FY25/26

Annual Results

For the year ended
31 March 2026

Investor Briefing

May 2026

JOHNSON ELECTRIC

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Overview

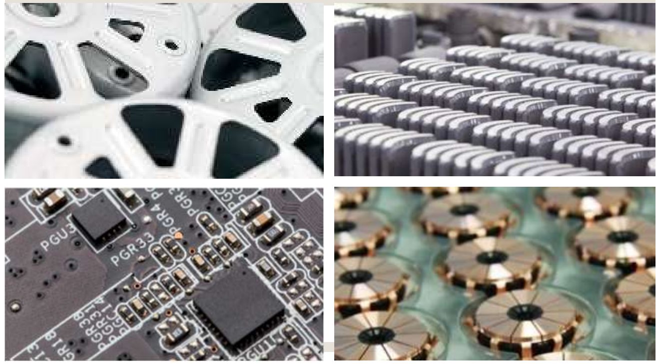
Automotive Products Group

APG provides motion-related components for all vehicle types. We are well-placed to capitalize on expanding New Energy Vehicle (NEV) markets

Industry Products Group

IPG serves a wide range of industrial, professional and consumer segments. We are actively pursuing opportunities in smart home, electrification of lawn care, medical devices, warehouse automation, data center cooling and robotics

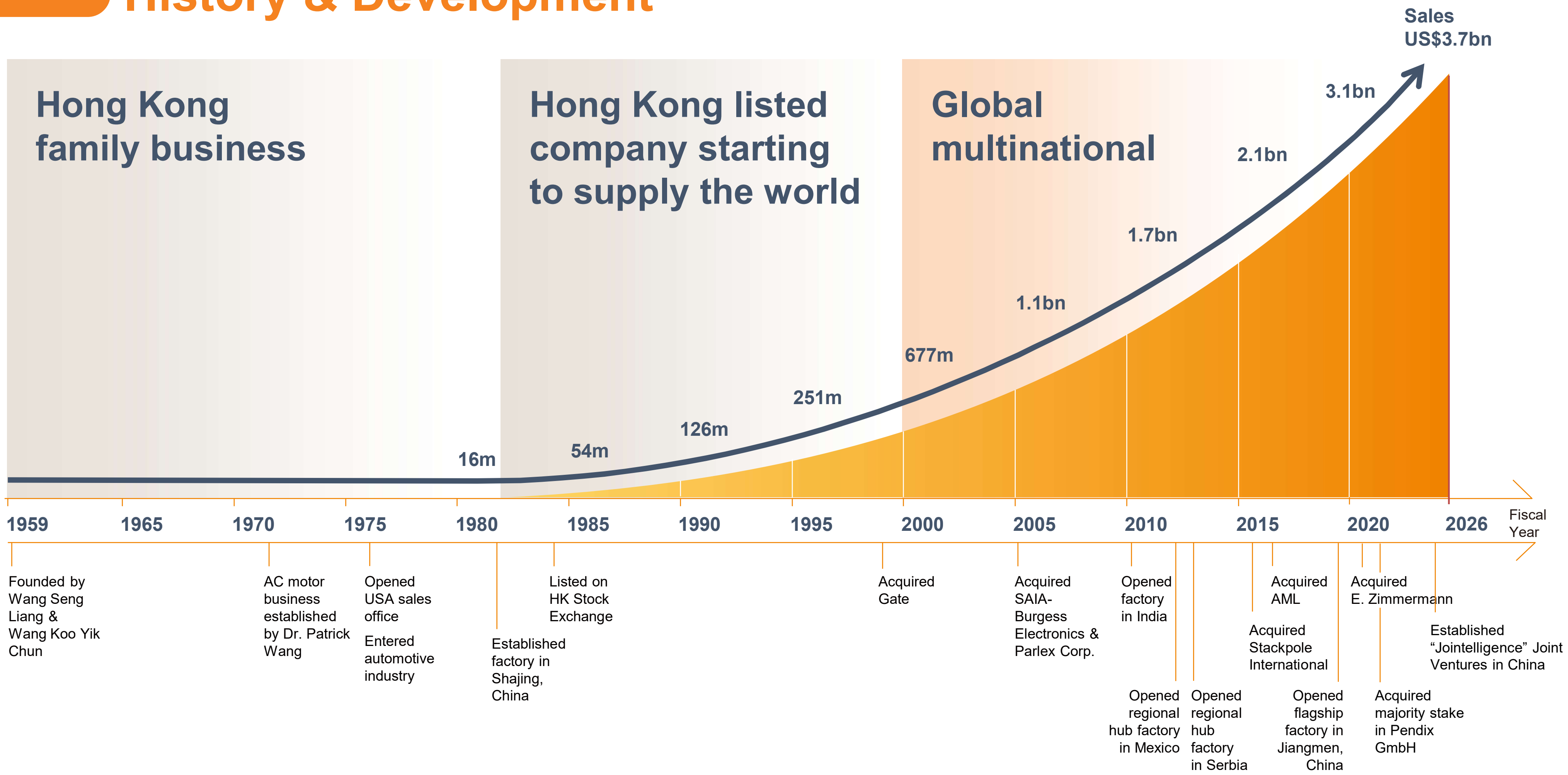
Components & Services



Our technical expertise, in-house tool rooms and vertical integration of component supplies are the backbone of our manufacturing, enabling consistent quality, cost excellence and assurance of supply

Improving the Quality of Life of Everyone We Touch Through Our Innovative Motion Systems

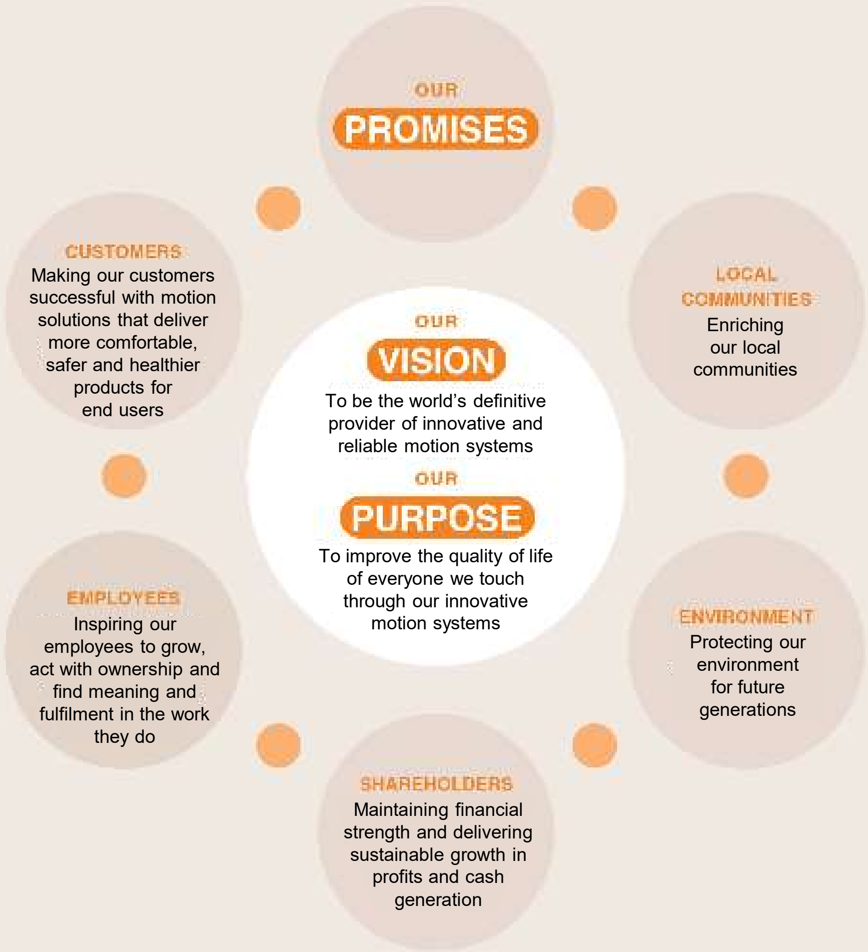
History & Development



A World of Motion. Powered by Sustainable Innovation…

JOHNSON ELECTRIC

Driving a Sustainable Future



Our business framework articulates our vision and purpose, connecting these to our promises to customers, employees, local communities, the environment and shareholders

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Strategies

Focus

on serving customers whose products are aligned to key underlying trends:

- reducing greenhouse gases and other emissions
- improving health and safety
- increasing mobility and controllability

Invest

in technological innovation to provide unique motion solutions to customer problems and redefine industry standards

Build

a resilient global manufacturing footprint to provide:

- greater customer responsiveness
- improved cost competitiveness
- reduced exposure to tariffs, foreign currency volatility and single country risk

Align

the design and production processes with the industrial logic of advanced automation to continuously reduce cycle times and improve product quality

Acquire

selective businesses that bring complementary technologies to the Group and strengthen our position in key markets

Develop and retain

a diverse, talented, and inclusive team of people

Johnson Electric at a Glance

FY25/26

Providing motion solutions
to approximately
1,500 customers

Making over
4 million products* per day
*motors and other motion related products

Operating in over **20 countries**
across **4 continents**

Employing over
30,000 people
including more than
1,600 engineers *
*Engineering expenditure was 5.0% of sales inclusive of R&D

Generating total sales revenue of
US$3.7 billion
and net income of
US$202 million

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Why Invest in Johnson Electric?

One of the World's **Largest Providers** of **Motion Solutions** in electric motors, actuators, motion subsystems and related electromechanical components

- **Innovative motion solutions** for today and the future
- **Geographically diverse, blue-chip customer base**
- **Global operating footprint** with **vertical integration**
- **Winning market traction** for long-term growth
- **Improving quality of life** for everyone and creating a sustainable future

Innovative Solutions

For Today & the Future

Automotive

Subsystems and components that enable electrification, optimize thermal management, and provide comfort and safety

Smart Home & IOT

Home automation for windows and robotic floor care. Automated food and beverage preparation equipment

Electrification & Environment

Zero-carbon solutions for mobility, lawn care and outdoor tools. Low-carbon solutions for a wide range of industrial, professional and consumer products

Healthcare

Medical device subsystems for improved patient outcomes. Surgical and diagnostic devices and medical wearables

E-Commerce & Industrial

Industrial equipment, smart metering, warehouse automation, data center cooling solutions and robotics including humanoid robot components

Our Divisions

Automotive Products Group

- Braking
- Closure
- Interior
- Powder metal products
- Pumps
- Steering
- Suspension
- Thermal management
- Transmission & driveline
- Vision

Industry Products Group

- Business equipment
- Data Center Cooling
- E-bikes
- Home automation
- Industrial equipment
- Lawn & garden
- Medical devices
- Power tools
- Robotics
- Smart metering
- Ventilation
- White goods

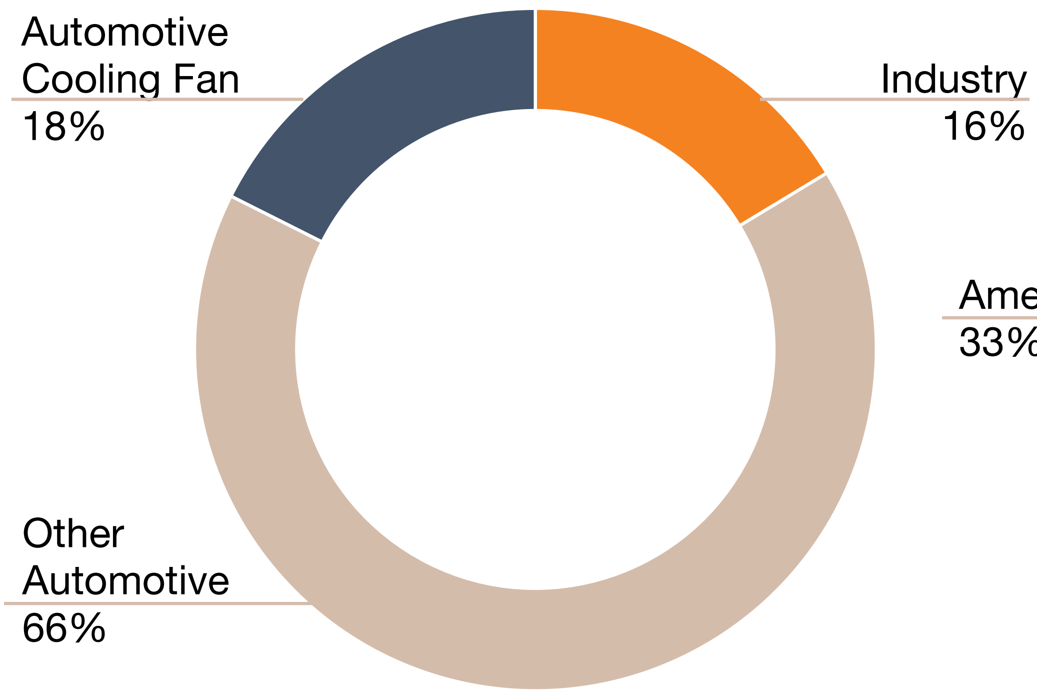
Components and Services

- Bearings
- Commutators
- Die cast components
- Housings
- Laminations
- Magnets
- Plastic parts
- Powder metal components
- Printed circuit board assemblies
- Shafts

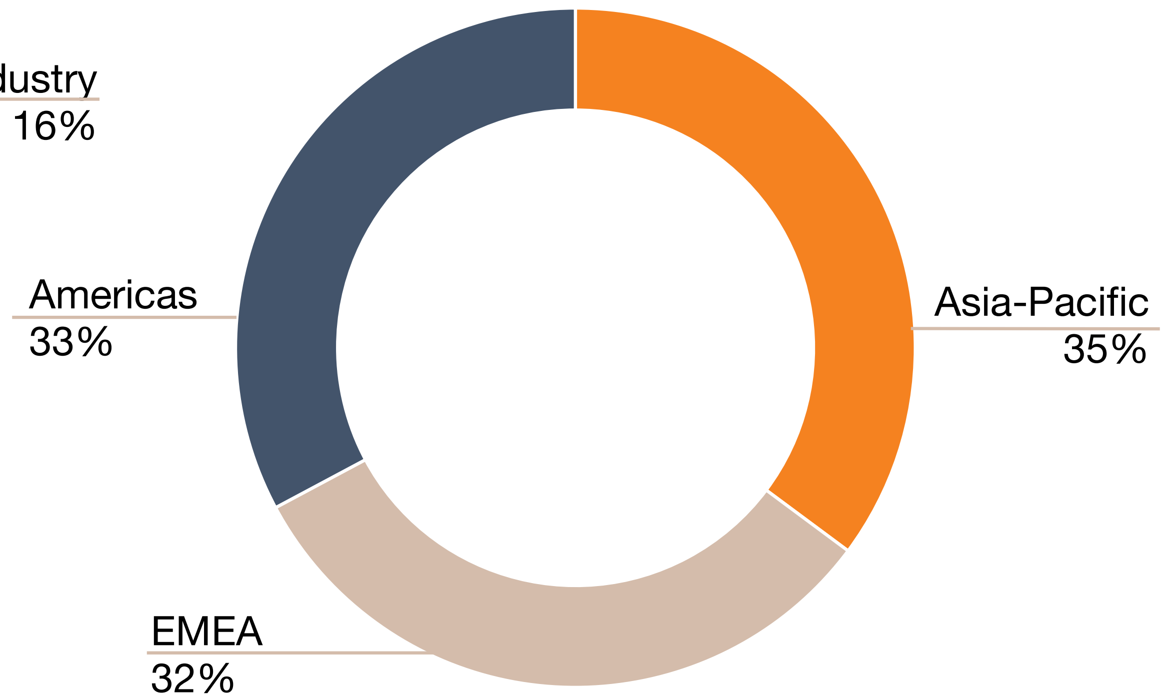
Diversified Sales

FY25/26

By Major Lines of Business



By Destination



Note: EMEA: Europe, the Middle East and Africa

Diversified Customer Base

World-class Customers Across Diversified Industries

400 Over Automotive Customers

1100 Over Non-Auto Customers

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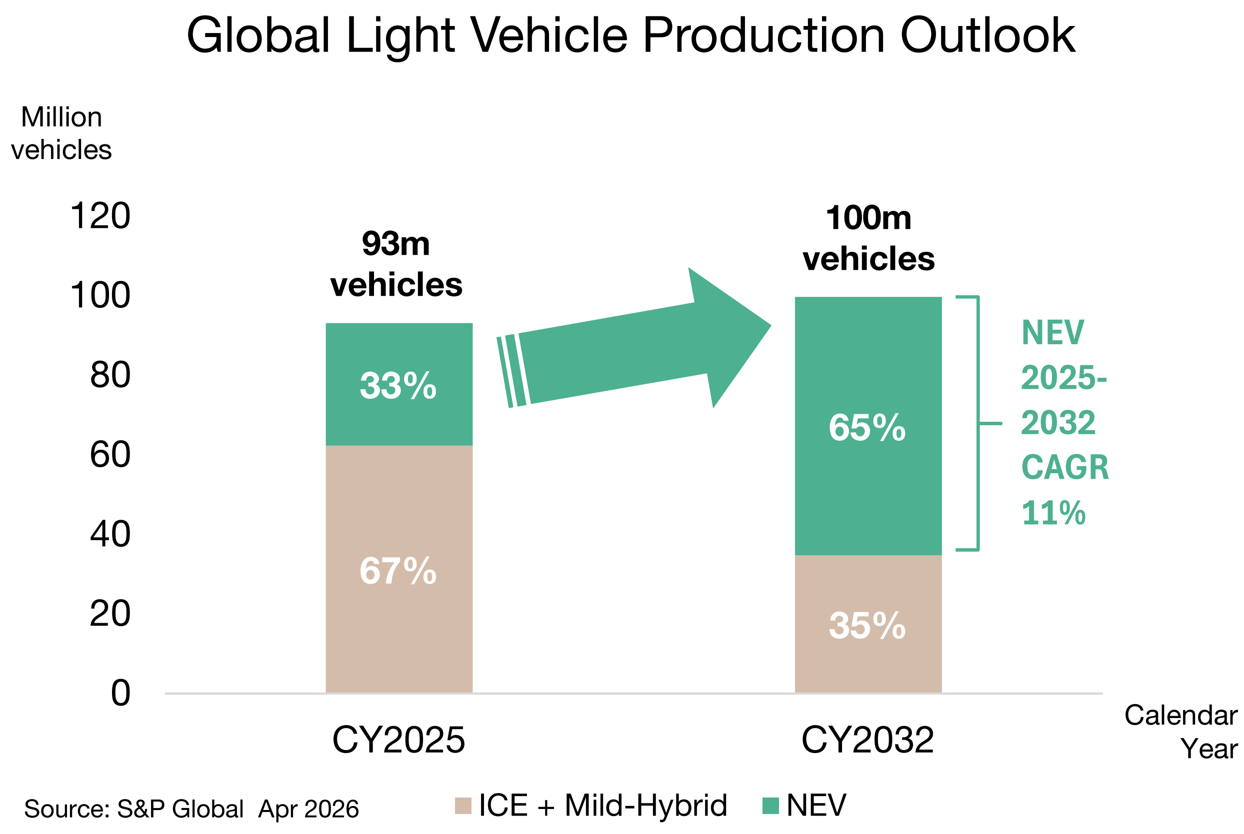
Market shift to net zero

Accelerating APG's Growth Opportunity

Strong and growing demand for innovative, cost-effective solutions addressing:

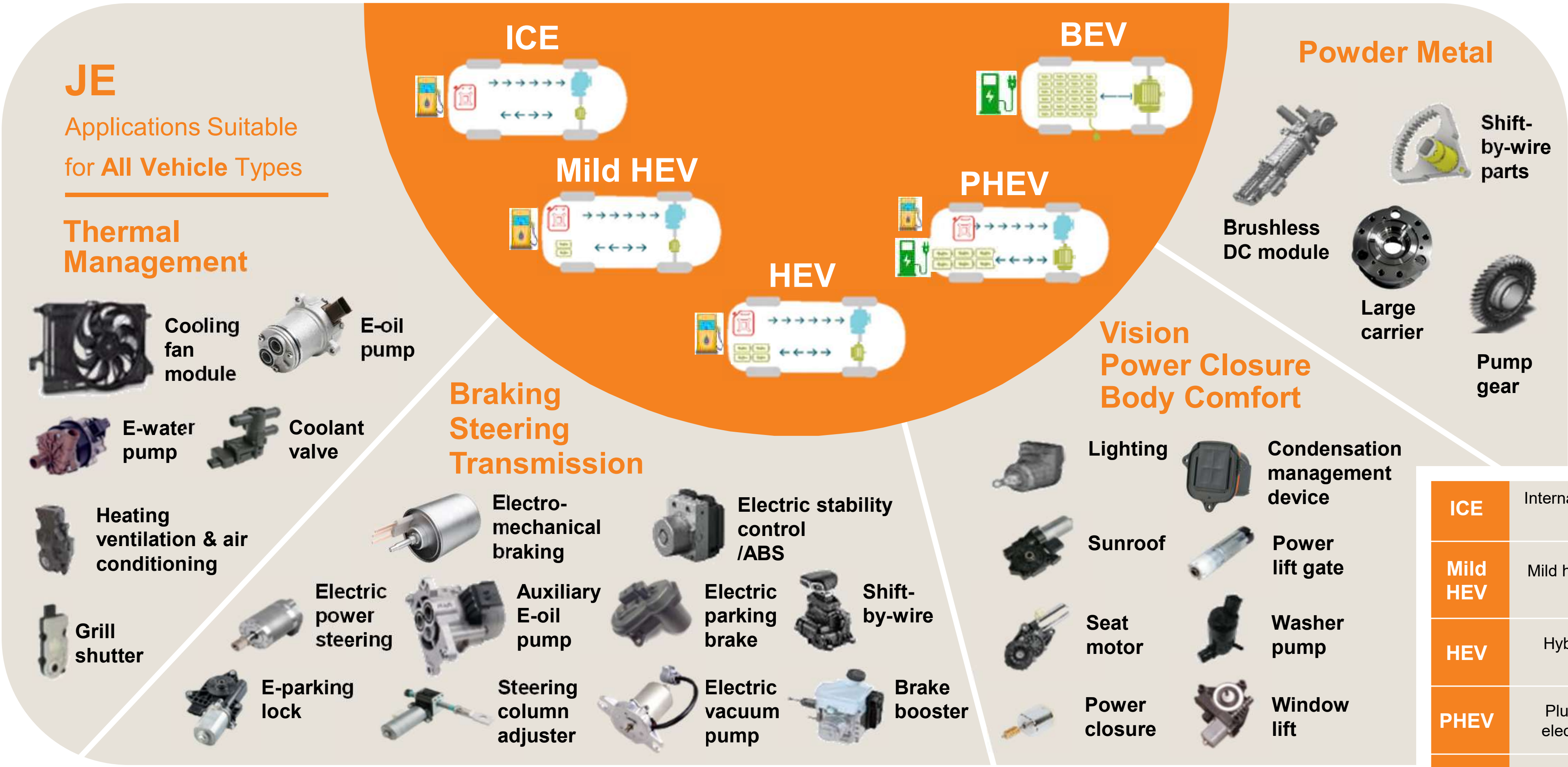
- Vehicle electrification across critical systems
- Advanced thermal management requirements
- Emissions reduction and energy efficiency



Source: S&P Global Apr 2026

Automotive Products

Enabling Electrification and Reducing Emissions



ICE	Internal combustion engine
Mild HEV	Mild hybrid electric vehicle
HEV	Hybrid electric vehicle
PHEV	Plug-in hybrid electric vehicle
BEV	Battery electric vehicle

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Automotive Products

Well Positioned for Growth in New Energy Vehicles (NEV)

JE

Applications targeting Hybrid & BEV

Mild HEV
HEV PHEV

Fuel pump

E-turbo

Electric throttle control

Auxiliary E-oil pump

Exhaust gas recirculation

Electric variable valve lift

Double clutch transmission

Hydraulic oil pump

BEV

Electric supercharger system blower

Integrated thermal management system

E-water pump

Planetary BEV assemblies

E-shift (for 2 speed E-axle)

E-oil pump (cooling / lubrication)

E-clutch

Resolver

Charging port actuator

Mild HEV	Mild hybrid electric vehicle
HEV	Hybrid electric vehicle
PHEV	Plug-in hybrid electric vehicle
BEV	Battery electric vehicle

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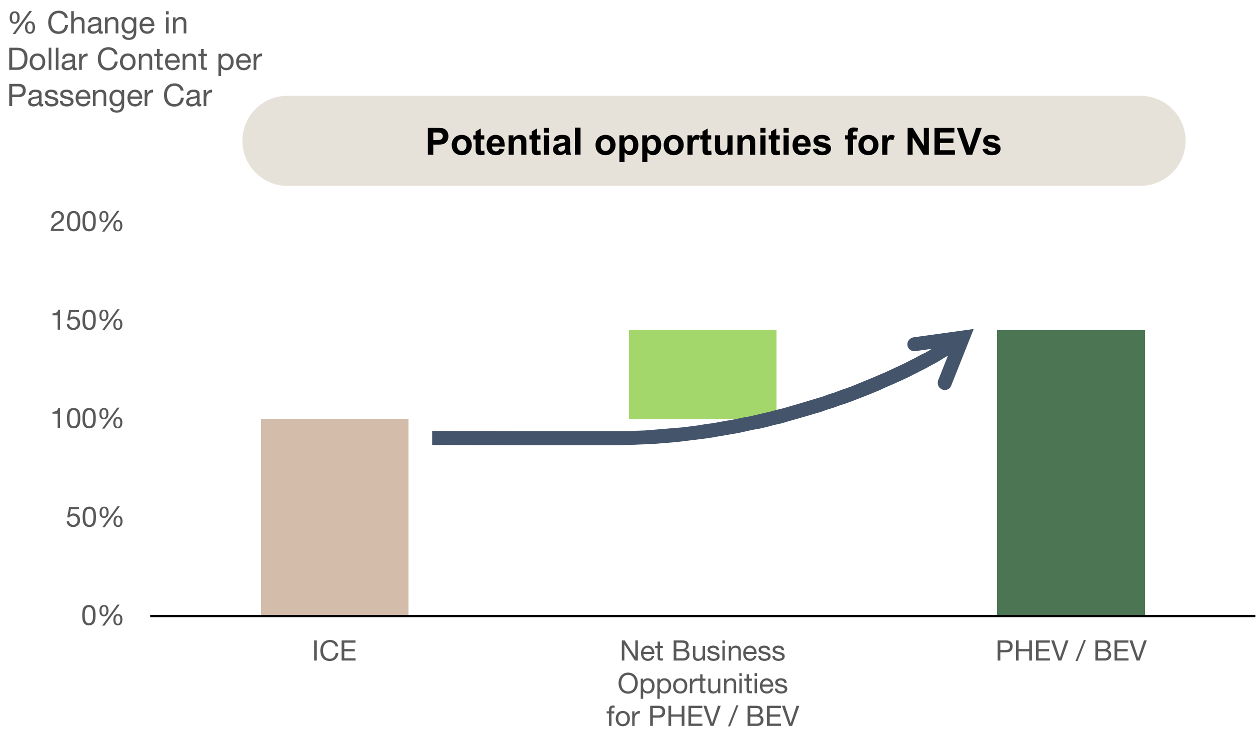
Increasing Content Opportunity per Vehicle
from ICE to Hybrid / BEV



Note: Johnson Electric analysis – indicative based on current available market intelligence and estimates. This forward-looking projection of content opportunities is based on numerous assumptions regarding future developments in plug-in hybrid and electric vehicles. It may be updated depending on market trends and technology trajectories. The actual performance of Johnson Electric may be materially different from any performance expressed or implied.

Electrifying critical EV functions

Thermal Management

Enabling critical EV thermal management systems for enhanced driving range, extended battery life & shortened charging times

- ITMS
- Electric water pump
- Valve actuator
- Electric oil pump
- Cooling fan

Braking System

Enabling safety & shorter braking distance, auto-hold/ parking function of EV

- Brake booster
- Electric parking brake
- Lock actuator

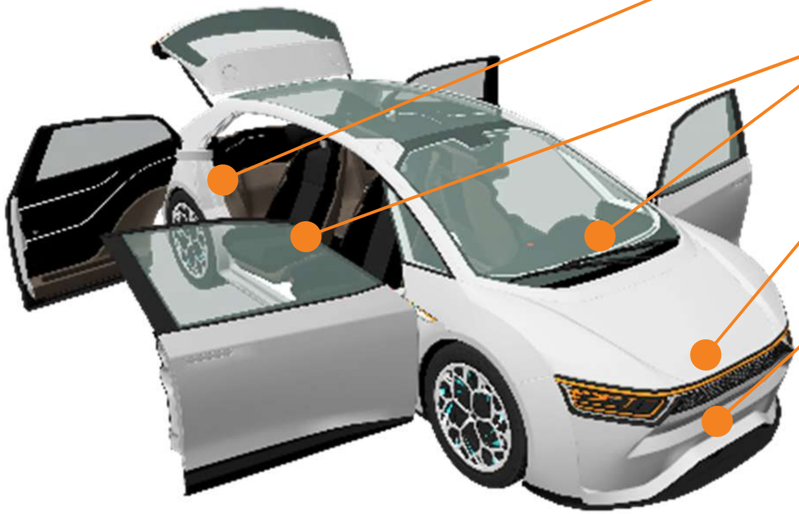
Steering System

Electrification of steering and smart cabin features for EV

- Electric power steering
- Steering column adjuster

Recent Automotive Business Wins for New Energy Vehicles

Our innovative products are winning business on major NEV platforms



Braking Applications

Brake booster, e-parking lock, e-parking brake and electric vacuum pump for safety and shorter braking distance, lower weight, and energy regeneration

Interior and Vision Applications

Window, door, seat and headlamp actuator for more comfortable, autonomous and automated features

Powertrain Solutions

Mechatronics e-pump for lubrication and cooling of e-axle

e-Clutch to support start-stop, sailing, etc.

Thermal Management Applications

Electric water pump, cooling fan module, integrated thermal management and other cooling components for thermal management of battery, traction motor, power electronics and other critical components

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Autonomous Driving & Connectivity

Smart Closure

Smart Cabin

Steering & Braking

Vision

Current and future JE products for automotive autonomous and connectivity

Smart Closure

Window lift and sunroof motor

Power door opening motor

Power lift tailgate / frunk motor

Charging lid motor

Door presenter motor

Smart Cabin

Seat adjuster motor

Rotating seat motor

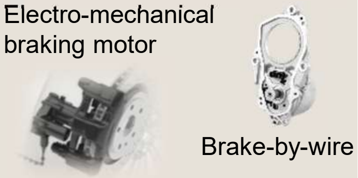
Haptic actuator

Steering & Braking

Steering-by-wire motor

Electro-mechanical braking motor

Brake-by-wire



Steering column adjuster

Haptic actuator

Vision

Sensor washing system

Condensation management device

Headlamp actuator

LuMEMS autonomous leveling sensor

IPG Growth
Supported by Megatrends

“ Our focus on these sectors positions us to capitalize on emerging trends and innovations in the market ”

Focusing on sustainable growth prospects

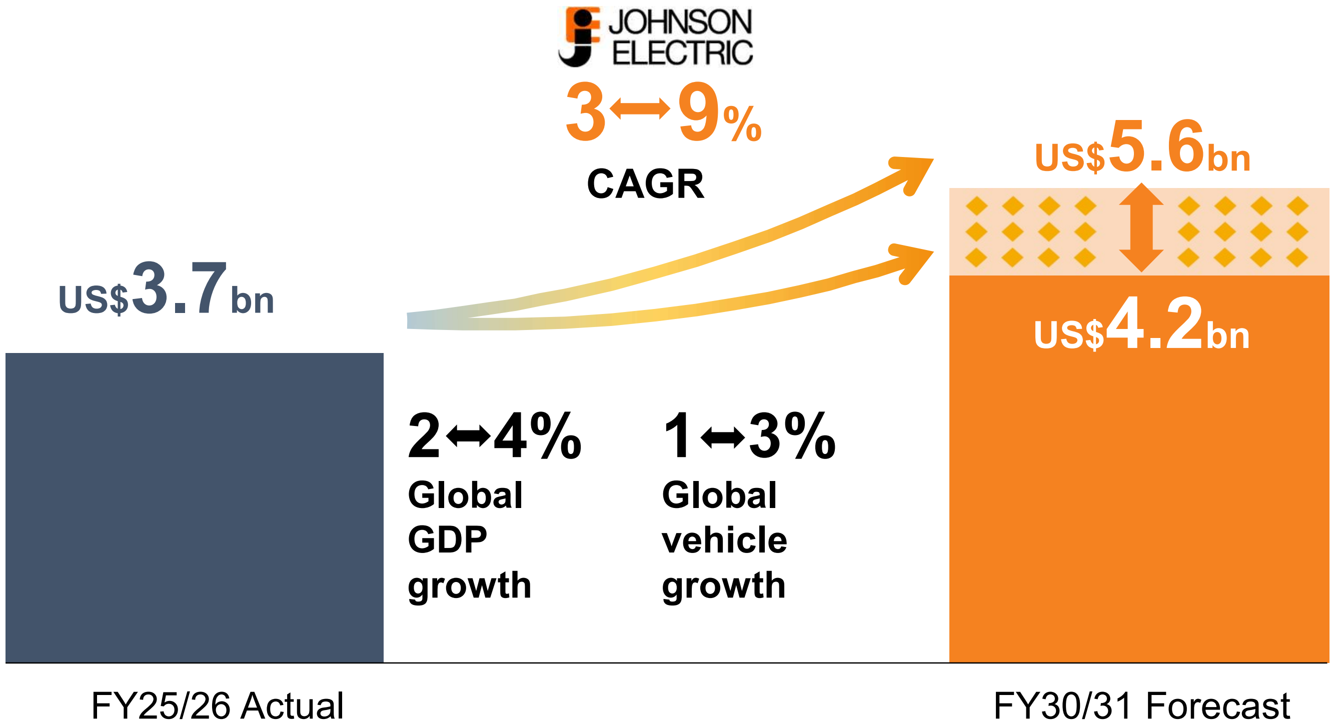
Touching Human Needs

Improving Performance

Winning Market Traction

Medium-term sales outlook

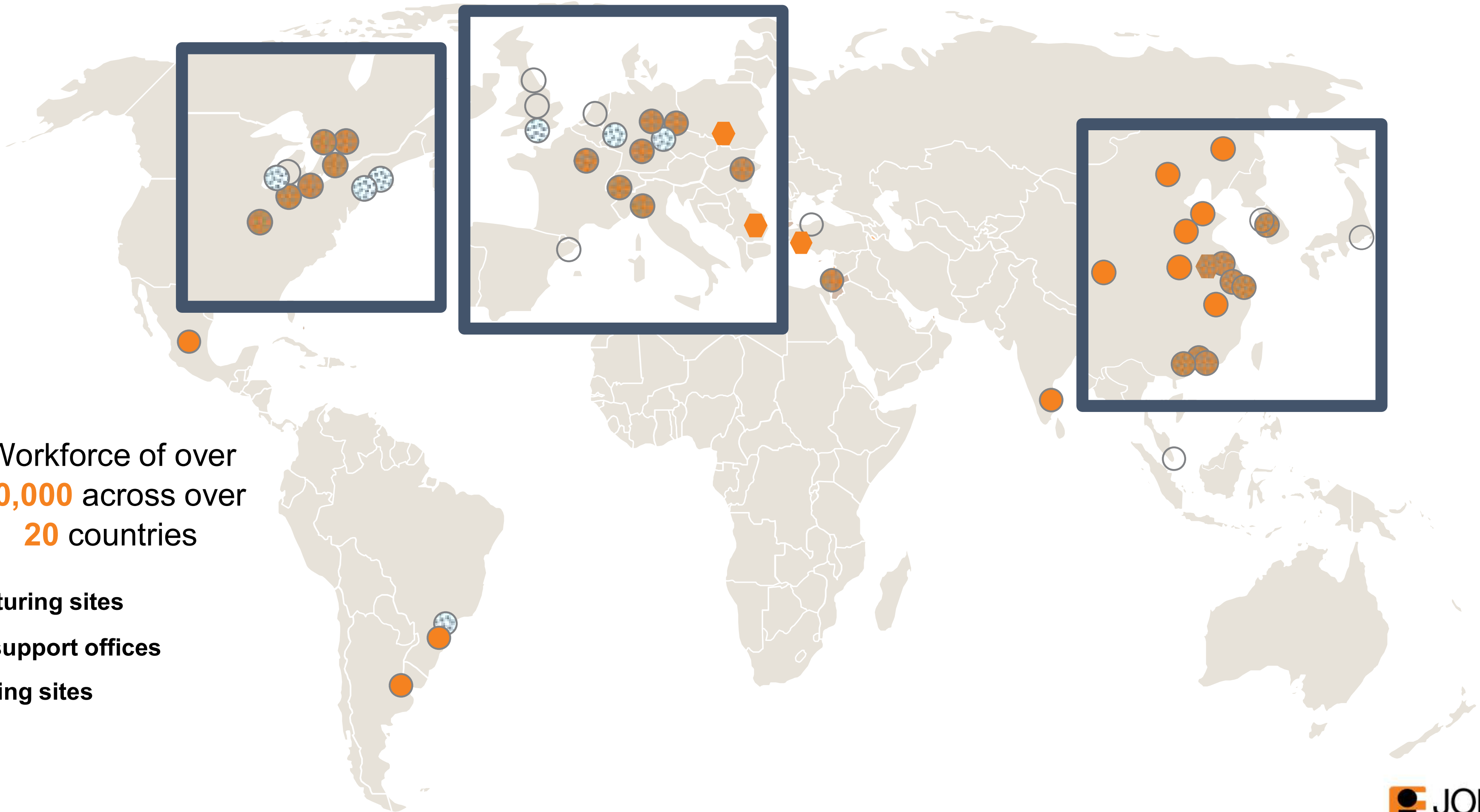
New business wins and opportunities are set to accelerate growth



Note: Estimated total Group sales outlook based on customer order book and forecasts, and other forward-looking indicators, assuming no acquisitions, macro-economic cyclical downturns or other market disruptions.

Global Operating Footprint

Operating in over 20 Countries across 4 Continents



Workforce of over **30,000** across over **20** countries

- Manufacturing sites
- Sales & support offices
- Engineering sites
- All

Our Sustainability Framework

PRODUCTS
Sustainable products
Product carbon footprint
Product quality
Product safety
Material management and use

ENVIRONMENT
Energy and climate
Waste
Water
Emissions

JOHNSON ELECTRIC
SUSTAINABILITY

COMMUNITIES
Community engagement

EMPLOYEES
Health and safety
Talent attraction and retention
Training and development
Diversity, equity and inclusion
Communication
Labour rights

TRUST AND TRANSPARENCY
Corporate governance
Ethics
Compliance
Data protection
Supply chain

About our sustainability logo: The five leaves represent the five spirits of sustainable development and connect to form a blooming flower. The logo conveys a sense of continuous rotation, which also shows that we will continue to be a gear that animates society.

Sustainability Successes

JOHNSON ELECTRIC SUSTAINABILITY

Products

- **130** product carbon footprints quantified
- Avoided **1,540** tonnes of packaging materials by providing returnable packaging services to customers

Environment

- **100%** renewable electricity usage
- **3% reduction** in waste intensity per sales from FY20/21 baseline
- **4th consecutive year** achieving zero waste to landfill

Employees

- **92%** of sites by number of hours worked hold ISO 45001 certifications
- Lost-time accident rate and recordable injury rate **well below** industry averages

Communities

- More than **1,750** students have now graduated from our Johnson Electric Technical College
- More than **700** children joined the Junior Engineer program in 2025

Trust & Transparency

- 88% of suppliers by direct material spend assessed on ESG performance

ESG Awards and Ratings

ISS ESG
Prime Rating
in 2025

A+ Rating
Top 170 assessed stocks in the Sustainability Rating and Research

Hang Seng Corporate Sustainability Benchmark Index
Index constituent since 2018

Caring Company
Recognized by the Hong Kong Council of Social Service for the past 10 years

FTSE4Good Index
Index constituent since 2024

Gold 82%
Top 3% among 150,000+ rated companies
Top 1% in the industry*

Climate Change: B
Water Security: B

Ranked #1
in Auto Components companies in China and Top 15% Auto Components industry globally in S&P Corporate Sustainability Assessment 2024

Featured in the S&P Sustainability Yearbook (China) 2025

ESG Grand Award 2025
By Master Insight and the Research Centre for ESG at Hang Seng University

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Financial Highlights

US$ million	FY25/26	FY24/25	Increase / (Decrease)
Sales	3,650.4	3,647.6	2.8
Gross profit	840.5	843.3	(2.8)
Gross margin	*23.0%*	*23.1%*	*-0.1%*
EBITA [1]	257.7	330.6	(72.9)
EBITA adjusted [2]	287.4	344.3	(56.9)
EBITA adjusted margin	*7.9%*	*9.4%*	*-1.5%*
Profit attributable to shareholders	202.1	262.8	(60.7)
Adjusted net profit [2]	221.9	274.0	(52.1)
Diluted earnings per share (US cents)	21.59	28.16	(6.57)
Capital expenditure	285.0	195.5	89.5
Capital expenditure as a % of sales	*7.8%*	*5.4%*	*2.4%*
Free cash flow from operations	217.3	285.7	(68.4)

Note: Numbers do not add up due to effect of rounding

1. Earnings before interest, tax and amortization
2. Adjusted to exclude impairment of intangible assets, unrealized gains or losses relating to exchange rate movements as well as restructuring and other related costs

Financial Highlights

US$ million	31 Mar 2026	31 Mar 2025	Increase / (Decrease)
Cash [1]	901.9	790.6	111.3
Total debt [2]	324.3	359.3	(35.0)
Net cash [3]	577.6	431.3	146.3

Key Financial Ratios	31 Mar 2026	31 Mar 2025	Increase / (Decrease)
Total debt to capital [4]	10%	12%	-2%
Gross debt [5] to EBITDA adjusted [6]	0.8	0.8	-
Interest cover [7]	21.9	17.4	4.5

Note: Numbers do not add up due to effect of rounding

1. Cash and cash equivalents
2. Bank loans and other miscellaneous borrowings
3. Cash and cash equivalents less total debt
4. Capital equals to total equity plus total debt
5. Including pension and lease liabilities
6. Adjusted earnings before interest, tax, depreciation and amortization, giving adjusted EBITDA of US$533.4 million (31 March 2025: US$582.2 million)
7. Adjusted EBITDA divided by gross interest expense. The Group has updated the calculation of this ratio to use adjusted EBITDA; the comparative figure has been re-presented accordingly

FY25/26
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Investor Briefing

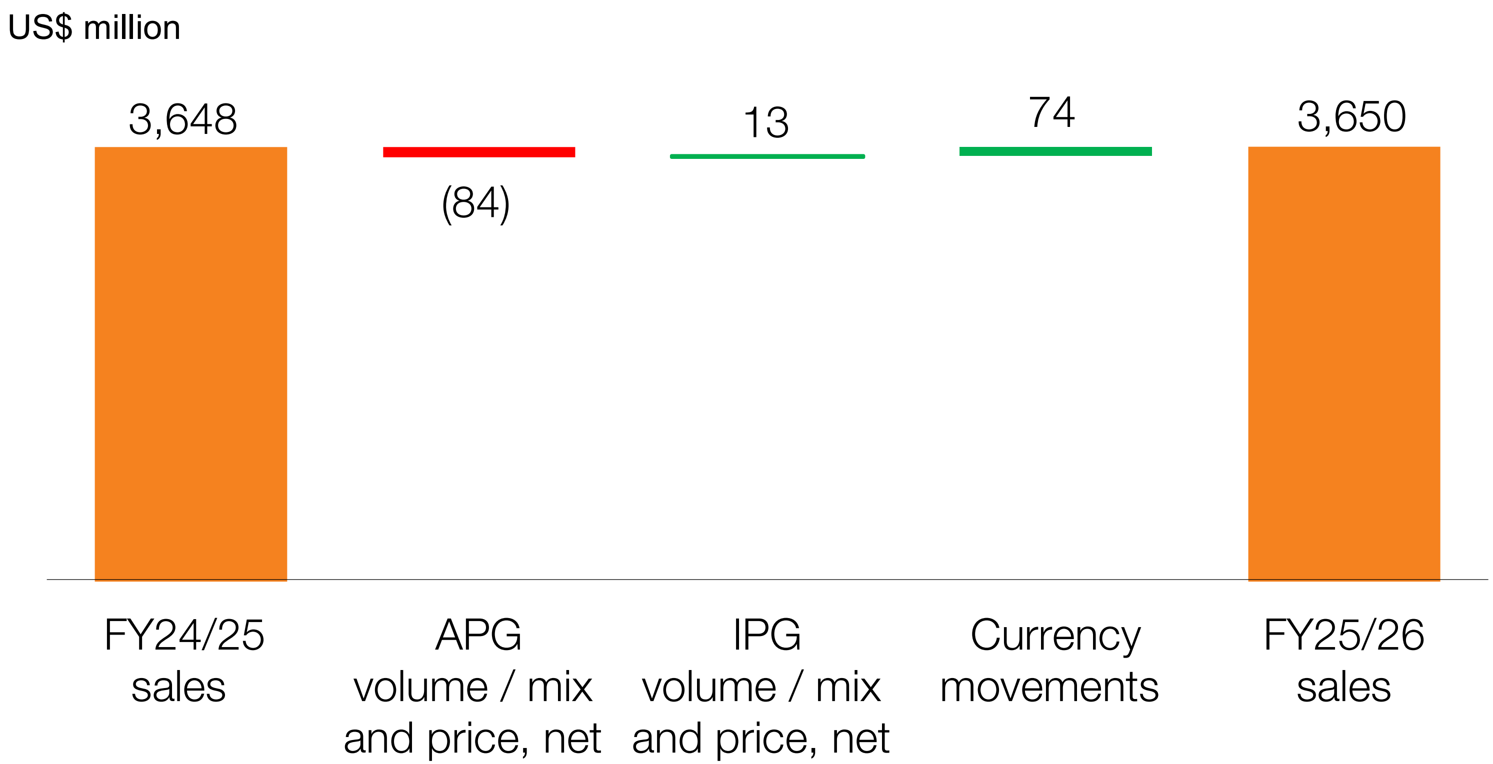
Group Sales Changes
FY25/26 vs. FY24/25

Group sales remained flat

APG impacted by customer mix in China and pricing pressures

IPG's growth driven by ramp-ups and new business wins

Favorable currency movements driven by stronger EUR & RMB against USD

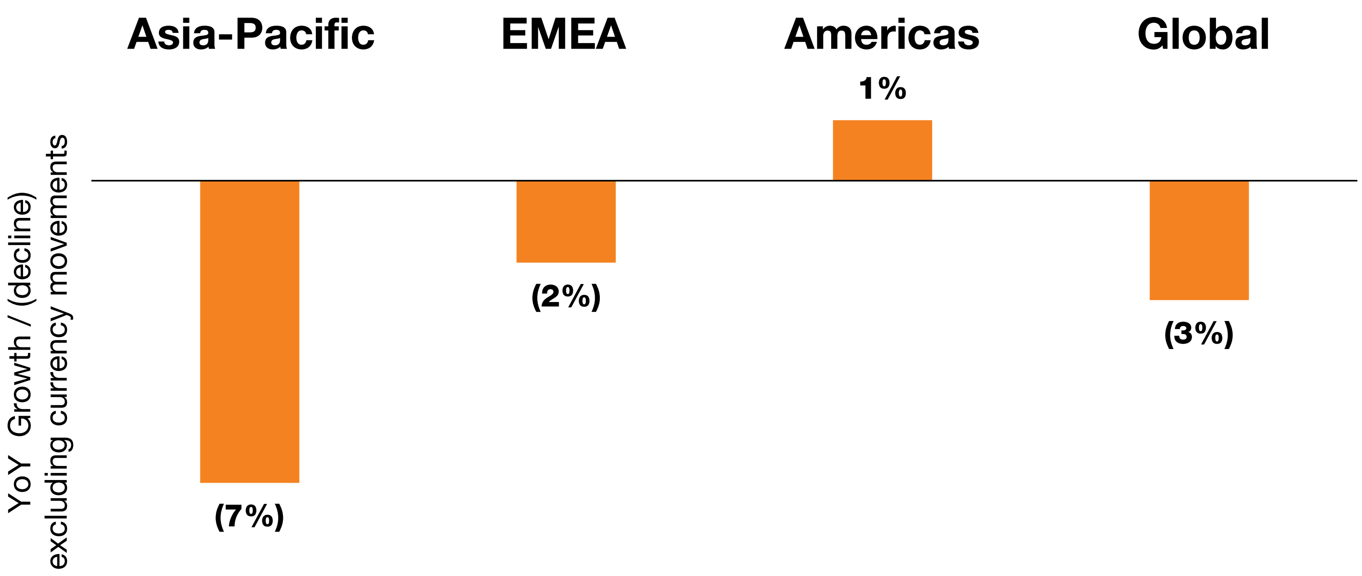


Notes: 1. Automotive Products Group abbreviated as APG
2. Industry Products Group abbreviated as IPG
3. Numbers do not add across due to effect of rounding

APG Sales Changes by Region
FY25/26 vs. FY24/25

APG's sales were shaped by:

- Softer demand in China from non-domestic brands, partly offset-by new business awards from Chinese OEMs
- Pricing adjustments to maintain competitiveness

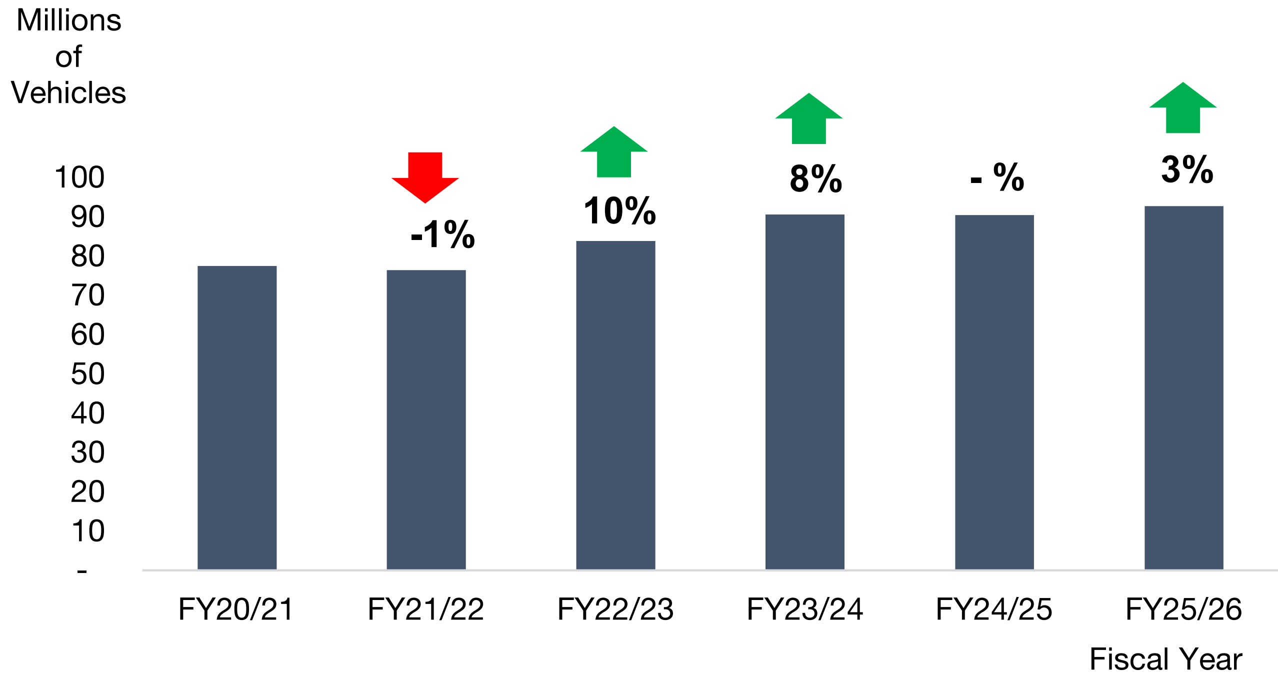


Note: EMEA: Europe, the Middle East and Africa

Global Light Vehicle Production
Multi-Year Changes

Rapid transformation in the automotive industry

- China continues to lead NEV adoption and innovation
- OEMs are reshaping product portfolios and go-to-market strategies to meet competitive and shifting consumer preferences



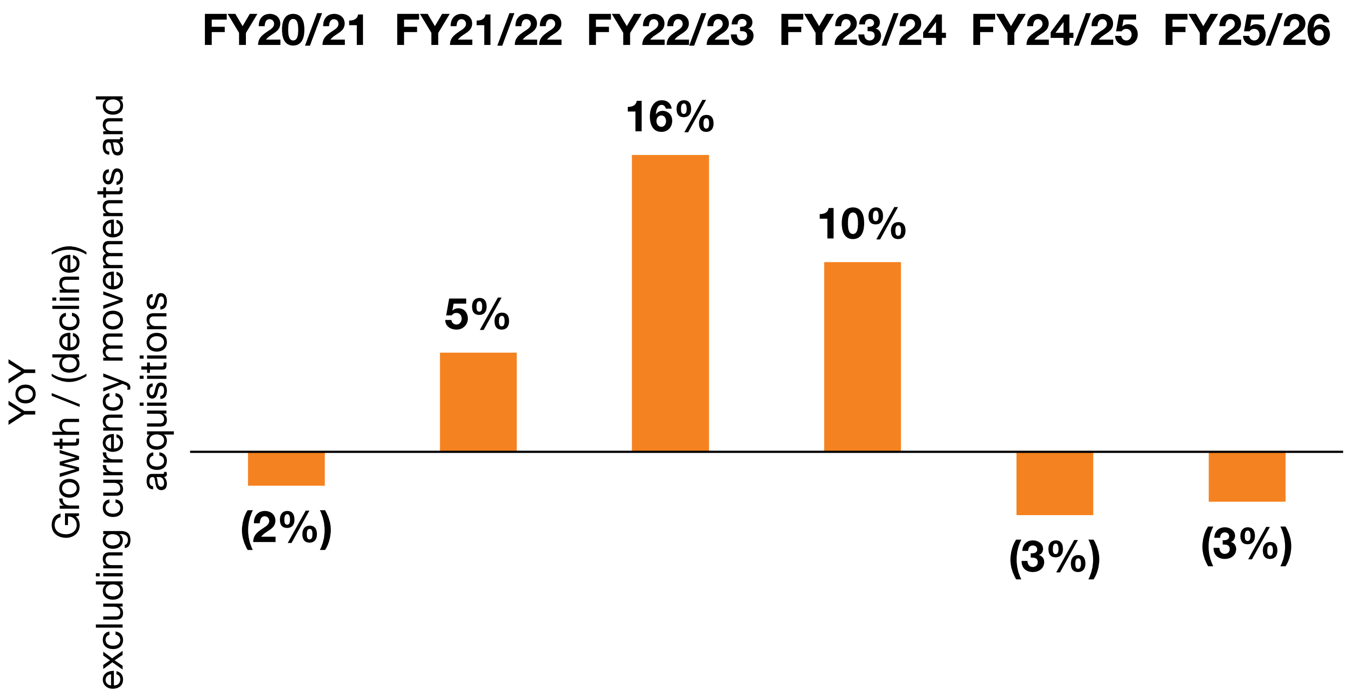
Note:
1. Actual, estimated and forecast light vehicle production volumes sourced from S&P Global May 2026
2. Arrows indicate year-over-year percentage change in light vehicle production volumes

APG
Multi-Year Sales Changes

Strong growth from FY21/22 through FY23/24

From FY24/25, industry transformation and changing consumer behavior resulted in temporary headwinds

Market refocus and expanding new business wins with leading Chinese OEMs firmly position APG for a return to growth



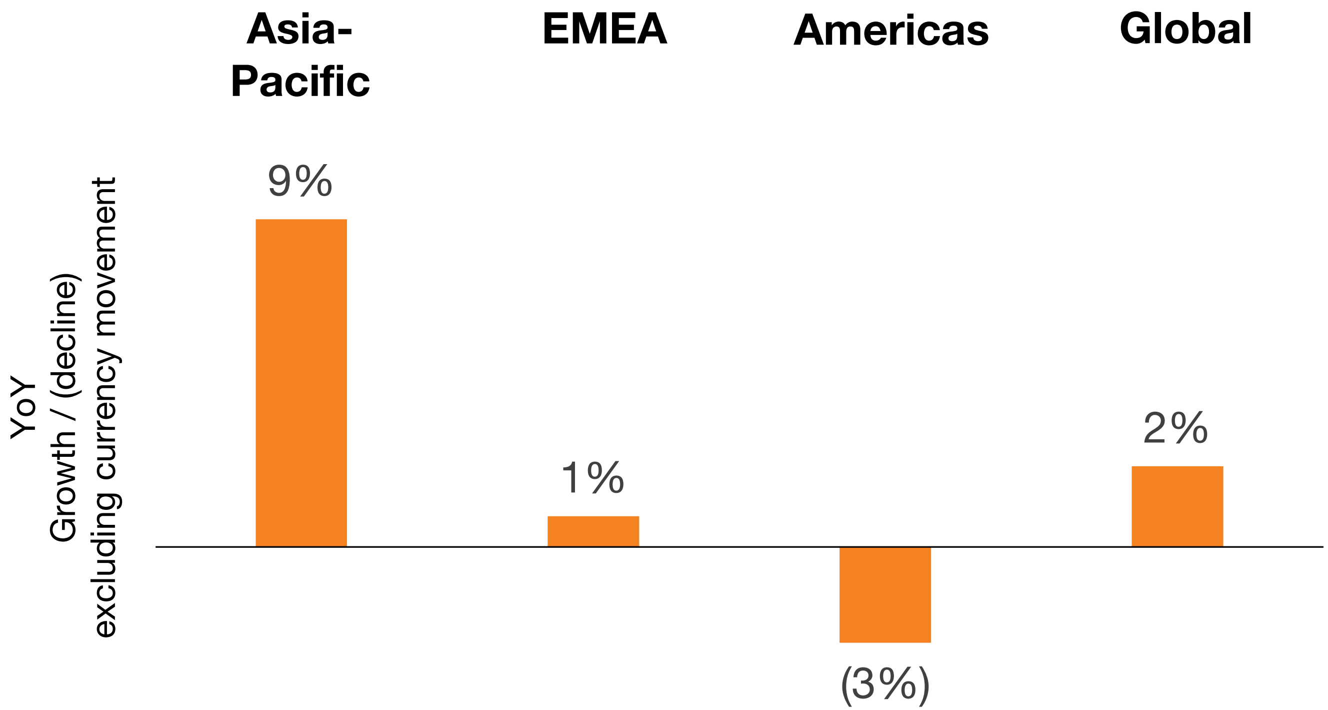
IPG Sales Changes by Region

FY25/26 vs. FY24/25

Asia-Pacific: Program ramp-ups and new business wins, resulting in strong performance

EMEA: Growth was driven by customer inventory replenishment and successful new product launches

Americas: Subdued demand was partially mitigated by strong piezo motor sales into semiconductor manufacturing



Note: EMEA: Europe, the Middle East and Africa

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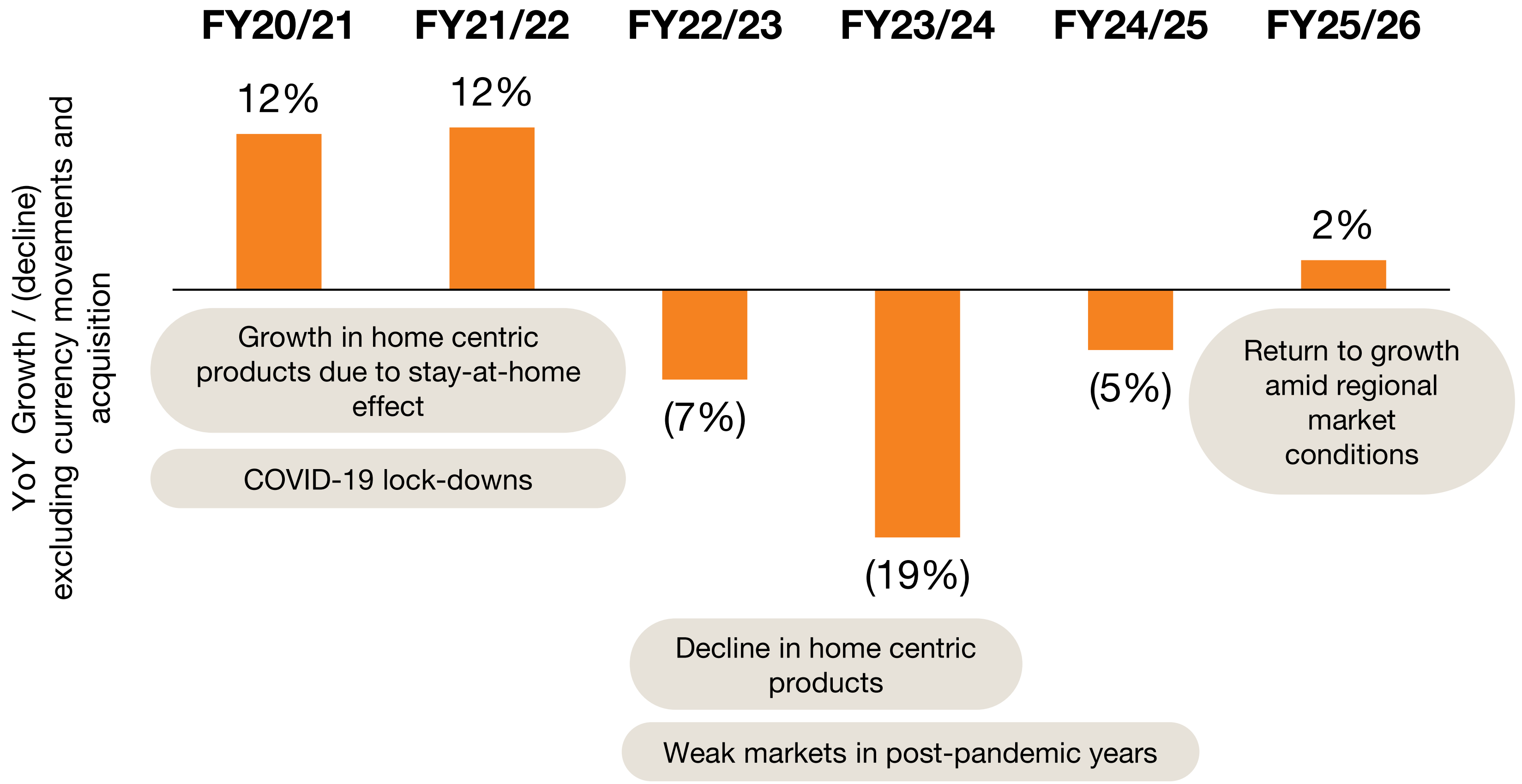
IPG
Multi-Year Sales Changes



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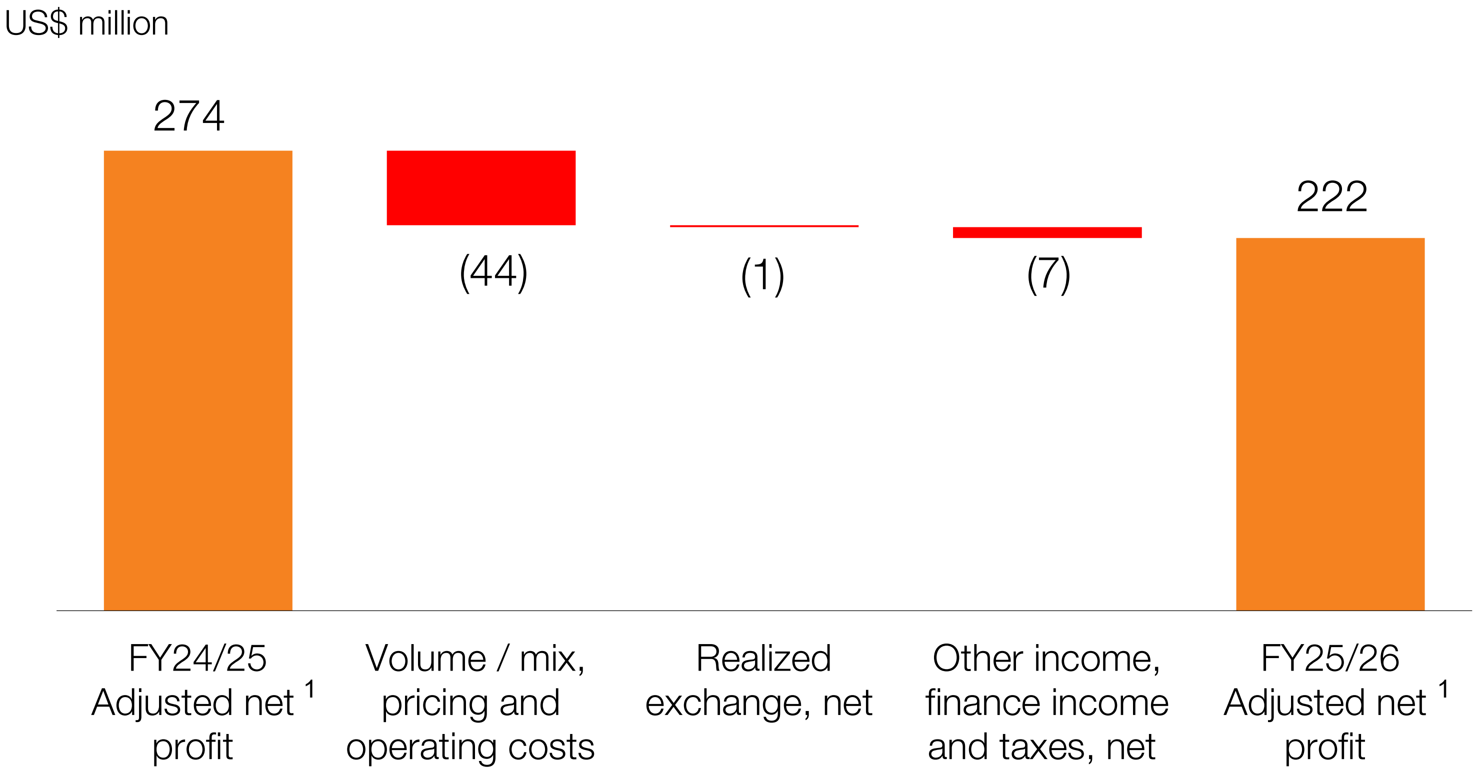
Adjusted Net Profit

FY25/26 vs. FY24/25

Profit decreased mainly due to price adjustments, wage inflation, higher operating expenses and other provisions

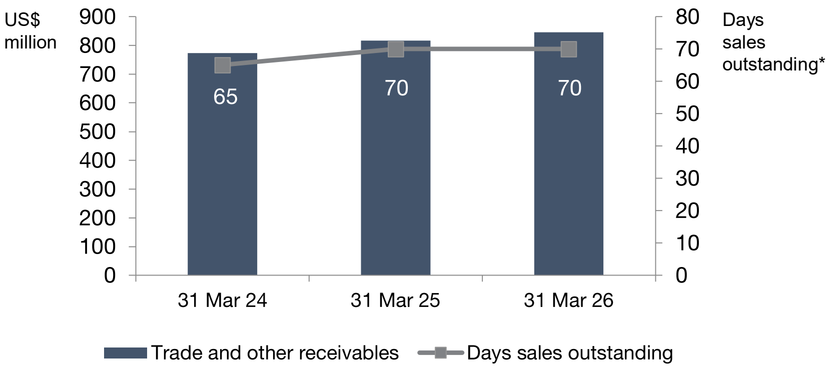
Partially mitigated by cost-reduction initiatives



1. Adjusting net profit to exclude non-cash foreign exchange rate movements, restructuring costs and impairment of intangible assets, net of tax, to provide additional insight into the underlying performance of the business

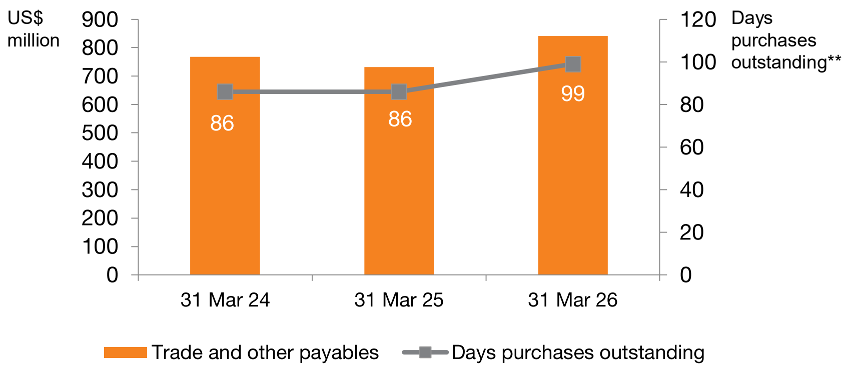
Working Capital and Capital Expenditure

Trade and Other Receivables



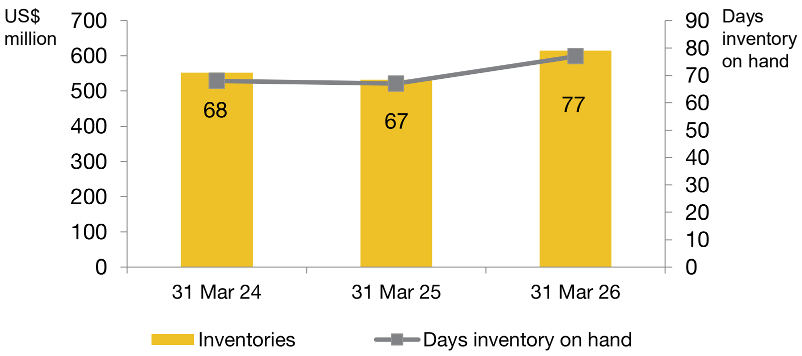
* DSOs calculated on trade receivables only

Trade and Other Payables

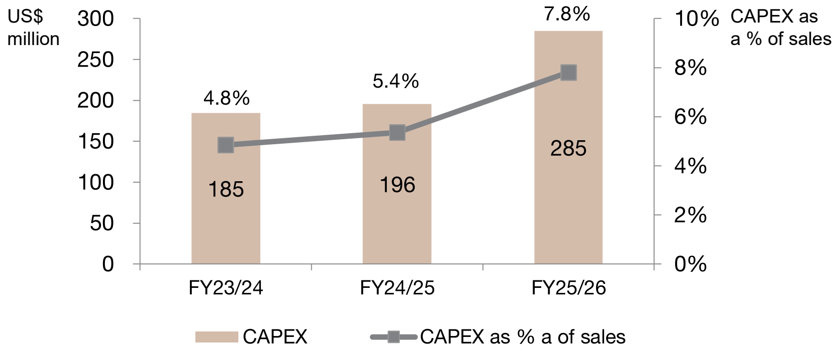


** DPOs calculated on trade payables only

Inventories



Capital Expenditure



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Free Cash Flow from Operations

US$ million	FY25/26	FY24/25	Change
EBITDA	**503.7**	**568.6**	**(64.9)**
Other non-cash items	45.0	10.6	34.4
Working capital changes	(10.7)	(46.7)	36.0
Capital expenditure *	(281.6)	(193.1)	(88.5)
Net interest, taxes and others	(39.1)	(53.7)	14.6
Free cash flow from operations	**217.3**	**285.7**	**(68.4)**

* Capital expenditure, net of proceeds from disposal of fixed assets

Utilization of Free Cash Flow

US$ million	FY25/26	FY24/25	Change
Free cash flow from operations	**217.3**	**285.7**	**(68.4)**
Capital contributions and acquisitions, net of disposal of investment in associate	0.4	(1.4)	1.8
Dividends paid	(72.4)	(72.2)	(0.2)
Repayment of borrowings, net	(33.8)	(200.2)	166.4
Time deposits with maturities over three months	-	60.0	(60.0)
Others	(15.6)	(23.1)	7.5
Currency translation gains / (losses) on cash and cash equivalents	15.4	(8.1)	23.5
Net movement in cash and cash equivalents	**111.3**	**40.7**	**70.6**

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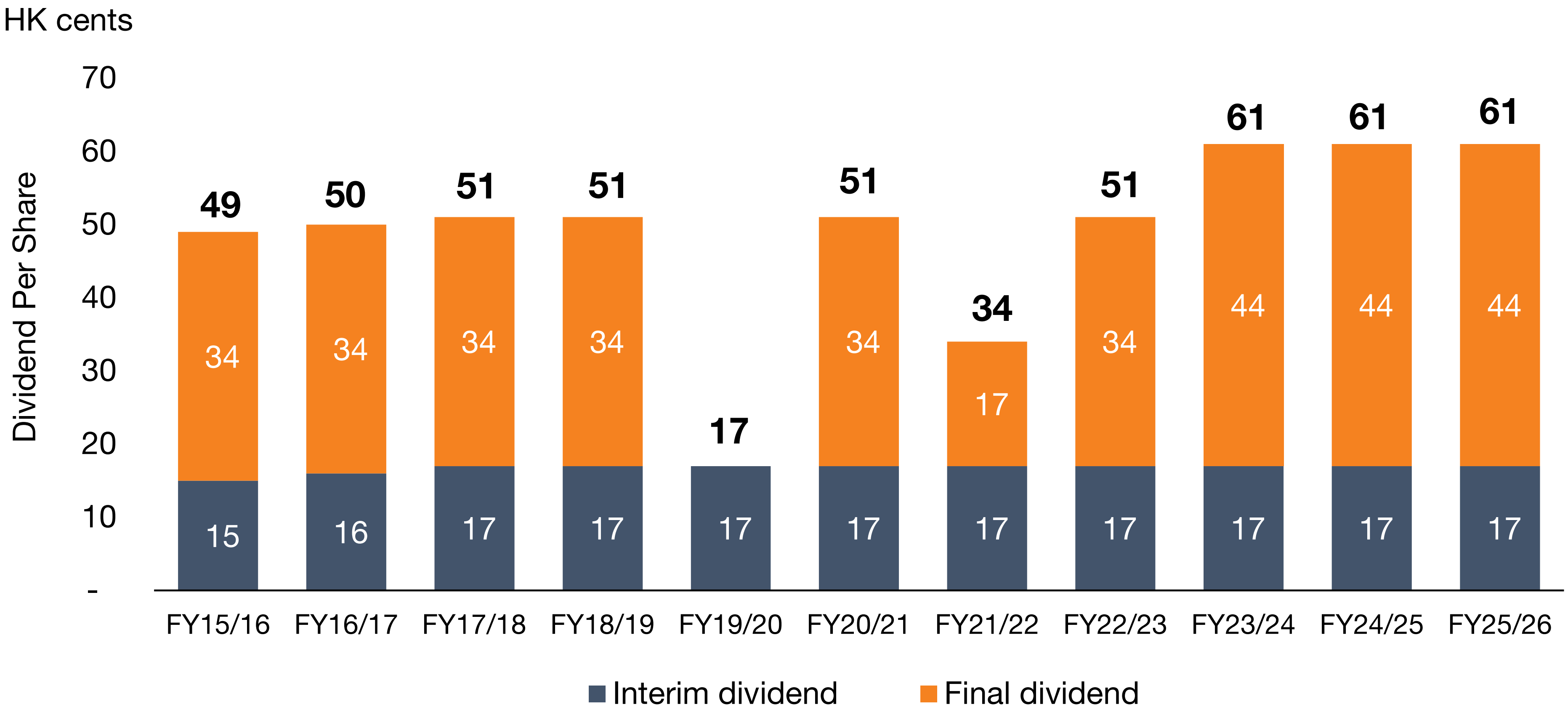
Dividends



HK cents
Dividend Per Share
70
60
50
40
30
20
10
-
49
50
51
51
17
51
34
51
61
61
61
34
34
34
34
34
17
34
44
44
44
15
16
17
17
17
17
17
17
17
17
17
FY15/16
FY16/17
FY17/18
FY18/19
FY19/20
FY20/21
FY21/22
FY22/23
FY23/24
FY24/25
FY25/26
Interim dividend
Final dividend

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Outlook

Global Economy and Trade Outlook

- **Global economy** demonstrated **resilience** despite protracted Russia-Ukraine conflict and the shock of **widespread US tariffs**
- **Trade conditions** made more precarious by the **outbreak of war** in the Middle East, creating further **uncertainty** for global manufacturing

Near-Term Management Focus

- **Long-standing track record** in successfully navigating **volatile global markets**
- Focus on **cost control**, managing **inflation**, and maintaining a **prudent financial risk profile**

Investing in High-Growth Opportunities

- Committed to **investing in adapting and scaling** the business model for **high-growth end-markets** and new product applications
- Key opportunities include products for **electric and hybrid vehicle thermal management**, **solid oxide fuel cell power generation systems** for AI data centers, and **AI-enabled humanoid robotics**

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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

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

Shanghai Joint Venture
- Sales & business development
- Application engineering
- Customer service

49% equity JOHNSON ELECTRIC

51% equity 上海机电股份有限公司 SHANGHAI MECHANICAL & ELECTRICAL INDUSTRY CO., LTD. SMEIC

Shenzhen Joint Venture
- Research & Development
- Engineering
- Manufacturing

51% equity JOHNSON ELECTRIC

49% equity SMEIC

JOHNSON ELECTRIC — 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

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.

New JV “Jointelligence” Officially Unveiled in Shanghai

- 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

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

Profitability Review

FY25/26 vs. FY24/25

US$ million	FY25/26	FY24/25	Increase / (decrease) in profit
Sales	**3,650.4**	**3,647.6**	**2.8**
Gross profit	**840.5**	**843.3**	**(2.8)**
Gross margin %	*23.0%*	*23.1%*	
Other income, net	2.6	14.7	(12.1)
Intangible assets amortization expense	(29.2)	(28.1)	(1.1)
Other selling and administrative expenses	**(554.6)**	**(516.8)**	**(37.8)**
As a % of sales	*15.2%*	*14.2%*	
Restructuring and other related costs	(8.2)	(7.2)	(1.0)
Impairment of intangible assets	(22.4)	-	(22.4)
Operating profit	**228.7**	**305.9**	**(77.2)**
Operating profit margin %	*6.3%*	*8.4%*	

Profitability Review

FY25/26 vs. FY24/25

US$ million	FY25/26	FY24/25	Increase / (decrease) in profit
Operating profit	**228.7**	**305.9**	**(77.2)**
Operating profit margin %	*6.3%*	*8.4%*	
Share of losses of associate and joint venture	(0.1)	(3.4)	3.3
Net finance income / (costs)	6.4	(1.1)	7.5
Profit before income tax	235.0	301.4	(66.4)
Income tax expense	(34.2)	(36.3)	2.1
Effective tax rate	*14.5%*	*12.0%*	
Profit for the year	200.8	265.1	(64.3)
Non-controlling interests	1.3	(2.3)	3.6
Profit attributable to shareholders	**202.1**	**262.8**	**(60.7)**
Basic earnings per share (US cents)	21.82	28.51	(6.69)
Diluted earnings per share (US cents)	21.59	28.16	(6.57)

From Reported to Adjusted Net Profit

US$ million	FY24/25 Before tax	FY24/25 Tax effect	FY24/25 Net of tax effect	FY25/26 Before tax	FY25/26 Tax effect	FY25/26 Net of tax effect
Net profit, as reported			262.8			202.1
As a % of sales			*7.2%*			*5.5%*
Unrealized net losses / (gains) on revaluation of monetary assets and liabilities, and foreign currency contracts	6.5	(1.3)	5.2	(0.9)	0.4	(0.5)
Restructuring and other related costs	7.2	(1.2)	6.0	8.2	(1.4)	6.8
Impairment of intangible assets *	-	-	-	19.3	(5.8)	13.5
Net losses of significant non-cash items, restructuring and other related costs	13.7	(2.5)	11.2	26.6	(6.8)	19.8
Adjusted net profit			274.0			221.9
As a % of sales			*7.5%*			*6.1%*

Note:
Adjusted net profit as stated above, excluding changes in fair value of certain investments amounted to US$234 million (FY24/25: US$268 million on the same basis), representing a decrease of 13%.
* Gross impairment of intangible assets before tax amounted to US$22.4 million in FY25/26. Amounts presented for impairment before tax and the related tax impact are shown net of non-controlling interests

Average Exchange Rates

FY25/26 vs. FY24/25

USD Average Exchange Rate	FY25/26 APR-MAR	FY24/25 APR-MAR		Change
CAD per USD	**1.382**	1.390	CAD strengthened	0.6%
CNY per USD	**7.091**	7.139	CNY strengthened	0.7%
USD per EUR	**1.159**	1.074	EUR strengthened	7.9%

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.