU	154,939	-	-	-	-	154,939	01/06/2027
	01/06/2025	PSU	-	89,854	-	-	-	89,854	01/06/2028
Other Selected Employees (excluding two Executive Directors)									
	25/01/2021	RSU	121,544	-	-	-	-	121,544	01/12/2025
	01/06/2022	RSU	3,391,668	-	3,060,744	322,032	8,892	-	01/06/2025
	30/09/2022	RSU	66,794	-	52,481	14,313	-	-	30/09/2025
	01/06/2023	RSU	3,255,863	-	-	-	105,938	3,149,925	01/06/2026
	01/06/2023	RSU	25,682	-	25,682	-	-	-	29/08/2025
	13/07/2023	RSU	36,311	-	-	-	-	36,311	01/06/2026
	09/11/2023	RSU	60,837	-	-	-	-	60,837	01/06/2026
	01/06/2024	RSU	2,829,358	-	-	-	53,259	2,776,099	01/06/2027
	17/06/2024	RSU	16,139	-	-	-	-	16,139	01/06/2027
	30/05/2025	RSU	-	30,000	30,000	-	-	-	30/05/2025
	01/06/2025	RSU	-	1,775,201	-	-	10,296	1,764,905	01/06/2028
	30/09/2025	RSU	-	4,525	-	-	-	4,525	01/06/2028
	01/06/2022	PSU	2,527,082	-	2,302,507	224,575	-	-	01/06/2025
	01/06/2023	PSU	2,732,746	-	-	-	132,424	2,600,322	01/06/2026
	01/06/2024	PSU	2,242,727	-	-	-	27,114	2,215,613	01/06/2027
	01/06/2025	PSU	-	1,288,270	-	-	-	1,288,270	01/06/2028

Notes:

(1) The closing price of the shares, immediately before the date on which the awards were granted are shown as below:

Date of grant (dd/mm/yyyy)	Closing price of shares before the date of grant HK$
30/05/2025	22.00
01/06/2025	21.00
30/09/2025	43.78

(2) The PSU is subject to a performance target so as to achieve the purpose of the Stock Unit Plan. The performance target shall be based on the performance of the grantee and / or group profitability, cumulative or annual earnings per share, revenue or revenue growth, total shareholder returns or such other measures, and / or such other performance target to be determined by the Board to align with the strategic direction of the Company, in its absolute discretion, which shall be set out in the relevant notice of grant in relation to the grant of Awards issued to each grantee.

Movements in the number of unvested units granted as of the date of this announcement under the Stock Unit Plan on a combined basis are as follows:

	Number of unvested units granted (thousands)			% of total number of issued shares
	RSU	PSU	Total	
Unvested units granted, as of 31 March 2025	11,252	9,668	20,920	2.24%
Units granted to Directors and employees during the period	2,049	1,648	3,697	0.40%
Units vested to Directors and employees during the period	(4,023)	(3,303)	(7,326)	0.79%
Forfeited during the period	(181)	(159)	(340)	0.04%
Unvested units granted, as of 30 September 2025	9,097	7,854	16,951	1.81%
Forfeited in the second half of FY25/26	(1)	-	(1)	0.00%
Unvested units granted, as of the date of this announcement	9,096	7,854	16,950	1.81%

As of the date of this announcement, the number of unvested units granted under the Stock Unit Plan are as follows:

	Number of unvested units granted (thousands)			% of total number of issued shares
Vesting period	RSU	PSU	Total	
FY25/26	122	-	122	0.01%
FY26/27	3,761	3,371	7,132	0.76%
FY27/28	3,205	2,835	6,040	0.65%
FY28/29	2,008	1,648	3,656	0.39%
Unvested units granted, as of the date of this announcement	9,096	7,854	16,950	1.81%

As of 1 April 2025, the total number of shares available for grant under the 2023 Stock Unit Plan was 86,538,084 shares. Total 3,697,023 share awards were granted under the 2023 Stock Unit Plan during the six months ended 30 September 2025, hence, the total number of shares available for grant as of 30 September 2025 was 82,841,061 shares.

Apart from the Stock Unit Plan mentioned above, there were no other arrangements to which the Company or its subsidiaries was a party to enable the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Purchase, Sale or Redemption of Listed Securities

Save as disclosed in Note 15 to the financial statements and other than for satisfying the shares granted under the Company's Share Award Scheme, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's shares during the six months ended 30 September 2025.

Disclosure under Rule 13.21 of the Listing Rules

On 15 August 2023, the Company (as guarantor) entered into a facilities agreement ("Facilities Agreement") with, among others, certain financial institutions (as original lenders) in relation to the facilities up to a maximum amount of US$400 million comprising of a US$200 million term loan facility and a US$200 million revolving credit facility to be made available to Johnson Electric Industrial Manufactory, Limited, a wholly-owned subsidiary of the Company, for financing the general working capital of the Group and refinancing the existing indebtedness of the Group. The final repayment date is 60 months from the first utilization date.

Announcement regarding the entering into the Facilities Agreement was made on 15 August 2023, disclosing that if the Wang Family (as defined therein) ceases to be the single largest shareholder of the Company, the loans under the Facilities Agreement may become immediately due.

Interim Dividend

The Board has declared an interim dividend of 17 HK cents equivalent to 2.18 US cents per share (2024: 17 HK cents or 2.18 US cents) payable on 6 January 2026 (Tuesday) to shareholders whose names appear on the Register of Shareholders of the Company on 9 December 2025 (Tuesday).

Closing Register of Shareholders

The Register of Shareholders of the Company will be closed, for the purpose of determining shareholders' entitlement to the interim dividend, from 5 December 2025 (Friday) to 9 December 2025 (Tuesday) inclusive, during which no transfer of shares will be registered.

In order to qualify for the interim dividend, all transfers accompanied by the relevant share certificates must be lodged with the Company's Registrar in Hong Kong, Computershare Hong Kong Investor Services Limited at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong (not the share registrar in Bermuda) for registration, not later than 4:30 p.m. on 4 December 2025 (Thursday). Shares of the Company will be traded ex-dividend as from 3 December 2025 (Wednesday).

Consolidated Balance Sheet

As of 30 September 2025

	Note	**Unaudited 30 September 2025 US$'000**	Audited 31 March 2025 US$'000
Non-current assets			
Property, plant and equipment	3	**1,496,955**	1,452,790
Investment property	4	**17,131**	17,039
Intangible assets	5	**147,279**	153,634
Other financial assets	6	**35,969**	54,105
Financial assets at fair value through profit and loss	7	**8,375**	8,375
Defined benefit pension plan assets	13	**19,484**	19,092
Deferred income tax assets		**104,282**	100,083
Other non-current assets	3	**36,554**	26,961
		1,866,029	1,832,079
Current assets			
Inventories		**595,706**	531,816
Trade and other receivables	8	**816,875**	816,895
Other financial assets	6	**33,593**	55,070
Financial assets at fair value through profit and loss	7	**4,434**	27,349
Income tax recoverable		**8,043**	10,441
Cash and cash equivalents		**932,483**	790,633
		2,391,134	2,232,204
Current liabilities			
Trade and other payables	9	**773,012**	693,997
Current income tax liabilities		**38,801**	33,833
Other financial liabilities	6	**2,663**	7,888
Borrowings	11	**49,973**	57,563
Lease liabilities	12	**17,174**	16,351
Retirement benefit obligations	13	**1,121**	796
Provisions and other liabilities	14	**49,865**	44,582
		932,609	855,010
Net current assets		**1,458,525**	1,377,194
Total assets less current liabilities		**3,324,554**	3,209,273

	Note	Unaudited 30 September 2025 US$'000	Audited 31 March 2025 US$'000
Non-current liabilities			
Trade and other payables	9	**34,111**	37,938
Other financial liabilities	6	**104**	727
Borrowings	11	**309,710**	301,772
Lease liabilities	12	**43,901**	47,855
Deferred income tax liabilities		**73,825**	72,699
Retirement benefit obligations	13	**32,124**	30,524
Provisions and other liabilities	14	**9,985**	9,861
		503,760	501,376
NET ASSETS		**2,820,794**	2,707,897
Equity			
Share capital - ordinary shares (at par value)	15	**6,026**	6,026
Shares held for share award scheme (at purchase cost)	15	**(2,190)**	(19,501)
Share premium	15	**88,963**	88,963
Reserves		**2,684,362**	2,590,552
		2,777,161	2,666,040
Non-controlling interests		**43,633**	41,857
TOTAL EQUITY		**2,820,794**	2,707,897

Consolidated Income Statement

For the six months ended 30 September 2025

	Note	Unaudited Six months ended 30 September 2025 US$'000	2024 US$'000
Sales	2	**1,833,483**	1,854,168
Cost of goods sold		**(1,392,746)**	(1,416,117)
Gross profit		**440,737**	438,051
Other expenses, net	16	**(8,168)**	(2,610)
Selling and administrative expenses	17	**(273,856)**	(274,077)
Restructuring and other related costs	18	**(2,478)**	(3,510)
Operating profit		**156,235**	157,854
Share of losses of associate and joint venture		**-**	(1,075)
Finance income	19	**15,734**	18,880
Finance costs	19	**(12,997)**	(19,908)
Profit before income tax		**158,972**	155,751
Income tax expense	21	**(24,419)**	(24,560)
Profit for the period		**134,553**	131,191
Profit attributable to non-controlling interests		**(1,290)**	(1,578)
Profit attributable to shareholders		**133,263**	129,613
Basic earnings per share for profit attributable to the shareholders for the period (expressed in US cents per share)	22	**14.40**	14.05
Diluted earnings per share for profit attributable to the shareholders for the period (expressed in US cents per share)	22	**14.21**	13.92

Please see Note 23 for details of dividend.

Consolidated Statement of Comprehensive Income

For the six months ended 30 September 2025

	Note	Unaudited Six months ended 30 September 2025 US$'000	2024 US$'000
Profit for the period		**134,553**	131,191
Other comprehensive income / (expenses)			
Items that will not be recycled to profit and loss:			
Defined benefit plans			
– remeasurements	13	**(24)**	(1,117)
– deferred income tax effect		**48**	325
Hedging instruments for transactions resulting in the recognition in inventories and subsequently recognized in the income statement upon consumption			
– raw material commodity contracts			
– fair value gains, net		**1,450**	3,781
– transferred to inventory and subsequently recognized in the income statement	6(d)	**(1,539)**	(5,407)
– deferred income tax effect		**15**	268
Hyperinflation adjustments		**(116)**	(374)
Currency translations of subsidiaries		**486**	764
Total items that will not be recycled to profit and loss directly		**320**	(1,760)
Items that will be recycled to profit and loss:			
Hedging instruments			
– forward foreign currency exchange contracts and foreign exchange swaps			
– fair value losses, net		**(2,141)**	(1,419)
– transferred to the income statement		**(21,636)**	(13,345)
– deferred income tax effect		**3,650**	3,474
– net investment hedge			
– fair value gains, net		**-**	2,041
Hyperinflation adjustments		**305**	1,102
Currency translations of subsidiaries		**45,139**	17,243
Currency translations of associate and joint venture		**-**	213
Total items that will be recycled to profit and loss directly		**25,317**	9,309
Other comprehensive income for the period, net of tax		**25,637**	7,549
Total comprehensive income for the period, net of tax		**160,190**	138,740
Total comprehensive income attributable to:			
Shareholders		**158,414**	136,398
Non-controlling interests			
Share of profits for the period		**1,290**	1,578
Currency translations		**486**	764
		160,190	138,740

Consolidated Statement of Changes in Equity

For the six months ended 30 September 2025

		Unaudited								
		Attributable to shareholders of the Company								
	Note	Share capital and share premium US$'000	Other reserves * US$'000	Exchange reserve US$'000	Share-based employee compensation reserve US$'000	Hedging reserve US$'000	Retained earnings US$'000	Total US$'000	Non-controlling interests US$'000	Total equity US$'000
As of 31 March 2025		75,488	(158,872)	23,410	10,820	57,616	2,657,578	2,666,040	41,857	2,707,897
Profit for the period		-	-	-	-	-	133,263	133,263	1,290	134,553
Other comprehensive income / (expenses):										
Hedging instruments										
– raw material commodity contracts										
– fair value gains, net		-	-	-	-	1,450	-	1,450	-	1,450
– transferred to inventory and subsequently recognized in the income statement	6(d)	-	-	-	-	(1,539)	-	(1,539)	-	(1,539)
– deferred income tax effect		-	-	-	-	15	-	15	-	15
– forward foreign currency exchange contracts and foreign exchange swaps										
– fair value losses, net		-	-	-	-	(2,141)	-	(2,141)	-	(2,141)
– transferred to the income statement		-	-	-	-	(21,636)	-	(21,636)	-	(21,636)
– deferred income tax effect		-	-	-	-	3,650	-	3,650	-	3,650
Defined benefit plans										
– remeasurements	13	-	-	-	-	-	(24)	(24)	-	(24)
– deferred income tax effect		-	-	-	-	-	48	48	-	48
Hyperinflation adjustments		-	-	305	-	-	(116)	189	-	189
Currency translations of subsidiaries		-	-	44,946	-	193	-	45,139	486	45,625
Total comprehensive income / (expenses) for the first half of FY25/26		-	-	45,251	-	(20,008)	133,171	158,414	1,776	160,190
Transactions with shareholders:										
Share award scheme										
– shares vested		17,311	(9,294)	-	(8,017)	-	-	-	-	-
– value of employee services		-	-	-	4,851	-	-	4,851	-	4,851
FY24/25 final dividend – cash paid		-	-	-	-	-	(52,144)	(52,144)	-	(52,144)
Total transactions with shareholders		17,311	(9,294)	-	(3,166)	-	(52,144)	(47,293)	-	(47,293)
As of 30 September 2025		**92,799 ****	**(168,166)**	**68,661**	**7,654**	**37,608**	**2,738,605**	**2,777,161**	**43,633**	**2,820,794**

* Other reserves mainly represent capital reserve, property revaluation reserve, statutory reserve, reserve arising from shares vested for share award scheme and goodwill on consolidation

** The total of US$92.8 million comprised share capital of US$6.0 million, share premium of US$89.0 million and shares held for share award scheme of US$(2.2) million

Consolidated Statement of Changes in Equity

For the six months ended 30 September 2024

	Note	Share capital and share premium US$'000	Other reserves * US$'000	Exchange reserve US$'000	Share-based employee compensation reserve US$'000	Hedging reserve US$'000	Retained earnings US$'000	Total US$'000	Non-controlling interests US$'000	Total equity US$'000
		Unaudited								
		Attributable to shareholders of the Company								
As of 31 March 2024		77,576	(167,056)	67,464	8,718	95,546	2,469,761	2,552,009	44,658	2,596,667
Profit for the period		-	-	-	-	-	129,613	129,613	1,578	131,191
Other comprehensive income / (expenses):										
Hedging instruments										
– raw material commodity contracts										
– fair value gains, net		-	-	-	-	3,781	-	3,781	-	3,781
– transferred to inventory and subsequently recognized in the income statement	6(d)	-	-	-	-	(5,407)	-	(5,407)	-	(5,407)
– deferred income tax effect		-	-	-	-	268	-	268	-	268
– forward foreign currency exchange contracts and foreign exchange swaps										
– fair value losses, net		-	-	-	-	(1,419)	-	(1,419)	-	(1,419)
– transferred to the income statement		-	-	-	-	(13,345)	-	(13,345)	-	(13,345)
– deferred income tax effect		-	-	-	-	3,474	-	3,474	-	3,474
– net investment hedge										
– fair value gains, net		-	-	2,041	-	-	-	2,041	-	2,041
Defined benefit plans										
– remeasurements	13	-	-	-	-	-	(1,117)	(1,117)	-	(1,117)
– deferred income tax effect		-	-	-	-	-	325	325	-	325
Hyperinflation adjustments		-	-	1,102	-	-	(374)	728	-	728
Currency translations of subsidiaries		-	-	17,180	-	63	-	17,243	764	18,007
Currency translations of associate and joint venture		-	-	213	-	-	-	213	-	213
Total comprehensive income / (expenses) for the first half of FY24/25		-	-	20,536	-	(12,585)	128,447	136,398	2,342	138,740
Transactions with shareholders:										
Share award scheme										
– shares vested		4,926	(389)	-	(4,537)	-	-	-	-	-
– value of employee services		-	-	-	3,791	-	-	3,791	-	3,791
– purchase of shares		(7,015)	-	-	-	-	-	(7,015)	-	(7,015)
Acquisition of non-controlling interests		-	-	-	-	-	(409)	(409)	(951)	(1,360)
Dividends paid to non-controlling interests		-	-	-	-	-	-	-	(1,163)	(1,163)
FY23/24 final dividend – cash paid		-	-	-	-	-	(52,086)	(52,086)	-	(52,086)
Total transactions with shareholders		(2,089)	(389)	-	(746)	-	(52,495)	(55,719)	(2,114)	(57,833)
As of 30 September 2024		75,487	(167,445)	88,000	7,972	82,961	2,545,713	2,632,688	44,886	2,677,574

* Other reserves mainly represent capital reserve, property revaluation reserve, statutory reserve, reserve arising from shares vested for share award scheme and goodwill on consolidation

Consolidated Cash Flow Statement

For the six months ended 30 September 2025

		Unaudited Six months ended 30 September	
		2025	2024
	Note	**US$'000**	US$'000
Cash flows from operating activities			
Earnings before interest, tax, depreciation and amortization	25	**292,178**	289,001
Other non-cash items	25	**2,651**	11,644
Changes in working capital	25	**23,077**	(38,551)
Cash generated from operations	25	**317,906**	262,094
Interest paid		**(12,236)**	(20,902)
Income taxes paid		**(15,669)**	(18,412)
Net cash generated from operating activities		**290,001**	222,780
Investing activities			
Purchase of property, plant and equipment		**(130,781)**	(97,606)
Proceeds from disposal of property, plant and equipment		**724**	1,150
Engineering development costs, capitalized	5 & 20	**(1,182)**	(773)
Finance income received		**15,734**	18,880
		(115,505)	(78,349)
Purchase of financial assets at fair value through profit and loss		**-**	(550)
Proceeds from sale of financial assets at fair value through profit and loss		**11,838**	3,608
Decrease in time deposits with maturities over three months		**-**	60,000
Net cash used in investing activities		**(103,667)**	(15,291)

	Note	Unaudited Six months ended 30 September 2025 US$'000	2024 US$'000
Financing activities			
Acquisition of non-controlling interests		**-**	(1,360)
Principal element of lease payments		**(8,938)**	(11,285)
Proceeds from borrowings		**4,980**	99,550
Repayments of borrowings		**(6,635)**	(303,339)
Dividends paid to shareholders		**(52,144)**	(52,086)
Purchase of shares for share award scheme		**-**	(7,015)
Dividends paid to non-controlling interests		**-**	(1,163)
Net cash used in financing activities		**(62,737)**	(276,698)
Net increase / (decrease) in cash and cash equivalents		**123,597**	(69,209)
Cash and cash equivalents at beginning of the period		**790,633**	749,859
Currency translations on cash and cash equivalents		**18,253**	7,008
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD		**932,483**	687,658

Notes to the Condensed Consolidated Interim Financial Statements

1. General Information and Basis of Preparation

1.1 General Information

The principal operations of Johnson Electric Holdings Limited (the "Company") and its subsidiaries (together, "the Group") are the manufacture and sale of motion systems. The Group has manufacturing plants and sales operations throughout the world.

Johnson Electric Holdings Limited, the parent holding company, is a limited liability company incorporated in Bermuda. The address of its registered office is Victoria Place, 5th Floor, 31 Victoria Street, Hamilton HM 10, Bermuda. The shares of the Company are listed on the Stock Exchange of Hong Kong.

These unaudited condensed consolidated interim financial statements are presented in US Dollars, unless otherwise stated and has been approved for issue by the Board of Directors on 12 November 2025. They have been prepared in accordance with Hong Kong Accounting Standard ("HKAS") 34 "Interim financial reporting" issued by the Hong Kong Institute of Certified Public Accountant ("HKICPA") and Appendix 16 of the Listing Rules of The Stock Exchange of Hong Kong Limited.

1.2 Basis of preparation

The material accounting policies and methods of computation used in the preparation of these condensed consolidated interim financial statements are consistent with those used in the annual financial statements of the year ended 31 March 2025, except that the Group adopted all new standards, amendments to standards and interpretations of HKFRS Accounting Standards effective for the accounting period commencing 1 April 2025.

The preparation of interim financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. In preparing these condensed consolidated interim financial statements, the significant judgements made by management in applying the Group's accounting policies and the key sources of estimation uncertainty were the same as those that applied to the consolidated financial statements for the year ended 31 March 2025.

1. General Information and Basis of Preparation *(Cont'd)*

1.3 Exchange rates

The following table presents exchange rates for those currencies that are frequently used in preparing the consolidated financial statements.

		Closing rate		Average rate for the period	
				Six months ended 30 September	
		30 September 2025	31 March 2025	**2025**	2024
1 foreign currency unit to USD:					
Swiss Franc	CHF	**1.254**	1.135	**1.230**	1.130
Euro	EUR	**1.173**	1.083	**1.151**	1.088
British Pound	GBP	**1.343**	1.294	**1.342**	1.281
1 USD to foreign currency:					
Brazilian Real	BRL	**5.313**	5.757	**5.552**	5.373
Canadian Dollar	CAD	**1.392**	1.432	**1.380**	1.366
Renminbi	RMB	**7.109**	7.175	**7.159**	7.113
Hong Kong Dollar	HKD	**7.784**	7.778	**7.813**	7.809
Hungarian Forint	HUF	**333.333**	371.747	**347.222**	361.011
Israeli Shekel	ILS	**3.294**	3.698	**3.464**	3.719
Indian Rupee	INR	**88.731**	85.470	**86.430**	83.612
Japanese Yen	JPY	**148.588**	149.925	**145.985**	152.439
South Korean Won	KRW	**1,408.451**	1,470.588	**1,388.889**	1,369.863
Mexican Peso	MXN	**18.352**	20.400	**19.062**	18.083
Polish Zloty	PLN	**3.639**	3.860	**3.698**	3.946
Serbian Dinar	RSD	**100.000**	108.696	**102.041**	107.527
Turkish Lira	TRY	**41.580**	37.994	**39.761**	32.927

2. Segment Information

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker (as defined in HKFRS Accounting Standards). The chief operating decision maker has been identified as the Group's Executive Committee. Given the integrated nature of our business model, the Group has a single operating segment.

The Group's management assesses the performance of its operating segment based on the measure of operating profit, excluding items which are not directly related to the segment performance. These include non-operating income / (expenses) such as rental income, fair value gains / (losses) on investment property, gains / (losses) on disposals of fixed assets and investments, and subsidies and other income.

The reconciliation of the operating profit presented to management to the consolidated income statement was as follows:

	Six months ended 30 September	
	2025 US$'000	2024 US$'000
Operating profit presented to management	**164,403**	160,464
Other expenses, net (Note 16)	**(8,168)**	(2,610)
Operating profit per consolidated income statement	**156,235**	157,854

Sales

The Group recognizes sales when control of product is transferred at a point in time on delivery of product to the customer and the transfer of the title and the risks of loss under the standard international commercial terms applicable to the contract.

Johnson Electric is one of the world's largest providers of motors, solenoids, micro-switches, flexible printed circuits and microelectronics. The Group has the following business units aligned with the broad markets they serve: Automotive Products Group ("APG") and Industry Products Group ("IPG").

APG provides custom motors, actuators, switches, and motion sub-system solutions for all critical automotive motion related functions. IPG provides motion products and customized solutions for various commercial and industrial applications.

Sales from external customers by business unit were as follows:

	Six months ended 30 September	
	2025 US$'000	2024 US$'000
Automotive Products Group	**1,541,991**	1,564,418
Industry Products Group	**291,492**	289,750
	1,833,483	1,854,168

2. Segment Information *(Cont'd)*

APG accounted for 84% of the Group total sales in the first half of FY25/26 (first half of FY24/25: 84%). Within this, the cooling fan business primarily engaged in the manufacture and sale of condenser radiator fan modules for OEM and Tier 1 customers, accounted for 17% of the Group's business (first half of FY24/25: 17%).

Sales by geography

Sales to external customers by region of destination were as follows:

	Six months ended 30 September	
	2025	2024
	US$'000	US$'000
Europe, the Middle East and Africa *	**594,063**	567,785
North America **	**581,815**	589,775
People's Republic of China ("PRC")	**402,877**	436,000
Asia-Pacific (excluding PRC)	**223,041**	229,194
South America	**31,687**	31,414
	1,833,483	1,854,168

* Included in Europe, the Middle East and Africa were sales to external customers in Germany of US$111.7 million, Czech Republic of US$93.5 million and France of US$66.5 million for the first half of FY25/26 (first half of FY24/25: US$107.1 million, US$88.3 million and US$63.1 million respectively)

** Included in North America were sales to external customers in the USA of US$443.3 million for the first half of FY25/26 (first half of FY24/25: US$467.0 million)

No single external customer contributed 10% or more of the total Group sales.

2. Segment Information *(Cont'd)*

Segment assets

For the first half of FY25/26, the additions to non-current segment assets were US$143.7 million (first half of FY24/25: US$103.4 million).

	Six months ended 30 September	
	2025 **US$'000**	2024 US$'000
Additions to property, plant and equipment – owned assets	**128,082**	89,558
Additions / extensions / modifications to property, plant and equipment – right-of-use assets	**4,845**	4,644
Additions to intangible assets	**1,182**	773
Additions to other non-current assets	**9,593**	8,442
Additions to non-current segment assets	**143,702**	103,417

The non-current segment assets (representing property, plant and equipment, investment property, intangible assets, other non-current assets) by geographic location as of 30 September 2025 and 31 March 2025 were as follows:

	30 September 2025 US$'000	31 March 2025 US$'000
PRC	**945,078**	919,343
Canada	**263,627**	273,756
Switzerland	**114,736**	100,967
Serbia	**93,635**	87,312
Germany	**65,202**	62,290
Mexico	**57,484**	54,135
South Korea	**25,531**	25,610
USA	**25,193**	27,234
Others	**107,433**	99,777
	1,697,919	1,650,424

3. Property, Plant and Equipment and Other Non-Current Assets

Property, plant and equipment

	Freehold land, leasehold land and buildings US$'000	Machinery and equipment US$'000	Assets under construction US$'000	Moulds and tools US$'000	Other assets ** US$'000	Right-of-use assets US$'000	Total US$'000
First half of FY25/26							
As of 31 March 2025	404,485	677,364	145,804	99,014	41,923	84,200	1,452,790
Currency translations	10,055	17,397	4,536	2,698	899	1,214	36,799
Additions – owned assets	1,178	18,396	97,931	8,130	2,447	-	128,082
Additions – right-of-use assets	-	-	-	-	-	2,975	2,975
Extension / modification of leases	-	-	-	-	-	1,870	1,870
Transfer	2,966	39,126	(61,288)	17,141	2,055	-	-
Disposals / termination of leases	(139)	(202)	(154)	(164)	(25)	(283)	(967)
Impairment charges (Note 20 & 25)	(287)	(959)	-	(793)	-	-	(2,039)
Depreciation (Note 20)	(10,466)	(71,465)	-	(23,361)	(7,684)	(9,579)	(122,555)
As of 30 September 2025	**407,792** *	**679,657**	**186,829**	**102,665**	**39,615**	**80,397**	**1,496,955**
First half of FY24/25							
As of 31 March 2024	419,310	714,185	146,003	93,767	45,208	94,929	1,513,402
Currency translations	4,647	9,296	2,459	1,518	449	1,140	19,509
Additions – owned assets	1,637	10,475	70,532	4,329	2,585	-	89,558
Additions – right-of-use assets	-	-	-	-	-	2,957	2,957
Extension / modification of leases	-	-	-	-	-	1,687	1,687
Transfer	4,950	29,199	(55,261)	18,707	2,405	-	-
Disposals / termination of leases	-	(23)	-	(5)	(76)	(33)	(137)
Impairment charges (Note 20 & 25)	(59)	(753)	-	(46)	(23)	-	(881)
Depreciation (Note 20)	(9,671)	(67,795)	-	(21,724)	(7,172)	(11,300)	(117,662)
As of 30 September 2024	420,814	694,584	163,733	96,546	43,376	89,380	1,508,433

* As of 30 September 2025, freehold land, leasehold land and buildings included US$3.2 million (31 March 2025: US$3.4 million) for the leasehold land portion of buildings located in Hong Kong. The Group also has freehold land located in Europe, North America and South America

** Other assets comprise computers, furniture and fixtures and motor vehicles

Where assets require some degree of assembly or installation, they are first recorded in assets under construction and are then transferred to other categories once they are ready for use.

In the first half of FY25/26, impairment charges of US$2.0 million (first half of FY24/25: US$0.9 million) were mainly due to asset obsolescence.

3. Property, Plant and Equipment and Other Non-Current Assets *(Cont'd)*

Right-of-use assets

Property, plant and equipment includes the following amounts relating to right-of-use assets:

	Land use rights US$'000	Leasehold buildings US$'000	Machinery, equipment and other assets* US$'000	Total US$'000
First half of FY25/26				
As of 31 March 2025	27,261	51,059	5,880	84,200
Currency translations	253	577	384	1,214
Additions – right-of-use assets	-	2,276	699	2,975
Extension / modification of leases	-	1,678	192	1,870
Termination of leases	-	(247)	(36)	(283)
Depreciation	(415)	(7,578)	(1,586)	(9,579)
As of 30 September 2025	**27,099**	**47,765**	**5,533**	**80,397**
First half of FY24/25				
As of 31 March 2024	28,429	60,604	5,896	94,929
Currency translations	326	663	151	1,140
Additions – right-of-use assets	-	1,616	1,341	2,957
Extension / modification of leases	-	1,563	124	1,687
Termination of leases	-	-	(33)	(33)
Depreciation	(418)	(9,533)	(1,349)	(11,300)
As of 30 September 2024	28,337	54,913	6,130	89,380

* Other assets comprise office equipment and motor vehicles

Other non-current assets

Purchase deposits for machinery and construction of factory included in other non-current assets in the balance sheet were US$27.4 million (31 March 2025: US$18.2 million). The amount will be transferred to property, plant and equipment on receipt of the assets. The other non-current assets by nature as of 30 September 2025 and 31 March 2025 were as follows:

	30 September 2025 US$'000	31 March 2025 US$'000
Purchase deposits for machinery and construction of factory	**27,418**	18,239
Deferred contract costs (Note 10)	**3,762**	4,001
Other deposits and prepayments	**5,374**	4,721
Total other non-current assets	**36,554**	26,961

4. Investment Property

	2025 US$'000	2024 US$'000
Valuation at beginning of the period	**17,039**	17,221
Currency translations	**92**	113
Valuation at end of the period	**17,131**	17,334

The valuation method and assumptions of investment property are discussed in Note 28.

5. Intangible Assets

	Technology, patents and engineering development US$'000	Brands US$'000	Client relationships US$'000	Total US$'000
First half of FY25/26				
As of 31 March 2025	16,846	20,518	116,270	153,634
Currency translations	784	713	5,620	7,117
Engineering development costs, capitalized (Note 20)	1,182	-	-	1,182
Amortization (Note 20 & 25)	(3,687)	(2,005)	(8,962)	(14,654)
As of 30 September 2025	**15,125**	**19,226**	**112,928**	**147,279**
First half of FY24/25				
As of 31 March 2024	19,345	25,604	138,662	183,611
Currency translations	369	134	1,916	2,419
Engineering development costs, capitalized (Note 20)	773	-	-	773
Amortization (Note 20 & 25)	(3,418)	(2,020)	(8,918)	(14,356)
As of 30 September 2024	17,069	23,718	131,660	172,447

5. Intangible Assets *(Cont'd)*

Total intangible assets as of 30 September 2025 and 31 March 2025 were denominated in the following underlying currencies:

	30 September 2025 US$'000	31 March 2025 US$'000
In CAD	**81,178**	87,522
In EUR	**50,397**	50,199
In KRW	**9,759**	9,985
In USD	**4,408**	4,213
In GBP	**1,537**	1,715
Total intangible assets	**147,279**	153,634

6. Other Financial Assets and Liabilities

	30 September 2025			31 March 2025		
	Assets US$'000	**(Liabilities) US$'000**	**Net US$'000**	Assets US$'000	(Liabilities) US$'000	Net US$'000
Cash flow hedge						
– raw material commodity contracts (Note a (i))	**697**	**-**	**697**	58	(27)	31
– forward foreign currency exchange contracts and foreign exchange swaps (Note a (ii))	**47,936**	**(2,446)**	**45,490**	76,643	(7,595)	69,048
Fair value hedge (Note b)						
– forward foreign currency exchange contracts	**20,929**	**-**	**20,929**	32,474	-	32,474
Held for trading (Note c)	**-**	**(321)**	**(321)**	-	(993)	(993)
Total (Note e)	**69,562**	**(2,767)**	**66,795**	109,175	(8,615)	100,560
Current portion	**33,593**	**(2,663)**	**30,930**	55,070	(7,888)	47,182
Non-current portion	**35,969**	**(104)**	**35,865**	54,105	(727)	53,378
Total	**69,562**	**(2,767)**	**66,795**	109,175	(8,615)	100,560

6. Other Financial Assets and Liabilities *(Cont'd)*

Note:

(a) Cash flow hedge

(i) Raw material commodity contracts

Copper and iron ore forward commodity contracts as per the table below are designated as cash flow hedges. Gains and losses initially recognized in the hedging reserve will be transferred to the balance sheet within inventories and subsequently recognized in the income statement in the period or periods in which the underlying hedged copper and steel (by iron ore contracts) volumes are consumed and sold.

The Group's outstanding contracts as of 30 September 2025 and 31 March 2025 were as follows:

Cash flow hedge contracts	Notional amount	Weighted average contract price (US$)	Spot price (US$)	Mark-to-market price (US$)	Remaining maturities range (months)	Settlement value in USD equivalent (US$ million)	Estimated future cash flow (US$ million)	Assets, net carrying value (US$'000)
30 September 2025								
Copper	200 metric ton	8,550	10,300	10,243	1 – 3	1.7	0.4	339
Iron ore	42,000 metric ton	86.85	103.15	95.38	1 – 30	3.6	0.7	358
Total						**5.3**	**1.1**	**697**
31 March 2025								
Iron ore	45,000 metric ton	90.95	102.50	91.65	1 – 33	4.1	0.5	31

The weighted average contract price is a ratio defined as notional amount / settlement value.

The mark-to-market rate is the current fair value for the settlement of a forward contract, as provided by the counterparties (the Group's principal bankers).

Estimated future cash flow is calculated based on the contracts' price / rate at maturity compared to the spot price / exchange rate for the agreements as of 30 September 2025 and 31 March 2025.

(ii) Forward foreign currency exchange contracts and foreign exchange swaps

The EUR, MXN, RMB, PLN and HUF forward foreign currency exchange contracts as per the table on the following page are designated as cash flow hedges, to match the underlying cash flows of the business and comprised:

- Sell EUR contracts to create an economic hedge for EUR denominated export sales into USD
- Buy MXN, RMB, PLN and HUF contracts to create an economic hedge for production costs and other operating costs denominated in these currencies

The Group entered into foreign exchange swaps between USD and RMB. The embedded forward within these contracts create an economic hedge for production costs and other operating costs denominated in relevant currencies.

Gains and losses initially recognized in the hedging reserve will be recognized in the income statement in the period or periods in which the underlying hedged transactions occur (cash realization).

6. Other Financial Assets and Liabilities *(Cont'd)*

(a) Cash flow hedge *(Cont'd)*

(ii) Forward foreign currency exchange contracts and foreign exchange swaps *(Cont'd)*

The Group's outstanding contracts as of 30 September 2025 and 31 March 2025 were as follows:

Cash flow hedge contracts	Settlement currency	Notional value (million)	Weighted average contract rate	Spot rate	Mark-to-market rate	Remaining maturities range (months)	Settlement value in USD equivalent (US$ million)	Estimated future cash flow (US$ million)	Assets / (liabilities), net carrying value (US$'000)
30 September 2025									
Sell EUR forward *	USD	EUR 161.8	1.32	1.17	1.20	1 – 36	214.2	24.5	19,625
Buy MXN forward	USD	MXN 1,333.2	26.14	18.35	19.35	1 – 33	51.0	21.6	17,897
Buy RMB forward	USD	RMB 1,866.1	7.11	7.11	7.00	1 – 25	262.3	0.2	4,248
Buy PLN forward	EUR	PLN 72.8	5.08	4.27	4.32	1 – 13	16.8	3.2	2,957
Buy HUF forward	EUR	HUF 3,373.9	369.87	390.90	394.68	1 – 8	10.7	(0.6)	(673)
Foreign exchange swaps (Buy RMB, pay USD)	USD	RMB 1,308.0	7.09	7.11	7.08	1 – 8	184.5	(0.5)	329
Foreign exchange swaps (Buy USD, pay RMB)	RMB	USD 185.9	7.03	7.11	7.08	1 – 8	184.0	1.9	1,107
Total							**923.5**	**50.3**	**45,490**
31 March 2025									
Sell EUR forward *	USD	EUR 224.2	1.35	1.08	1.12	1 – 42	302.1	59.3	51,587
Buy MXN forward	USD	MXN 1,704.7	25.42	20.40	21.70	1 – 39	67.1	16.5	11,480
Buy PLN forward	EUR	PLN 121.1	5.04	4.18	4.29	1 – 19	26.0	5.3	4,518
Buy RMB forward	USD	RMB 2,635.8	7.14	7.18	7.09	1 – 31	369.4	(2.1)	2,503
Buy HUF forward	EUR	HUF 6,030.1	366.10	402.60	411.36	1 – 14	17.8	(1.6)	(1,963)
Foreign exchange swaps (Buy RMB, pay USD)	USD	RMB1,520.0	7.06	7.18	7.15	5 – 12	215.2	(3.3)	(2,467)
Foreign exchange swaps (Buy USD, pay RMB)	RMB	USD 216.8	7.01	7.18	7.12	5 – 12	211.8	5.0	3,390
Total							1,209.4	79.1	69,048

* The EUR to USD is stated in the inverse order

During the period, the decrease in fair value of US$22.9 million for derivatives of raw material commodity, forward foreign currency exchange contracts and foreign exchange swaps designated as cash flow hedges approximated the fair value movement of the underlying hedged items. There was no hedge ineffectiveness recognized in profit and loss during the period (first half of FY24/25: nil).

As of 30 September 2025, the pre-tax fair value gains recognized in cash flow hedge reserve were US$46.4 million (31 March 2025: US$70.1 million).

(b) Fair value hedge

The EUR forward foreign currency exchange contracts as per the table on the following page are designated as fair value hedges to hedge the currency risk from USD intragroup monetary balances in its European operation and results in exchange gains or losses which are not fully eliminated on consolidation. Gains and losses are recognized in the income statement.

6. Other Financial Assets and Liabilities *(Cont'd)*

(b) Fair value hedge *(Cont'd)*

The Group's outstanding contracts as of 30 September 2025 and 31 March 2025 were as follows:

Fair value hedge contracts	Settlement currency	Notional value (million)	Weighted average contract rate	Spot rate	Mark-to-market rate	Remaining maturities range (months)	Settlement value in USD equivalent (US$ million)	Estimated future cash flow (US$ million)	Assets, net carrying value (US$'000)
30 September 2025									
Sell EUR forward *	USD	EUR 99.6	1.42	1.17	1.21	1 – 31	141.0	24.2	20,929
31 March 2025									
Sell EUR forward *	USD	EUR 115.1	1.41	1.08	1.13	1 – 37	162.5	37.8	32,474

* The EUR to USD is stated in the inverse order

As of 30 September 2025, the carrying amount of intragroup balances (the hedged item) was US$141.0 million (31 March 2025: US$162.5 million). In the first half of FY25/26, hedge ineffectiveness of US$2.4 million was credited to profit and loss (first half of FY24/25: US$3.6 million credited to profit and loss).

(c) Held for trading

The ineffective portion of HUF forward foreign currency exchange contracts (resulting from the shutdown of a manufacturing facility in Hungary) was designated as held for trading. Fair value gains and losses on the forward contracts are immediately recognized in the income statement.

The Group's ineffective portion of outstanding contracts as of 30 September 2025 and 31 March 2025 were as follows:

Held for trading contracts	Settlement currency	Notional value (million)	Weighted average contract rate	Spot rate	Mark-to-market rate	Remaining maturities range (months)	Settlement value in USD equivalent (US$ million)	Estimated future cash flow (US$ million)	(Liabilities), net carrying value (US$'000)
30 September 2025									
Buy HUF forward	EUR	HUF 1,470.5	366.65	390.90	393.47	1 – 6	4.7	(0.3)	(321)
31 March 2025									
Buy HUF forward	EUR	HUF 2,964.7	363.99	402.60	410.17	1 – 12	8.8	(0.8)	(993)

(d) The income statement effect from raw material commodity and foreign currency exchange contracts recognized in the first half of FY25/26 was a net gain of US$14.6 million (first half of FY24/25: net gain of US$15.6 million).

	Six months ended 30 September	
Benefit / (expense)	**2025 US$'000**	2024 US$'000
Effect of raw material commodity contracts	**1,539**	5,407
Effect of forward foreign currency exchange contracts	**13,033**	11,491
Effect of cross-currency interest rate swaps	**-**	(1,329)
Effect of other financial assets and liabilities in consolidated income statement, net gain	**14,572**	15,569

6. Other Financial Assets and Liabilities *(Cont'd)*

(e) The maximum exposure of other financial assets to credit risk at the reporting date was the fair value in the balance sheet.

(f) Net cash generated from operating activities due to the realized hedge contracts was US$27.0 million (first half of FY24/25: US$31.3 million).

(g) Estimate of future cash flow
In terms of estimating future cash flow, the contracts' price / rate at maturity compared to the spot price / exchange rate for the commodity and currency agreements as of 30 September 2025 would result in approximately US$75 million cash flow benefit (31 March 2025: US$117 million).

(h) The Group determines the existence of economic relationship between the hedged items and the hedging instruments by reviewing their critical terms. In most of the cases, the hedging instruments have a one-to-one hedge ratio with hedge items. As a result, the Group concludes that the hedged items and the hedging instruments are sufficient aligned. Certain ineffectiveness can arise during the hedging process. The main source of ineffectiveness in these hedging relationships are changes in the timing of the forecast transactions.

7. Financial Assets at Fair Value through Profit and Loss

	30 September 2025 US$'000	31 March 2025 US$'000
Investments *	**12,809**	35,724
Current portion	**4,434**	27,349
Non-current portion	**8,375**	8,375
Total	**12,809**	35,724

* The Group's investments are in an autonomous driving start-up company focusing on the China market and a venture capital fund with a diversified portfolio. The changes in fair value are reflected in Note 16 "Other expenses, net"

The maximum exposure of these investments to credit risk at the reporting date was the fair value in the balance sheet.

8. Trade and Other Receivables

	30 September 2025 US$'000	31 March 2025 US$'000
Trade receivables – gross *	**683,615**	709,357
Less: impairment of trade receivables	**(6,100)**	(5,302)
Trade receivables – net	**677,515**	704,055
Prepayments and other receivables	**139,360**	112,840
	816,875	816,895

* The balance included bank acceptance drafts from customers amounting to US$12.0 million (31 March 2025: US$25.9 million). The maturity dates of the drafts all fall within 6 months of the balance sheet date

All trade and other receivables were due within one year from the end of the reporting period. Therefore, the fair value of the Group's trade and other receivables was approximately equal to the carrying value.

Customer credit risk, aging and impairment of gross trade receivables

(a) The Group normally grants credit terms ranging from 30 to 120 days to its trade customers. No significant element of financing is deemed present as the sales are made with a credit term which is consistent with market practice. The Group's obligation to repair or replace faulty products under the standard warranty terms is recognized as a provision, see Note 14. The Group has a policy in place to evaluate customer credit risk by considering their current financial position, past payment history, common credit-risk characteristics, and the macroeconomic factor and economic environment in which the customers operate. Management monitors overdue amounts to identify and resolve collection issues. Trade receivables are written off when there is no reasonable expectation of recovery. Indicators of no reasonable expectation of recovery include the failure of a debtor to commit to a repayment plan.

There was no concentration of credit risk with respect to trade receivables, as the Group has a large number of customers and no single customer represents more than 10% or more of trade receivables.

8. Trade and Other Receivables *(Cont'd)*

Customer credit risk, aging and impairment of gross trade receivables *(Cont'd)*

(b) The impairment of trade receivables is estimated using the forward-looking expected credit loss method and considering the aging of gross trade receivables based on due date.

The aging of gross trade receivables and estimated impairment by due date was as follows:

	Gross carrying amount US$'000	Impairment of trade receivables US$'000	Trade receivables – net US$'000
As of 30 September 2025			
Current	630,908	(61)	**630,847**
1 – 30 days overdue	23,843	(21)	**23,822**
31 – 90 days overdue	10,281	(49)	**10,232**
Over 90 days overdue	18,583	(5,969)	**12,614**
Total	683,615	(6,100)	**677,515**
As of 31 March 2025			
Current	658,153	(50)	658,103
1 – 30 days overdue	30,088	(25)	30,063
31 – 90 days overdue	8,829	(18)	8,811
Over 90 days overdue	12,287	(5,209)	7,078
Total	709,357	(5,302)	704,055

No significant changes to estimation techniques or assumptions on expected credit losses were made during the period.

(c) The aging of gross trade receivables based on invoice date was as follows:

	30 September 2025 US$'000	31 March 2025 US$'000
0 – 30 days	**366,238**	367,385
31 – 90 days	**263,401**	296,297
Over 90 days	**53,976**	45,675
Total	**683,615**	709,357

9. Trade and Other Payables

	30 September 2025 US$'000	31 March 2025 US$'000
Trade payables	**430,772**	373,647
Accrual for property, plant and equipment and other production consumables	**139,448**	123,965
Accrued payroll and other staff related costs	**105,634**	100,579
Contract liabilities (Note 10)	**24,083**	30,284
Other creditors and accrued charges	**80,154**	75,854
Others *	**27,032**	27,606
	807,123	731,935
Current portion	**773,012**	693,997
Non-current portion	**34,111**	37,938

* Mainly comprised of government grants

The fair value of the Group's trade payables was approximately equal to the carrying value. The aging analysis of trade payables based on invoice date was as follows:

	30 September 2025 US$'000	31 March 2025 US$'000
0 – 60 days	**314,585**	254,959
61 – 90 days	**70,082**	72,258
Over 90 days	**46,105**	46,430
Total	**430,772**	373,647

9. Trade and Other Payables *(Cont'd)*

The Group has a supplier finance arrangement ("SFA") under which a finance provider pays participating suppliers the amounts in respect of invoices owed by the Group and subsequently receives settlement from the Group at a later date. The principal purpose of this arrangement is to facilitate efficient payment processing of supplier invoices. The SFA allows the Group to centralize payments of trade and other payables to the finance provider rather than paying each supplier individually. While the SFA does not significantly extend payment terms beyond the normal terms agreed with other suppliers that are not participating, the programme assists in making cash outflows more predictable. The Group does not incur any additional interest to the finance provider on the amounts due to the suppliers. All payables under SFA are classified as current as of 30 September 2025 and 31 March 2025.

The carrying amount of trade and other payables that are part of supplier finance arrangements are as follows:

	30 September 2025 US$'000	31 March 2025 US$'000
Presented within trade and other payables	**18,560**	22,841
- of which suppliers have received payment from finance provider	**17,873**	22,581

The range of payments due dates are as follows:

	30 September 2025	31 March 2025
Trade and other payables that are part of the arrangement	**90 - 180 days**	60 - 180 days
Trade and other payables that are not part of an arrangement	**0 - 180 days**	0 - 180 days

The credit terms for suppliers participating in the Group's SFA range from 90 days to 180 days, with most suppliers falling between 90 days to 120 days. This wide range of credit terms reflects diverse nature of raw materials procured and the customized agreements established with individual suppliers. The variation in terms is primarily driven by commercial negotiations and supplier-specific requirements.

There were no material business combinations or foreign exchange differences or other non-cash transfers relating to the carrying amount of liabilities subject to the supplier finance arrangement.

10. Contract Balances

Contract assets relate to the deferred contract costs incurred to obtain the customer contract. These costs are subsequently amortized in the consolidated income statement over the expected contract period. The Group assesses the carrying value of each contract asset annually and recognizes an expected credit loss if the carrying value exceeds the amounts of consideration that the Group expects to receive from the contract.

Contract liabilities primarily relate to consideration received from customers in advance of transferring goods promised in a contract. Recognition of this income is therefore deferred until the contractual performance obligation is satisfied.

The total contract assets and liabilities are included in various non-current and current balance sheet accounts as shown below:

	30 September 2025 US$'000	31 March 2025 US$'000
Deferred contract costs included in:		
Trade and other receivables	**1,985**	1,330
Other non-current assets (Note 3)	**3,762**	4,001
Total deferred contract costs	**5,747**	5,331
Contract liabilities balances included in:		
Trade and other payables – current	**(16,227)**	(18,059)
Trade and other payables – non-current	**(7,856)**	(12,225)
Total contract liabilities (Note 9)	**(24,083)**	(30,284)

In the first half of FY25/26, US$10.0 million (first half of FY24/25: US$9.1 million) included in the contract liability balance at the previous year end date was recognized in profit and loss.

11. Borrowings

	30 September 2025			31 March 2025		
	Current US$'000	**Non-current US$'000**	**Total US$'000**	Current US$'000	Non-current US$'000	Total US$'000
Syndicated loan (Note a)	**-**	**196,469**	**196,469**	-	195,908	195,908
Loan from Export Development Canada ("EDC") (Note b)	**-**	**99,781**	**99,781**	-	99,700	99,700
Loan from The Hongkong and Shanghai Banking Corporation Limited ("HSBC") (Note c)	**46,773**	**-**	**46,773**	52,961	-	52,961
Loans from Bank of China ("BOC") (Note d)	**2,385**	**9,542**	**11,927**	684	6,164	6,848
Other borrowings	**815**	**3,918**	**4,733**	3,918	-	3,918
Total borrowings	**49,973**	**309,710**	**359,683**	57,563	301,772	359,335

Note:

(a) Syndicated loan
In August 2023, the Group entered into a US$400 million facilities agreement for financing the general working capital of the Group, comprising a US$200 million term loan facility and a US$200 million revolving credit facility.

The term loan was drawn down in FY23/24, and as of 30 September 2025, the carrying value, net of amortized costs, was US$196.5 million (31 March 2025: US$195.9 million). The loan is repayable in November 2028. The revolving credit facility remains unutilized.

(b) Loan from EDC
The principal amount of US$100.0 million was drawn down in FY24/25. The loan is repayable in January 2027. As of 30 September 2025, the carrying value, net of amortized costs, was US$99.8 million (31 March 2025: US$99.7 million).

(c) Loan from HSBC
The Group received a RMB475 million three-year credit facility from HSBC in FY22/23 to fund capital expenditure for the China operations. Repayments will be made every six months until November 2025.

(d) Loans from BOC
The Group received RMB384 million three-year credit facilities from BOC in FY24/25 to finance the purchase of production equipment in China. As of 30 September 2025, RMB85 million (31 March 2025: RMB49 million) loans were drawn down and the carrying value was US$11.9 million (31 March 2025: US$6.8 million). Repayment will be made by instalments until December 2027.

11. Borrowings *(Cont'd)*

The maturity of borrowings was as follows:

	Bank borrowings		Other borrowings	
	30 September 2025 US$'000	31 March 2025 US$'000	**30 September 2025 US$'000**	31 March 2025 US$'000
Less than 1 year	**49,158**	53,645	**815**	3,918
1 – 2 years	**2,385**	1,370	**103,699**	99,700
2 – 5 years	**203,626**	200,702	**-**	-
	255,169	255,717	**104,514**	103,618

As of 30 September 2025, the interest rate charged on the significant outstanding balances ranged from 2.4% to 5.4% per annum (31 March 2025: 2.4% to 5.6% per annum). Interest expense is disclosed in Note 19.

Johnson Electric subscribes to both Moody's Investors Service and S&P Global Ratings to provide independent long-term credit ratings. As of 30 September 2025, the Group maintained investment grade ratings with a stable outlook from both agencies.

The fair value of borrowings approximately equals their carrying amount.

As of 30 September 2025, borrowings with carrying amount of US$343.0 million (31 March 2025: US$348.6 million) are subject to financial covenants. The Group remains in full compliance with its financial covenants, including requirements for net worth, the ratios of total liabilities to net worth, net debt to earnings before interest, tax, depreciation and amortization ("EBITDA") and EBITDA to interest expense.

12. Lease Liabilities

	2025 **US$'000**	2024 US$'000
As of 31 March	**64,206**	73,841
Currency translations	**1,136**	826
New leases / extensions / modifications	**4,845**	4,644
Termination of leases	**(283)**	(16)
Finance costs	**1,464**	1,520
Principal element of lease payments	**(8,938)**	(11,285)
Interest element of lease payments	**(1,355)**	(1,316)
As of 30 September	**61,075**	68,214
Current portion	**17,174**	16,276
Non-current portion	**43,901**	51,938

The income statement shows the following amounts included in cost of goods sold and selling and administrative expenses relating to leases which are not shown above as leases are as follows:

	Six months ended 30 September	
	2025 **US$'000**	2024 US$'000
Expense relating to short-term leases	**1,393**	1,243
Expense relating to leases of low-value assets	**31**	27
Expense relating to variable lease payments	**1,187**	1,043
	2,611	2,313

13. Retirement Benefit Assets and Obligations, Net

Retirement benefit plans that are in a net liability position (i.e. plan obligations exceed plan assets) and in a net asset position (i.e. plan assets exceed plan obligations) as of 30 September 2025 are shown below:

	Defined benefit pension plans US$'000	Defined contribution pension plans and others US$'000	Total US$'000
Retirement benefit obligations:			
Current portion	757	364	1,121
Non-current portion	26,248	5,876	32,124
Defined benefit pension plan assets:			
Non-current portion	(19,484)	-	(19,484)
As of 30 September 2025	**7,521**	**6,240**	**13,761**

Movements in retirement benefit assets and obligations, net, were as follows:

	Defined benefit pension plans US$'000	Defined contribution pension plans and others US$'000	Total US$'000
First half of FY25/26			
As of 31 March 2025	6,619	5,609	12,228
Currency translations	914	289	1,203
Charges	2,506	5,548	8,054
Utilizations	(2,542)	(5,206)	(7,748)
Remeasurements *	24	-	24
As of 30 September 2025	**7,521**	**6,240**	**13,761**
First half of FY24/25			
As of 31 March 2024	12,331	5,460	17,791
Currency translations	13	44	57
Charges	2,461	5,583	8,044
Utilizations	(2,727)	(5,153)	(7,880)
Remeasurements *	1,117	-	1,117
As of 30 September 2024	13,195	5,934	19,129

* Remeasurements represent actuarial (gains) and losses. In the first half of FY25/26, the actuarial losses are insignificant

The retirement benefit plans are located in the United Kingdom, Canada, Switzerland, Israel, South Korea, Germany, Italy and France. Net obligations of US$7.5 million (31 March 2025: US$6.6 million) comprised the gross present value of obligations of US$225.9 million (31 March 2025: US$209.4 million) less the fair value of plan assets of US$218.4 million (31 March 2025: US$202.8 million).

14. Provisions and Other Liabilities

	Legal and warranty US$'000	Restructuring and severance US$'000	Reinstatement cost of right-of-use assets US$'000	Total US$'000
First half of FY25/26				
As of 31 March 2025	47,395	6,088	960	54,443
Currency translations	1,525	460	27	2,012
Charged / (credited) to income statement				
– additional provisions	21,276	2,601	-	23,877
– unused amounts reversed	(2,515)	-	-	(2,515)
– finance costs	-	-	10	10
Utilizations	(13,531)	(4,446)	-	(17,977)
As of 30 September 2025	**54,150**	**4,703**	**997**	**59,850**
Current portion	45,162	4,703	-	49,865
Non-current portion	8,988	-	997	9,985
As of 30 September 2025	**54,150**	**4,703**	**997**	**59,850**
First half of FY24/25				
As of 31 March 2024	47,722	6,728	991	55,441
Currency translations	507	186	20	713
Charged / (credited) to income statement				
– additional provisions	10,410	3,510	-	13,920
– unused amounts reversed	(383)	-	-	(383)
– finance costs	-	-	10	10
Utilizations	(11,505)	(4,334)	-	(15,839)
As of 30 September 2024	46,751	6,090	1,021	53,862

15. Share Capital

	Share capital – ordinary shares (thousands)	Shares held for share award scheme (thousands)	Total shares (thousands)
First half of FY25/26			
As of 31 March 2025	934,412	(13,568)	920,844
Shares vested to Directors and employees for share award scheme	-	6,765	6,765
As of 30 September 2025	**934,412**	**(6,803)**	**927,609**
First half of FY24/25			
As of 31 March 2024	934,412	(10,686)	923,726
Shares purchased by trustee for share award scheme	-	(4,726)	(4,726)
Shares vested to Directors and employees for share award scheme	-	1,844	1,844
As of 30 September 2024	934,412	(13,568)	920,844

As of 30 September 2025, the total authorized number of ordinary shares was 1,760.0 million (31 March 2025: 1,760.0 million) with a par value of HK$0.05 per share (31 March 2025: HK$0.05 per share). All issued shares were fully paid.

15. Share Capital *(Cont'd)*

	Share capital – ordinary shares US$'000	Shares held for share award scheme US$'000	Share premium US$'000	Total US$'000
First half of FY25/26				
As of 31 March 2025	6,026	(19,501)	88,963	75,488
Shares vested to Directors and employees for share award scheme	-	17,311	-	17,311
As of 30 September 2025	**6,026**	**(2,190)**	**88,963**	**92,799**
First half of FY24/25				
As of 31 March 2024	6,026	(17,413)	88,963	77,576
Shares purchased by trustee for share award scheme	-	(7,015)	-	(7,015)
Shares vested to Directors and employees for share award scheme	-	4,926	-	4,926
As of 30 September 2024	6,026	(19,502)	88,963	75,487

Cancellation of issued capital

A general mandate was approved and given to the Board by shareholders at the Company's AGM held on 17 July 2025 empowering the Board to repurchase shares up to 10% (93.4 million shares) of the aggregate nominal amount of the issued share capital of the Company. This mandate which had also existed in the previous year was extended to the next 12-month period. No shares were purchased in the first half of FY25/26 for cancellation (first half of FY24/25: nil).

Share award scheme

A new Restricted and Performance Stock Unit Plan ("2023 Stock Unit Plan") was approved by the shareholders on 13 July 2023. The Restricted and Performance Stock Unit Plan which was adopted on 9 July 2015 ("2015 Stock Unit Plan") was terminated by the shareholders on 13 July 2023 and no further grants of share awards under the 2015 Stock Unit Plan could be made afterwards. Unvested share awards granted under the 2015 Stock Unit Plan continue to be valid subject to the provisions of the 2015 Stock Unit Plan which together with 2023 Stock Unit Plan are collectively as "Stock Unit Plan". The Board may grant time-vested units (Restricted Stock Units ("RSU")) and performance-vested units (Performance Stock Units ("PSU")) or cash payment in lieu of shares to such eligible employees and Directors as the Board may select at its absolute discretion under the 2023 Stock Unit Plan.

Senior management of the Group receive annual grants of RSUs and PSUs, typically on 1 June of the year. According to current granting policy, RSUs typically vest after three years. PSUs vest after three years, subject to achievement of performance conditions over a three-year performance period. The measure for grants is the three-year cumulative earnings per share.

15. Share Capital *(Cont'd)*

Share award scheme *(Cont'd)*

If the primary condition is met in full, then the entire grant of PSUs will vest at the end of the vesting period. If the primary performance condition is not met, then the secondary performance conditions are considered. The secondary performance conditions consist of a series of one-year earnings per share targets for the Group set at the beginning of each year of the three-year performance period. Partial vesting occurs if one or more of the one-year targets is met.

Movements in the number of unvested units granted were as follows:

	Number of unvested units granted (thousands)		
	Restricted Stock Units	Performance Stock Units	Total
First half of FY25/26			
Unvested units granted, as of 31 March 2025	11,252	9,668	20,920
Units granted to Directors and employees during the period	2,049	1,648	3,697
Units vested to Directors and employees during the period	(4,023)	(3,303)	(7,326)
Forfeited during the period	(181)	(159)	(340)
Unvested units granted, as of 30 September 2025	**9,097**	**7,854**	**16,951**
First half of FY24/25			
Unvested units granted, as of 31 March 2024	10,004	8,750	18,754
Units granted to Directors and employees during the period	3,317	2,917	6,234
Units vested to Directors and employees during the period	(1,780)	(422)	(2,202)
Forfeited during the period	(61)	(1,360)	(1,421)
Unvested units granted, as of 30 September 2024	11,480	9,885	21,365

The weighted average fair value of the unvested units granted during the period was HK$21.02 (US$2.70) (first half of FY24/25: HK$12.08 (US$1.55)).

The weighted average closing price of the shares immediately before the dates on which the awards were vested during the period is HK$21.24 (US$2.72) (first half of FY24/25: HK$11.92 (US$1.53)).

In the first half of FY25/26, the Company did not issue any new shares under this program (first half of FY24/25: nil), and the program is currently operated through purchasing existing shares from the market.

15. Share Capital *(Cont'd)*

The total fair value of unvested units at the date of grant was US$9.0 million (first half of FY24/25: US$8.2 million). As the Directors and employees are not entitled to dividends or dividend equivalents between the grant date and the vesting date, the grant date valuation of the rights to shares were reduced by the present value of dividends expected to be paid during the vesting period (interim dividend of HK cents 17 and final dividend of HK cents 44 for each year), discounted by the local currency government bond yields on the corresponding grant dates with tenor equal to the vesting periods (fair value of unvested units granted on 1 June 2025 and 30 September 2025 was discounted using 1.96% and 2.54% respectively).

As of 30 September 2025, the number of unvested units outstanding under the Stock Unit Plan was as follows:

	Number of unvested units granted (thousands)		
Vesting year *	Restricted Stock Units	Performance Stock Units	Total
FY25/26	122	-	122
FY26/27	3,761	3,371	7,132
FY27/28	3,205	2,835	6,040
FY28/29	2,009	1,648	3,657
Total unvested units granted	**9,097**	**7,854**	**16,951**

* Shares are typically vested on 1 June of the year

16. Other Expenses, Net

	Six months ended 30 September	
	2025 US$'000	2024 US$'000
Gross rental income from investment property	**625**	594
Net losses on financial assets at fair value through profit and loss	**(10,960)**	(5,268)
Gains on disposal of property, plant and equipment	**543**	1,029
Loss on disposal of an associate	**-**	(398)
Net losses on other financial assets and liabilities, structured foreign currency contracts, and revaluation of monetary assets and liabilities	**-**	(2,335)
Subsidies and other income	**1,624**	3,768
Other expenses, net	**(8,168)**	(2,610)

Subsidies and other income mainly comprised government grants for the capital investments and funding for technology and economic development.

17. Selling and Administrative Expenses

	Six months ended 30 September	
	2025	2024
	US$'000	US$'000
Selling expenses	**61,629**	66,667
Administrative expenses	**236,275**	218,885
Legal and warranty	**18,761**	10,027
Net gains on other financial assets and liabilities, structured foreign currency contracts, and revaluation of monetary assets and liabilities	**(42,809)**	(21,502)
Selling and administrative expenses	**273,856**	274,077

18. Restructuring and Other Related Costs

	Six months ended 30 September	
	2025	2024
	US$'000	US$'000
Restructuring and other related costs	**2,478**	3,510

Note: In the first half of FY25/26, the restructuring and other related costs primarily consisted of severance payments for the restructuring in Italy and Switzerland (first half of FY24/25: primarily consisted of severance payments for the restructuring in China).

19. Finance Income / (Costs), Net

	Six months ended 30 September	
	2025	2024
	US$'000	US$'000
Interest income	**15,734**	18,880
Interest expense on:		
Borrowings	**(11,533)**	(14,034)
Lease liabilities	**(1,464)**	(1,520)
Bonds	**-**	(4,354)
Total interest expense	**(12,997)**	(19,908)
Net finance income / (costs) (Note 25)	**2,737**	(1,028)

Borrowings are discussed in Note 11.

20. Expenses by Nature

Operating profit was stated after crediting and charging the following:

	Six months ended 30 September	
	2025	2024
	US$'000	US$'000
Depreciation		
Depreciation of property, plant and equipment (Note 3)	**122,555**	117,662
Less: amounts capitalized in assets under construction	**(1,266)**	(871)
Net depreciation (Note 25)	**121,289**	116,791
Engineering expenditure		
Engineering expenditure *	**89,838**	79,886
Less: engineering development costs, capitalized (Note 5)	**(1,182)**	(773)
Net engineering expenditure	**88,656**	79,113
Employee compensation		
Wages, salaries and other benefits	**455,112**	453,357
Share-based payments	**5,476**	4,832
Social security costs	**60,764**	55,995
Pension costs – defined benefit plans	**2,506**	2,461
Pension costs – defined contribution plans	**5,062**	5,087
	528,920	521,732
Less: amounts capitalized in assets under construction	**(4,987)**	(3,588)
	523,933	518,144
Other items:		
Cost of goods sold **	**1,392,746**	1,416,117
Auditors' remuneration	**1,549**	1,485
Amortization of intangible assets (Note 5 & 25)	**14,654**	14,356
Impairment of inventories	**6,397**	7,272
Reversal of impairment of inventories	**(4,479)**	(5,352)
Impairment of property, plant and equipment (Note 3 & 25)	**2,039**	881
Impairment of trade receivables / bad debt expense	**868**	2,786

* Engineering expenditure as a percentage of sales was 4.9% in the first half of FY25/26 (first half of FY24/25: 4.3%)

** Cost of goods sold comprised materials, direct labour costs (including their social costs) and production overheads

21. Taxation

The amount of taxation in the consolidated income statement represents:

	Six months ended 30 September	
	2025 US$'000	2024 US$'000
Current income tax		
Charges for the period	**21,695**	24,796
Additions / (reductions) of tax for prior years	**835**	(556)
	22,530	24,240
Deferred income tax	**1,889**	320
Total income tax expense	**24,419**	24,560
Effective tax rate	**15.4%**	15.8%

Tax has been provided at the applicable rates on the estimated assessable profit in the respective countries of operations for the period. The overall global effective tax rate for the first half of FY25/26 was 15.4% (first half of FY24/25: 15.8%). The Group's effective tax rate differed from the statutory tax rate of Hong Kong of 16.5% (first half of FY24/25: 16.5%) as follows:

	Six months ended 30 September 2025		Six months ended 30 September 2024	
		US$'000		US$'000
Profit before income tax		**158,972**		155,751
Tax charged at Hong Kong profits tax rate	**16.5%**	**26,230**	16.5%	25,699
Effect of different tax rates in other countries				
– countries with taxable profit	**2.6%**	**4,197**	2.4%	3,702
– countries with taxable loss	**(0.9%)**	**(1,506)**	(1.0%)	(1,593)
Additions / (reductions) of tax for prior years – current and deferred	**0.4%**	**668**	(0.2%)	(336)
Withholding tax	**3.3%**	**5,190**	3.9%	6,132
Effect of income, net of expenses, not subject to tax	**(7.5%)**	**(11,863)**	(7.8%)	(12,087)
Effect of permanent and temporary differences, tax losses and other taxes	**1.0%**	**1,503**	2.0%	3,043
Total income tax expense	**15.4%**	**24,419**	15.8%	24,560

21. Taxation *(Cont'd)*

As of 30 September 2025, Pillar Two legislation has been enacted and is in effect in certain jurisdictions where the Group operates. Based on the Group's assessment for the six-month period ended 30 September 2025 and the information currently available, the overall impact of Pillar Two rules on the Group's income tax position – included in current tax – is not material. The Group will continue to monitor developments in Pillar Two legislation across relevant jurisdictions and assess the potential future impact on its financial statements.

22. Earnings Per Share

Basic earnings per share

Basic earnings per share was calculated by dividing the profit attributable to shareholders by the weighted average number of ordinary shares in issue during the period excluding ordinary shares purchased by the Company for share award scheme.

	Six months ended 30 September	
	2025	2024
Profit attributable to shareholders (thousands US Dollar)	**133,263**	129,613
Weighted average number of ordinary shares in issue (thousands)	**925,308**	922,565
Basic earnings per share (US cents per share)	**14.40**	14.05
Basic earnings per share (HK cents per share)	**112.52**	109.71

Diluted earnings per share

Diluted earnings per share was calculated by adjusting the weighted average number of ordinary shares as per basic earnings per share, to include the weighted average number of all the dilutive potential ordinary shares.

	Six months ended 30 September	
	2025	2024
Profit attributable to shareholders (thousands US Dollar)	**133,263**	129,613
Weighted average number of ordinary shares issued and outstanding (thousands)	**925,308**	922,565
Adjustments for incentive shares granted		
– Share award scheme - Restricted Stock Units	**7,938**	5,758
– Share award scheme - Performance Stock Units	**4,397**	2,804
Weighted average number of ordinary shares (diluted) (thousands)	**937,643**	931,127
Diluted earnings per share (US cents per share)	**14.21**	13.92
Diluted earnings per share (HK cents per share)	**111.04**	108.70

23. Interim Dividend

	Six months ended 30 September 2025 US$'000	2024 US$'000
Interim, of 17 HK cents (2.18 US cents) per share, to be paid in January 2026 (FY24/25: 17 HK cents or 2.18 US cents)	**20,259***	20,141

* The interim dividend is calculated based on the total number of shares as of 30 September 2025, will be payable on 6 January 2026 shareholders whose names appear on the Register of Shareholders of the Company on 9 December 2025

24. Commitments

(a) Capital Commitments

	30 September 2025 US$'000	31 March 2025 US$'000
Capital commitments, contracted but not provided for:		
Property, plant and equipment	**67,529**	46,807

(b) Commitments in respect of subsidiaries and associates

The Group committed to invest capital into a newly incorporated subsidiary and an associate. As of 30 September 2025, the Group had outstanding commitments of US$10.6 million in respect of these entities.

25. Notes to Consolidated Cash Flow Statement

(a) Reconciliation of profit before income tax to cash generated from operations

	Six months ended 30 September	
	2025	2024
	US$'000	US$'000
Profit before income tax	**158,972**	155,751
Add: Depreciation of property, plant and equipment (Note 20)	**121,289**	116,791
Amortization of intangible assets (Note 5 & 20)	**14,654**	14,356
Net finance (income) / costs (Note 19)	**(2,737)**	1,028
Share of losses of associate and joint venture	**-**	1,075
EBITDA*	**292,178**	289,001
Other non-cash items		
Gains on disposal of property, plant and equipment	**(543)**	(1,029)
Impairment of property, plant and equipment (Note 3 & 20)	**2,039**	881
Net losses on financial assets at fair value through profit and loss	**10,960**	5,268
Share-based payments	**4,851**	3,791
Loss on disposal of an associate	**-**	398
Unrealized currency (gains) / losses	**(14,656)**	2,335
	2,651	11,644
EBITDA * net of other non-cash items	**294,829**	300,645
Changes in working capital		
Increase in inventories	**(54,775)**	(34,195)
Decrease / (increase) in trade and other receivables	**17,946**	(4,844)
Decrease / (increase) in other non-current assets	**391**	(1,071)
Increase / (decrease) in trade and other payables	**56,309**	(6,483)
Change in retirement benefit assets and obligations, net	**306**	164
Increase / (decrease) in provisions and other liabilities	**3,385**	(2,302)
Change in other financial assets and liabilities	**(485)**	10,180
	23,077	(38,551)
Cash generated from operations	**317,906**	262,094

* EBITDA: Earnings before interest, tax, depreciation and amortization

25. Notes to Consolidated Cash Flow Statement *(Cont'd)*

(b) Reconciliation of liabilities arising from financing activities

	Borrowings (current) US$'000	Borrowings (non-current) US$'000	Lease liabilities US$'000	Total US$'000
First half of FY25/26				
As of 31 March 2025	57,563	301,772	64,206	423,541
Currency translations	450	96	1,136	1,682
Cash flows				
– inflow from financing activities	996	3,984	-	4,980
– outflow from financing activities	(6,635)	-	(8,938)	(15,573)
– outflow from operating activities	-	-	(1,355)	(1,355)
Non-cash changes				
– new leases / extensions / modifications, net of terminations	-	-	4,562	4,562
– finance costs	-	642	1,464	2,106
– reclassification	(2,401)	3,216	-	815
As of 30 September 2025	**49,973**	**309,710**	**61,075**	**420,758**
First half of FY24/25				
As of 31 March 2024	308,529	252,275	73,841	634,645
Currency translations	172	506	826	1,504
Cash flows				
– inflow from financing activities	-	99,550	-	99,550
– outflow from financing activities	(303,339)	-	(11,285)	(314,624)
– outflow from operating activities	(6,188)	-	(1,316)	(7,504)
Non-cash changes				
– new leases / extensions / modifications, net of terminations	-	-	4,628	4,628
– finance costs	4,354	625	1,520	6,499
– reclassification	10,554	(10,554)	-	-
As of 30 September 2024	14,082	342,402	68,214	424,698

(c) Cash and cash equivalents

As of 30 September 2025, cash and cash equivalents included short-term highly liquid money market funds of US$46.5 million (31 March 2025: nil).

26. Material Related Party Transactions

26.1 Directors' remuneration

The remuneration of Directors was as follows:

	Six months ended 30 September	
	2025	2024
	US$'000	US$'000
Fees	**289**	330
Salaries, allowances and other benefits	**750**	743
Bonuses	**638**	1,480
Share-based payments	**3,413**	655
Employer's contributions to retirement benefit scheme	**90**	89
	5,180	3,297

Directors' remuneration represents the amounts paid during the period

26.2 Senior management compensation

Other than the directors' remuneration disclosed above, emoluments paid to 7 members (first half of FY24/25: 7) of senior management were as follows:

	Six months ended 30 September	
	2025	2024
	US$'000	US$'000
Salaries, allowances and other benefits	**2,056**	1,975
Bonuses	**1,333**	2,592
Share-based payments	**5,771**	931
Retirement scheme contributions	**199**	191
	9,359	5,689

Senior management compensation represents the amounts paid during the period

Except for the remuneration to Directors and senior management compensation disclosed above, the Group had no material related party transactions during the period.

27. Financial Risk Management

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk, interest rate risk and commodity price risk), credit and customer collection risk, liquidity risk and capital risk.

These condensed consolidated interim financial statements do not include all financial risks management information and disclosures required in the annual financial statement, and should be read in conjunction with the Group's annual financial statement as of 31 March 2025.

There has been no change in the Group's risk management policies since 31 March 2025.

28. Fair Value Estimation

The fair value of the Group's assets and liabilities is classified into a 3 levels hierarchy based on measurement according to HKFRS 7 and HKFRS 13 requirements and disclosed as below:

Level 1 : The Group's level 1 investment in listed shares is quoted in public markets.

Level 2 : The Group's level 2 investment property is valued on an open market basis. The Group's level 2 other financial assets and liabilities are traded in the market and the fair values are based on bank valuations.

Level 3 : The Group's level 3 investment properties are not traded actively in the market and their fair values are determined through appraisals performed by independent professional qualified valuers. The Group's level 3 financial assets at fair value through profit and loss consist of investments in a venture capital fund that are not traded in an active market. Their fair values are valued based on information derived from fund reports or audited reports received from the venture capital fund, adjusted for other relevant factors if deemed necessary.

28. Fair Value Estimation *(Cont'd)*

The following table presents the Group's assets and liabilities that are measured at fair value as of 30 September 2025 and 31 March 2025.

	Level 1 US$'000	Level 2 US$'000	Level 3 US$'000	Total US$'000
As of 30 September 2025				
Assets				
Investment property				
– industrial property	-	-	9,969	9,969
– residential property and car parks	-	91	7,071	7,162
Other financial assets				
– derivatives used for hedging	-	69,562	-	69,562
Financial assets at fair value through profit and loss				
– investments	4,434	-	8,375	12,809
Total assets	4,434	69,653	25,415	99,502
Liabilities				
Other financial liabilities				
– derivatives used for hedging	-	2,446	-	2,446
– derivatives held for trading	-	321	-	321
Total liabilities	-	2,767	-	2,767
As of 31 March 2025				
Assets				
Investment property				
– industrial property	-	-	9,877	9,877
– residential property and car parks	-	91	7,071	7,162
Other financial assets				
– derivatives used for hedging	-	109,175	-	109,175
Financial assets at fair value through profit and loss				
– investments	-	27,349	8,375	35,724
Total assets	-	136,615	25,323	161,938
Liabilities				
Other financial liabilities				
– derivatives used for hedging	-	7,622	-	7,622
– derivatives held for trading	-	993	-	993
Total liabilities	-	8,615	-	8,615

28. Fair Value Estimation *(Cont'd)*

Discussion of valuation processes and results are held between the Group's senior management, valuers and banks to validate the major inputs and validation process.

The following summarizes the major methods and assumptions used in estimating the fair values of the assets and liabilities classified as level 1 and level 2, and the valuation process for assets and liabilities classified as level 3:

(i) Investment property

Fair values of industrial property and residential property which are classified as level 3 are derived using the income capitalization and market comparison method respectively. The most significant input in this valuation approach is the price per square feet.

(ii) Other financial assets and liabilities

The Group's other financial assets and liabilities are classified as level 2. The Group relies on bank valuations to determine the fair value of financial assets and liabilities which in turn are determined using discounted cash flow analysis. These valuations maximize the use of observable market data. Commodity prices and foreign currency exchange rates are the key observable inputs in the valuation.

(iii) Financial assets at fair value through profit and loss

As of 30 September 2025, the majority of the Group's financial assets at fair value through profit and loss are the investment in listed shares classified as level 1 and investments in a venture capital fund classified as level 3 (31 March 2025: the investment in unlisted preference shares was classified as level 2 and the investments in a venture capital fund was classified as level 3).

During the period, investments in unlisted preference shares, previously classified as level 2, were converted into listed shares and reclassified as level 1. As of 30 September 2025, the fair value of these investments in listed shares is quoted in public markets. As of 31 March 2025, the Group relied on the quoted share price of the listed shares of the investee traded in the open markets to determine the fair value of the unlisted preference shares.

For investments in the venture capital fund that are not traded in an active market are valued based on information derived from fund reports, or audited reports received from the venture capital fund and adjusted by other relevant factors if deemed necessary. The main input includes the use of recent arm's length transactions and substantially similar instruments, with reference to portfolio reports.

28. Fair Value Estimation *(Cont'd)*

The following table presents the changes in level 3 assets for the first half of FY25/26 and FY24/25:

	Investment property							
	Industrial property		Residential property		Financial assets at fair value through profit and loss		Total	
	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000	**2025 US$'000**	2024 US$'000
As of 31 March	9,877	9,384	7,071	7,746	8,375	45,231	**25,323**	62,361
Currency translations	92	113	-	-	-	-	**92**	113
Additions	-	-	-	-	-	550	**-**	550
Settlement / disposal	-	-	-	-	-	(10,432)	**-**	(10,432)
Fair value losses	-	-	-	-	-	(5,403)	**-**	(5,403)
As of 30 September	9,969	9,497	7,071	7,746	8,375	29,946	**25,415**	47,189
Change in unrealized losses for the period included in the income statement for assets held at balance sheet date	-	-	-	-	-	(4,354)	**-**	(4,354)
Total losses for the period included in the income statement	-	-	-	-	-	(5,403)	**-**	(5,403)

29. Financial Instruments by Category

According to HKFRS 7 and HKFRS 9, financial assets represent assets with contractual rights to receive cash flows. Financial liabilities represent liabilities with contractual obligations to pay the cash flows to one or more recipients. The financial instruments of the Group are classified into two categories disclosed as below:

	Financial assets and (liabilities) at amortized cost US$'000	Financial assets and (liabilities) at fair value US$'000	Total US$'000
As of 30 September 2025			
Assets as per balance sheet			
Other non-current assets	4,441	-	4,441
Other financial assets	-	69,562	69,562
Financial assets at fair value through profit and loss	-	12,809	12,809
Trade and other receivables excluding prepayments	714,291	-	714,291
Cash and cash equivalents	932,483	-	932,483
Total financial assets	1,651,215	82,371	1,733,586
Liabilities as per balance sheet			
Other financial liabilities	-	(2,767)	(2,767)
Trade and other payables	(620,309)	-	(620,309)
Borrowings	(359,683)	-	(359,683)
Lease liabilities	(61,075)	-	(61,075)
Total financial liabilities	(1,041,067)	(2,767)	(1,043,834)
As of 31 March 2025			
Assets as per balance sheet			
Other non-current assets	3,879	-	3,879
Other financial assets	-	109,175	109,175
Financial assets at fair value through profit and loss	-	35,724	35,724
Trade and other receivables excluding prepayments	739,171	-	739,171
Cash and cash equivalents	790,633	-	790,633
Total financial assets	1,533,683	144,899	1,678,582
Liabilities as per balance sheet			
Other financial liabilities	-	(8,615)	(8,615)
Trade and other payables	(552,037)	-	(552,037)
Borrowings	(359,335)	-	(359,335)
Lease liabilities	(64,206)	-	(64,206)
Total financial liabilities	(975,578)	(8,615)	(984,193)

Corporate and Shareholder Information

Johnson Electric Holdings Limited

(Incorporated in Bermuda with limited liability)

Corporate Information

Board of Directors

Executive Directors

Patrick Shui-Chung WANG *SBS, JP*
Chairman and Chief Executive
Austin Jesse WANG

Non-Executive Directors

Winnie Wing-Yee WANG MAK
Vice-Chairman
Peter Kin-Chung WANG
Catherine Annick Caroline BRADLEY *CBE* *
Michael John ENRIGHT *
Michelle Mei-Shuen LOW *
Patrick Blackwell PAUL *CBE, FCA* *
Christopher Dale PRATT *CBE* *
David Alan ROSENTHAL *

* *Independent Non-Executive Director*

Company Secretary

Lai-Chu CHENG

Auditor

PricewaterhouseCoopers
Certified Public Accountants
Registered Public Interest Entity Auditor

Share Registrars and Transfer Offices

Principal Registrar:
Ocorian Services (Bermuda) Limited
Victoria Place, 5th Floor
31 Victoria Street
Hamilton HM 10
Bermuda

Share Registrar in Hong Kong:
Computershare Hong Kong Investor Services Limited
Shops 1712-1716, 17th Floor
Hopewell Centre
183 Queen's Road East
Wan Chai, Hong Kong

Registered Office

Victoria Place, 5th Floor
31 Victoria Street
Hamilton HM 10
Bermuda

Hong Kong Head Office

12 Science Park East Avenue, 6/F
Hong Kong Science Park
Shatin, New Territories
Hong Kong
Tel : (852) 2663 6688
Fax : (852) 2897 2054
Website : www.johnsonelectric.com

Principal Bankers

Bank of China (Hong Kong) Limited
BNP Paribas
Citibank, N.A.
Commerzbank AG
Hang Seng Bank Limited
JPMorgan Chase Bank, N.A.
Mizuho Bank, Ltd.
MUFG Bank, Ltd.
Standard Chartered Bank
The Hongkong and Shanghai Banking Corporation Limited

Rating Agencies

Moody's Investors Service
S&P Global Ratings

Listing Information

Share Listing

The Company's shares are listed on The Stock Exchange of Hong Kong Limited

Stock Code

The Stock Exchange of Hong Kong Limited : 179
Bloomberg : 179:HK
Reuters : 0179.HK

Shareholders' Calendar

Register of Shareholders

Closure of Register (both dates inclusive)
5 – 9 December 2025 (Fri – Tue)

Dividends (per Share)

Interim Dividend : 17 HK cents
Payable on : 6 January 2026 (Tue)

Publication of Results Announcement and Interim Report

This interim results announcement is published on the websites of the Group (www.johnsonelectric.com) and HKExnews (www.hkexnews.hk). The Company's Interim Report 2025/26 will be despatched to the shareholders and available on the same websites.

Board of Directors

As of the date of this announcement, the Board comprises Patrick Shui-Chung WANG, Austin Jesse WANG, being the Executive Directors, and Winnie Wing-Yee WANG MAK, Peter Kin-Chung WANG, being the Non-Executive Directors, and Catherine Annick Caroline BRADLEY, Michael John ENRIGHT, Michelle Mei-Shuen LOW, Patrick Blackwell PAUL, Christopher Dale PRATT and David Alan ROSENTHAL being the Independent Non-Executive Directors.

On behalf of the Board

Patrick Shui-Chung WANG *SBS, JP*
Chairman and Chief Executive

Hong Kong, 12 November 2025

Johnson Electric is one of the constituent stocks on the Hang Seng Composite SmallCap Index under the Hang Seng Composite Index, the Hang Seng Corporate Sustainability Benchmark Index and the S&P Europe Pacific Asia Composite (EPAC) SmallCap Index. For further information, please visit www.johnsonelectric.com.