

FY26/27

Business Update

For the June 2026 Quarter

Investor Briefing
July 2026



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 June 2026 Quarter

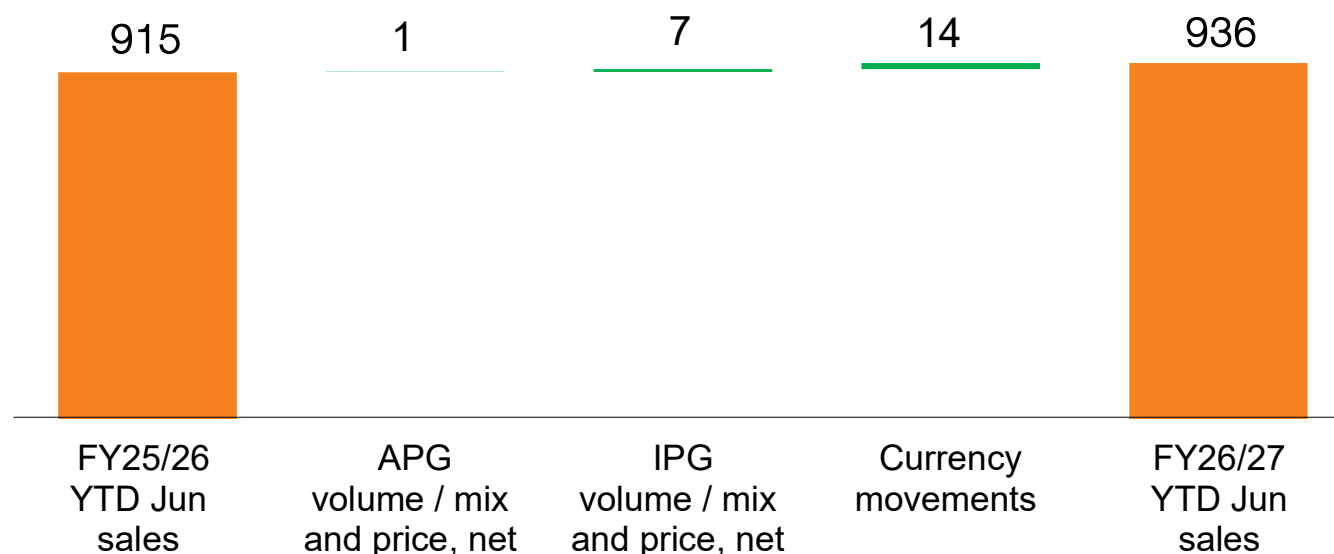
Reported sales
increased by 2%

APG sales, excluding
currency, were broadly
flat

IPG sales, excluding
currency, increased by
5%

Favorable currency
movements driven by
stronger RMB and
EUR against USD

US\$ million



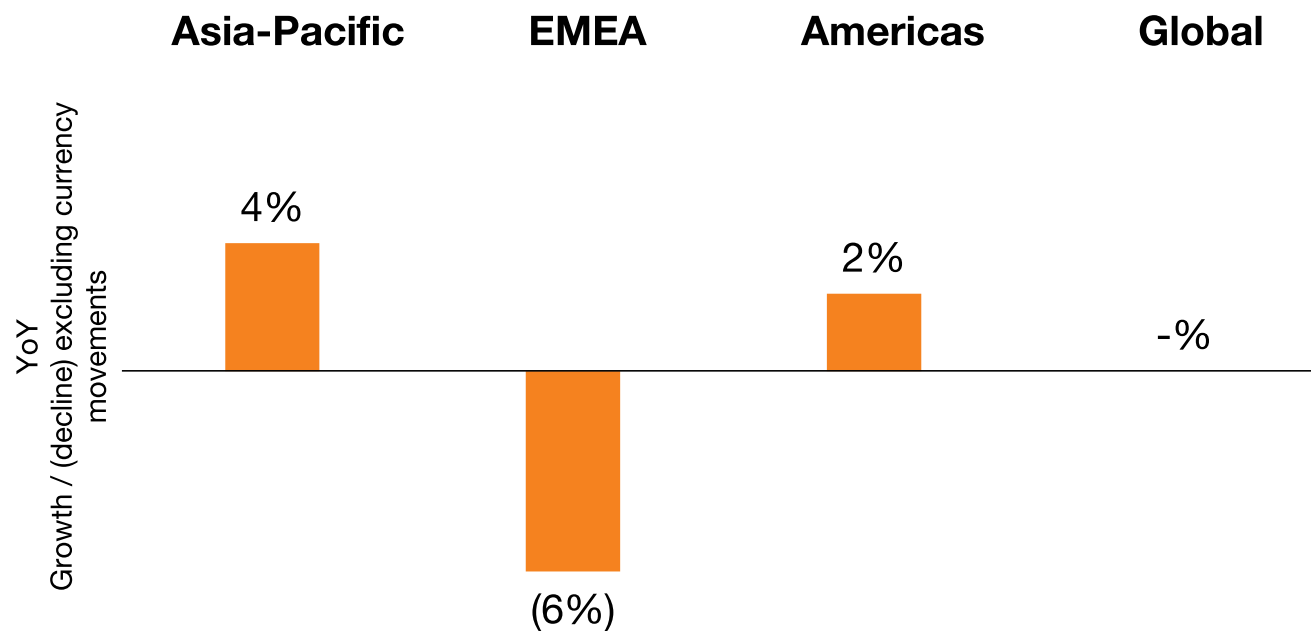
Note:

- Automotive Products Group abbreviated as APG
- Industry Products Group abbreviated as IPG

APG Sales Changes June 2026 Quarter

APG sales, excluding currency effects, were flat:

- Asia-Pacific increased, supported by ramp-ups and share gains in China
- EMEA declined, reflecting weaker demand and price adjustments
- Americas increased, as growth in powder metal components and interior applications more than offset braking, engine and transmission declines

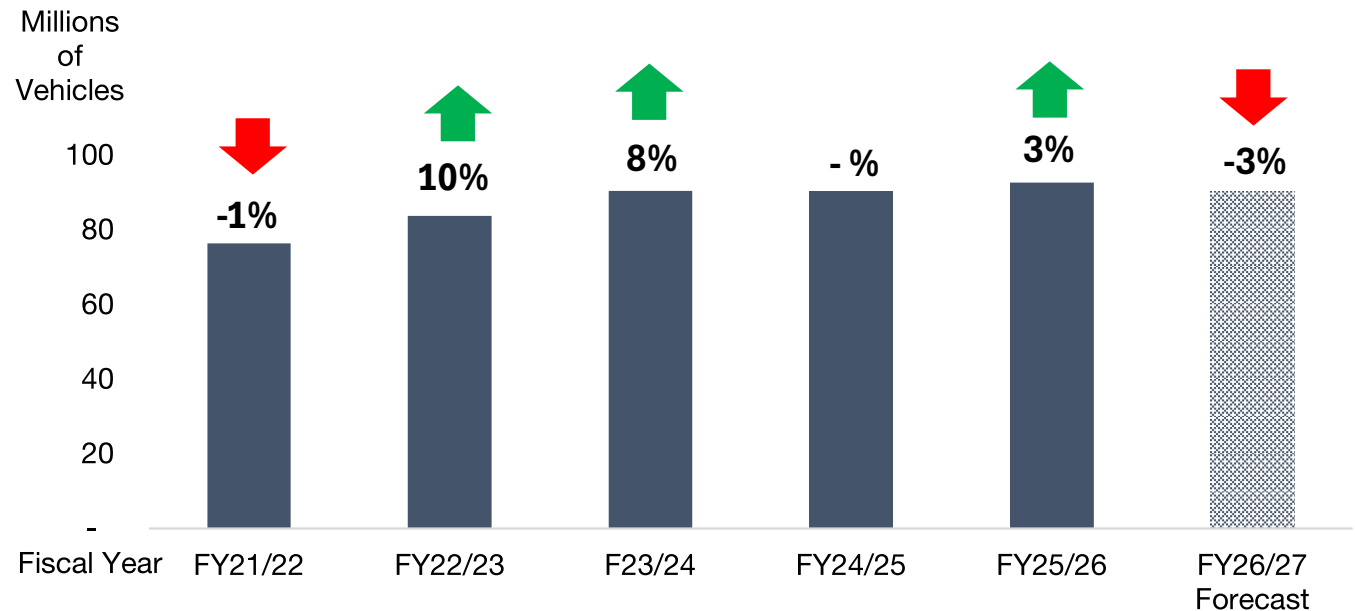


Note:

- APG sales changes, excluding currency movements
- EMEA: Europe, the Middle East and Africa

Light Vehicle Production Multi-Year Changes

- Global light vehicle production is expected to decline in FY26/27
- China's leadership in NEV's continues to impact competitive dynamics and global OEM strategy
- Changing product portfolios and consumer preferences have created near-term volatilities as well as new opportunities

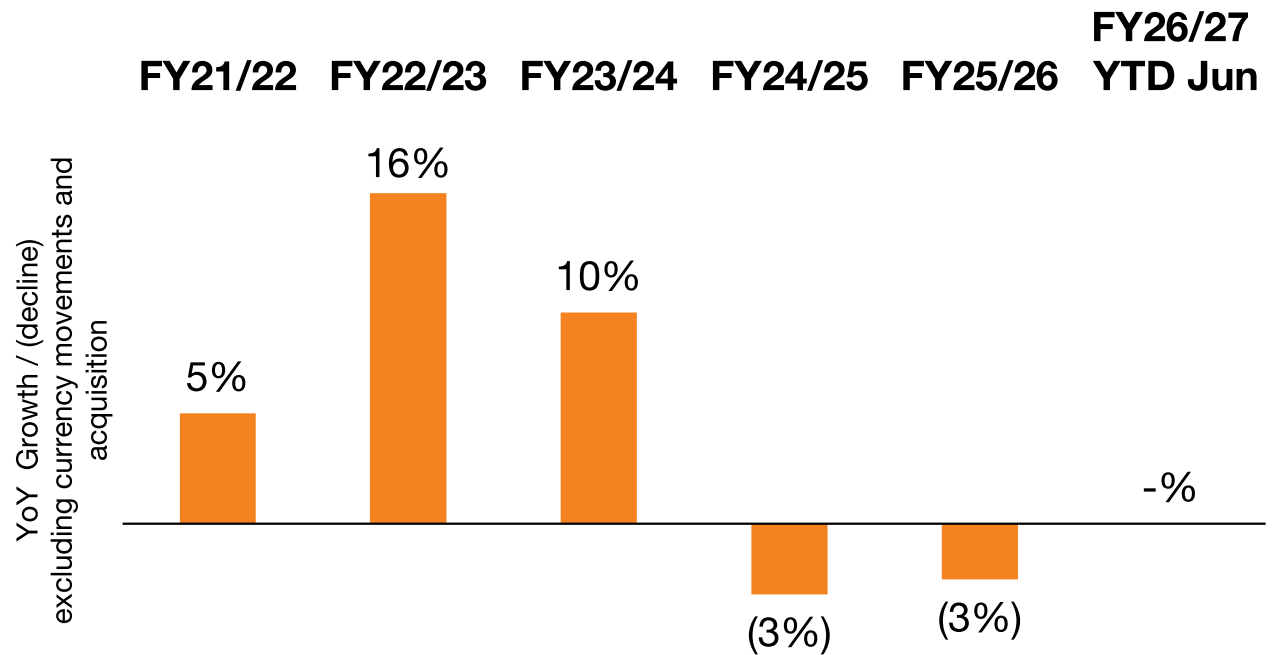


Note:

- Actual, estimated and forecast light vehicle production volumes sourced from S&P Global Jun 2026
- Arrows indicate year-on-year percentage change in light vehicle production volumes

Multi-Year Sales Changes

- OEMs are revising product portfolios and market strategies
- China continues to lead global NEV adoption
- Shifts in vehicle mix are creating both headwinds and opportunities

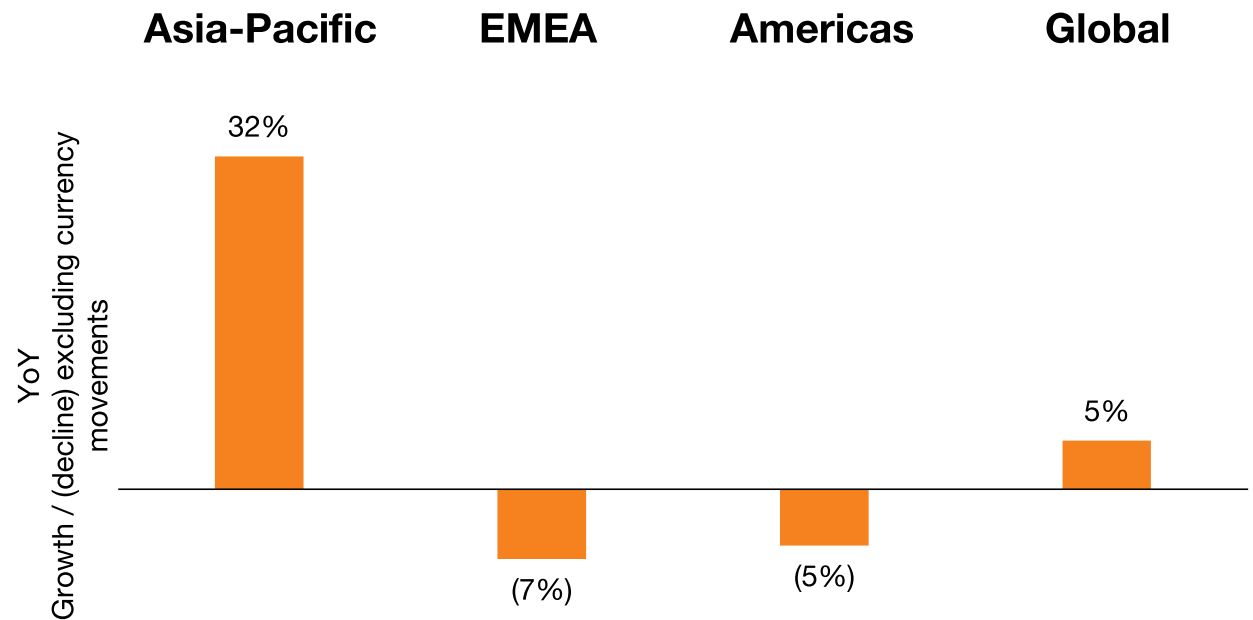


IPG Sales Changes by Region

June 2026 Quarter

IPG sales increased, with mixed regional performance

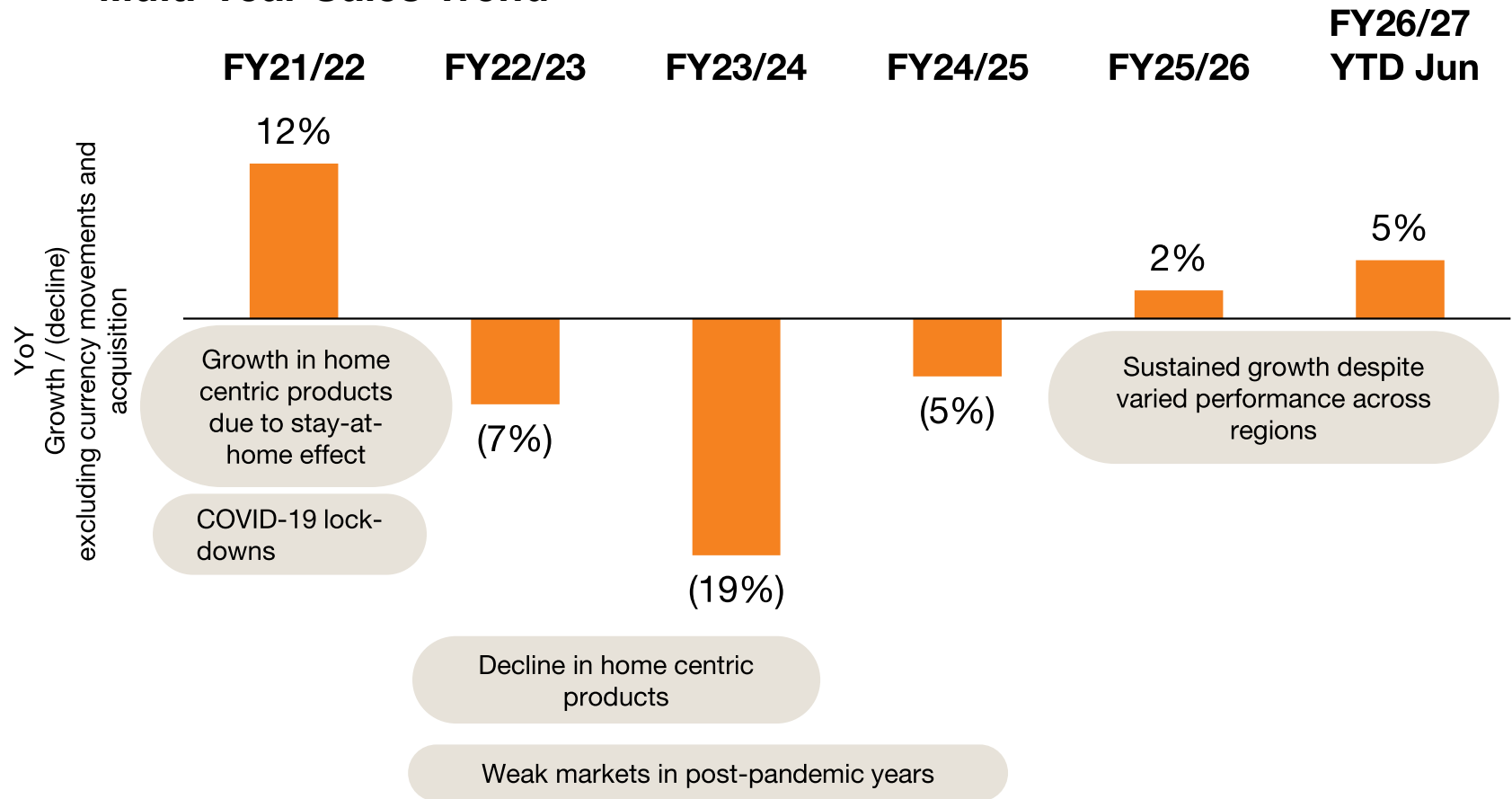
- Asia-Pacific experienced growth in medical, food and beverage, liquid cooling and handheld gimbal applications
- EMEA experienced softening sales in lawn, heating and personal care applications
- Americas experienced weaker sales in white goods, window and surgical applications



Note:

- IPG sales changes, excluding currency movements
- EMEA: Europe, the Middle East and Africa

Multi-Year Sales Trend



Chairman's Comments on Sales Performance and Outlook

Global Economy and Business Outlook

- First-quarter sales showed **modest growth**, supported by **favourable exchange rates**
- **Visibility remains limited** as customers remain **cautious** amid an uncertain **macroeconomic, geopolitical and trade tariff environment**
- The Group is targeting **mid-single-digit growth**, backed by **new product launches** across **automotive, consumer and industrial applications** and **market share gains**

Medium to Long-Term Management Focus

The Group:

- Remains **confident in its growth trajectory**, backed by **continued innovation** and expanding **growth platforms**, such as **distributed power generation, advanced thermal management, liquid cooling and humanoid robotics**
- Continues to develop **new business opportunities**, invest in **technology** and **operational capabilities**, while adapting to **customer program schedules** and **market conditions**



SUPPLEMENTAL INFORMATION

Average Exchange Rates

June 2026 Quarter vs. June 2025 Quarter

USD Average Exchange Rate	FY26/27 APR-JUN	FY25/26 APR-JUN	Change	
CAD per USD	1.382	1.384	CAD strengthened	0.2%
CNY per USD	6.842	7.193	CNY strengthened	4.9%
USD per EUR	1.164	1.133	EUR strengthened	2.7%

Emerging Energy Infrastructure Applications



Growing demand for resilient power infrastructure

- Rising electricity demand
- Increasing grid constraints
- Need for reliable distributed generation
- AI infrastructure as an accelerating demand driver



SOFC enables independent power generation

- High electrical efficiency
- Scalable distributed deployment
- Hydrogen and natural gas compatibility
- Reduced dependence on centralized grid infrastructure



Johnson Electric energy technology portfolio

- SOFC interconnect components
- Advanced coatings
- Metal hydride technologies
- Scalable within hydrogen and power infrastructure



Johnson Electric leverages advanced manufacturing for fuel cell applications

- Decades of powder metallurgy experience
- Precision manufacturing
- Automotive-grade quality systems
- Scalable manufacturing

Portfolio in AI Data Center Liquid Cooling Pumps

Efficient cooling for a sustainable future

- Technological advances are expanding data centers for cloud services and AI, worldwide, driving demand for reliable, sustainable, high-density cooling
- Johnson Electric offers innovative and high-performance liquid cooling pump for AI Data Center. Drives **Direct-to-Chip liquid cooling** for safe and reliable operation

JECooling



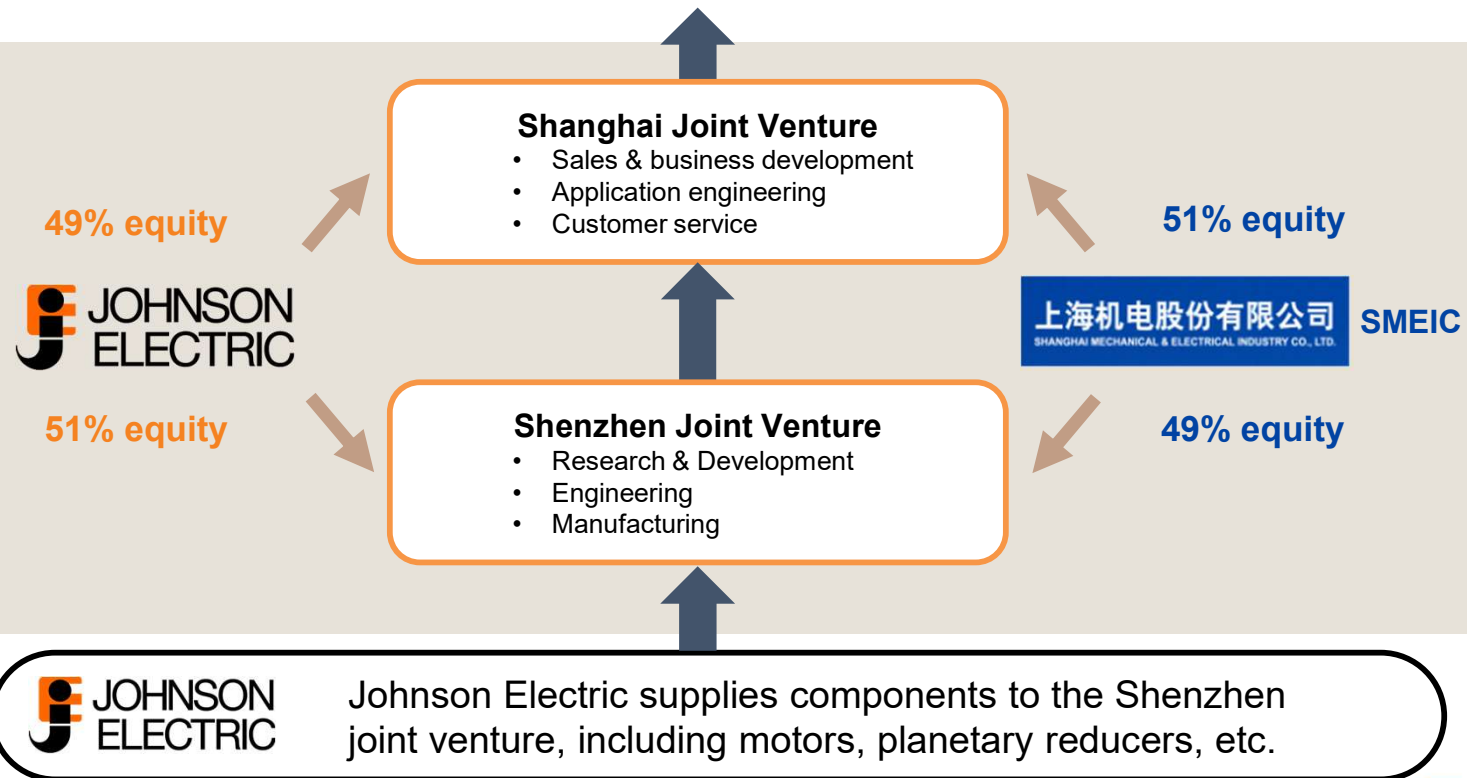
Source: <https://www.johnsonelectric.com/en/blog/liquid-cooling-pumps-dcp-series>

Humanoid Robots

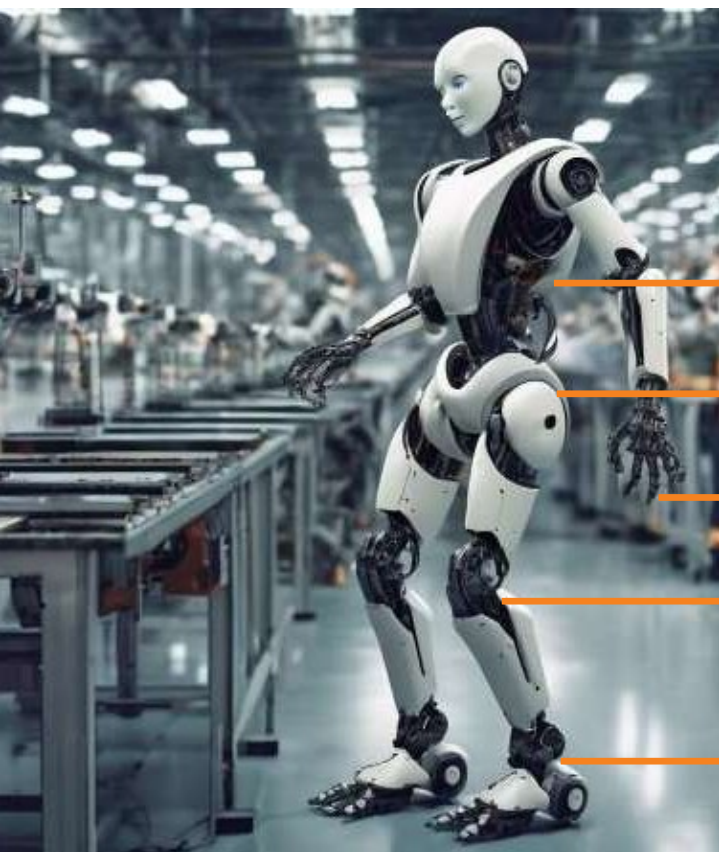
Joint Ventures with Shanghai Mechanical & Electrical Industry Co., Ltd. (SMEIC)

Serving Humanoid Robot Markets in China

Joint venture agreements signed on 16 July, 2025



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

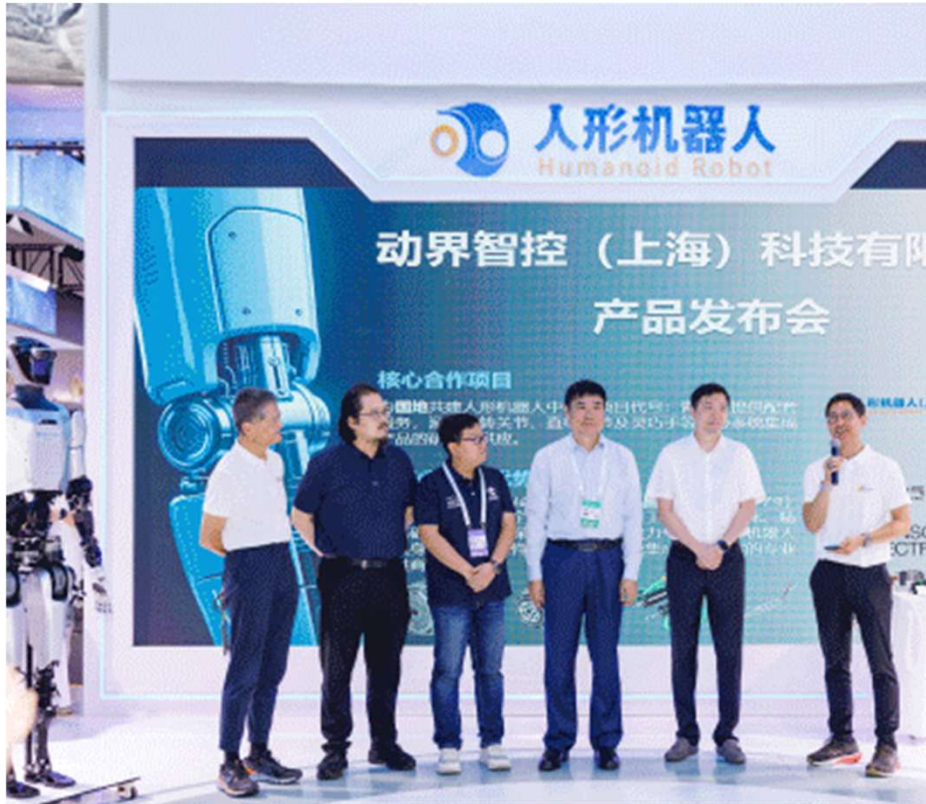


Components for Humanoid Robots

The Group is expanding
into the humanoid
robotics sector through
joint ventures in China

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.

JV “Jointelligence” Officially Unveiled in Shanghai in July 2025



- Jointelligence unites Johnson Electric's **motion system expertise** with SMEIC's industrial strengths to drive innovation in **complete joint modules** – the “muscle” of the humanoid robot – technology in China through advanced research & development and manufacturing
- Jointelligence offers joint solutions tailored for both humanoid and wheeled robots, serving a diverse clientele ranging from automotive manufacturers to startups. These solutions are designed to enhance efficiency in applications such as automotive production, warehouse sorting, and commercial services.
- First supply agreement signed with the Shanghai National Humanoid Robot Center at WAIC

Jointelligence Marks First Anniversary with WAIC 2026 Showcase

- **First anniversary:** Jointelligence, the Johnson Electric and SMEIC joint venture, marks its first year with a landmark showcase at the 2026 World Artificial Intelligence Conference (WAIC)
- **New innovations:** unveils its newest portfolio of humanoid robot **core components** and **integrated solutions**, advancing next-generation robotic mobility and intelligence
- **Strategic partnership:** signs a cooperation agreement on **19 July 2026** with the **National and Local Co-built Humanoid Robotics Innovation Center** to strengthen the industry ecosystem and expand application scenarios
- **Strong foundations:** combines Johnson Electric's **precision motion expertise** with SMEIC's industrial resources to drive innovation across **industrial automation**, **intelligent manufacturing**, and **commercial services**

