

FY25/26

Business Update

For the June 2025 Quarter

Investor Briefing
July 2025



Disclaimer

This presentation contains certain forward-looking statements with respect to the financial condition, results of operations and business of Johnson Electric and certain plans and objectives of the management of Johnson Electric.

Words such as outlook, expects, anticipates, intends, plans, believes, estimates, projects, variations of such words and similar expressions are intended to identify such forward-looking statements. Such forward looking statements involve known and unknown risk, uncertainties and other factors which may cause the actual results or performance of Johnson Electric to be materially different from any future results or performance expressed or implied by such forward looking statements. Such forward looking statements are based on numerous assumptions regarding Johnson Electric's present and future business strategies and the political and economic environment in which Johnson Electric will operate in the future.

Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may deviate accordingly.

Group Sales Changes

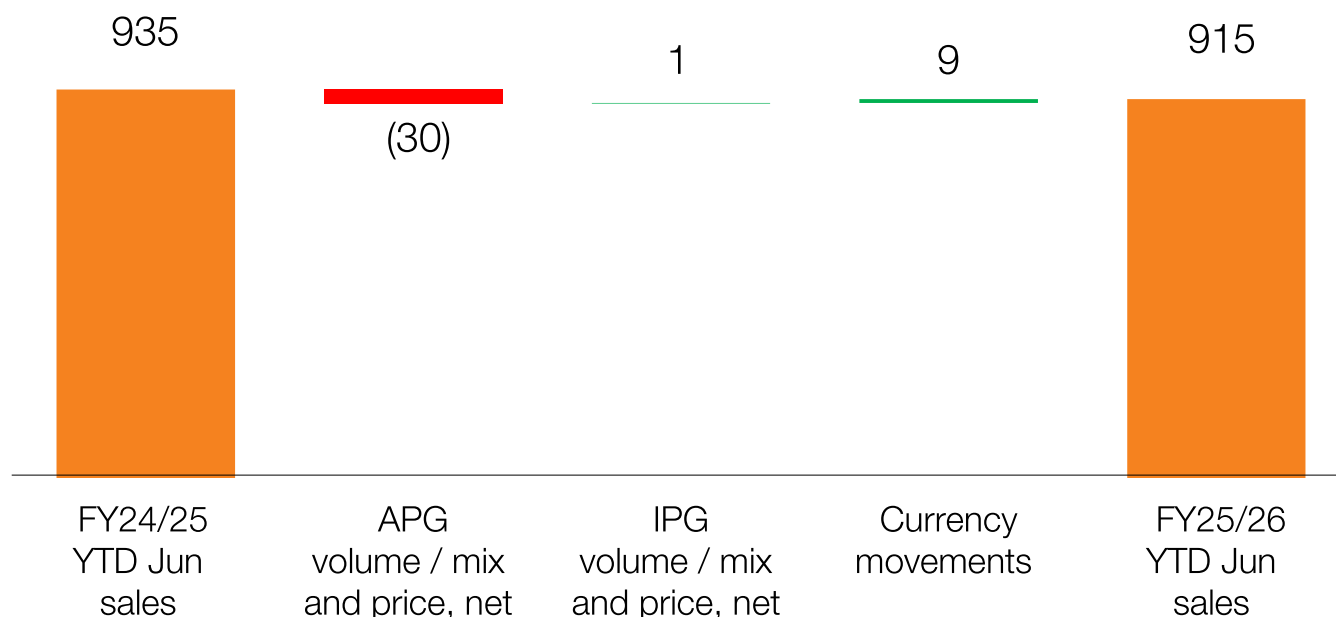
Quarter Ended 30 June 2025

Reported sales declined by 2%

APG's sales decreased mainly due to an unfavorable customer mix in China and competitive pricing pressures

IPG's sales improved slightly amid mixed regional market and customer dynamics

US\$ million

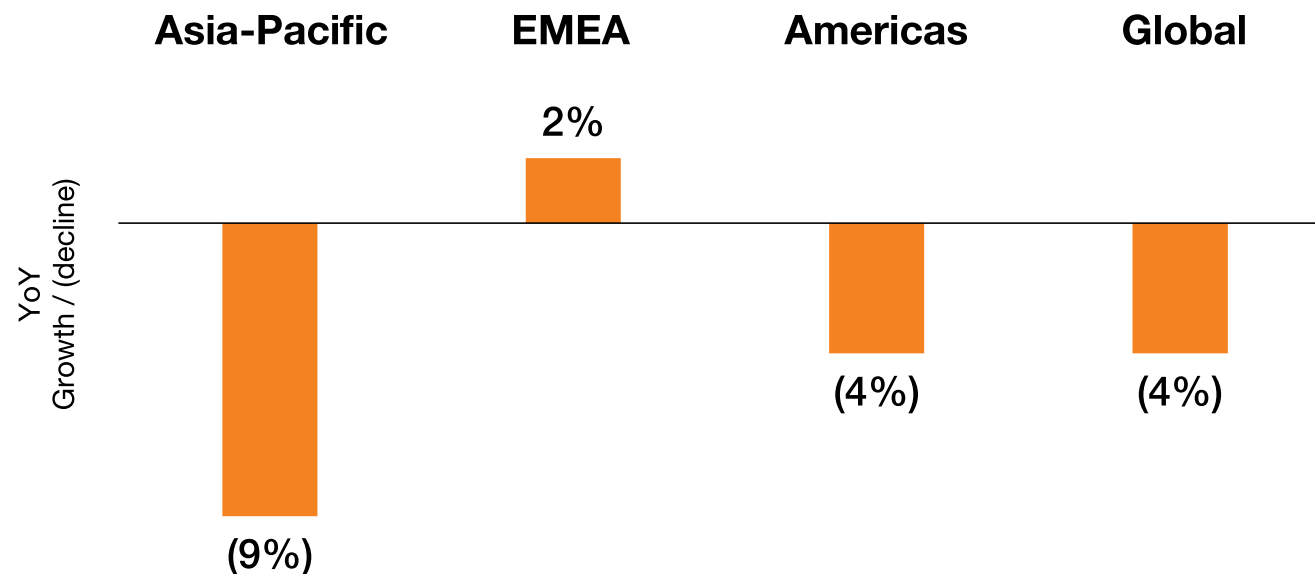


Note: 1. Automotive Products Group abbreviated as APG
2. Industry Products Group abbreviated as IPG

APG Sales Changes June 2025 Quarter

APG's sales were negatively impacted by:

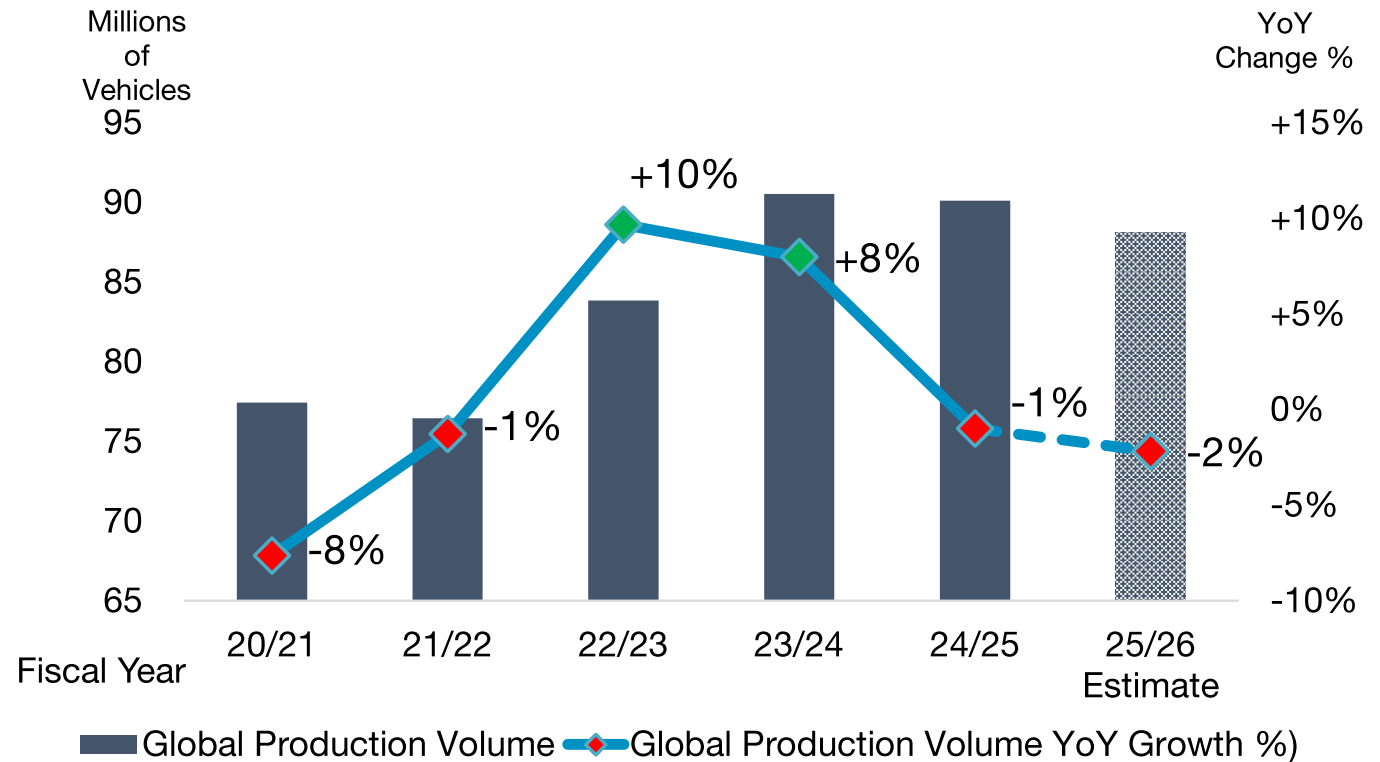
- Reduced demand for non-domestic car brands in China, partially offset by accelerating sales to domestic car brands
- Market driven pricing adjustments
- Phasing out of certain programs



Note: 1. APG sales excluding currency movements
2. EMEA: Europe, the Middle East and Africa

Light Vehicle Production Multi-Year Changes

Global light vehicle production volumes have declined modestly since FY23/24



Note: Actual light vehicle production volumes for FY20/21 to FY24/25 and estimated volumes for FY25/26 are sourced from S&P Global as of June 2025.

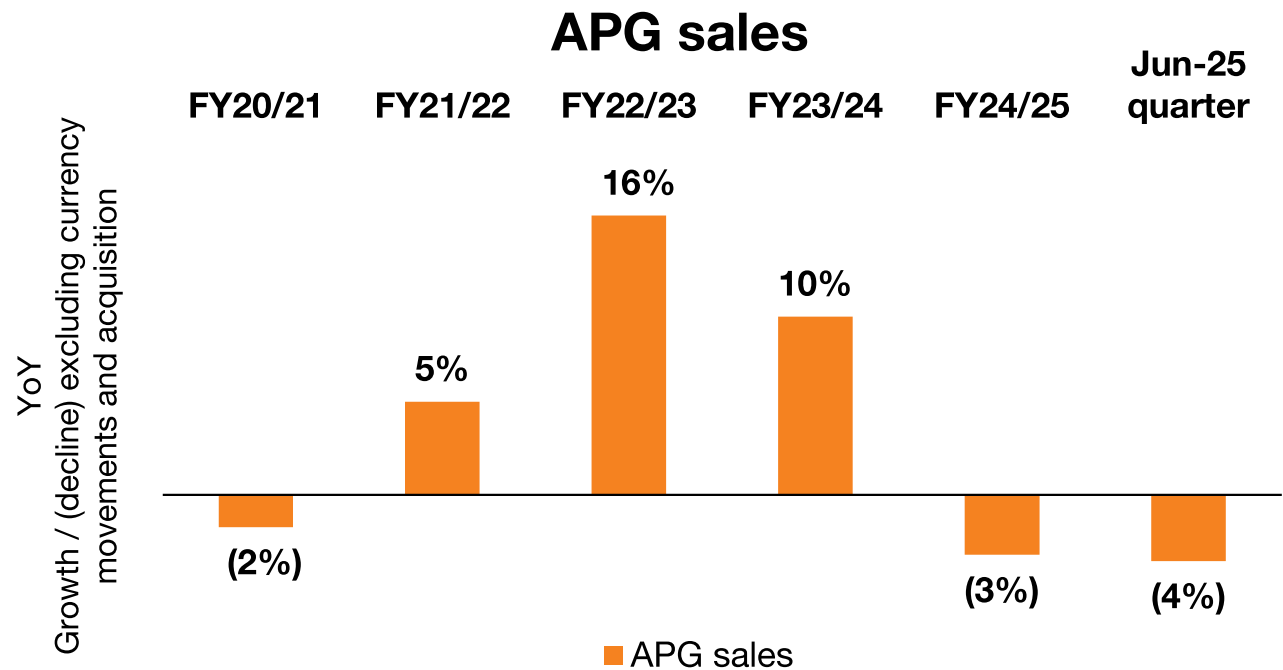
APG

Multi-Year Sales Changes

The automotive sector is undergoing rapid structural change

- China has become the largest and most dynamic market for electric vehicles
- Traditional OEMs are evolving their manufacturing strategies and product lines

APG combines innovative technologies with a responsive, cost-competitive and scalable global footprint

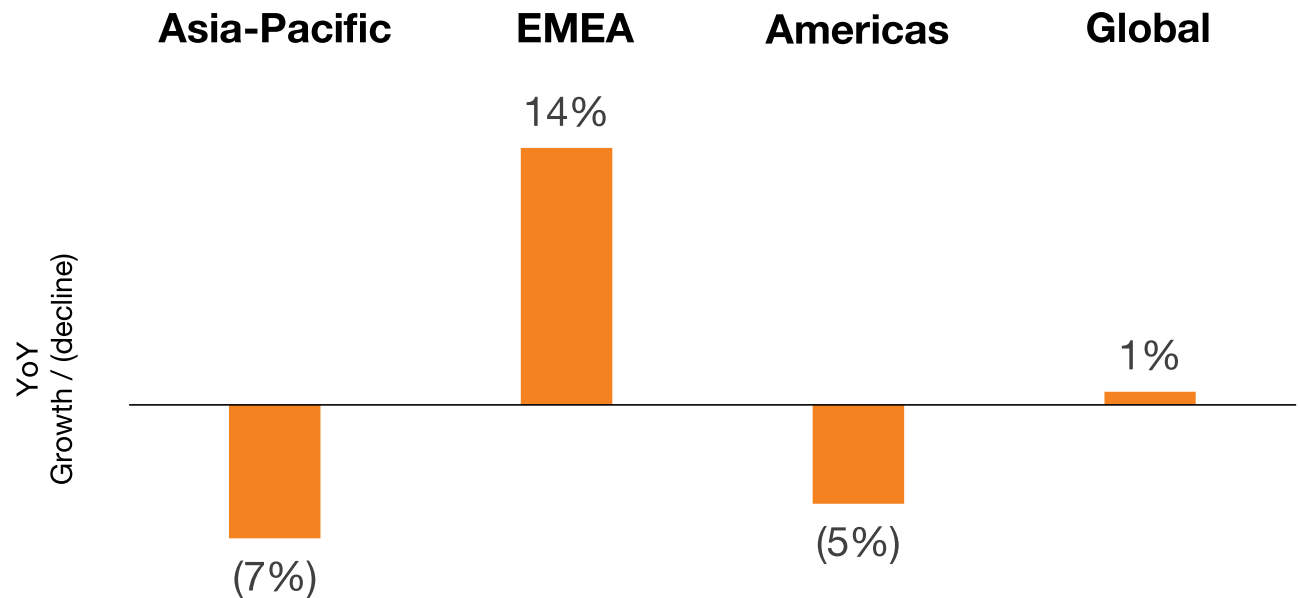


IPG Sales Growth by Region

June 2025 Quarter

IPG's regional sales performance was mixed:

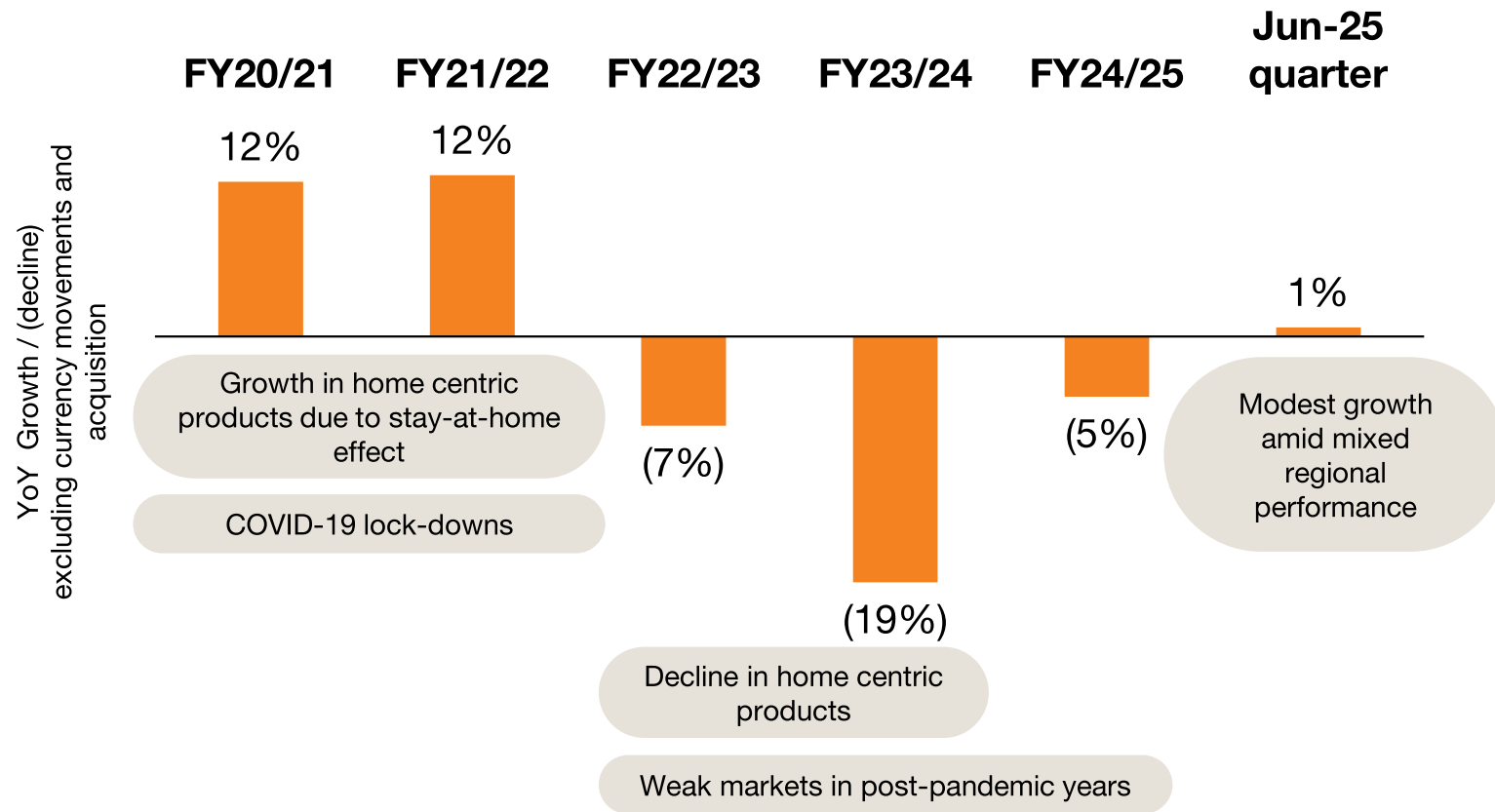
- Asia-Pacific declined as IPG and its customers faced keen price competition and certain customers delayed programs
- EMEA was boosted by new launches and replenishment orders
- Americas faced softer demand in some product segments, partially offset by increased sales for high-precision piezo motors



Note:

1. IPG sales excluding currency movements
2. EMEA: Europe, the Middle East and Africa

Multi-Year Sales Trend



Humanoid Robots

Joint Ventures with Shanghai Mechanical & Electrical Industrial Co., Ltd. (SMEIC)

Serving Humanoid Robot Markets in China

Joint venture agreements signed on 16 July, 2025



49% equity

51% equity

Shanghai Joint Venture

- Sales & business development
- Application engineering
- Customer service

51% equity



SMEIC

Shenzhen Joint Venture

- Research & Development
- Engineering
- Manufacturing

49% equity



Johnson Electric supplies components to the Shenzhen joint venture, including motors, planetary reducers, etc.

Joint Ventures with SMEIC



Waist joint
for pitch/rotation



Hip joint
for pitch/rotation/roll



Dexterous hand actuators and
sensors



Knee joint for pitch



Ankle joint
for roll

Supplying Components for Humanoid Robots

The Group's strategy involves expanding into the humanoid robotics sector through JVs in China, emphasizing R&D, commercialization, and production to deliver advanced robotic solutions

Note: The images shown depict sample products and are provided for reference only. They represent the general types of joints the JV is capable of manufacturing. Final product design, specifications, and appearance are subject to change and will be determined based on specific project requirements.

Chairman's Comments on Sales Performance and Outlook

Global Context

- Subdued macroeconomic environment
- Uncertain tariff landscape

Sales Performance

- In China, lower demand for non-domestic car brands and competitive price adjustments, partially offset by sales to domestic car brands
- Phasing out of certain programs in APG
- IPG's sales increased marginally amid a mixed regional picture

Outlook

- Cautious customer behaviour to be a drag on sales in the short term
- New product launches and business developments should support second-half growth

Average Exchange Rates

June 2025 Quarter vs. June 2024 Quarter

USD Average Exchange Rate	FY25/26 APR-JUN	FY24/25 APR-JUN	Change	
CAD per USD	1.384	1.368	CAD weakened	1.2%
CNY per USD	7.193	7.107	CNY weakened	1.2%
USD per EUR	1.133	1.077	EUR strengthened	5.2%