

Governance Roadshow 2023

Andreas Umbach | Chairman
Eric Elzvik | Lead Independent Director

June 2023

Landis+Gyr

Disclaimer

Forward-looking Information

This presentation includes forward-looking information and statements, including statements concerning the outlook for Landis+Gyr Group AG and Landis+Gyr group (“Landis+Gyr”). These statements are based on current expectations, estimates and projections about the factors that may affect Landis+Gyr’s future performance, including global economic conditions, and the economic conditions of the regions and industries that are major markets for Landis+Gyr. These expectations, estimates and projections are generally identifiable by statements containing words such as “expects”, “believes”, “estimates”, “targets”, “plans”, “outlook” “guidance” or similar expressions.

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Alternative Performance Measures

This presentation may contain information regarding (a) preliminary, unaudited numbers that may be subject to change and (b) alternative performance measures such as reported EBITDA, Adjusted EBITDA, Adjusted Gross Profit, Adjusted Research and Development, Adjusted Sales, General and Administrative, and Adjusted Operating Expenses. Definitions of these measures and reconciliations between such measures and their USGAAP counterparts if not defined in the presentation may be found in the ‘Supplemental Reconciliations and Definitions’ section on pages 28 to 30 of the Landis+Gyr Half Year Report 2022 on the website at www.landisgyr.com/investors/results-center. Due to rounding, numbers presented may not add up to the totals provided.

Developments in 2022/23

Governance

- **Audrey Zibelman** proposed to join Board of Directors – strong background in grid operations, power markets, and public service
- **Female directorship** expected to increase to 38%
- **Peter Bason** to replace Søren T. Sørensen as representative of largest shareholder KIRKBI on Board
- **Amendments to Articles of Association** (new corporate law):
 - Introduction of Capital Band (-10% to +10%) replacing authorized capital (limited to 3 years)
 - Hybrid/virtual AGM
 - Sustainability in Company purpose
 - Gender neutrality
- Information on **shareholder engagement activities** and dialogue to be included in Corporate Governance report 2023

Remuneration

- Continued evaluation of **remuneration programs and systems** by the Board of Directors
- **Continuity in approach** for both the short-term incentive (STI) plan and the long-term incentive (LTI) plan
- **STI: 80%** measured against **financial performance targets** and **20%** measured against **quantitative ESG performance targets**, directly **linked** to the **material topics** identified as part of Landis+Gyr's **ESG strategy**
- **LTI: 50%** measured against **relative TSR** performance compared to a **custom peer group** of Swiss and international organizations and **50%** measured against **Earnings per Share**
- Introduction of a **global Employee Share Purchase Plan**, enabling employees at all levels of the organization to purchase Landis+Gyr shares at a discounted price

Sustainability

- Submitted **Science-Based Targets** (in line with 1.5°C pathway and net zero) for validation
- Conducted a full inventory of **Scope 3** emissions, showing that **over 90%** of total emissions are associated with the **'Use of Sold Products'** and **'Purchased Goods and Services'**
- Enabled customers to **avoid over 9.5 million tons CO_{2e}** through our global installed base of smart devices
- Sustainability disclosures in annual report audited by **external auditor**
- **Continued evolution** of the **ESG** related **STI targets**, focusing on the reduction of Landis+Gyr's and its product portfolio's carbon footprint, driving sustainability in its supply chain, improving cybersecurity maturity, and promoting employee engagement and diversity topics

About Landis+Gyr

At a Glance



Global Reach & Local Presence
Swiss HQ with Locations
in over 30 countries



7,800 dedicated employees globally;
o/w 1,700 engineers



of services to
3,500+ customers
as a trusted partner



Frost & Sullivan
**Global AMI Company
of the Year 2022** –
for 6th consecutive year



Largest installed base
320+ million devices:
o/w 150+ million connected
intelligent devices



9.5 million tons of CO₂ emission
avoided through installed
smart meter base

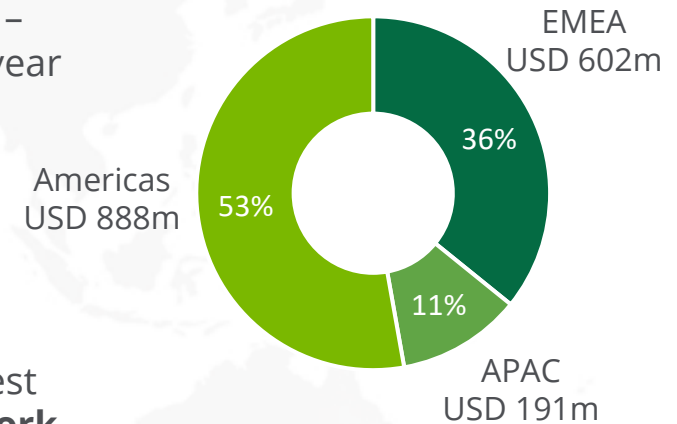


Strategic partnership
with **Google Cloud**
for co-innovation
(AI, ML, Data Analytics)



Worldwide largest
IoT Utility Network
1.3 billion reads per day
with 99.99 % accuracy

Revenue split
(FY 2022)



125+ years of leading innovation in energy efficiency solutions for a more sustainable world

Industry Trends



DECARBONIZATION – Global commitments to combat climate change and reduce emissions drive renewables



ENERGY TRANSITION – Increasing amount of Distributed Energy Resources requires more intelligence at the edge



GEOPOLITICAL DEVELOPMENTS – Energy crisis and rising energy prices demand efficiency solutions



CONSUMER EMPOWERMENT – Bidirectional grid infrastructure necessitates increased grid edge intelligence



ELECTRIFICATION – Sustained growth in electricity consumption propels need for integrated solutions



DIGITALIZATION – Need for efficiency solutions pushes data analytics, AI, Demand Flexibility Management demand



EXTERNAL THREATS – Combating severe environmental and cybersecurity risks call for grid stability solutions

Strategic Value Drivers

+ GLOBAL MEGATRENDS

Growing Population,
Urbanization, Decarbonization,
Digitalization, Empowered
Consumers & Sustainability

+ FINANCIAL STRENGTH

Solid Balance Sheet |
Investment Capacity

+ TECHNOLOGY & INNOVATION

R&D | M&A | Partnerships

+ VISION, VALUES & PEOPLE

manage energy better |
Culture of Excellence

+ SMART METERING

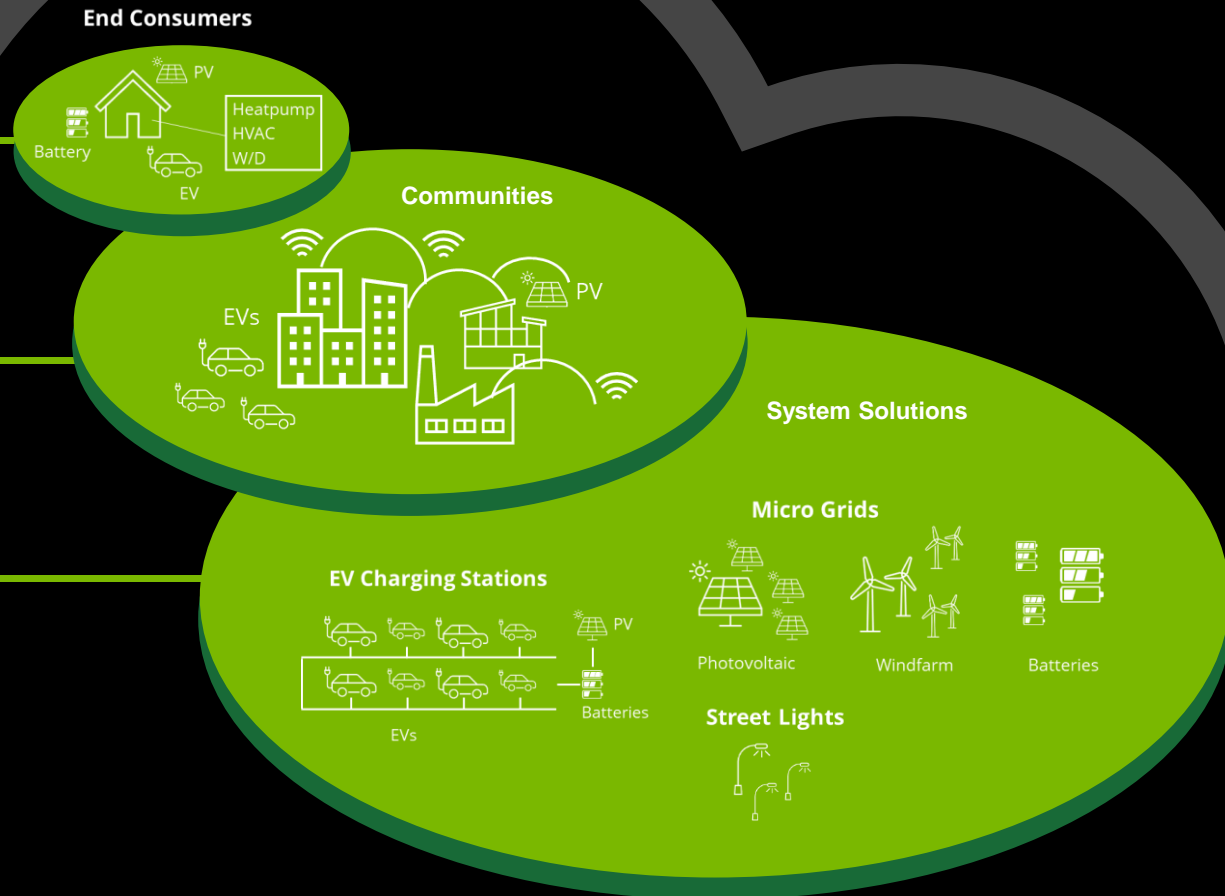
+ GRID EDGE INTELLIGENCE

+ SMART INFRASTRUCTURE

Smart Metering

Grid Edge Intelligence

Smart Infrastructure



Mid-Term Guidance FY 2025

Net Revenues (Relative to FY 2021)

Organic growth of mid to high single digit CAGR

Adjusted EBITDA

Adjusted EBITDA margin between 12.0% and 14.0% of net revenues

Dividend

Progressive dividend

Strong focus on cash conversion

Our ESG Commitments



Products & Solutions

We develop and deliver innovative products and solutions, which enable a more efficient use of resources and contribute to decarbonize the grid.



Climate & Environment

We protect the climate and the environment and make best efforts to avoid or minimize negative environmental impacts through our operations, our supply chain, and our products. We use resources efficiently and responsibly.



People & Well-being

We care for our employees' health and wellbeing and promote diversity, inclusion, and equal opportunity in the workplace. We are partners to the local communities we operate in and are active players in supporting their development.



Business Ecosystem

We run our business with integrity and apply the highest ethical standards of honesty, fairness, and respect for everyone's rights.

Material Topics (FY 2022 – FY 2024)

Products & Solutions



- Product Social Impact
- Resource Efficiency

Climate & Environment



- Energy Efficiency & Climate Protection, incl:
 - GHG emissions
 - Water
 - Waste

People & Well-being



- Occupational Health & Safety
- Fair Labor Practices
- Employee Engagement
- Community Engagement

Business Ecosystem



- Business Integrity
- Strategic Responsible Sourcing
- Security & Data Privacy

ESG Program Fundamentals



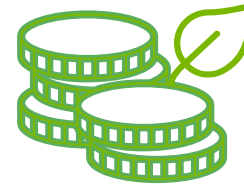
Long-standing commitment to sustainability

- Measuring corporate carbon footprint since 2007
- Published first 'Environmental Profile' (which would later become our 'Sustainability Report') in 2011



Clear ESG & governance processes

- ESG priorities identified through a thorough materiality assessment involving external and internal stakeholders
- Regular reports on ESG performance and activities to the Board and its committees



ESG performance linked to incentive pay

- 20% of our employees' short-term incentive is linked to ESG targets (approx. 3,500 employees)



Quality reporting and audited results

- Annual sustainability report approved by BoD and externally audited
- Reporting according to GRI since 2020
- ESG results published alongside financial results / Annual Report

Committed to the
**Science Based
 Target Initiative**

**2030
 Carbon Neutral**

**2050
 Net Zero**



Committed in 2022.
 Target validation ongoing.



Joined in
 January 2020



Reporting according to
 GRI since 2020



ESG corporate rating
 Prime status (top decile)



ESG risk rating of 10.7
 (low risk)



Top 5% of
 sustainable companies



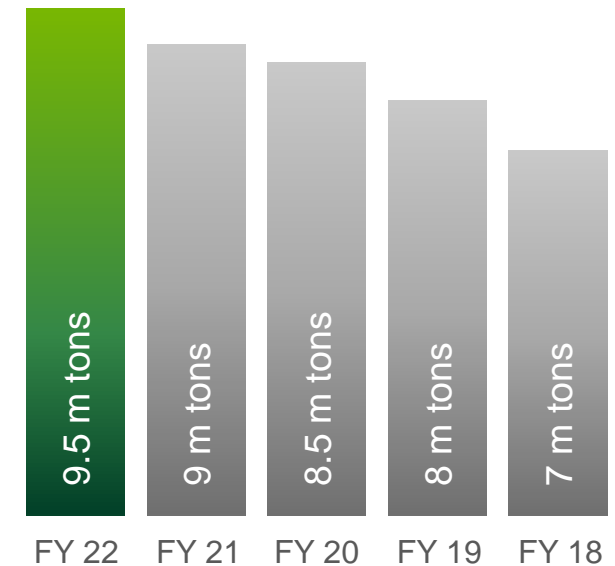
Company grade
 of "B+"



AA-rated
 (top 15% in peer universe)

9.5
 million tons CO₂

Direct CO₂ emissions avoided through
 installed Smart Metering base in FY 2022



Committed to Sustainable Development

Dimensions	Ambitions	KPIs	FY 2020	FY 2021	FY 2022	Target 2025
Environment	<ul style="list-style-type: none"> – Attain carbon neutrality in Landis+Gyr's operations (Scope 1 & 2) by 2030 – Achieve SBTi targets 	1. Share of renewable electricity	34%	64%	59%	100%
		2. CO ₂ e per 100 USD turnover	0.97 kg	0.66 kg	0.76 kg	0.45 kg
		3. Water per employee	17.2 m ³	13.4 m ³	12.4 m³	12 m ³
		4. Waste to landfill	7.14%	7.03%	6.17%	1%
Social	<ul style="list-style-type: none"> – Nourish a global safety culture – Be recognized as employer of choice – Nurture and sustain a culture of diversity, equity, and inclusion – Be recognized as an industry leader in responsible sourcing 	5. Lost Time Incident Frequency Rate	0.70	0.74	1.42	0.60
		6. Average hours of employee training	12.7 h	16.5 h	16.8 h	n/a
		7. Share of suppliers who adhere to our 'Supplier Code of Conduct' (SCoC)	73%	85%	88%	90%
		8. Share of suppliers assessed for ESG risks	n/a	n/a	Process definition	100%
		9. Share of audited 'at-risk' suppliers	n/a	n/a	Process definition	100%
		10. Share of females in senior roles	n/a	n/a	17.2%	20%
Governance	<ul style="list-style-type: none"> – Maintain an undisputed reputation as a trusted and reliable partner, with the highest integrity standards 	11. Employees trained on business ethics	41.6%	100%	98.3%	100%
		12. Annual year-over-year increase in combined level of security compliance with pertinent frameworks	n/a	n/a	+ 15%	+5% per year
Portfolio Impact	<ul style="list-style-type: none"> – Deliver solutions which empower customers and consumers to achieve their financial and environmental targets 	13. CO ₂ avoided through products (Scope 4)	8.5 m tons	9.05 m tons	9.56 m tons	n/a
		14. Share of products in EcoPortfolio	74%	74%	78%	90%

KPI Definitions:

- | | | |
|--|---|---|
| 1. % of electricity derived from renewable sources versus total electricity used | 5. Number of lost time injuries occurring in the workplace per 1 million exposure hours | 9. % of suppliers flagged as 'at-risk', who were audited |
| 2. CO ₂ e emissions (Scope 1+2) measured against 100 USD turnover | 6. Average number of hours dedicated to training per employee | 10. % of female employees in leadership positions |
| 3. Water withdrawal (in m ³) per company employee | 7. % of direct material suppliers (based on spend) who have signed L+G's 'Supplier Code of Conduct', or equivalent | 11. % of white-collar employees trained on business ethics per year |
| 4. % of waste, out of total amount of waste, sent to landfill | 8. % of direct material suppliers (based on number of suppliers) who have been assessed to determine their ESG risk profile | 12. Combined result of annual security assessments performed following different frameworks (e.g., BSIMM) |
| | | 13. Tons of CO ₂ e avoided through L+G's global smart meter base |
| | | 14. % of products shipped that satisfied L+G's Eco-Portfolio criteria |

Corporate Governance

Strong anchor investors and diversified shareholder base

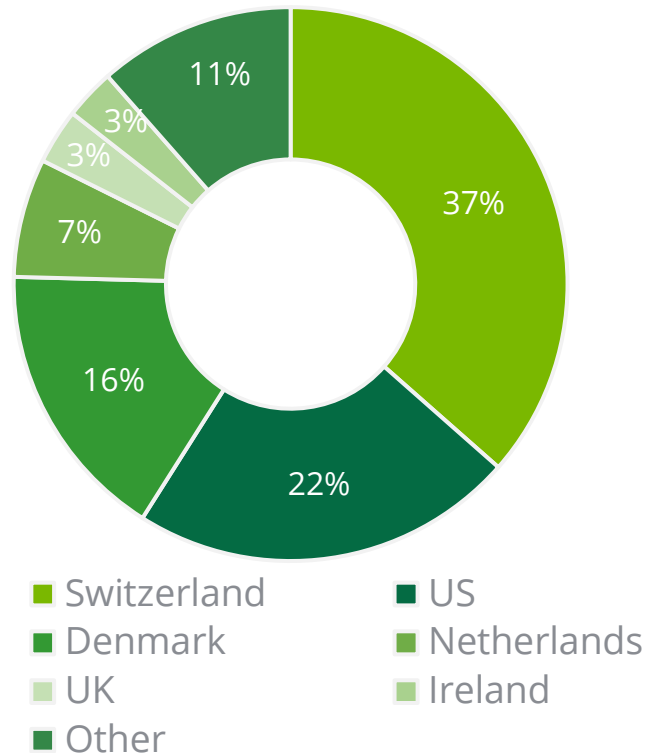
Top shareholders

KIRKBI Invest A/S	15.38%
Rudolf Maag	10.38%
PGGM	3.08%

Around 8,600 registered shareholders

- Approx. 1/3 of our investor base consists of sustainability / ESG driven investors and funds

Geographical distribution



Capital structure

- One class of registered shares outstanding
- “One share, one vote” principle
- No share blocking, vote ceilings or any other form of voting restrictions¹
- Conditional and authorized capital of up to 10% each but aggregate share issuance capped at 10%; authorized capital to be **replaced by a capital band (-10% to +10%)**

Sources: SIX filings, share register as of May 2023

¹ Standard regulations for nominees as set forth in Articles of Association apply

Group Executive Management (GEM)



Werner Lieberherr
CEO

3 years with Landis+Gyr
Over 30 years multinational
experience o/w 17 years in
energy industry



Elodie Cingari
CFO

2 years with Landis+Gyr
Over 20 years experience in
energy and IT industries



Sean Cromie
EVP Americas

3 years with Landis+Gyr
Over 20 years multinational
management experience



Bodo Zeug
EVP EMEA

6 years with Landis+Gyr
Over 20 years international
electronics industry
experience

Board of Directors (I)



Andreas Umbach

Chairman since 2017
Not independent¹
(former executive)

Experience

- President and CEO/COO of Landis+Gyr Group (2002-17)
- Various managerial positions within Siemens



Eric Elzvik

Lead Independent Director since 2017
Independent

Experience

- CFO of ABB Ltd. (2013-17)
- Various senior positions within ABB (finance, M&A, ventures)



Peter Mainz

Member since 2018
Independent

Experience

- Board member of Itron (2016-18)
- President and CEO of Sensus (2008-14)



Søren Thorup Sørensen

Member since 2019
Not independent (Representative of KIRKBI)

Experience

- CEO of KIRKBI A/S (since 2010)
- CFO of A. P. Møller-Mærsk Group (2006-09)

¹ Qualifies as Independent Member according to the DCG and Swiss Code of Best Practice for Corporate Governance, but not under Landis+Gyr Corporate Governance Standards

Board of Directors (II)



Andy Spreiter

Member since 2017
Independent

Experience

- CFO of Forbo (2013-17)
- CFO of Landis+Gyr Group (2002-12)



Christina Stercken

Member since 2017
Independent

Experience

- Partner in Euro Asia Consulting (2006-17)
- Managing Director Corporate Finance M&A of Siemens AG (2000-2006)



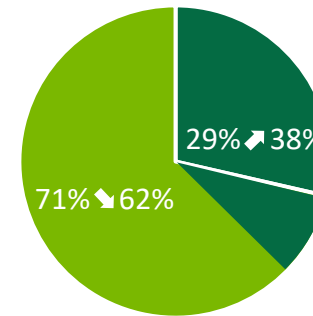
Lauren Tolson

Member since 2021
Independent

Experience

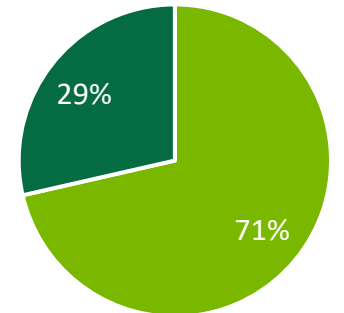
- Chief Digital Officer of Wabtec/ GE Transportation (2017-20)
- ABB Enterprise Software (2012-17)
- VP Systems Management Software at Dell (2008-12)

Gender¹



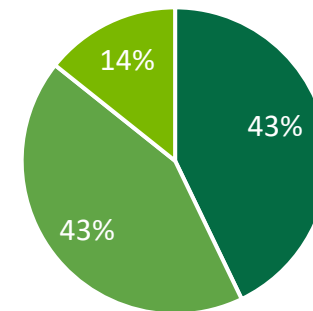
■ Female ■ Male

Independence



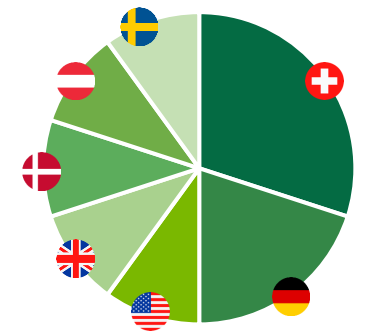
■ Independent ■ Not independent

Age



■ 61-65 ■ 56-60 ■ <55

Nationalities



¹ Female quota expected to increase to 38% as Audrey Zibelman is proposed as new Director at 2023 AGM

Proposed New Directors



Audrey Zibelman

Proposed to 2023 AGM

Independent

Experience

- VP of X, Alphabet Moonshot Factory (2021–22)
- CEO of Australian Energy Market Operator (2017–20)
- Chair/CEO of New York Public Services Commission (2013–2017)
- Founder/CEO of Viridity Energy (2007–13)
- EVP and COO of PJM LLC (2004–07)
- Chair/CEO of TRANSLink (2001–04)
- Counsel of Xcel Energy (1991–2001)



Peter Bason

Proposed to 2023 AGM

Not independent (Representative of KIRKBI)

Experience

- Head of Long Term Equity at KIRKBI (since 2020)
- Director at Altor Equity Partners (2009–19)
- Associate Principal at McKinsey & Company (2002–09)

Proposed Amendments to the Articles of Association

Implementation of the revised Swiss Corporate Law and other amendments to the Company's Articles of Association:

Amendment of Company Purpose

- Promote the company's long-term goals both with a view to continuity as well as sustainability

Capital Band

- Replacement of the 10% authorized capital with a capital band (max. capital increase/capital decrease: 10%)
- Sunset provision of 3 years (June 22, 2026)

Amendments regarding the AGM

- Inclusion of possibility for hybrid or virtual AGMs as well as AGMs abroad
- Sunset provision of 3 years for virtual AGMs (June 22, 2026)

Limitation on outside mandates

- Further limitation on outside mandates for both members of the Board of Directors as well as the Executive Management

Gender neutrality and other language amendments

- Redrafting of Articles of Association to provide for gender neutrality
- Alignment of language with revised Code of Obligations and lived Landis+Gyr practices; deletion of legacy articles

Board of Directors Governance (I/II)

Lead Independent Director

- Provides leadership to the independent directors
- Positioned to address any potential issue where the Chairman – due to his previous role as CEO of the Group – may be conflicted
- May call a Board meeting without Chairman and chairs meetings if the Chairman is indisposed or conflicted
- Included in any deliberations or decision-taking involving the assessment of the Chairman's work
- Point of contact for investors

Audit, Finance & Risk Committee

- Oversight of financial reporting
- Assessment of the adequacy of the Group's systems, policies, and controls regarding financial and non-financial risks
- Compliance with legal and regulatory obligations, insurance and related matters
- Evaluates the work of the internal control functions (e.g. Audit and Compliance) and of the external auditors

Comprising fully independent board members

Remuneration Committee

- Establishes and reviews the remuneration systems in alignment with business strategy and shareholders' interests
- Ensures executives and employees are paid in a way that incentivizes and rewards performance and innovation and that attracts and retains talent
- Prepares proposals to the Board and the shareholders' meeting regarding remuneration
- Sets remuneration related targets for the Executive Management

Comprising fully independent board members

Nomination, Governance & Sustainability Committee

- Establishes and maintains a process for approving new Board members, the CEO, and the other Group Executives (GEM)
- Oversees the succession planning regarding all members of the Board and the GEM
- Supports the Board and its Committees in their self-assessment as well as in their assessment of the GEM
- Responsible for Corporate Governance matters and practices
- Responsibility for sustainability and certain ESG matters incl. the Sustainability Report

Board of Directors Governance (II/II)

Limitation of Board mandates

- No more than total four (Chair: no more than three) mandates (besides LAND) at publicly traded companies:
 - Directors' average: one
 - Chairman: one
- No member of current executive management on the Board

Attendance / decision making process

- Board and Committees meet every two months; hold telephone conferences on an as needed basis
- Meeting attendance in both FY 2021 and FY 2022 was 100%
- Annual two-day strategy session
- Introduction program and regular training sessions for new Board members

Board review




- Board conducts an annual self-assessment based on a comprehensive and anonymous questionnaire
- Regular review of skills/traits of Directors with the support of an external consultant – introduced “Board Skill Matrix” (see next page)

Gender diversity

- Gender diversity actively considered in succession planning
- Target at least 30% female directorship – expected to increase from 29% to 38% at upcoming 2023 AGM with Audrey Zibelman proposed as new Director

Board Skill Matrix

Board Member

-  Very experienced / expert
-  Relevant experience / proficient
-  Independent

Andreas Umbach

Eric Elzvik

Laureen Tolson

Peter Mainz

Søren Thorup Sørensen

Andreas Spreiter

Christina Stercken

	General					Governance					Technical / Functional					Industry Experience				
	Independence	Financial Proficiency	Global / International / Emerging Markets Experience	ESG Leadership Mindset and Track Record	Leadership, General Management and P&L Experience	Understanding Fiduciary, Legal and Ethical Duties	Board Experience	Governance Experience	Risk Management and Oversight	Environmental / Anti-Corruption / Health and Safety	Strategy Development and Execution	Growth and Innovation	Operational Excellence	Financial Expertise	Digitalization incl. Cybersecurity	Transformation and Restructuring	Utility Markets and Regulation	Utility Operations	Solutions, Software & Services in Energy Management	M&A Expertise
Andreas Umbach																				
Eric Elzvik																				
Laureen Tolson																				
Peter Mainz																				
Søren Thorup Sørensen																				
Andreas Spreiter																				
Christina Stercken																				

Overview Board Committees

	Audit, Finance & Risk Committee	Remuneration Committee	Nomination, Governance & Sustainability Committee
Andreas Umbach, Chair			Chair
Eric Elzvik, LID	Member	Chair	Member
Peter Mainz		Member	Member
Søren Thorup Sørensen			
Andy Spreiter	Chair		
Christina Stercken	Member		Member
Laureen Tolson		Member	

Remuneration

Landis+Gyr Remuneration Framework



Highlights

Comprehensive remuneration governance with the Board of Directors' direct oversight of the remuneration policy at Landis+Gyr

Remuneration strategy based on the principles of **performance, shareholder value, talent management and market orientation**

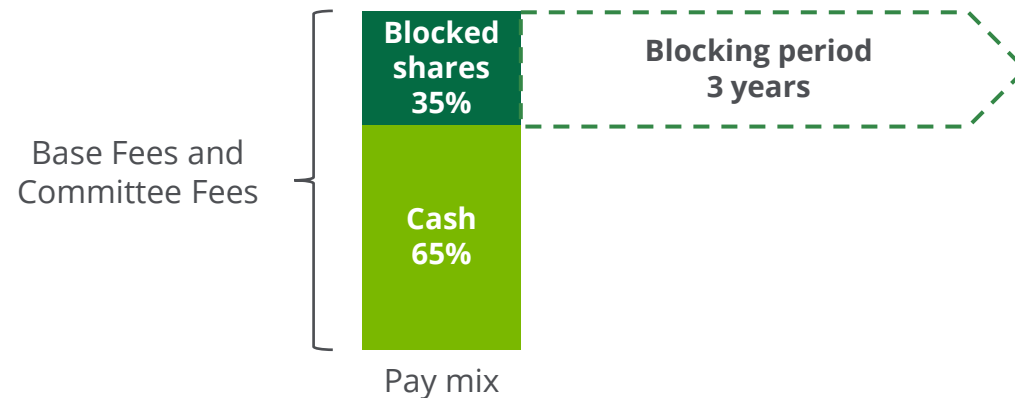
Board of Directors remuneration system **aligned with shareholder value**

Group Executive Management (GEM) remuneration system **driven by performance**

GEM Remuneration **balances short-term and long-term** performance drivers

Board of Directors remuneration system: aligned with shareholder value

- The remuneration of the Board of Directors **is fixed and does not contain any performance-based variable component**. This provides for the Board of Directors' independence in fulfilling its supervisory duties.
- Except for the Chair of the Board, who receives a fixed annual base fee covering all activities, **Directors are also entitled to committee membership fees**.
- The amounts of the base fee and committee membership fee reflect the responsibility and time requirement inherent to the function and are **paid 65% in cash and 35% in Landis+Gyr's shares**, which are **blocked for sale for a period of three years** following their grant.



- Due to his previous employment relationship, and in accordance with the **requirements of Swiss pension regulations, the Chair of the Board continues to participate in the company's collective pension scheme**. However, all contributions, including the employer contributions, are funded by the Chair himself; his base fee payment is reduced accordingly by the amount of employer contributions which the company remits directly to the pension fund on behalf of the Chair.

Group Executive Management remuneration system: driven by performance

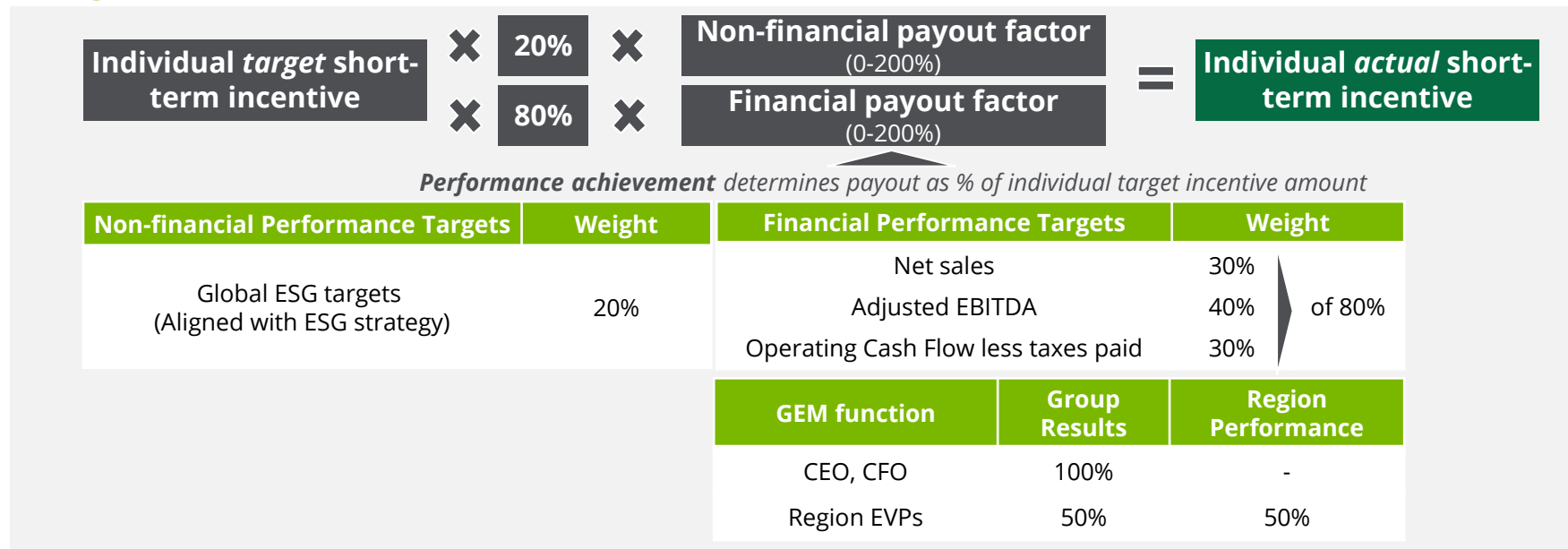
Year 1	Year 2	Year 3	
Base salary			<ul style="list-style-type: none"> Fixed compensation reflecting the scope and responsibilities of the role, qualifications and experience required to perform the role and market value of the role in the location in which the Company competes for talent, skills and expertise.
Benefits			<ul style="list-style-type: none"> Defined considering local market practice as well as legal requirements and covering pension benefits, fringe benefits, etc.
Short-term incentive 0-200% of target amount			<ul style="list-style-type: none"> Annual cash incentive 80% measured against Group and (if relevant) regional financial performance 20% measured against targets aligned with ESG strategy Target incentive of up to 80% of base salary Payout capped at 200% of target incentive amount
Long-term incentive 0-200% of number of granted PSUs 3-year performance-based award			<ul style="list-style-type: none"> Performance Share Units (PSUs) Settled in Landis+Gyr shares subject to performance achievement (relative TSR and EPS) Target award value of up to 80% of base salary converted into PSUs at grant Settlement in shares capped at 200% of number of granted PSUs
Shareholding guidelines	300% base salary for CEO 200% base salary for other GEM members		<ul style="list-style-type: none"> Guidance on share retention to build up within 5 years and hold as long as in office
Clawback Policy			<ul style="list-style-type: none"> Allows for partial or full recovery of performance-based cash or equity paid or vested to members of the GEM during the previous three financial years, in the event of material restatement of accounts, fraud, gross negligence or wilful misconduct, any serious breach of Landis+Gyr's code of business ethics and conduct or in the event of actions that cause serious reputational harm to the Company.

Group Executive Management remuneration system: Details on short-term incentive plan

Purpose:

- Annual cash incentive plan with financial performance targets, focusing on Landis+Gyr's one-year operational and financial performance (80%), and non-financial performance targets (20%), aligned with Landis+Gyr's ESG strategy
- Designed to motivate participants to deliver effective performance and increased contribution to the Company's success
- Performance targets are recommended by the RemCo and set by the Board of Directors at the beginning of each financial year and correlate with the mid-term plan and long-term strategy and are aligned with business priorities, with the aim of achieving sustainable profitability and growth in alignment with shareholder's interests.

Design:



Threshold performance levels, below which payout is 0% of target incentive, and maximum performance levels, at which payout is capped at 200% of target incentive, apply.

Linear interpolation applies between threshold, target and maximum performance.

Non-financial performance targets in the short-term incentive plan

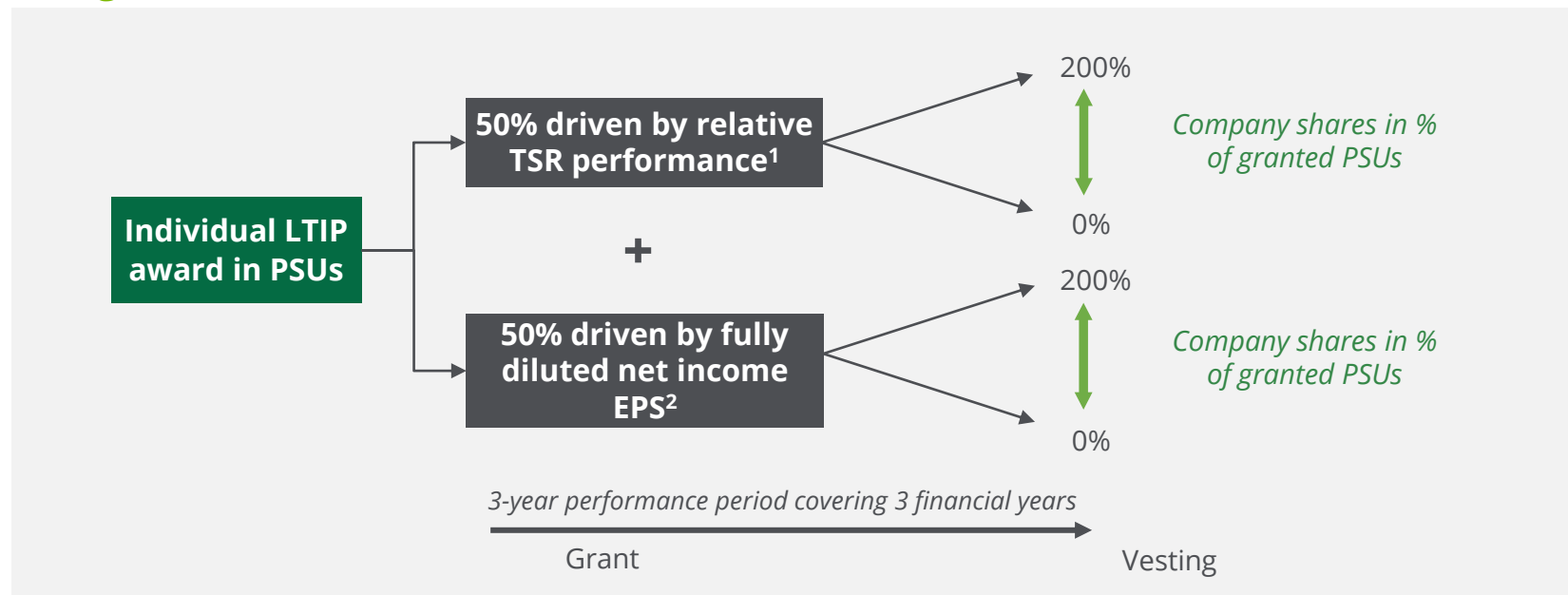
- **20%** of the short-term incentive plan is measured against **quantitative ESG-related performance targets**
- The targets are derived directly from Landis+Gyr's material ESG topics, thereby creating a **direct link** between our **ESG strategy** and our **incentive system**
- **Targets in financial year 2022** related to topics such as energy efficiency and climate protection, resource efficiency, strategic responsible sourcing, employee engagement and security & data privacy
- For each target quantifiable threshold, target and stretch performance levels are defined against which performance is measured and payout calculated
- ESG **targets** in the short-term incentive plan are **reviewed each year**, to ensure good representation of our material ESG topics and alignment with our ESG ambitions and roadmap
- The performance levels for threshold, target and stretch are set each year at a level that ensures continued progress for the respective topic
- Future **inclusion of ESG in long-term incentive plan** is under discussion

Group Executive Management remuneration system: Details on long-term incentive plan

Purpose:

- To support long-term value creation for the Company by providing the members of the GEM and other eligible key managers with a possibility to participate in the future long-term success and prosperity of Landis+Gyr, and
- To further align the long-term interests of the management with those of the shareholders.

Design:



For each KPI (TSR and EPS) threshold performance levels, at which vesting is 0% of granted PSUs, and maximum performance levels, at which vesting is capped at 200% of granted PSUs, apply.

Linear interpolation applies between threshold, target and maximum performance levels.

The vesting curves for both KPIs support symmetrical performance and payout situations below and above the target and allow for a realistic performance-related chance to realize vesting.

¹ TSR is measured relative to a custom peer group of 24 Swiss and international companies; performance is assessed as a percentile rank compared to the peer companies.

² EPS target will not be disclosed on a prospective basis as it represents commercially sensitive information; information on achieved performance will be disclosed at the end of the respective performance period

Contacts & Dates

Important Dates

Annual General Meeting 2023:

June 22, 2023

Ex-Dividend Date:

June 26, 2023

Release of Half Year 2023 Results:

October 25, 2023

Release of FY 2023 Results:

May 8, 2024

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