

Governance Roadshow 2025

June 2025

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 its affiliates, together referred to as Landis+Gyr Group, and hereinafter as “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.

There are numerous risks, uncertainties and other factors, many of which are beyond Landis+Gyr’s control, that could cause Landis+Gyr’s actual results to differ materially from the forward-looking information and statements made in this presentation and which could affect Landis+Gyr’s ability to achieve its stated targets. The important factors that could cause such differences include, among others: possible effects of pandemics, global shortage of energy or supplied components as well as increased freight rates, duties, taxes or tariffs, business risks associated with the volatile global economic environment and changing political conditions, including wars or military actions; market acceptance of new products and services; changes in governmental regulations, applicable laws or jurisprudence and currency exchange rates; estimates of future warranty claims and expenses and sufficiency of accruals; and other such factors as may be discussed from time to time in Landis+Gyr Group AG filings with the SIX Swiss Exchange. Although Landis+Gyr Group AG believes that its expectations reflected in any such forward-looking statement are based upon reasonable assumptions, it can give no assurance that those expectations will be achieved.

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 15 to 17 of the Landis+Gyr Financial Report 2024 on the website at www.landisgyr.com/investors/results-center. Due to rounding, numbers presented may not add up to the totals provided.

Update on Strategic Initiatives



Focus on Americas business

- Offers the greatest opportunity with higher value software and services solutions as the US market values differentiated edge-to-enterprise solutions in critical infrastructure
- Strong emphasis on value creation offering highest return on capital
- Prasanna Venkatesan assumed leadership of the Americas region
- Designated Board Chair Audrey Zibelman, CEO Peter Mainz and CFO Davinder Athwal now all US based
- New Product & Technology organization to strengthen portfolio and accelerate market adoption



Strategic review of EMEA

- Review all options for the best value creation from the EMEA business including a potential sale
- Decision to exit the EV charging solutions business – sale to KD Group securing a sustainable path forward for employees, customers, shareholders and partners
- Refocusing on the strongest capabilities – trusted smart metering solutions and evolving grid edge intelligence offering, that create lasting value



Working towards a US listing

- Majority of Group Revenues and Adj. EBITDA is generated in the Americas region
- Gaining access to a larger pool of capital and facilitating easier comparisons with key industry peers
- Already reporting according to US-GAAP and in US Dollars with more work to be done:
 - Sarbanes–Oxley
 - Quarterly Reporting
 - Increase US investor base & research coverage
- Working with advisors towards a targeted U.S. listing in 2026 with a transitional dual listing period

New Group Executive Management

Since November '24



Peter Mainz
CEO

6 years with Landis+Gyr
Over 30 years multinational
experience o/w 20+ years in
the metering industry

Since April '25



Davinder Athwal
CFO

Over 25 years of global
financial leadership
experience

Since December '24



Prasanna Venkatesan
EVP Americas

18 years with Landis+Gyr
Over 30 years technology and
management experience

Proposed new Board Members



Brett Carter

Independent

Experience

- EVP, Chief Customer Officer of Xcel Energy (2018-23)
- SVP, Shared Services Executive of Bank of America (2015-18)
- Chief Distribution Officer of Duke Energy (2005-15)



Steve Loudon

Independent

Experience

- CFO of Roku (2015–2023)
- VP, Treasurer of Expedia (2009–2015)
- SVP, Retail Bank Finance and Strategy of Washington Mutual (2003–2009)
- Senior Associate of McKinsey & Company (2001–2003)

Developments in 2024/25

Governance

- Announced strategic review with **focus on the Americas business** and a **targeted US listing**
- **CEO transition to Peter Mainz** in November 2024 – stepped down from all Board committees
- **Chair Andreas Umbach not standing for re-election** at 2025 AGM
- **Audrey Zibelman proposed as new independent Chair** at 2025 AGM
- **Brett Carter and Steve Loudon** proposed as new Directors at 2025 AGM
- **Fabian Rauch joined Board** as major shareholder representative in August 2024
- Held a **virtual EGM** for the first time
- Binding vote on **Sustainability report** with **independent assurance** at AGM in 2024

Remuneration

- **Enhanced disclosures** related to the performance outcome of the short-term and long-term incentive plans planned for FY 2024
- **Outlook:** introduction of **ESG-related targets in LTI** as of financial year **2025**, with a **20%** weight. Targets to be aligned with the **next 3-year ESG cycle** 2025 to 2027

Sustainability

- **Ongoing implementation of ESG initiatives**, with focus on increasingly embedding sustainability in our business strategy and operations
- **Double Materiality Assessment (DMA) completed** in accordance with CSRD/ESRS requirements
- **ESG roadmaps for FY 2025-2027 defined** based on the outcomes of the DMA
- **FY 2024 Sustainability Report** prepared in alignment with **GRI** standards & **TCFD** recommendations
- Preparations to **transition to CSRD-aligned reporting** are **underway**, with the first CSRD-aligned report planned for release in May 2026 (covering FY 2025 performance)

About Landis+Gyr

Landis+Gyr at a Glance



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



6,300+ dedicated employees globally; o/w
1,400+ engineers



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



EcoVadis **Platinum Medal** — **Top 1%** of
Global Sustainability
Leaders



More than
USD 2 billion of
self-funded R&D
since 2011



Largest installed base
365+ million devices:
o/w 180+ million connected
intelligent devices



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

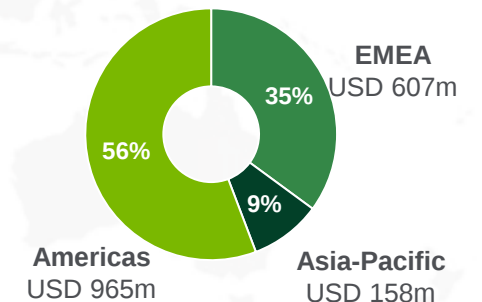


Strategic partnership
with **Google Cloud**
for co-innovation
(AI, ML, Data Analytics)



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

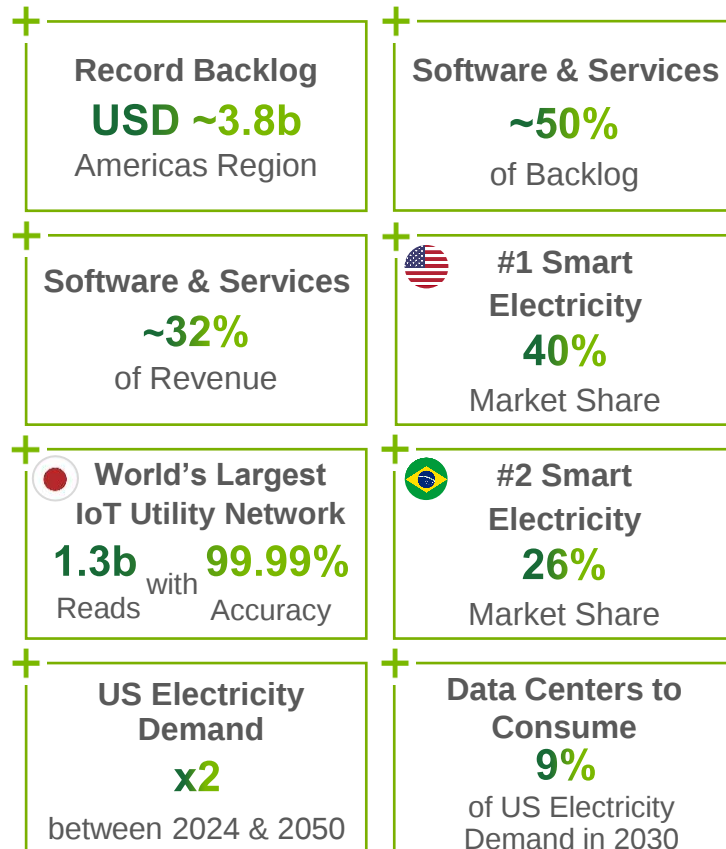
Revenue Split



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

Americas Region

Leading integrated edge-to-enterprise solutions, record backlog driving profitable growth



Leading market position

- Largest installed base provides data to support new product and recurring revenue software and service offering
- Scale player with high level of customer intimacy and stickiness
- Leverage current leading position to underpin base level of growth

Poised to benefit from electrification and decarbonization trends

- Favorable regulatory conditions in key US grid edge intelligence market
- Technology leader with state-of-the-art integrated edge-to-enterprise solutions

High margin solution focused business

- Americas backlog demonstrating value of strategic transformation investments from FY20 (software ca. 30%) to today (software ca. 50%)
- High return on capital

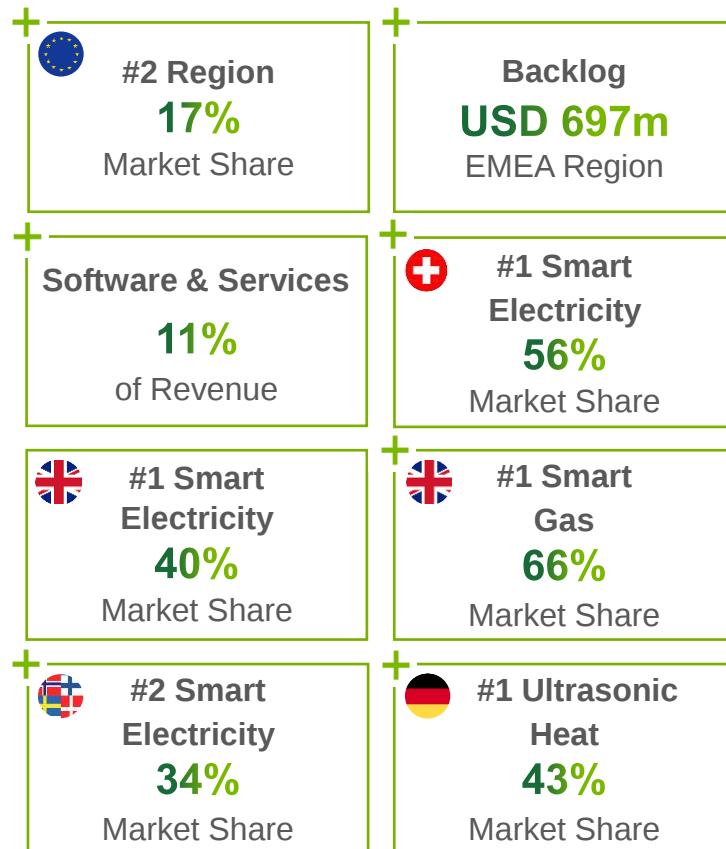
Growth opportunities through exposure to highly dynamic segments

- Smart ultrasonic gas, cybersecurity, EV, software and services, including edge-to-enterprise solutions like flexibility management, DERMS, and analytics

Strong ESG performance supports prime position for infrastructure investments

EMEA Region

European market leader, positioned to benefit from a highly supportive market backdrop



Leading market position

- Largest installed base provides unique access to data to support new product introductions and to grow recurring revenue software and service revenue
- Scaled player with high level of customer intimacy and stickiness
- Leverage current leading position to underpin base level of growth

Poised to benefit from positive industry trends

- Energy transition drives smart device rollouts and increases need for intelligent solutions
- Positioned to benefit from second wave of electricity smart device rollouts, given significant market share in Switzerland, UK, and Nordics

Clear path to short-term growth margin uplift and medium-term EBITDA-margin expansion

- Identified initiatives (footprint optimization, R&D efficiencies, supply chain, etc.) drive profitability

Growth opportunities through exposure to highly dynamic segments

- Smart water/heat, cybersecurity, EV, software and services, including flexibility management, DERMS, analytics

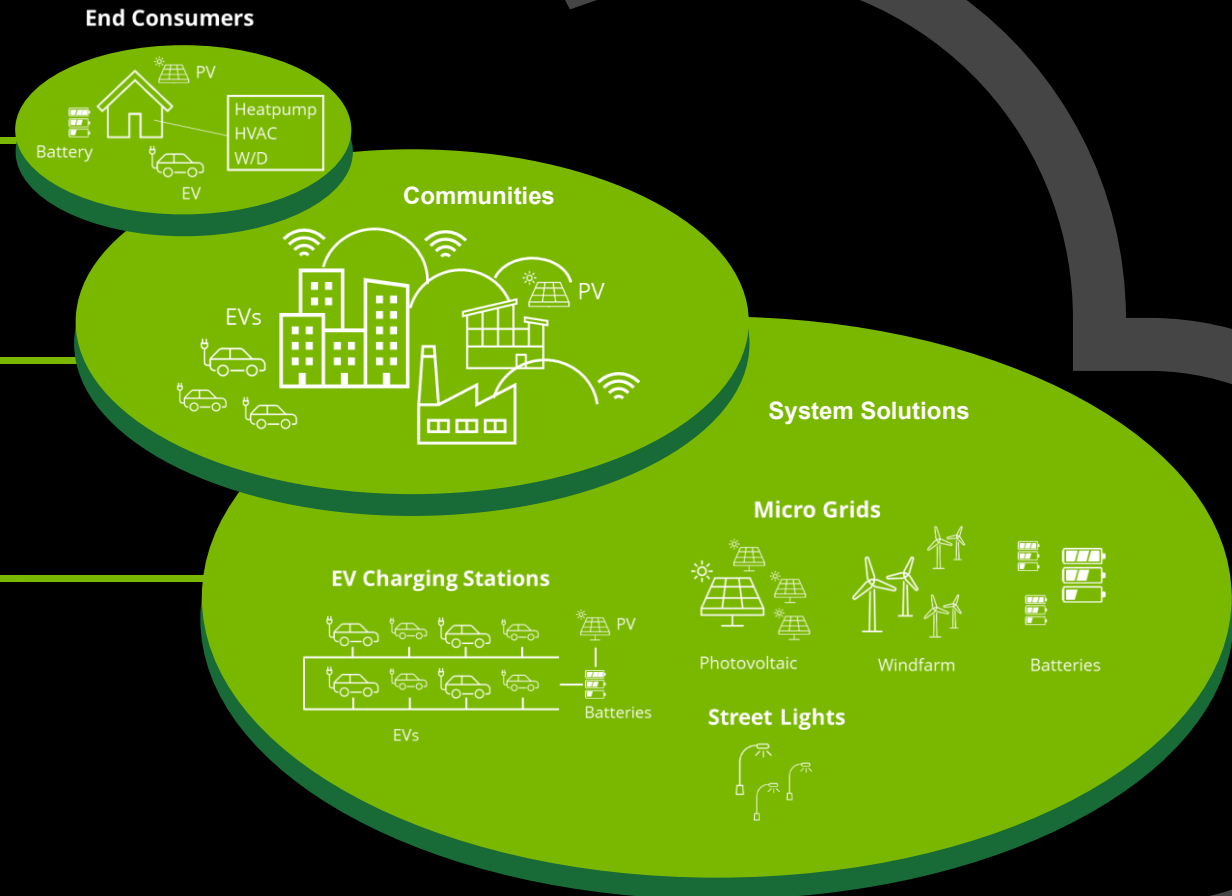
Strong ESG performance supports prime position to compete in European tenders

EMEA's production footprint has been successfully optimized to position the region to expand its margin profile

Smart Metering

Grid Edge Intelligence

Smart Infrastructure



Material Topics (FY 2022 – FY 2024)

Products & Solutions



- Product Impact
- Resource Efficiency, including:
 - waste

Climate & Environment



- Energy Efficiency & Climate Protection, including:
 - GHG emissions
 - Water
 - Biodiversity

People & Well-being



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

Business Ecosystem



- Business Integrity & Fair Taxes
- Strategic Responsible Sourcing
- Security and Data Privacy

ESG Program Fundamentals



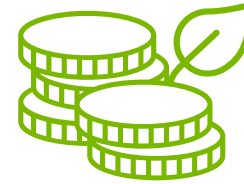
Long-standing commitment to sustainability

- 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 double materiality assessment
- Regular reports on ESG performance and activities to the Board and its committees (mainly NGSC), ensuring effective Board oversight and strategic alignment



ESG performance linked to incentive pay

- 20% of our employees' short-term incentive is linked to ESG targets (approx. 3,500 employees)
- ESG targets to be introduced in long-term incentive as of 2025



Quality reporting and independently verified results

- Sustainability Report is externally assured, approved by the Board, and submitted for vote at the AGM
- Reporting in line with GRI and TCFD frameworks. Preparations to comply with EU's CSRD underway

Committed to the
**Science Based
Target Initiative**

2030

100% renewable electricity

↓ 42% in S1&2 and S3, respectively

2050

Net Zero



Targets validated by
SBTI in 2023



Joined in
January 2020



Reporting according to
GRI since 2020



Responsible Business Alliance
Affiliate Member

Joined in
September
2024



Reporting according to
TCFD since 2023



Ranked in top 1% of
sustainable companies



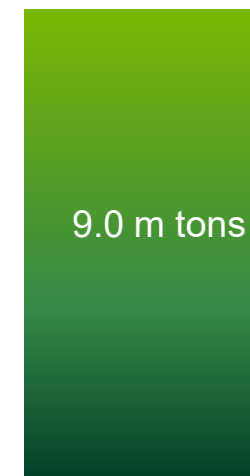
B- rating; Prime status
(top decile)



AA rating
(top 18% in peer universe)

9.0
million tons CO₂

Direct CO₂ emissions avoided through
installed Smart Metering base in FY 2024



CO₂
emissions
avoided

Avoided 8x
more CO₂
emissions in
FY24 than
produced



CO₂
emissions
produced

Committed to Sustainable Development

Dimension	Material Topics	KPIs	FY 2022	FY 2023	FY 2024	Target FY 2025
Products & Solutions	- Product Impact - Resource Efficiency, including: - Waste	1. Share of products in Eco-Portfolio	78.0%	84.3%	89.1%	90.0%
		2. Waste to landfill (%)	6.2%	6.3%	5.7%	1.0%
Climate & Environment	- Energy Efficiency and Climate Protection, including: - GHG emissions - Water - Biodiversity	3. Share of renewable electricity (%)	59.0%	79.0%	96.4%	100.0%
		4. CO ₂ e per USD 100 turnover (kg)	0.66	0.30	0.19	0.45
		5. Water per employee (m ³)	12.4	10.6	12.3	12.0
People & Well-being	- Occupational Health and Safety - Fair Labor Practices - Employee Engagement - Community Engagement	6. Lost Time Incident Frequency Rate	1.42	1.14	0.85	0.60
		7. Average hours of employee learning	16.8	23.7	30.2	N/A
		8. Share of suppliers who adhere to our Supplier Code of Conduct (SCoC)	88.0%	89.5%	91.8%	90.0%
		9. Share of audited high-risk suppliers	Process and metric were under definition			30.0%
		10. Share of female employees in senior roles	17.2%	17.4%	15.4%	20.0%
Business Ecosystem	- Business Integrity and Fair Taxes - Strategic Responsible Sourcing - Security and Data Privacy	11. Share of employees trained on business ethics	97.6%	93.7%	96.0%	100.0%
		12. Annual increase in the level of maturity of our software security practices	+15.9%	+10.0%	+8.8%	+5.0% per year

Corporate Governance

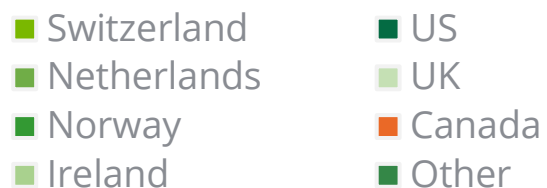
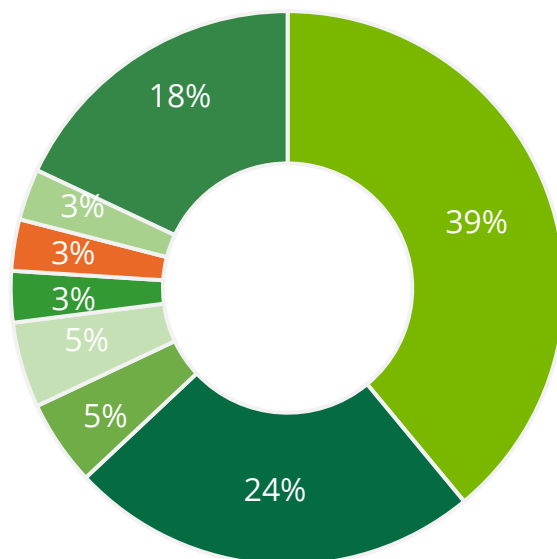
Strong anchor investors and diversified shareholder base

Top Shareholders

Rudolf Maag	10.38%
UBS Fund Mgmt	5.15%
Spectrum EO	5.01%
BlackRock	3.69%
Rivulet Capital	3.20%
Norges Bank	3.13%
Dimensional Holdings	3.01%

About 7,900 registered shareholders

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 capital of up to 10% with a capital band (-10% to +10%)

Sources: SIX filings, share register as of May 2025

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

Board of Directors (I)



Andreas Umbach

Chair since 2017
Not independent¹
(former executive)

Experience

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



Audrey Zibelman

Vice-Chair, member since 2023
Independent

Experience

- VP of X, Alphabet Moonshot Factory (2021–22)
- MD/CEO of Australian Energy Market Operator (2017–20)
- Chair/CEO of New York Public Services Commission (2013–17)
- Founder/CEO of Viridity Energy (2007–13)



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
CEO, not independent

Experience

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



Andy Spreiter

Member since 2017
Independent

Experience

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

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)



Fabian Rauch

Member since 2024
Not independent
(SEO Representative)

Experience

- Managing Partner of SEO (since 2022)
- ENA Investment Capital (2018–21)
- Vice President at Cevian Capital (2010–17);
- Oliver Wyman (2009–10)



Christina Stercken

Member since 2017
Independent

Experience

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

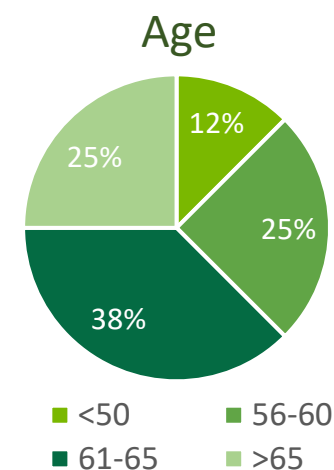
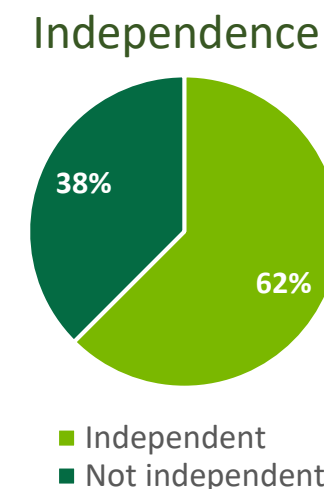
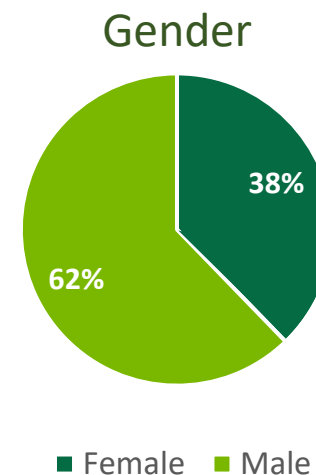


Laureen Tolson

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)



Board of Directors Governance (I/II)

Lead Independent Director

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

LID only in the event the Chair is non-independent

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
- Responsible 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
 - Chair: one

Attendance / decision making process

- Board and Committees meet minimum every two months; hold telephone conferences on an as needed basis
- Meeting attendance in both FY 2023 and FY 2024 was 100%
- Annual two-day strategy session
- Introduction program, regular training sessions and site visits for new Board members

Board review

- Board conducts an annual self-assessment based on a comprehensive and anonymous questionnaire; conducted in 2024 a more detailed assessment with the support of an external governance specialist
- Regular review of skills/traits of Directors – see “Board Skill Matrix” on next page

Gender diversity

- Gender diversity actively considered in succession planning
- Target of at least 30% female directorship

Board Skill Matrix

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

Board Member

Andreas Umbach

Audrey Zibelman

Eric Elzvik

Peter Mainz

Fabian Rauch

Andreas Spreiter

Christina Stercken

Laureen Tolson

General

Independence

Financial Proficiency

Global / International / Emerging Markets Experience

Leadership, General Management and P&L Experience

Governance

Understanding Fiduciary, Legal and Compliance Duties

Board Experience

Risk Management (incl. Health and Safety) and Audit

Environmental, Social and Governance (Sustainability)

Technical / Functional

Strategy Development and Execution

Growth and Innovation

Operational Excellence

Financial Expertise

Digitalization incl. Cybersecurity

Industry Experience

Utility Markets and Regulation

Solutions, Software & Services in Energy

M&A Expertise

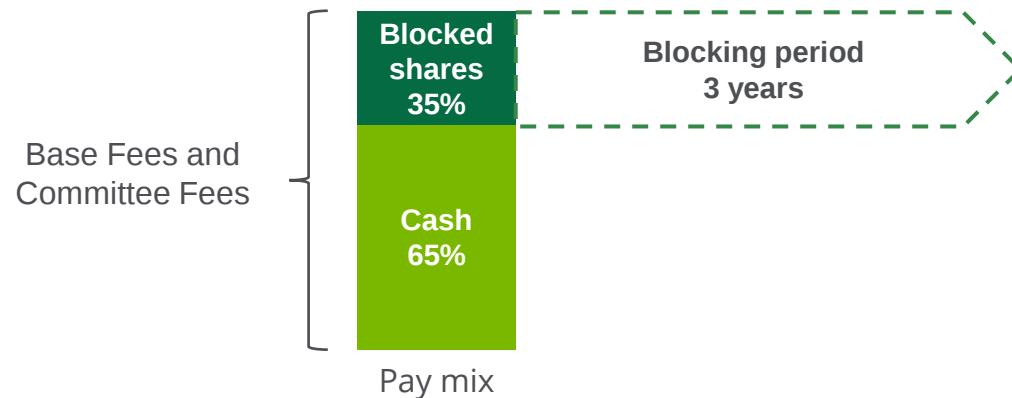
Overview Board Committees

	Audit, Finance & Risk Committee	Remuneration Committee	Nomination, Governance & Sustainability Committee
Andreas Umbach, Chair			Member
Audrey Zibelman, Vice Chair			Member
Eric Elzvik, LID		Member	Chair
Peter Mainz			
Fabian Rauch			
Andy Spreiter	Chair		
Christina Stercken	Member		Member
Laureen Tolson		Chair	

Remuneration

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

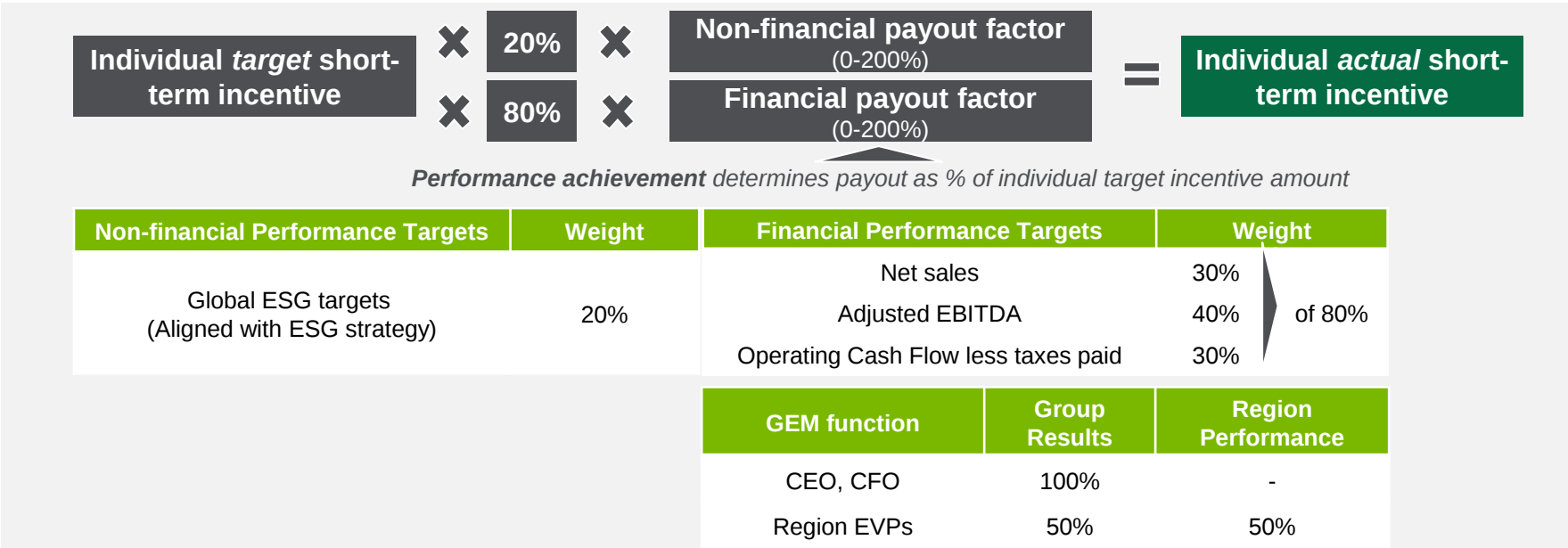
Year 1	Year 2	Year 3	
Base salary			Fixed compensation reflecting the scope and responsibilities of the role, qualifications and experience required to perform the role and market value of the role in the location in which the Company competes for talent, skills and expertise.
Benefits			Defined considering local market practice as well as legal requirements and covering pension benefits, fringe benefits, etc.
Short-term incentive 0-200% of target amount			- Annual cash incentive 80% measured against Group and (if relevant) regional financial performance 20% measured against targets aligned with ESG strategy - Payout capped at 200% of target incentive amount
Long-term incentive 0-200% of number of granted PSUs 3-year performance-based award			- Performance Share Units (PSUs) - Settled in Landis+Gyr shares subject to performance achievement (relative TSR and EPS) - 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		Guidance on share retention to build up within 5 years and hold as long as in office
Clawback Policy			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:



For the **financial performance targets** threshold performance levels apply, at which payout is 25% of target incentive (and 0% below threshold), and maximum performance levels, at which payout is capped at 200% of target incentive.

For the **ESG targets** threshold performance levels apply, at or below which payout is 0% of target incentive and maximum performance levels, at which payout is capped at 200% of target incentive.

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** relate to topics such as **energy efficiency and climate protection, resource efficiency, strategic responsible sourcing, employee engagement and security & data privacy**, and are measured against the following KPIs:
 - 1) % of electricity sourced from renewable energy sources
 - 2) Million tons of CO₂ savings enabled through Landis+Gyr products & solutions
 - 3) % of shipped units that are part of the Landis+Gyr Eco-Portfolio
 - 4) % of direct material spend covered by ESG supplier audits
 - 5) Number of employee learning hours
 - 6) % share of female employees
 - 7) Average % BSIMM¹ score
- 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 planned for financial year 2025, with the targets to be aligned with the priorities defined for the next 3-year ESG cycle 2025 to 2027.

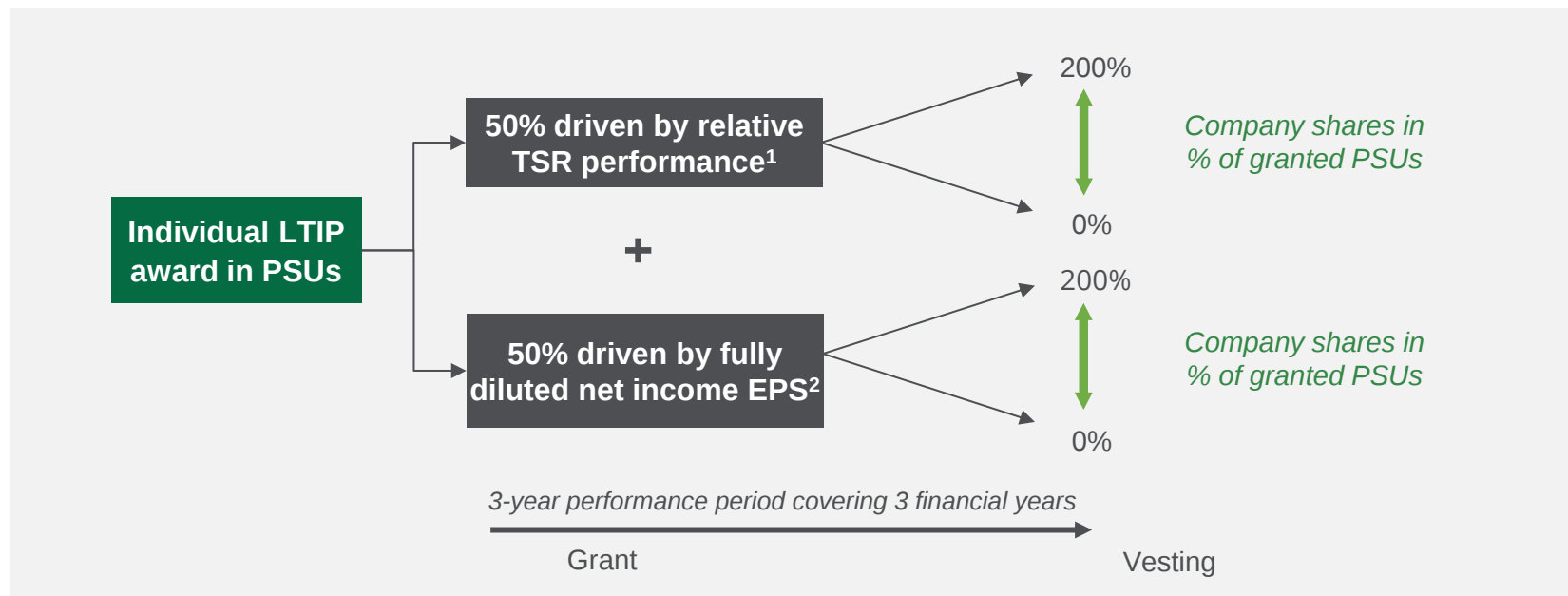
¹ Building Security in Maturity Model

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 or below 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

Appendix

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