

# Full Year Results 2021/22

1 April 2021 to 31 March 2022

# Celebrating ingenuity and inspiration



#### Agenda



50 <sup>th</sup> Anniversary	Frank Rehfeld
Business Performance	Frank Rehfeld
Financial Results	Andrea Borla
CO2 Strategy, ESG KPIs	Andrea Borla
Financial Reporting 2022/23	Andrea Borla
Outlook	Frank Rehfeld
Proposal to Shareholders	Andreas Hürlimann





New technologies drive miniaturization Precision DC and AC current sensors are getting smaller and smarter.



## Conversation with the Founder, Chairman and CEO

- Early overseas expansion into China, US and Europe was based on finding top quality local management close to customers
- > We work with our customers on an equal basis and with mutual respect, technical exchange, co-creation, an open mindset, and trust in the relationship
- Qualities we need are entrepreneurship, ambition, openness.
   We want to attract people who
  - > have fun shaping an organization
  - > who see the agility we have due to our size
  - > who love their work and have a sense of purpose

> Ingenuity is a mindset, is thinking differently, listening to one's instincts, and working on practical solutions





Jean-Pierre Etter, Founder and CEO of LEM 1972-1989, Board Member until 1998

## New global HQ "The Hive" in Meyrin, Geneva



- > Home to about 250 employees working in R&D, engineering, production, sales, and corporate functions
- > Symbol of our ambition and our way of working:
  - > Agility
  - > Transparency
  - > Collaboration
- > State-of-the art work environment, including spaces for innovation
- > Reflects sustainability principles of our businesses
- > Will inspire current and future LEM people to fulfil their potential and continue devising ingenious solutions
- Save the date 08 November 2022: H1 results and Capital Markets Day at new HQ for investors, analysts and media



## **Talent and culture**

1,500 professionals across 16 countries

- Inspired by helping customers and society accelerate the transition to a sustainable future
- > We support our employees to attend leadership and job-specific training and develop their personal skills. We invest in reskilling or upskilling with an increased focus on web based / remote delivery to adapt to the new normal
- > All employees should aspire to embrace and enact LEM Blue Behaviors. It is clear that a Constructive Culture will help current employees achieve their full potential and enjoy their experiences, as well as attract the right caliber of new talent to ensure LEM achieves its strategic goals

#### LEM Blue Behaviors

and growth mindset

# 1 Innovation and continuous<br/>improvement mindset3 Team player<br/>mindset2 Customer orientation4 Player /

#### Learner mindset





## **Record financial results for full year 2021/22**

- > Revenues and profitability demonstrated fundamental demand for our products
- > Top-line growth of 24.1% and an EBIT margin of 23.7% are impressive
  - > In the context of post-Covid global economic recovery and the acceleration towards decarbonization and electrification
- > Operational efficiency is improving profitability, while also enabling us to execute significant R&D programs
- > LEM's growth over the past 50 years is due to the quality of ingenuity
  - > Successful launch of seven products
- > Short-term, we anticipate continued supply chain constraints. However, the focus on energy supply and decarbonization bolsters our customers' growth opportunities
- > Long-term prospects driven by the mega trends of renewable energy, mobility and automation





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50<sup>th</sup> Anniversary

#### **Business Performance**

Financial Results

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**Proposal to Shareholders** 

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Andreas Hürlimann



## A leading company in electrical measurement



Core applications	Motor Drives	Pow	er Storage, Gen Conversion	eration,	Energ Measure	
Segments	Automotive			Indu	stry	
	Motor control Battery management	Charging systems	Drives & Welding	Renewable energies	Traction	High-Precision
FY 2021/22 Sales CHF m	85.8			287	7.6	
Δ CHF	+13.3%		+27.7%			
$\Delta$ constant currency	+10.8%		+26.4%			



#### **Global sales spread**



#### China and Europe lead growth

- > Balanced exposure
- Close to customers on the ground in all key markets



		Growth			
	Sales	FY 21/22	Q4 21/22		
	CHF m	vs 20/21	vs 20/21		
China	141.9	+25.4%	+24.9%		
Europe	116.2	+27.8%	+12.3%		
North America	34.8	+14.5%	+14.5%		
RoW	80.5	+21.0%	+19.2%		
Total	373.4	+24.1%*	+18.3%		

\* +22.5% at constant currency rates



## Industry segment performance

«For 50 years, our customers' applications have inspired us to develop new sensors and to constantly improve ourselves, making us expert in electrical measurement. »



#### LF1010s



A compact closed loop current sensor family based on latest LEM ASIC technology, LF1010s serves high performance industrial applications. A magnetic core with partial airgap for 5x better immunity against external fields, and LEM Hall effect ASIC for the lowest temperature drift.

## **Industry segment**

Sales performance

CHF m

**Businesses** 2021/22 2020/21 Change Comments Drives 130.2 98.0 +32.8% Small & medium power applications ٠ Manufacturing capacity investment in semiconductors ٠ **Renewable Energy** 105.0 81.6 China solar driven by infrastructure +28.7% ٠ Europe boosted by DC meter ٠ Traction 42.8 38.0 +12.8% Europe and India driving demand ٠ High precision 9.5 7.7 +24.6% • Increasing demand for new product families in test and measurement **Total Industry** 225.2 287.6 +27.7%



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- > All regions benefited from return of investment confidence and customer demand
- > Europe continues to be our largest market
- > North America benefited from demand for Drives, but less so for Renewables

	Sales		FY 21/22	Q4 21/22
		CHF m	vs 20/21	vs 20/21
	China	97.5	+22.8%	+31.9%
	Europe	106.6	+30.4%	+14.8%
	North America	26.7	+22.1%	+23.0%
	RoW	56.8	+34.6%	+36.8%
	Total	287.6	+27.7%*	+24.8%

\* +26.4% at constant currency rates



20%

37%

34%

## Industry segment

**Regional markets** 



+31.9%

+14.8%

+23.0%

+36.8%

+24.8%

Growth

#### Industry next generation products

LSWR





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EM4T II+



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IN 200

#### **Solar inverter**

- Every house with a photovoltaic system needs an inverter to convert the solar DC electricity into AC electricity
- LDSR measures AC and DC leakage currents in transformerless photovoltaic systems to ensure the safety of people and installations
- Primarily used on the DC side of the inverter, HMSR SMS measures AC & DC currents with high accuracy and high immunity to external interference
- On the AC side, newly launched LWSR supports a lower levelized cost of energy (LCOE)





#### HC16

A unique open loop Hall-based sensor with measurement up to 1,600 Amp, HC16 suits all architectures up to 1,000 V. Compatible with surface-mounted and through-hole assembly processes, and a highly versatile solution for motor control applications.

> «When LEM decided to address the automotive market about 20 years ago, we were already anticipating the technical challenges linked to the electrification of the sector. Our ingenious approach has led LEM to be a partner of choice for key EV market players.»



## Automotive segment performance

## **Automotive segment**

Sales performance



CHF m

Businesses	2021/22	2020/21	Change	Comments
Battery Management	48.7	45.7	+6.7%	<ul> <li>Significant drop in US 12V demand</li> <li>Ongoing supply chain constraints</li> </ul>
Motor Control	34.1	26.7	+27.7%	Strong demand spurred by EV cars
Charging Systems	3.0	3.4	-11.9%	Product allocation impacted by semiconductor shortages
Total Automotive	85.8	75.7	+13.3%	

- > Q4 performance reflects the higher baseline of last year when global production had recovered from previous shutdowns
- > Our output is still constrained by the continued supply chain issues for semiconductors and other components
- The strong fundamental demand for EV solutions continues, but the industry's ongoing challenges may take several more quarters to be resolved



## **Automotive segment**

**Regional markets** 



- China sales up, driven by consumer demand for EVs, launch of new vehicles, and ability of new sector players to better manage supply chain challenges
- Sales in Europe and North America reflect traditional OEMs not adapting as quickly to new challenges
- RoW declined, reflecting higher sales base, as these markets had been less impacted by the pandemic last year



		Growth				
	Sales	FY 21/22	Q4 21/22			
	CHF m	vs 20/21	vs 20/21			
China	44.4	+31.7%	+13.5%			
Europe	9.6	+4.8%	-9.0%			
North America	8.2	-4.8%	-3.6%			
RoW	23.6	-2.7%	-12.0%			
Total	85.8	+13.3%*	+1.5%			
* +10.8% at constant currency rates						

+10.8% at constant currency rates



# Hybrid electric vehicles / electric vehicles

- > Battery management
  - > Highly accurate and Automotive Safety Integrity Level (ASIL) ready sensors provide all the required information to improve efficiency and safety of the charging and discharging process of the battery management system

#### > Motor control

- > The accelerator gives the signal to the motor control to take power from the batteries
- > Reliable sensors are integrated in or to the inverter modules to provide current signals at very high speed to assure smooth and jerk-free acceleration



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#### **Performance at a glance**



	FY 2021/22	FY 21/22	Q4 21/22
CHFm	1 1 2021/22	vs 20/21	vs 20/21
Orders received	576.4	+59.2%	-0.1%
Sales	373.4	+24.1%*	+18.3%
EBIT	88.4	+45.1%	+40.1%
Net profit	72.4	+30.2%	-4.7%

\* +22.5% at constant currency rates

- > Bookings at record levels
  - > Industry customers commit to orders over longer time horizons
  - > Auto orders back to normal levels in H2
- > Sales at constant exchange rates increased by 22.5%
- > EBIT improved mainly due to the leverage effect of the improved revenues across our established cost base
- > Net profit margin increased to 19.4% compared with 18.5%



#### **Gross margin**



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	FY	FY	Q4	Q4
	2021/22	2020/21	2021/22	2020/21
In CHF m	177.3	140.6	47.2	40.0
In % of sales	47.5%	46.7%	48.2%	48.3%

Gross margin increased by 80 basis pts:

- > Improved efficiencies from economies of scale
- > Higher supply chain costs due to Covid-19
- > 80% of sales produced in China and Bulgaria

#### SG&A





	FY	FY	Q4	Q4
	2021/22	2020/21	2021/22	2020/21
In CHF m	59.7	52.6	16.1	14.3
In % of sales	16.0%	17.5%	16.5%	17.3%

> Absolute increase of CHF 7.1m

- > Investments in talent
- > Higher compensation rates
- > External consulting support
- > SG&A costs fell to 16% of sales

R&D

CHF m





	FY	FY	Q4	Q4
	2021/22	2020/21	2021/22	2020/21
In CHF m	29.4	28.2	6.9	8.4
In % of sales	7.9%	9.4%	7.0%	10.2%

- > R&D investment up by 4.0% to CHF 29.4m
- Change in accounting policy reduced R&D expenses with tax credit of CHF 1.2m
- Investment continues to bear fruit with seven new products launched successfully
- Long-term strategy ensures targeted new technologies and applications for customers

#### **Financial expense**



	FY	FY	Q4	Q4
CHF m	2021/22	2020/21	2021/22	2020/21
Exchange effect	(2.7)	0.4	(0.6)	0.2
Other financial expense & income	(0.4)	(0.4)	(0.2)	(0.1)
Total	(3.1)	(0.0)	(0.8)	0.1

- > Net financial income was CHF -3.1 million, mainly due to foreign currency losses following the Euro depreciation over the last 12 months
- > USD, EUR and JPY cash flows are hedged
- > Interest costs relate mainly to expenses on lease liabilities



#### **Income taxes**



%	FY 2021/22	FY 2020/21
Expected income tax rate	15.2	13.7
Expected withholding tax rate	1.3	2.2
Expected tax rate	16.5	15.9
Other differences	(1.4)	(7.2)
Effective tax rate	15.1	8.7

- > The Group tax expenses of CHF 12.9 million represent a tax rate of 15.1%, reflecting a favorable geographic profit mix
- > 2020/21 rate of 8.7% due to non-recurring tax benefits, without which the underlying rate was 17.4%



#### **Income statement**



	FY	FY		Q4	Q4
CHFm	2021/22	2020/21	Change	2021/22	2020/21
Sales	373.4	301.0	+24.1%	97.9	82.8
Gross margin %	47.5%	46.7%	+0.8%pt	48.2%	48.3%
Operating expenses	(88.9)	(79.7)	+11.6%	(23.0)	(22.7)
EBIT	88.4	60.9	+45.1%	24.2	17.3
EBIT margin %	23.7%	20.2%	+3.4%pt	24.7%	20.9%
Net financial expenses	(3.1)	(0.0)	n/a	(0.8)	0.1
Income tax	(12.9)	(5.3)	n/a	(4.7)	2.1
Net profit	72.4	55.6	+30.2%	18.6	19.6
Net profit margin %	19.4%	18.5%	+0.9%pt	19.0%	23.6%



#### **Balance sheet**



CHF m	31.3.2022	31.3.2021
Net working capital	72.4	25.8
Fixed assets	147.9	122.6
Noncurrent liabilities	(35.7)	(14.9)
Net operating assets	184.6	133.5
Net cash/(debt)	(23.5)	(1.6)
Equity	161.2	131.9
Equity ratio	53.5%	49.9%
Days of sales outstanding	70	74
Days of inventory outstanding	89	108
Days of payables outstanding	42	48

- Balance sheet remains strong with limited net debt
- Net working capital increased mainly due to the tax IP payment and higher receivables from increased sales
- Equity ratio basically stable at 53.5%



#### **Cash flow**



	FY	FY
CHF m	2021/22	2020/21
Profit before taxes	85.3	60.9
Adjustment for non-cash items and taxes paid	(20.0)	5.0
Cash flow from changes in net working capital	(14.9)	(15.0)
Cash flow from operating activities	50.4	50.9
Cash flow from investing activities	(21.0)	(13.5)
Free cash flow	29.4	37.4
Cash flow from financing activities	(34.6)	(35.0)
Change in cash and cash equivalents	(5.2)	2.4
Cash and cash equivalents at the end of the period	17.2	22.4

- Excluding non-recurring tax payments related to the sale of intellectual property, cash flow from operating activities would have been CHF 77.0 million compared with CHF 50.9 million
- Free cash flow was CHF 29.4 million (CHF 37.4 million). This decrease is mainly due to higher investments related to the new global headquarters in Geneva



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«Climate change is one of the greatest challenges facing society. LEM's products help our customers reduce energy consumption and CO<sub>2</sub> emissions in many sectors of the economy. We are now implementing a strategy to reduce our own emissions and those across our supply chain to become net zero by 2040.»

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# CO<sub>2</sub> strategy

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## CO<sub>2</sub> strategy



- > Key aspects behind our strategy:
  - > Responsibility to mitigate the risks of climate change, for all stakeholders
  - > Our customers expect suppliers to have a robust CO<sub>2</sub> reduction program
  - > Our employees expect to work for a company that is acting responsibly towards the environment
- > Our goal is to be CO<sub>2</sub> neutral in all 3 scopes\* by 2040, instead of 2050 (Paris commitments):
  - > Priority is to be CO<sub>2</sub> neutral in scope 1 and scope 2 by 2025
  - > In parallel, we start reducing emissions in scope 3; the biggest opportunity is our supply chain
- > Nearly all our products help optimize and reduce energy consumption
  - > designs of the future to come up with more "CO<sub>2</sub> compliant" product designs

\*Scope 1 emissions are direct emissions from LEM's own sources that result from the combustion of fossil fuels. Scope 2 emissions refer to indirect emissions generated by our purchases of electricity. Scope 3 include a company's upstream and downstream activities.



#### **ESG KPIs**

#### ESG Key Performance Indicators\*

Envi	ronmental (E)		2017	2018	2019	2020	2021
E1.1	GhG Emissions	Total amount (In tons), In CO <sub>2</sub> equivalents, for Scope 1	N/A	N/A	N/A	N/A	245
E1.2	GhG Emissions	Total amount (in tons), in CO <sub>2</sub> equivalents, for Scope 2	N/A	N/A	N/A	N/A	4'042
E1.3	GhG Emissions	Total amount (in tons), in CO <sub>2</sub> equivalents, for Scope 3	N/A	N/A	N/A	N/A	163'610
E2.1	Emissions Intensity	Total GhG emissions per output scaling factor	N/A	N/A	N/A	N/A	0.25%
E4.1	Energy Intensity	Total direct energy usage per output scaling factor	1496	14%	16%	15%	11%
E7.1	Environmental Operations	Does your company follow a formal Environmental Policy? Yes, No	Yes	Yes	Yes	Yes	Yes
E9.1	Climate Oversight / Management	Does your Senior Management Team oversee and/or manage climate-related risks? Yes/No	N/A	N/A	N/A	N/A	Yes
Soci	al (S)		2017	2018	2019	2020	2021
S4.1	Gender Diversity	Percentage: Total enterprise headcount held by women	N/A	N/A	N/A	N/A	52.6%
S6.1	Non-Discrimination	Does your company follow a sexual harassment and/or non-discrimination policy? Yes/No	Yes	Yes	Yes	Yes	Yes
S9.1	Child & Forced Labor	Does your company follow a child and/or forced labor policy? Yes/No	Yes	Yes	Yes	Yes	Yes
S9.2	Child & Forced Labor	Does your child and/or forced labor policy also cover suppliers and vendors? Yes/No	Yes	Yes	Yes	Yes	Yes
S10.1	Human Rights	Does your company follow a human rights policy? Yes/No	Yes	Yes	Yes	Yes	Yes
S10.2	Human Rights	Does your human rights policy also cover suppliers and vendors? Yes/No	Yes	Yes	Yes	Yes	Yes
Corp	oorate Governance (	(G)	2017	2018	2019	2020	2021
G6.1	Ethics & Anti-Corruption	Does your company follow an Ethics and/or Anti-Corruption policy? Yes/No	Yes	Yes	Yes	Yes	Yes
G6.2	Ethics & Anti-Corruption	If yes, what percentage of your workforce has formally certified its compliance with the policy?	93%	96%	97%	97%	98%

\* Aligned with NASDAQ ESC Reporting Cuide 2.0





- > We aligned our ESG reporting to the globally recognized and standardized NASDAQ ESG Reporting Guide 2.0, which offers us the possibility to report more systematically on various ESG Key Performance Indicators (KPIs)
- > Our ambition is to continually develop our internal capabilities and sustainability initiatives, and to report transparently on our progress

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## New financial reporting 2022/23

Rationale

- > With effect from 01 April 2022, the company is organized on a regional and functional matrix
- > This is designed to move decision making closer to the customer in different parts of the world and empower local management
- > Global functional teams will support regional markets across all customer applications and the entire LEM product portfolio, thereby providing synergies of expertise and development
- > There will no longer be a separate Industry and Automotive segment
- > The new financial reporting will be communicated for the first time with the Q1 2022/23 results on 28 July 2022
- > The company will report a single company-wide P&L every quarter and cash flow and balance sheet twice a year





## New financial reporting 2022/23

#### **Pro forma sales by regions**

#### CHF in millions

Regions	Scope	2019/20	2020/21	2021/22
China		100.4	114.8	143.8
Rest-of-Asia	Japan, South-Korea, India, South-East Asia	62.9	56.5	67.4
EMEA	Europe, Middle East & Africa	105.2	97.5	124.7
Americas	NAFTA & Latin America	39.4	32.4	37.5
Total		307.9	301.0	373.4



## New financial reporting 2022/23

**Pro forma sales by businesses** 



#### CHF in millions

Businesses	Scope	2019/20	2020/21	2021/22
Automation	drives, robots, tooling machines, elevators, HVAC	99.0	97.7	130.3
Automotive	battery (EV & CE), motor control, onboard charging	67.6	75.7	85.8
Renewable Energy	solar, wind	54.1	56.2	66.0
Energy Distribution & High Precision	charging stations, smart grid, energy storage, high precision	36.0	33.2	48.6
Track	trains, metro, trackside	51.3	38.1	42.8
Total		307.9	301.0	373.4



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## **Outlook – Financial Year 2022-23**

- > War-induced commodity price increases and broadening price pressures have led to 2022 inflation projections of 5.7 percent in advanced economies and 8.7 percent in emerging market and developing economies (IMF)
- > Ongoing headwinds from supply chain constraints
- Lockdowns in China are impacting supply chain, production and sales
- > The current geopolitical tensions may undermine investment confidence in certain sectors
- > Against this backdrop, we expect sales in the first six months of 2022/23 to be lower than 2021/22







## Long-term optimism

- > LEM benefits from geographic and sector diversity
- Increasing trend to "onshoring" and localization of manufacturing investment which will further support our business
- > Fundamental long-term prospects remain strong, driven by mega trends such as renewable energy, mobility and automation:
  - > demand for our new products in solar power, EVs, and E-mobility
  - > strong demand for EV solutions continues, but the supply chain challenges may take several more quarters to be resolved
- > New production plant in Malaysia with production to start by early 2024
  - > De-risking supply chain
- > We continue to invest in R&D at between 8-10% of sales
- > Sectors in which we serve our customers are being transformed by decarbonization and electrification
- > We can look forward with optimism to continued long-term growth



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#### The long-term view

# Share price development LEM HOLDING SA (LEHN) compared to SPI



in CHF LEM share price (+353%) SPI Index rebased (+172%) 3000 2500 2000 1500 1000 500 31.3.13 31.3.14 31.3.15 31.3.16 31.3.17 31.3.18 31.3.19 31.3.20 31.3.21 31.3.22 31.3.12 0

Source: Bloomberg

- > Share price development from 31 March 2012 to 31 March 2022: +353%
- > Distributed dividends over the last 10 years: CHF 420m

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#### **Proposal to shareholders**





- > Dividend policy of distributing significantly more than 50% of consolidated net profit
- > Based on the excellent results for 2021/22, the long-term fundamentals for the business and to mark the 50<sup>th</sup> anniversary
- > Proposed ordinary dividend of CHF 50 per share, up from CHF 42
- > Pay-out ratio of 78.8%, down from 86.1%
- Represents a dividend yield of 2.2% (as per 31 March 2022)
- > Sign of trust in the company's future



# Q&A



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#### **Financial calendar and contact details**

#### The financial year runs from 1 April to 31 March

- 30 June 2022Annual General Meeting FY 2021/22
- 5 July 2022 Dividend ex-date
- 7 July 2022 Dividend payment date
- 28 July 2022First quarter results 2022/23
- 8 November 2022 Half year results 2022/23 and Capital Markets Day at new LEM HQ in Geneva
- 6 February 2023 9 months results 2022/23
- 25 May 2023 Full year results 2022/23
- 29 June 2023 Annual General Meeting FY 2022/23
- 4 July 2023 Dividend ex-date
- 6 July 2023 Dividend payment date





#### For further information

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Leading the world in electrical measurement, LEM engineers the best solutions for energy and mobility, ensuring that our customers' systems are optimized, reliable and safe.