



Life Energy Motion



Financial Half-Year Report
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Interim consolidated statement of financial position

Assets

In CHF thousands	Notes	30.9.2025	31.3.2025
Current assets			
Cash and cash equivalents		20,427	18,703
Accounts receivable		67,989	68,023
Inventories		51,996	57,639
Income tax receivable	12	7,000	12,723
Other current assets		5,792	6,700
Total current assets		153,204	163,788
Non-current assets			
Property, plant and equipment		78,510	85,480
Right-of-use assets		28,622	30,928
Intangible assets		9,391	9,684
Deferred tax assets	12	51,915	52,077
Other non-current assets	8	3,765	3,648
Total non-current assets		172,203	181,816
Total assets		325,407	345,604

Liabilities and equity

In CHF thousands	Notes	30.9.2025	31.3.2025
Current liabilities			
Accounts payable		23,492	33,007
Accrued expenses		26,211	27,593
Lease liabilities		3,870	3,679
Income tax payable	12	1,852	2,979
Current provisions	6	2,740	7,521
Interest-bearing loans and borrowings		42,422	41,171
Other current liabilities		1,519	1,801
Total current liabilities		102,105	117,753
Non-current liabilities			
Non-current lease liabilities		28,071	30,405
Non-current provisions	6	1,846	943
Deferred tax liabilities	12	2,034	2,526
Interest-bearing loans and borrowings	7	59,812	67,660
Other non-current liabilities		576	546
Total non-current liabilities		92,339	102,080
Total liabilities		194,444	219,833
Equity			
Share capital		570	570
Treasury shares		(1,309)	(1,872)
Reserves		(4,750)	(2,145)
Retained earnings		136,452	129,219
Total equity	9	130,963	125,771
Total liabilities and equity		325,407	345,604

Interim consolidated income statement

In CHF thousands	Notes	April to September	
		2025/26	2024/25
Sales		148,258	156,550
Cost of goods sold		(89,507)	(87,516)
Gross profit		58,751	69,033
Sales expenses		(14,242)	(14,428)
Administration expenses		(17,278)	(21,957)
Research & development expenses		(14,608)	(18,483)
Restructuring		(1,452)	0
Other income		198	16
Operating profit	10	11,369	14,181
Financial expenses		(2,415)	(1,978)
Financial income		65	131
Foreign currency exchange effect		(725)	(2,296)
Profit before tax		8,293	10,038
Income taxes	12	(1,501)	(1,460)
Net profit		6,792	8,578
Earnings per share, in CHF			
Basic earnings per share		5.96	7.53
Diluted earnings per share		5.94	7.51

The accompanying notes are an integral part of the interim consolidated financial statements.

Interim consolidated statement of comprehensive income

In CHF thousands	Notes	April to September	
		2025/26	2024/25
Net profit for the period recognized in the income statement		6,792	8,578
Other comprehensive income to be reclassified to profit and loss in subsequent periods			
Currency translation difference		(1,963)	(1,221)
Income tax		201	150
Total other comprehensive income to be reclassified to profit and loss in subsequent periods		(1,762)	(1,071)
Other comprehensive income not to be reclassified to profit and loss in subsequent periods			
Recognised surplus on defined benefit plans	8	270	(1,257)
Deferred tax on other comprehensive income		(38)	177
Net gain/(loss) on equity instruments at fair value through other comprehensive income			
Total other comprehensive income not to be reclassified to profit and loss in subsequent periods		233	(1,080)
Other comprehensive income /(loss) for the period, net of tax		(1,530)	(2,151)
Total comprehensive income for the period		5,262	6,427

Interim consolidated statement of changes in equity

Attributable to shareholders

In CHF thousands	Notes	Share capital	Treasury shares	Capital reserve	Translation reserve	Retained earnings	Total equity
1 April 2024		570	(1,988)	13,931	(15,107)	179,272	176,677
Net profit for the period						8,578	8,578
Other comprehensive income/(loss)					(1,221)	(930)	(2,151)
<i>Total comprehensive income</i>					(1,221)	7,648	6,427
Share-based payments, net of transactions in own equity	11					(261)	(261)
Dividends paid	9					(56,936)	(56,936)
Movement in treasury shares	9		481	(481)		239	239
30 September 2024		570	(1,507)	13,450	(16,328)	129,962	126,147
1 April 2025		570	(1,872)	13,815	(15,960)	129,219	125,771
Net profit for the period						6,792	6,792
Other comprehensive income/(loss)					(1,963)	434	(1,530)
<i>Total comprehensive income</i>					(1,963)	7,226	5,262
Share-based payments, net of transactions in own equity	11					(112)	(112)
Dividends paid	9						0
Movement in treasury shares	9		563	(642)		119	40
30 September 2025		570	(1,309)	13,173	(17,923)	136,452	130,962

Interim consolidated cash flow statement

In CHF thousands	Notes	April to September	
		2025/26	2024/25
Cash flow from operating activities			
Profit before tax		8,293	10,038
Adjustment for non-cash items		14,284	12,077
Interest received/paid and taxes paid		677	(6,763)
Cash flow before changes in net working capital		23,254	15,352
Cash flow from changes in net working capital		(13,601)	(18,028)
Cash flow from operating activities		9,653	(2,675)
Cash flow from investing activities			
Investment in fixed assets		(3,485)	(10,028)
Investment in intangible assets		(442)	(166)
Increase (–) in other non-current assets		(151)	(1,901)
Decrease (+) in other non-current assets		0	3,175
Cash flow from investing activities		(4,077)	(8,920)
Cash flow from financing activities			
Treasury shares acquired (–)	9	(2,574)	(3,639)
Treasury shares divested (+)	9	3,137	4,120
Payment of lease liabilities		(1,471)	(1,770)
Dividends paid to the shareholders of LEM HOLDING SA	9	0	(56,936)
Increase (+) in financial liabilities	7	129,200	92,000
Decrease (–) in financial liabilities	7	(130,975)	(26,800)
Cash flow from financing activities		(2,683)	6,976
Change in cash and cash equivalents		2,893	(4,620)
Cash and cash equivalents at the beginning of the period		18,703	23,710
Exchange effect on cash and cash equivalents		(1,169)	(462)
Cash and cash equivalents at the end of the period		20,427	18,628

Notes to the interim consolidated financial statements

1. General information

LEM Group (the Group) is a leading company in the field of electrical measurement. LEM engineers best-in-class solutions for energy and mobility, ensuring that its customers' systems are optimized, reliable, and safe.

The parent company of LEM Group is LEM HOLDING SA (the Company), which is a limited company incorporated in Switzerland.

2. Significant accounting principles

These unaudited consolidated financial statements for the six months ended on 30 September 2025 have been prepared in accordance with International Accounting Standard (IAS) 34 "Interim Financial Reporting". They do not include all the information and disclosures presented in the annual consolidated financial statements and should therefore be read in conjunction with those for the year ended 31 March 2025.

The accounting and valuation policies are consistent with those applied in preparing the annual consolidated financial statements for the year 2024/25.

The preparation of the interim consolidated financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and related disclosures at the date of the interim financial statements. These estimates are based on management's best knowledge of current events and actions that the Group may undertake in the future. However, actual results could differ from those estimates.

The financial information is presented in thousands of CHF. The totals are calculated with the original unit amounts, which could lead to rounding differences. These differences in thousands of units are not changed to keep the accuracy of the original data.

Amendments in IFRS, effective as of January 2025, did not have a material impact on the interim consolidated financial statements. The Group has not early adopted any standard or amendment that has been issued but is not yet effective.

3. Exchange rates

The exchange rates for the most significant currencies are as follows:

Currency	Income statement of 2025/26	Income statement of 2024/25	Balance sheet as at 30.9.2025	Balance sheet as at 31.3.2025
	Average rate in CHF	Average rate in CHF	Half-year rate in CHF	Year-end rate in CHF
BGN	0.479	0.492	0.478	0.488
CNY	0.113	0.123	0.112	0.122
DKK	0.125	0.129	0.125	0.128
EUR	0.936	0.962	0.935	0.954
GBP	1.091	1.133	1.071	1.141
JPY	0.0056	0.0058	0.005	0.006
MYR	0.190	0.193	0.189	0.199
RUB	0.010	0.010	0.010	0.010
USD	0.813	0.885	0.797	0.882

Notes to the interim consolidated financial statements

4. Segment information

For management purposes, LEM Group is organized into two reportable segments as follows:

- The Asia region, which includes China, Japan, South Korea, India, and South-East Asia.
- The Europe/Americas region, which includes Europe, the Middle East, Africa, the NAFTA countries, and Latin America.

Although the reportable segments provide similar electronics components called transducers for applications in different customer sectors, each region is managed separately in order to better align it with the location of the Group's customers and distribution partners and the unique market dynamics of each geographic region.

The Group evaluates the performance of its reportable segments based on net sales and operating profit. Net sales for geographic segments are based on the location of customers. Operating profit for each segment includes net sales to third parties, related cost of sales, and operating expenses directly attributable to the segment.

The operating profit for each segment excludes centralized headquarter support functions as well as certain research and development costs managed outside of the reportable segments.

The segment information is presented net of intersegment transactions.

The Group does not include intercompany transfers between segments for management reporting purposes. The reporting segments are presented in a manner consistent with the internal reporting.

Business segment information

In CHF thousands	Asia		Europe/Americas		Total	
	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25
Sales	80,552	85,584	67,707	70,966	148,258	156,550
Operating profit	20,188	22,541	15,027	23,763	35,215	46,304
Other operating costs*					(23,846)	(32,123)
Group operating profit					11,369	14,181

*Those costs are managed outside of the reporting segments and are linked to centralized headquarter support functions as well as certain Research and development costs.

Notes to the interim consolidated financial statements

5. Revenue information

Regional information

In CHF thousands	2025/26	2024/25
Sales		
China	55,201	60,233
Japan	7,815	7,906
South Korea	5,263	6,932
Rest of Asia	12,272	10,513
Total for the Asia region	80,552	85,584
Germany	12,513	16,584
Italy	5,938	5,771
Rest of EMEA	31,297	30,995
USA	17,039	16,039
Rest of Americas	919	1,576
Total for the Europe/Americas region	67,707	70,966
LEM Group	148,258	156,550

6. Current and non-current provisions

Warranty and customer claims

Provisions for warranty and customer claims have been estimated based on experience and the risk assessment of management. The warranty provision is expected to be used over the next five years.

Litigation and indirect taxes

The Group reviews all legal claims and takes appropriate actions to support its position, and management estimates the reasonable risk to be provided for.

Furthermore, the Company operates in multiple jurisdictions with complex legal and tax regulatory environments. Indirect tax provisions include disputes and uncertainties on non-income taxes (mainly VAT and sales taxes). They cover numerous separate cases whose detailed disclosure could be detrimental to the Group's interests. The Group does not believe that any of these cases will have a material adverse impact on its financial position.

Notes to the interim consolidated financial statements

7. Financial liabilities

LEM Group decreased its financial long-term liabilities to CHF 59.8 million (CHF 67.7 million on 31 March 2025) due to amortization of credit facilities.

8. Retirement benefit obligations

As of 30 September 2025, the retirement benefit obligation remains in a surplus amounting to CHF 3.1 million (CHF 3 million on 31 March 2025). Consistent with year-end, the full amount of the surplus has been recognised as per IFRIC 14 requirement.

9. Equity

During the Annual General Meeting held in Geneva on 26 June 2025, the shareholders approved the non distribution of an ordinary dividend (CHF 0.00 per share- prior year: ordinary dividend of CHF 50.00; total CHF 56.9 million).

Within the framework of its market-making contract, LEM holds its own shares. On 30 September 2025, the Group held 1,494 shares (31 March 2025: 1,460).

10. Operating profit

Our sales decreased by 5.3% to CHF 148.3 million in the first half of 2025/26; at constant exchange rates, this represents a sales increase of 0.5%.

Our gross margin stood at 39.6%, slightly down from 44.1% in the first half of 2025/26, with an EBIT amounting to CHF 11.4 million (decrease of 19.8% in the first half of 2025/26). Our operating profit margin for the first six months of 2025/26 was 7.7% compared with 9.1% a year earlier.

Notes to the interim consolidated financial statements

11. Share-based payments

Starting with financial year 2022/23, the Board of Directors of LEM HOLDING SA grants Senior Executives and Managers a long-term incentive plan composed of share-based performance share units ("PSUs").

The number of shares obtained per PSU can thereby vary between 0% and 200% of the award, subject to continuous employment and depending on the achievement of pre-agreed performance conditions.

The performance conditions include non-market and market conditions such as economic value added ("EVA"), absolute total shareholder return ("absolute TSR"), and total shareholder return measured relative to the SPI EXTRA® Total Return Index ("relative TSR"). The grant-date fair value estimate of market conditions is based on a Monte Carlo simulation. The performance conditions are measured over a period of three consecutive financial years starting with the financial year during which the award date occurs relevant for measuring the long-term performance.

The Group accounts for the PSU as an equity-settled plan.

These allotments are recognized as an expense representing the fair value of the services rendered by the beneficiaries. The fair value of the services is determined by reference to the fair value of the shares on the grant date. The performance conditions are considered when estimating the number of shares to be granted at the end of the vesting period. The benefits granted constitute expenses and are recognized on a straight-line basis over the vesting period in the income statement together with a corresponding increase in the consolidated reserves.

	Grant date	Vesting period	30.9.2025 Income/(Expense)
In CHF thousands			
Plan Cycle 2023/24 to 2025/26	19.7.2023	3 years	77
Plan Cycle 2024/25 to 2026/27	17.7.2024	3 years	69
Plan Cycle 2025/26 to 2027/28	16.7.2025	3 years	253
Total			(33)

The initial Cycle 2022/23 to 2024/25 plan was settled, with vesting on July 20th, 2025. Employees received shares based on meeting set conditions.

12. Income taxes

Income tax expense is calculated based on the best estimate of the applicable annual income tax rate expected for the full year.

The Group operates in multiple jurisdictions with complex legal and tax regulatory environments. In certain of these jurisdictions, the Group has taken income tax positions that management believes are supportable and are intended to withstand challenges by tax authorities. Some of these positions are inherently uncertain and include those relating to transfer pricing matters and the interpretation of income tax laws applied to complex transactions. The Company periodically reassesses its tax positions. Considering all available information and the history of resolving income tax uncertainties, the Group believes that the ultimate resolution of such matters will not have a material effect on its financial statements.

Differences between the final tax outcome and the amounts that were initially recorded impact the income and deferred taxes in the period in which such determinations are made. The Group calculates its expected average tax rate as a weighted average of the tax rates in the tax jurisdictions in which the Group operates.

The Group recognised deferred income tax assets on carried forward tax losses to the extent there are sufficient estimated future taxable profits and/or taxable temporary differences against which the tax losses can be utilised. LEM recognized during this fiscal year tax losses carried forward for an amount of 2.5 million that can be carried forward for a limited period (seven years).

The average tax rate of 18.2% is broadly in line with the year-end 2024/25 rate of 19.9% and increased compared to 14.5% in the first half of fiscal year 2024/25.

Notes to the interim consolidated financial statements

13. Financial assets and liabilities

Financial assets

	30.9.2025 Book value	31.3.2025 Book value	Amortized cost	At fair value through profit and loss
In CHF thousands				
Cash and cash equivalents	20,427	18,703	X	
Accounts receivable	67,989	68,023	X	
Derivative financial instruments – current	73			X
Other current financial assets	3	1	X	
Other non-current financial assets	3,765	3,648	X	
Total	92,257	90,374		

Financial liabilities

	30.9.2025 Book value	31.3.2025 Book value	Amortized cost	At fair value through profit and loss
In CHF thousands				
Accounts payable	23,492	33,007	X	
Accrued expenses	26,211	27,593	X	
Derivative financial instruments – current	151	336		X
Other current financial liabilities	42,422	41,171	X	
Other non-current financial liabilities	59,812	67,660	X	
Total	152,087	169,768		

Changes in liabilities arising from financing activities

		Cash impact		Non-cash impact	
	1.4.2024	Cash flows Inflow	Cash flows (outflow)	Fair value changes and Others	30.9.2024
In CHF thousands					
Interest-bearing loans and borrowings	66,825	92,000	(26,800)	(338)	131,687
Total	66,825	92,000	(26,800)	(338)	131,687

		Cash impact		Non-cash impact	
	1.4.2025	Cash flows Inflow	Cash flows (outflow)	Fair value changes and Others	30.9.2025
In CHF thousands					
Interest-bearing loans and borrowings	108,831	129,200	(130,975)	(4,822)	102,234
Total	108,831	129,200	(130,975)	(4,822)	102,234

Notes to the interim consolidated financial statements

The management assessed that the fair value level of cash and cash equivalents, accounts receivables, other current and non-current assets, accounts payables, accrued expenses, and other current and non-current liabilities that are not measured at fair value are approximate to their carrying amounts in view of their short-term nature and are consequently not separately disclosed.

The Group enters into derivative transactions such as currency risk reversal and forward contracts to hedge the USD, JPY and EUR risks. The purpose of these currency hedges is to manage the currency risks arising from the Group's operations.

It is the Group's policy that no derivatives for speculative purposes shall be entered into.

The main risks arising from the Group's financial instruments are foreign currency risks and credit risks, whereas the others are of minor or no impact.

The Board of Directors reviews and agrees policies for managing each of those risks.

The Group's net financial assets at fair value amount to CHF 73,000 as of 30 September 2025 (net financial liabilities of CHF 336,000 as of 31 March 2025) and are all classified under Level 2.

During the last reporting period, there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurements.

14. Changes in scope of consolidation

There are no changes in scope of consolidation.

15. Events after the balance sheet date

There was no event subsequent to the balance sheet date that requires adjustment to or disclosure in the financial statements.

Notes to the interim consolidated financial statements

Financial calendar

The financial year runs from 1 April to 31 March

6 February 2026	Nine-month results 2025/26
26 May 2026	Full-year results 2025/26
25 June 2026	Annual General Meeting of Shareholders for the financial year 2025/26
29 June 2026	Dividend ex-date
1 July 2026	Dividend payment date

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