Acce//eron

Half-Year Report 2026

Key figures at a glance

737 USD million Revenues

190 USD million Operational EBITA[1]

58.4% Free cash flow conversion[1]

25.7% Operational EBITA margin[1]

1 Certain alternative performance measures are used by the Company to evaluate performance. Refer to the "**Supplemental information**" section of this report for a detailed description.

Table of contents

Dear Shareholders,

Accelleron delivered strong half-year results in 2026, building on the momentum from 2025. Marine new builds and data centers continued to underpin growth. Based on this performance and the positive dynamics in our core markets, we are raising our guidance for full-year 2026 organic revenue growth.

Strong half-year results

Revenues in the first six months of 2026 reached USD 737.3 million, representing a year-on-year increase of 21.3% (17.2% organic) and exceeding the trajectory of the guidance provided at the beginning of the year. Marine continued to develop well. We have not experienced any negative impact from the conflict in the Middle East to date. On the contrary, high ship utilization continued to support demand. The strong growth in energy exceeded our expectations, driven by robust demand in gas compression and prime power applications for data centers in the U.S.

Net income increased by 31.5%

Accelleron's Operational EBITA increased by USD 34.8 million, or 22.5%, reaching USD 189.7 million. The Operational EBITA margin rose by 0.2 percentage points to 25.7%. Net income increased by USD 36.1 million, or 31.5%, to USD 150.8 million. Free cash flow conversion stood at 58.4% (H1 2025: 70.3%), mainly reflecting increased investments to support future growth.

Continued growth in both segments

Medium & Low Speed: Marine demand and service activity remained strong

Revenues in the Medium & Low Speed segment increased by USD 69.7 million, or 15.2% (11.3% organic), to USD 528.5 million compared to the first half of 2025.

Growth was driven by continued strong demand in merchant marine new builds. Fuel injection revenues developed in line with expectations.

Service growth in the Medium & Low Speed segment was driven by fuel efficiency upgrades, an increasing number of vessels under full-cover service agreements, and continued high utilization in the merchant marine and cruise segments. Service activity for medium-speed energy applications also contributed to growth, supported by regular maintenance and reliability-driven investments at power plants.

Operational EBITA increased by USD 18.7 million, or 16.1%, to USD 134.9 million compared to the first half of 2025. Growth in the lower-margin product business was more than offset by structural leverage, resulting in an increased Operational EBITA margin of 25.5%, up by 0.2 percentage points.

High Speed: Data centers and gas compression fueled growth

Revenues in the High Speed segment increased by USD 59.7 million, or 40.0% (35.5% organic), to USD 208.9 million compared to the first half of 2025.

Revenues from turbochargers in gas-fired prime power applications for data centers in the U.S. continued to grow, supported by capacity expansion at engine OEMs. Revenue growth in diesel-fired backup power was constrained by OEM capacity allocation. In gas compression, demand in North America remained strong, supported by investments in pipelines due to increasing domestic and export demand for natural gas.

Service revenues in the High Speed segment grew strongly, driven by sustained U.S. natural gas demand, which resulted in continued momentum in turbocharger remanufacturing activity for gas compression applications. Service revenues from stationary power applications remained stable, while the installed base continued to grow.

Operational EBITA increased by USD 16.1 million, or 41.6%, to USD 54.8 million compared to the first half of 2025. Additional costs along the value chain were more than offset by strong structural leverage, resulting in an increased Operational EBITA margin of 26.2%, up by 0.3 percentage points.

Positive outlook

Our outlook for the full year remains positive in both marine and energy, supported by continued activity in marine new builds and the ongoing data center expansion in the U.S.

Marine markets remain favorable

In merchant marine, ship orders continue to outpace deliveries even as Chinese shipyards are investing in additional capacity.

The first ACCX300-L turbochargers were sold during the first half and will be delivered in 2027, marking an important commercial milestone for the successor to the A100-L/A200-L series. The new platform is designed to improve serviceability and operational flexibility.

The service business, both transactional or through service agreements, continues to offer attractive growth opportunities, supported by an installed base that has expanded significantly in recent years. Growth in upgrades and retrofits is expected to level off. Backlog accumulated in recent years is being worked down, while the postponement of the IMO Net Zero Framework has reduced near-term demand.

Energy momentum remains strong

In energy, growth is expected to remain strong, particularly in prime power applications linked to data center expansion in the U.S. The manufacturing capacity of engine OEMs will be the key growth driver going forward. We also expect to secure more service agreements with power plants, supporting fast-start power generation in the U.S.

The pace and duration of data center-related growth in the U.S. remain subject to uncertainty. While we benefit from the additional growth from data center applications, the absolute volumes are still limited in relation to total revenue. In the first half of 2025, around 5% of our revenues were data center-related. In the first half of 2026, this figure increased to slightly below 9%.

Raised guidance and higher investments

The capital allocation framework remains a clear priority. The CHF 100 million share buyback program launched in May 2026 is progressing as planned.

At the same time, Accelleron is increasing capital expenditure. Since the stock listing in 2022, Accelleron's business volume has almost doubled, bringing its Swiss manufacturing operations close to capacity limits. Accelleron is therefore investing in manufacturing and R&D infrastructure in Switzerland, equipment renewal, and additional production capacity. These investments will strengthen operational resilience and help meet future customer demand while maintaining a disciplined capital allocation approach.

Based on the strong first-half performance, we are raising our full-year 2026 organic revenue growth guidance to 14–17% (previously 9–14%). The Operational EBITA margin guidance for 2026 is confirmed at 25–26%.

Our progress in the first half of 2026 was made possible by the dedication of our colleagues around the world. We thank them, as well as our customers, shareholders, suppliers, and partners, for their continued trust and collaboration.

Yours sincerely,

Dr. Monika Krüsi
Chair of the Board of Directors

Daniel Bischofberger
Chief Executive Officer

01

Key figures and operational review

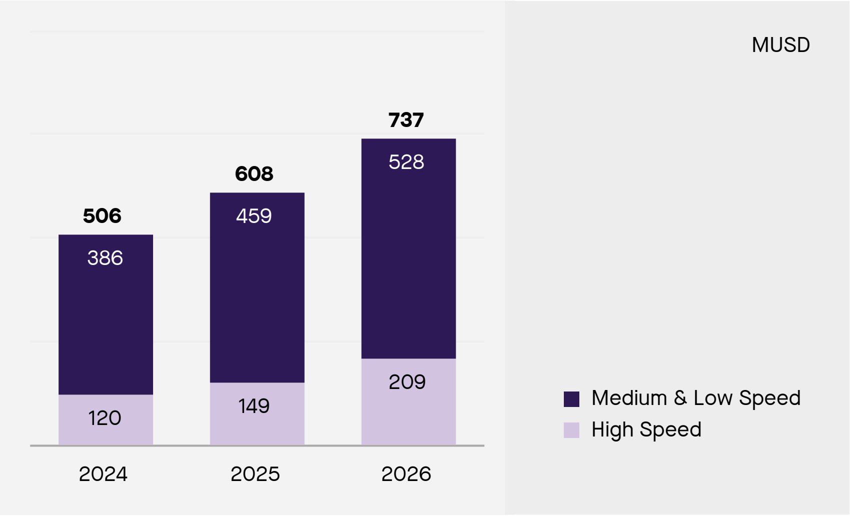
Key figures

Accelleron delivers another excellent half-year performance in 2026, achieving 17.2% organic[1] revenue growth, complemented by an Operational EBITA margin[1] of 25.7%.

(USD in millions)	2026	2025	Six-month period ended June 30, Change in +/- %	Organic[1]
Revenues	737.3	608.0	21.3%	17.2%
Gross profit	326.8	265.3	23.2%	
as % of revenues	44.3%	43.6%	0.7 ppts	
Income from operations	186.6	141.9	31.5%	
Operational EBITA[1]	189.7	154.9	22.5%	
as % of revenues	25.7%	25.5%	0.2 ppts	
Net income	150.8	114.7	31.5%	
as % of revenues	20.5%	18.9%	1.6 ppts	
Net cash provided by operating activities	119.0	105.9	12.4%	
Free cash flow[1]	88.1	80.6	9.3%	
Free cash flow conversion[1]	58.4%	70.3%	(11.9 ppts)	
Basic earnings per share (USD)	1.53	1.17	30.8%	
Net leverage[1]	0.7	0.8	(12.5%)	

Share of revenue by market segment

Six-month period ended June 30,



1 Certain alternative performance measures are used by the Company to evaluate performance. Refer to the "Supplemental information" section of this report for a detailed description.

Company financial and business review

The following discussion of the financial condition and results of the operations of Accelleron Industries Ltd and its subsidiaries (collectively the "Company" or "Accelleron") should be read in conjunction with the Consolidated Financial Statements, which have been prepared in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP), and the related notes thereto. All amounts presented in this section are in USD millions and may not add up or recalculate due to rounding.

Overview

Accelleron designs, manufactures, sells, and services highly customized turbochargers through the Company's product business for original equipment manufacturers (OEMs) of engines for heavy-duty applications. These OEMs install Accelleron's products on the engines they produce for end-users across the world; the maintenance of this installed base forms the foundation of Accelleron's service business. In addition, through the acquisition of OMT, Accelleron provides fuel injection equipment for engines in heavy-duty applications.

Accelleron is a global leader in turbocharging technologies and optimization solutions for internal combustion engines from 0.5 to 80+ megawatt (MW), helping provide sustainable, efficient, and reliable power to the marine, energy, rail, and off-highway sectors.

The Company operates the business in the global turbocharger market for heavy-duty (0.5 megawatt (MW) and higher) applications in two operating segments, which align with the product lifecycle:

- High Speed: produces and services turbochargers with power outputs ranging from 0.5 to 5 MW, for the use of one to four turbos per engine. High Speed turbochargers are used mainly in electric power generation, oil & gas onshore, marine applications, and off-highway.
- Medium & Low Speed: produces and services turbochargers with power output from about 0.6 to 30 MW, for the use of one to three turbos per engine. Such turbochargers are used mainly in marine applications and electric power generation applications. In addition, this reporting segment includes business activities relating to Rail and Fuel Injection and Digital division, because their application is primarily related to the Medium & Low Speed segment.

Results of Operations

	Six-month period ended June 30,		
(USD in millions)	**2026**	**2025**	**change in %**
Revenues	737.3	608.0	21.3%
Cost of sales	(410.5)	(342.6)	19.8%
Gross profit	**326.8**	**265.3**	**23.2%**
Selling, general and administrative expenses	(104.0)	(92.5)	12.4%
Research and development expenses	(38.5)	(32.6)	18.1%
Other income, net	2.2	1.7	29.4%
Income from operations	**186.6**	**141.9**	**31.5%**
Interest and other finance income, (expense), net	(0.2)	0.7	(128.6%)
Income from operations before income taxes	**186.3**	**142.5**	**30.7%**
Income tax expense	(35.6)	(27.9)	27.6%
Net income	**150.8**	**114.7**	**31.5%**
Operational EBITA	**189.7**	**154.9**	**22.5%**
Operational EBITA margin	**25.7%**	**25.5%**	**0.2 ppts**

Revenues

Revenues increased by USD 129.3 million, or 21.3% (17.2% organic), to USD 737.3 million compared to the first half of 2025. Accelleron's expansion from January to June 2026 was driven by continued strong momentum in Marine and increasing demand for high-speed applications in prime power generation. In gas compression, demand in North America remained strong, supported by investments in pipelines due to increasing domestic and export demand for natural gas. Fuel injection revenues grew in line with expectations. A more detailed discussion of the factors contributing to the changes in segment revenues is included in the "Operating segments financial review" section of this report.

Gross profit

Gross profit increased by USD 61.5 million, or 23.2%, to USD 326.8 million compared to first half of 2025. The gross profit margin increased by 0.7 percentage points, to 44.3%. Growth in the lower-margin product business and additional costs along the value chain were more than offset by a favorable foreign exchange impact and non-operational expenses in the first half of 2026. This compares with an adverse foreign exchange effect in the corresponding period of 2025.

Selling, general and administrative expenses

Selling, general and administrative expenses (SG&A) increased by USD 11.5 million, or 12.4%, to USD 104.0 million, primarily reflecting Accelleron's rapid expansion and the continued strengthening of the CHF. Despite this increase, SG&A expenses declined as a percentage of revenues to 14.1% of revenues, 1.1 percentage points below the first half of 2025. The revenue growth continued to outpace the expansion of its SG&A cost base and resulted in a structural leverage.

Research and development expenses

Research and development expenses increased by USD 5.9 million, or 18.1%, to USD 38.5 million. The increase is primarily attributable to external spend to support innovation and the further appreciation of the CHF.

Income tax expense

Income tax expense increased by USD 7.7 million, or 27.6%, to USD 35.6 million in 2026 compared to the previous fiscal year. The effective tax rate for 2026 was at 19.1%, slightly lower than in the first half of 2025 (19.6%).

Net income

Net income increased by USD 36.1 million, or 31.5%, to USD 150.8 million compared to the first half of 2025, largely as a result of the factors set out in the previous paragraphs. Net income includes USD 3.1 million one-off and other non-operational costs, thereof USD 1.7 million acquisition-related amortization, in the first half of 2026.

Operational EBITA

Operational EBITA increased by USD 34.8 million, or 22.5%, to USD 189.7 million. The Operational EBITA margin increased by 0.2 percentage points to 25.7% in the first half of 2026.

	Six-month period ended June 30,		
(USD in millions)	**2026**	**2025**	**change in %**
Net cash provided by operating activities	119.0	105.9	12.4%
Net cash (used in) investing activities	(30.9)	(25.3)	22.1%
Net cash (used in) financing activities	(188.4)	(94.0)	100.4%
Effects of exchange-rate changes on cash and cash equivalents	(2.8)	25.6	(110.9%)
Cash and cash equivalents, beginning of period	356.0	272.5	30.6%
Cash and cash equivalents, end of period	**252.9**	**284.6**	**(11.1%)**

Liquidity and capital resources

Net cash provided by operating activities increased by USD 13.1 million, or 12.4%, to USD 119.0 million compared to the first half of 2025, largely driven by the strong volume growth.

Net cash used in investing activities increased by USD 5.6 million, or 22.1%, to USD 30.9 million compared to first half 2025. This was mainly driven by the capacity extension investments in Switzerland and for the fuel injection business in Italy, but also by further investments in the Chinese factory.

Net cash used by financing activities increased by USD 94.4 million, or 100.4%, to USD 188.4 million, predominantly due to the higher dividend payment and, to a lesser extent, the share buyback program.

Net debt and indebtedness

	June 30,	December 31,	
(USD in millions)	**2026**	**2025**	**change in %**
Cash and cash equivalents	(252.9)	(356.0)	(29.0%)
Current debt	0.7	1.5	(53.3%)
Non-current debt	531.1	542.1	(2.0%)
Net debt	**278.9**	**187.6**	**48.7%**
Indebtedness	**531.8**	**543.6**	**(2.2%)**

Net debt increased by USD 91.3 million, or 48.7%, to USD 278.9 million in the first half of 2026. The increase was driven predominantly by higher dividend payment.

Operating segments financial review

High Speed segment

The financial results of the Company's High Speed (HS) segment for June 30, 2026 compared to June 30, 2025 are as follows:

	Six-month period ended June 30,		
(USD in millions)	**2026**	**2025**	**change in %**
Revenues	208.9	149.2	40.0%
Operational EBITA	54.8	38.7	41.6%
Operational EBITA margin	26.2%	25.9%	0.3 ppts

Revenues

Revenues in the HS segment increased by USD 59.7 million, or 40.0% (and 35.5% organic), to USD 208.9 million compared to the first half of 2025. Growth was driven by continued strong demand for turbochargers used in gas-fired prime power applications for data centers in the U.S., supported by capacity expansions at key engine OEMs. Revenue growth in diesel-fired backup power applications was constrained by OEM capacity allocation. In gas compression, demand in North America remained strong, supported by investments in pipelines due to increasing domestic and export demand for natural gas. Service revenues grew strongly, driven by sustained U.S. natural gas demand, which resulted in continued momentum in turbocharger remanufacturing activity for gas compression applications. Service revenues from stationary power applications remained stable, supported by the steadily expanding installed base.

Operational EBITA

Operational EBITA in the HS segment increased by USD 16.1 million, or 41.6%, to USD 54.8 million compared to the first half of 2025. A strong structural leverage offset the additional cost along the value chain, resulting in an increased Operational EBITA margin of 0.3 percentage points, to 26.2%, in the first half of 2026.

Medium & Low Speed segment

The financial results of the Company's Medium & Low Speed (M&LS) segment for June 30, 2026 compared to June 30, 2025 are as follows:

	Six-month period ended June 30,		
(USD in millions)	**2026**	**2025**	**change in %**
Revenues	528.5	458.8	15.2%
Operational EBITA	134.9	116.2	16.1%
Operational EBITA margin	25.5%	25.3%	0.2 ppts

Revenues

Revenues in the M&LS segment increased by USD 69.7 million, or 15.2% (11.3% organic), to USD 528.5 million compared to the first half of 2025. Growth was primarily supported by continued strong demand in merchant marine new-build applications. Fuel injection revenues developed in line with expectations during the period. Service revenues were driven by fuel-efficiency upgrades, a growing number of vessels covered by full-cover service agreements, and sustained high utilization levels in both the merchant marine and cruise segments. In addition, service activity for medium-speed energy applications contributed to growth, supported by regular maintenance and reliability-focused investments at power plants.

Operational EBITA

Operational EBITA in the M&LS segment increased by USD 18.7 million, or 16.1%, to USD 134.9 million compared to the first half of 2025. Growth in the lower-margin product business was more than offset by structural leverage, resulting in an increased Operational EBITA margin by 0.2 percentage points to 25.5% in the first half of 2026.

02

Interim Consolidated Financial Statements (unaudited)

↖ Back to main menu

Statements of Income

(USD in thousands)	Note	Six-month period ended June 30, 2026	2025
Revenues	4	737,346	607,972
Cost of sales		(410,532)	(342,639)
Gross profit		**326,814**	**265,333**
Selling, general and administrative expenses		(103,998)	(92,537)
Research and development expenses		(38,454)	(32,583)
Other income, net		2,209	1,670
Income from operations		**186,571**	**141,883**
Interest and other finance income, (expense), net		(238)	666
Income from operations before income taxes		**186,333**	**142,549**
Income tax expense	5	(35,553)	(27,895)
Net income		**150,780**	**114,654**
Attributable to non-controlling interests		6,899	4,964
Attributable to Accelleron		**143,881**	**109,690**
Earnings per share	**6**		
Basic EPS (USD)		1.53	1.17
Diluted EPS (USD)		1.53	1.17

See accompanying notes to the interim consolidated financial statements

Statements of Comprehensive Income

(USD in thousands)	Six-month period ended June 30, 2026	2025
Net income	150,780	114,654
Other comprehensive income (loss), net of tax:		
Foreign currency translation adjustment	(6,356)	39,882
Pension and other postretirement plan adjustments	996	1,659
Total other comprehensive income (loss), net of tax	**(5,360)**	**41,541**
Total comprehensive income, net of tax	**145,420**	**156,195**
Less: total comprehensive income, net of tax attributable to non-controlling interests	7,532	5,538
Total comprehensive income attributable to Accelleron, net of tax	**137,888**	**150,657**

Balance Sheets

(USD in thousands)	Note	June 30, 2026	December 31, 2025
Cash and cash equivalents		252,866	355,985
Receivables, net		327,587	278,554
Contract assets		17,433	15,892
Inventories		311,127	306,811
Other current assets		29,352	24,763
Total current assets		**938,365**	**982,005**
Property, plant and equipment, net		254,331	246,478
Operating lease right-of-use assets, net		44,199	45,417
Goodwill and other intangible assets		112,534	117,210
Deferred tax assets		72,709	78,539
Pension asset		77,229	69,262
Other non-current assets		2,284	1,773
Total non-current assets		**563,286**	**558,679**
Total assets		**1,501,651**	**1,540,684**
Accounts payable		159,964	148,669
Contract liabilities		55,368	55,326
Current lease liabilities		9,188	9,707
Current debt	10	661	1,450
Current provisions		36,971	35,279
Accrued liabilities		69,015	72,057
Other current liabilities	11	59,545	51,199
Total current liabilities		**390,712**	**373,687**
Non-current debt	10	531,100	542,072
Non-current lease liabilities		35,897	36,532
Pension and other employee benefits		9,063	9,337
Deferred tax liabilities		51,411	52,211
Non-current provisions		24,856	25,448
Other non-current liabilities		3,771	3,130
Total non-current liabilities		**656,098**	**668,730**
Total liabilities		**1,046,810**	**1,042,417**
Registered ordinary shares, CHF 0.01 par value, 94,500,000 shares issued at June 30, 2026 and December 31, 2025		995	995
Treasury shares at cost, 453,751 at June 30, 2026 and 598,759 shares at December 31, 2025		(2,080)	(3,055)
Treasury shares from share buyback at purchase price, 84,384 at June 30, 2026		(8,459)	—
Additional paid-in capital		8,423	7,164
Accumulated earnings		385,788	422,024
Accumulated other comprehensive income		44,095	50,088
Total Accelleron shareholders' equity	**8**	**428,762**	**477,216**
Non-controlling interests		**26,079**	**21,051**
Total shareholders' equity		**454,841**	**498,267**
Total liabilities and shareholders' equity		**1,501,651**	**1,540,684**

See accompanying notes to the interim consolidated financial statements

Statements of Cash Flows

(USD in thousands)	Six-month period ended June 30, 2026	2025
Operating activities:		
Net income	**150,780**	**114,654**
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	19,730	20,466
Pension and other employee benefits	(8,553)	(8,039)
Deferred taxes	4,975	(2,126)
Other	2,311	13,891
Changes in operating assets and liabilities:		
Receivables, net	(52,743)	(60,228)
Contract assets and liabilities	(927)	10,703
Inventories	(9,440)	(9,177)
Accounts payable, trade	13,014	15,315
Accrued liabilities	(2,599)	(11,147)
Provisions, net	1,982	(994)
Income taxes payable and receivable	6,014	22,326
Other assets and liabilities, net	(5,515)	260
Net cash provided by operating activities	**119,029**	**105,904**
Investing activities:		
Purchases of property, plant and equipment and intangible assets	(31,031)	(21,933)
Proceeds from sales of property, plant and equipment	88	10
Acquisition of businesses (net of cash acquired)	—	(3,423)
Net cash (used in) investing activities	**(30,943)**	**(25,346)**
Financing activities:		
Increase in debt	—	—
Repayment of debt	(734)	(717)
Dividends paid to non-controlling interests	(2,507)	(1,336)
Dividends paid to Accelleron shareholders	(178,897)	(91,977)
Repurchase of common stock	(6,228)	—
Net cash (used in) financing activities	**(188,366)**	**(94,030)**
Effects of exchange-rate changes on cash and cash equivalents	(2,839)	25,590
Net change in cash and cash equivalents	**(103,119)**	**12,118**
Cash and cash equivalents, beginning of period	**355,985**	**272,522**
Cash and cash equivalents, end of period	**252,866**	**284,640**
Supplementary disclosure of cash flow information:		
Interest paid	(1,212)	(1,924)
Income taxes paid	(24,644)	(7,551)

See accompanying notes to the interim consolidated financial statements

Statements of Changes in Shareholders' Equity

(USD in thousands)	Registered ordinary shares	Treasury shares	Additional paid-in capital	Accumulated earnings	Accumulated comprehensive income	Total Accelleron shareholders' equity	Non-controlling interests	Total shareholders' equity
Balance as of January 1, 2025	**995**	**(3,682)**	**16,991**	**317,458**	**92**	**331,854**	**17,334**	**349,188**
Net income through December 31, 2025	–	–	–	232,930	–	232,930	10,810	243,740
Dividends to non-controlling shareholders	–	–	–	–	–	–	(7,855)	(7,855)
Change in non-controlling interest	–	–	–	–	–	–	–	–
Dividends to Accelleron shareholders	–	–	(13,138)	(128,364)	–	(141,502)	–	(141,502)
Share-based compensation	–	627	3,311	–	–	3,938	–	3,938
Other comprehensive income (loss), net	–	–	–	–	49,996	49,996	762	50,758
Balance at December 31, 2025	**995**	**(3,055)**	**7,164**	**422,024**	**50,088**	**477,216**	**21,051**	**498,267**
Balance as of January 1, 2026	**995**	**(3,055)**	**7,164**	**422,024**	**50,088**	**477,216**	**21,051**	**498,267**
Net income through June 30, 2026	–	–	–	143,881	–	143,881	6,899	150,780
Dividends to non-controlling shareholders	–	–	–	–	–	–	(2,504)	(2,504)
Change in non-controlling interest	–	–	–	–	–	–	–	–
Dividends to Accelleron shareholders	–	–	–	(180,117)	–	(180,117)	–	(180,117)
Share-based compensation	–	975	1,259	–	–	2,234	–	2,234
Share buyback	–	(8,459)	–	–	–	(8,459)	–	(8,459)
Other comprehensive income (loss), net	–	–	–	–	(5,993)	(5,993)	633	(5,360)
Balance as of June 30, 2026	**995**	**(10,539)**	**8,423**	**385,788**	**44,095**	**428,762**	**26,079**	**454,841**

See accompanying notes to the interim consolidated financial statements

Notes to the Interim Consolidated Financial Statements

Note 1

The Company

Accelleron Industries Ltd and its subsidiaries (collectively the "Company" or "Accelleron") together form a global leader in turbocharging technologies and optimization solutions for 0.5 to 80+ megawatt (MW) engines, helping to provide sustainable, efficient, and reliable power to the marine, energy, rail, and off-highway sectors. Through its innovative product offerings and research leadership, the Company accelerates the decarbonization of the industries it operates in. Accelleron has an installed base of more than 190,000 turbochargers and a network of more than 100 locations across around 50 countries worldwide.

Accelleron operates through two reporting segments, High Speed (HS) and Medium & Low Speed (M&LS), which offer turbochargers, digital solutions and fuel injection, as well as services throughout the whole product lifecycle.

The Company's registered shares are listed on the SIX Swiss Exchange under the ticker symbol "ACLN" (ISIN: CH1169360919 / Swiss security number: 116936091).

The following notes relate to the Interim Consolidated Financial Statements of Accelleron for each of the six-month periods ended June 30, 2026 and June 30, 2025.

The Interim Consolidated Financial Statements have not been audited. They were approved for publication by the Board of Directors on August 24, 2026.

Note 2

Basis of preparation

The Company's unaudited interim consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States (U.S. GAAP) for interim financial information. Accordingly, these interim consolidated financial statements do not include all the information and footnotes required by U.S. GAAP for annual financial statements. In the opinion of management, all adjustments necessary for a fair statement of these interim consolidated financial statements have been included and are of a normal and recurring nature. These interim consolidated financial statements should be read in conjunction with the audited consolidated financial statements for the year ended December 31, 2025.

The results of operations for the six months ended June 30, 2026 are not necessarily indicative of the results for the full year.

The Company's accounting policies continue unchanged from December 31, 2025. Unless otherwise stated, all financial information in US dollars ($ or USD) is presented in thousands, except per-share amounts. For this reason, certain amounts in the Company's notes to the Consolidated Financial Statements may not add up or recalculate due to rounding.

Note 3

New accounting pronouncements

Recently adopted accounting standards

Internal-Use Software (ASU 2025-06)
In September 2025, the FASB issued updated guidance on the capitalization of software development costs. Under the new guidance, capitalization begins once management has authorized the project, committed funding, and determined that completion and intended use of the software are probable. The amendments are effective for fiscal years beginning after December 15, 2027, with early adoption permitted. The Company elected to early adopt the guidance as of the beginning of the annual reporting period using a prospective transition approach to provide a consistent accounting framework for a significant multi-year internal-use software project.

Measurement of Credit Loss (ASU 2025-05)
In July 2025, the FASB issued an update introducing a practical expedient for estimating expected credit losses on current accounts receivable and contract assets. For public companies, this simplifies the process by eliminating the need for forward-looking inputs and assumptions. The Company welcomes this update and amendments, which are effective for annual periods beginning after December 15, 2025. The Company elected to apply the practical expedient as part of its credit loss estimation process.

Issued accounting pronouncements not yet adopted

Disaggregation of income statement expenses (ASU 2024-03)
In November 2024, the FASB issued accounting guidance to enhance the transparency of the nature and function of income statement expenses. The amendments require that, on an annual and interim basis, entities disclose disaggregated operating expense information about specific categories, including purchases of inventory, employee compensation, depreciation and amortization. The expanded annual disclosures are effective for our year ending December 31, 2027, and the expanded interim disclosures are effective in 2028, with early adoption permitted. The Company is in the process of evaluating the effect of this new guidance on the related disclosures.

All other ASUs issued but not yet adopted were assessed and determined to be either not applicable or not expected to have a material impact on the Company's consolidated financial statements.

Note 4

Operating segment and disaggregated revenue information

The Company operates in two segments and discloses its operations according to the product lifecycle segmentation, which is composed of the High Speed (HS) and Medium & Low Speed (M&LS) segments:

- HS produces and services turbochargers with power ranging from 0.5 to 5 MW, for the use of one to four turbochargers per engine. HS turbochargers are mainly used in marine, electric power generation, oil & gas onshore, and off-highway applications.
- M&LS produces and services turbochargers with power output from 0.6 to 30 MW, for the use of one to three turbos per engine. Such turbochargers are used mainly in marine and electric power generation applications. In addition, this reporting segment includes business activities relating to rail, fuel injection and digital, as their application is primarily related to the Medium & Low Speed segment.

The Company's Chief Operating Decision Maker (CODM) is the Executive Committee, which is a group of the highest ranked individuals within the Company (including Chief Executive Officer, Chief Financial Officer, Chief HRS Officer, and the division presidents) who manage the business operations for the purposes of allocating resources, making operating decisions, and evaluating financial performance.

The segments' performance measure is operational earnings before interest, taxes and amortization (Operational EBITA), which eliminates the impact of certain items that the Company does not consider indicative of its ongoing operating performance. The CODM uses the reported measure to evaluate the business performance.

Information on segment assets and significant segment expenses is not disclosed by segment, as this information is not regularly provided to the CODM to evaluate segment performance or allocate resources and capital. The CODM evaluates performance, monitors variances, and allocates resources and capital at the consolidated level. The CODM uses consolidated figures to evaluate performance and allocation of resources/capital by monitoring actual versus budgeted results.

Segment Operational EBITA and the reconciliation to the Company's consolidated results are as follows:

	Six-month period ended June 30,	
(USD in thousands)	**2026**	**2025**
Income from operations before income taxes	**186,333**	**142,549**
Add back: Interest and other finance (income), expense, net[1]	238	(666)
Income from operations	**186,571**	**141,883**
Add back: One-off and other non-operational costs, net[2]	1,384	8,966
Add back: Acquisition-related amortization	1,738	4,094
Operational EBITA:	**189,693**	**154,943**
Thereof High Speed	54,790	38,694
Thereof Medium & Low Speed	134,903	116,249

1 Interest and other finance expense, net includes net pension income in the amount of USD -6,494 thousands (2025: USD -6,804 thousands), interest expense in the amount of USD 1,868 thousands (2025: USD 3,446 thousands) and other finance expenses (foreign currency remeasurement effects) in the amount of USD 4,864 thousands (2025: USD 2,692 thousands).

2 One-off and other non-operational costs, net includes operational pension costs in the amount of USD -1,940 thousands (2025: USD -1,659 thousands) and excludes foreign exchange losses in the amount of USD -1,659 thousands (2025: USD 4,786 thousands), other non-operational costs in the amount of USD 3,168 thousands (2025: USD 3,340 thousands) and M&A activity-related non-operational and one-off cost of USD 1,816 thousands (2025: USD 2,499 thousands).

The following table presents disaggregated revenue information for June 30, 2026 and June 30, 2025.

	Six-month period ended June 30,	
(USD in thousands)	**2026**	**2025**
Geographical markets:		
Asia, Middle East & Africa	331,401	263,424
thereof Japan	40,719	44,605
thereof China	110,118	76,866
The Americas	160,462	124,692
thereof United States of America	129,546	91,876
Europe	245,483	219,856
thereof Switzerland	30,648	28,878
	737,346	**607,972**
Segment:		
High Speed Products and Services	208,870	149,161
Medium & Low Speed Products and Services	528,476	458,811
	737,346	**607,972**
Third-party revenues	737,346	607,972
Total revenues	**737,346**	**607,972**

One of the Company's HS customers accounted for 16% and 11% of total revenues in the first half of 2026 and 2025, respectively. Another customer of the Company's M&LS segment accounted for 12% and 11% of total revenues in the first half of 2026 and 2025, respectively.

Note 5

Income taxes

Income taxes are based on the laws and rates in effect in the countries in which operations are conducted or in which the Company or its subsidiary is considered resident for income tax purposes.

The Company's effective tax rate for the first half of 2026 was 19.1% (prior year: 19.6%). The effective tax rate was higher than the Switzerland statutory rate of 14.7% (prior year: 15.1%), largely due to the Company's profit mix of earnings in high-tax jurisdictions.

The Company is within the scope of the OECD/G20 Pillar Two Model Rules, which apply to multinational groups that have consolidated revenues of EUR 750 million or more. Pillar Two legislation has been enacted or substantively enacted in certain jurisdictions in which the Company operates, and the respective legislation came into effect on January 1, 2024.

The Company has performed an assessment of the Company's potential exposure to Pillar Two income taxes. The assessment of the potential exposure to Pillar Two income taxes is based on the most recent tax filings, country-by-country reporting and financial statements for the constituent entities in the Company. Based on this ongoing assessment, the Company expects to benefit from the transitional safe harbor relief in most jurisdictions in which it operates. The Company continues to not expect any material exposure to Pillar Two income taxes.

Note 6

Earnings per share

(USD in thousands, except share and per share numbers)	Six-month period ended June 30, 2026	2025
Numerator:		
Net income attributable to Accelleron	143,881	109,690
Denominator:		
Weighted number of outstanding shares (basic)	93,968,114	93,895,532
Weighted number of outstanding shares (diluted)	94,144,183	94,047,379
Basic EPS (USD)	**1.53**	**1.17**
Diluted EPS (USD)	**1.53**	**1.17**

Basic EPS is calculated using weighted average shares outstanding, which reflects the net effect of shares acquired under the Company's share buyback program and shares issued under share-based compensation plans. Also, as of June 30, 2026, 132.9 thousand shares (June 30, 2025: 116.0 thousand shares) were considered anti-dilutive and excluded from the computation of diluted EPS for the period presented.

Note 7

Employee benefits

(USD in thousands)	Six-month period ended June 30, 2026	2025
Service cost	6,641	5,792
Interest cost	2,619	1,819
Expected return on plan assets	(10,209)	(10,282)
Amortization of prior service cost	940	118
Net loss amortization	155	1,541
Total net periodic benefit cost / (credit)	**146**	**(1,012)**
Thereof included in income from operations	6,641	5,792
Thereof below income from operations	(6,494)	(6,804)

Employer contributions for the first half of 2026 and 2025 resulted in USD 8.6 million and USD 7.4 million, respectively. The increase in the pension asset was primarily driven by expected return on plan assets exceeding interest cost.

Note 8

Shareholders' equity

Share capital

As of June 30, 2026 and December 31, 2025 respectively, the Company's share capital is CHF 945,000, divided into 94,500,000 fully paid-in registered ordinary shares with a nominal value of CHF 0.01 each.

On May 6, 2025 the General Meeting approved the introduction of a capital band ranging from a lower limit of CHF 897,750 (95% of the current share capital) to an upper limit of CHF 1,039,500 (110% of the current share capital) within which the Board of Directors is authorized to increase or decrease the share capital once or several times until May 6, 2030.

Dividends

At the Annual General Meeting of Shareholders on April 28, 2026, shareholders approved the proposal of the Board of Directors to distribute CHF 1.50 gross per share to shareholders. The declared dividend of USD 180 million (2025: USD 142 million) was paid to shareholders in May 2026, with the related withholding tax settled in June 2026.

Treasury shares

During 2026, the Company awarded 145,008 treasury shares (2025: 98,825 treasury shares) to eligible employees and to the Board of Directors as part of their compensation programs. As of June 30, 2026, the Company owned 453,751 treasury shares. As of December 31, 2025, the Company owned 598,759 treasury shares.

Treasury shares from share buyback

On May 19, 2026, Accelleron announced the launch of a share buyback program of up to CHF 100 million (maximum 1,179,941 registered shares based on the closing price on May 15, 2026). The program runs from May 20, 2026 to May 19, 2028, is executed on a second trading line on the SIX Swiss Exchange, and shares repurchased are intended for cancellation using the capital band. As of June 30, 2026, the Company had repurchased 84,384 shares under the program, recorded as a reduction of shareholders' equity under "Treasury shares from share buyback" in the amount of USD 8.5 million. No shares had been cancelled as of the reporting date.

Additional paid-in capital

As a result of cumulative equity transactions, including dividend activity, our additional paid-in capital was reduced to zero with residual activity recorded against accumulated earnings, except for accumulated share-based compensation, as reflected in the Consolidated Statements of Changes in Shareholders' Equity. Additional paid-in capital established for Swiss statutory purposes is not impacted by our GAAP treatment.

Note 9

Financial instruments and fair value measures

The Company's non-derivative financial instruments primarily include cash and cash equivalents, trade receivables, trade payables, and debt, which approximate their fair values as of June 30, 2026 and December 31, 2025.

Credit and market risk

The Company continually monitors the creditworthiness of customers to which it grants credit terms in the normal course of business. The terms and conditions of the Company's credit sales are designed to mitigate or eliminate concentrations of credit risk with any single customer.

Currency risk

Due to the global nature of the Company's operations, many of its subsidiaries are exposed to currency risk in their operating activities from entering into transactions in currencies other than their functional currency. To manage such currency risks, the Company's policies require its subsidiaries to hedge their foreign currency exposures from binding sales and purchase contracts denominated in foreign currencies. Forward foreign exchange contracts are the main instrument used to protect the Company against the volatility of future cash flows (caused by changes in exchange rates) of contracted and forecasted sales and purchases denominated in foreign currencies. In addition, within its treasury operations, the Company primarily uses foreign exchange swaps and foreign exchange forward contracts to manage the currency and timing mismatches arising in its liquidity management activities.

Note 10

Current and non-current debt

(USD in thousands)	June 30, 2026	December 31, 2025
Current debt	661	1,450
Non-current debt	531,100	542,072
Total debt	**531,761**	**543,522**

On September 30, 2022, the Company entered into a CHF 450 million credit facility (Facility) with maturity on September 30, 2027 with UBS Switzerland AG (formerly: Credit Suisse Switzerland Ltd). The Facility includes term loan commitments in the amount of CHF 350 million and a committed multi-currency revolving credit facility (RCF) in the amount of CHF 100 million. On this day, the Company drew a term loan in the amount of CHF 300 million. On March 20, 2023, the Company drew an additional term loan in the amount of CHF 50 million under the Facility. On July 18, 2023, the Company drew the amount of CHF 50 million under the RCF. On September 25, 2024, the Company extended the maturity of the Facility until September 29, 2028. On November 26, 2024 – after the issuance of the CHF bond – the Company paid back the amount of CHF 150 million under the existing Facility. On June 30, 2026, CHF 250 million (USD 309 million) was outstanding under the Facility, unchanged from CHF 250 million at December 31, 2025 (USD 315 million). Interest costs on the drawings under the Facility are calculated using the Swiss Average Rate Overnight (SARON) plus a predefined margin, while commitment fees (payable on the Facility) are amortized until maturity.

On November 14, 2024, the Company issued the following CHF bond: CHF 180 million, 1.375% bond with a maturity on November 14, 2030. The aggregate net proceeds of this CHF bond, after fees, amounted to CHF 179.4 million (equivalent to approximately USD 202.5 million on date of issuance).

Details of the outstanding bond are as follows:

(in thousands)	June 30, 2026		December 31, 2025	
	Nominal outstanding	Carrying value[1]	Nominal outstanding	Carrying value[1]
1.375% CHF Bond, due 2030	CHF 180,000	USD 222,259	CHF 180,000	USD 228,006

[1] The USD carrying value reflects the exchange rate translation of the CHF-denominated bond and includes unamortized debt issuance costs and bond premiums.

The Company's various debt instruments contain cross-default clauses which would allow the lenders under the Facility and the bondholders to demand repayment if the Company were to default on any borrowing at or above a specified threshold. Furthermore, the bond constitutes unsecured obligations of the Company and rank pari passu with other debt obligations.

The Company's long-term debt is carried at amortized cost. The carrying value includes unamortized debt issuance costs, discounts and premiums. The fair value of long-term debt is estimated based on quoted prices for similar instruments or quoted prices for identical instruments in inactive markets (Level 2).

Note 11

Other current liabilities

(USD in thousands)	June 30, 2026	December 31, 2025
Current tax liability	26,524	22,202
Non-trade payables	18,361	16,269
Other	14,660	12,728
Total other current liabilities	**59,545**	**51,199**

As of June 30, 2026, other current liabilities were slightly above the year-end level, mainly due to normal timing differences in tax payments and higher withholding tax payable associated with the share buyback program.

Note 12

Commitments and contingencies

Regulatory, compliance and legal commitments

In the normal course of business, Accelleron is subject to legal proceedings, lawsuits and other claims. While the potential financial impact with respect to these ordinary course matters is subject to many factors and uncertainties, management believes that any financial impact to the Company from these matters, individually and in the aggregate, would not have a material adverse effect on the Company's financial position or results of operation.

Contingencies

Guarantees and letters of comfort issued by third parties are reported as contingent liabilities. As of June 30, 2026 and December 31, 2025, they amounted to USD 11,144 thousand and USD 9,990 thousand, respectively.

Note 13

Related party transactions

The Company conducts business with certain companies where members of the Company's Board of Directors or Executive Committee act, or in recent years have acted, as directors or senior executives. The Company's Board of Directors has determined that the Company's business relationships with those companies do not constitute material business relationships. This determination was made in accordance with the Company's related party transaction policy, which was prepared based on the Swiss Code of Best Practice.

Note 14

Subsequent events

There were no events between the balance sheet date of June 30, 2026, and August 24, 2026 (the date these Consolidated Financial Statements were approved by the Board of Directors) requiring additional disclosures or changes in the Consolidated Financial Statements.

03

Supplemental information

Alternative performance measures

The following are definitions of alternative performance measures used to evaluate Accelleron’s operating performance.

These performance measures are directly or indirectly referred to in this Half-Year Report 2026 and are not defined under United States generally accepted accounting principles (U.S. GAAP).

Accelleron’s management believes that the non-GAAP performance measures herein are useful in evaluating the operating results of Accelleron. This information should be considered as supplemental in nature and not as a substitute for the related financial information prepared in accordance with U.S. GAAP.

Performance measure	**Definition**
Organic revenue growth (on a constant currency basis)	Revenue growth at constant currency and adjusted for M&A-related effects. The organic growth rate measures growth on a like-for-like basis. Newly acquired companies are considered organic once a full comparison period is reflected in the Consolidated Financial Statements.
Operational EBIT	Operational EBIT represents income from operations excluding costs related to acquisition and divestment, one-time items in income statements, non-operational integration costs, special non-operational projects, restructuring costs, and temporary unrealized timing differences in the context of foreign exchange transactions (FX); and including operational pension costs.
Operational EBITDA	Operational EBITDA represents operational EBIT excluding depreciation and amortization.
Operational EBITA	Operational EBITA represents operational EBIT excluding acquisition-related amortization.
Operational EBITA margin	Operational EBITA as a percentage of revenues.
Free cash flow	Net cash provided by operating activities adjusted for net investments in property, plant and equipment and intangible assets.
Free cash flow conversion	Free cash flow divided by reported net income, expressed as a percentage.
Net leverage	Interest-bearing liabilities (including finance leases) net of cash and cash equivalents, divided by last twelve months’ operational EBITDA.

Accelleron Industries Ltd

This Half-Year Report 2026 includes statements that are not historical facts, but that are forward-looking in nature. These forward-looking statements reflect our current views with respect to future events and anticipated financial and operational performance. In some cases, these forward-looking statements can be identified by the use of forward-looking terminology or subjective assessments, including the words "aim", "believes", "estimates", "anticipates", "expects", "forecasts", "intends", "goals", "targets", "may", "will", "plans", "continue", or "should", or, in each case, their negative or similar expressions. Forward-looking statements are not a guarantee of future performance. Because these statements are based on assumptions or estimates, they are inherently subject to risks and uncertainties, including, but not limited to: future global economic conditions, foreign exchange rates, regulatory rules, market conditions, the actions of competitors, and other factors beyond our control. All of these and additional factors could cause the actual results, performance, or achievements to differ materially from the forward-looking statements made herein.

Any forward-looking statements speak only as of the date of this Half-Year Report 2026. We do not take an obligation to update any prospects or forward-looking statements after the date hereof, even if new information, future events, or other circumstances have made them incorrect or misleading.

The Half-Year Report 2026 is published only in English and is available on the internet under accelleron.com/investors/financial-reports.