

Capital Markets Day

Zurich, January 27, 2020

Landis
+ Gyr

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Presentations given during the Landis+Gyr 2020 Capital Markets Day include forward-looking information and statements including statements concerning the outlook for our businesses. These statements are based on current expectations, estimates and projections about the factors that may affect our future performance, including global economic conditions, and the economic conditions of the regions and industries that are major markets for Landis+Gyr Group AG. These expectations, estimates and projections are generally identifiable by statements containing words such as “expects,” “believes,” “estimates,” “targets,” “plans,” “outlook” or similar expressions.

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Alternative Performance Measures

Presentations given during the Landis+Gyr 2020 Capital Markets Day may contain information regarding alternative performance measures. Definitions of these measures and reconciliations between such measures and their US GAAP counterparts may be found on pages 36 to 40 of the Landis+Gyr Half Year Report 2019 on our website at www.landisgyr.com/investors.



EMEA

Susanne Seitz, EVP EMEA

Landis+Gyr

EMEA Highlights



Sales offices in **18 countries** across the EMEA region



1'300+ utilities served as trusted partner



Installed base in Europe of **35+ million** connected **intelligent devices**



160 end-to-end smart metering solutions in the field



1.6+ million meter points under **Managed Services**

Regional Highlights

- Consolidated our position in UK and France large rollouts
- Launch of Gridstream® Connect – our Utility IoT Platform
- 1 million metering points for Gridstream Connect solution to E.ON Sweden
- First Software as a Service (SaaS) contract outside Nordics
- Strong revenues growth mainly driven by UK
- Return to profitability – continued journey to improved performance and profitability

Continued Turnaround Yielding Strong Top Line and Profitability Improvements

Performance

- Revenue growth driven by UK; expected Brexit destocking did not materialize
- Full effect from completed introduction of product cost downs
- Project Phoenix completed in FY 2018
- Project Lightfoot expected to deliver USD 20m of annual savings in FY 2019 with an add. USD 5m savings to be delivered in FY 2020
- Committed backlog up on the back of contract wins in the Nordics and the UK

Revenues and Profitability



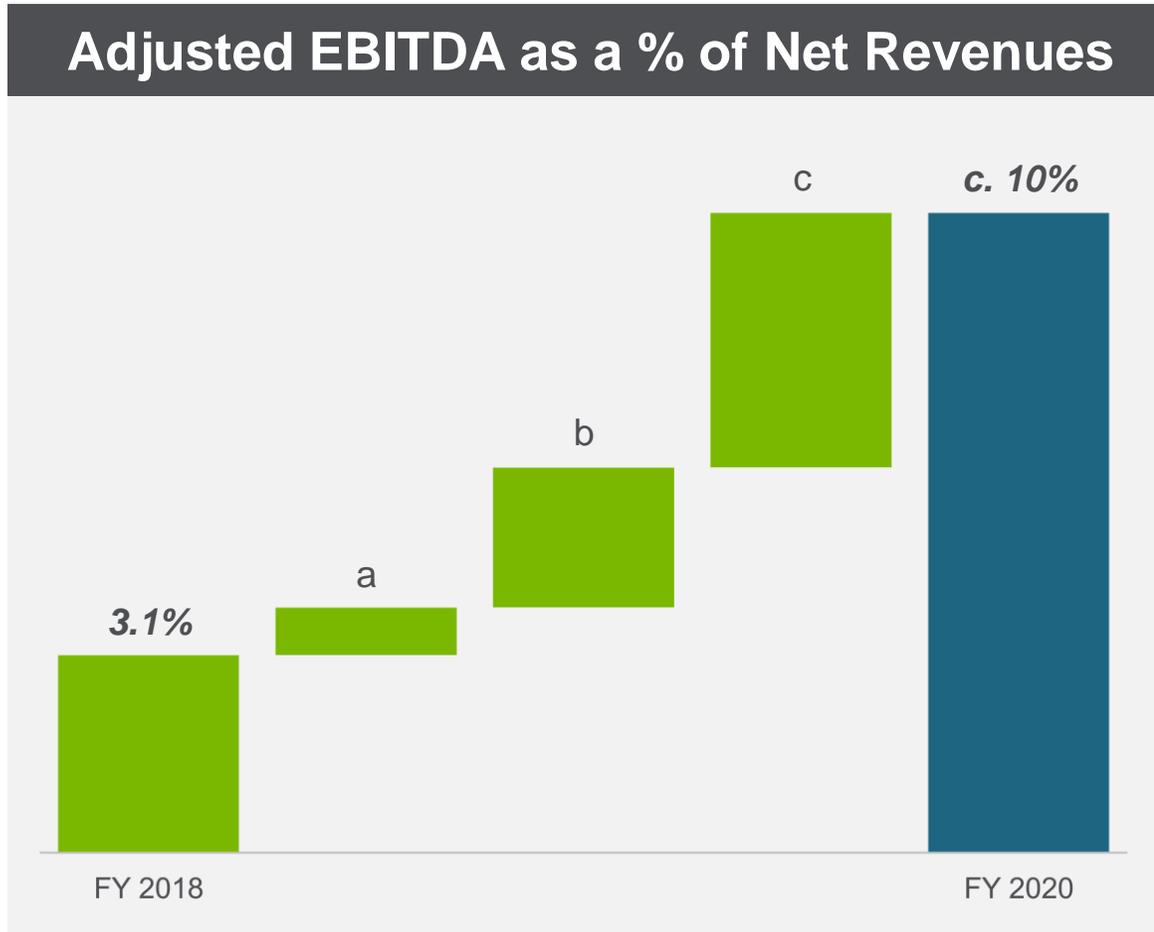
Committed Backlog



1. Following the adoption by the Company of ASU 2017-07 relating to defined benefit pension scheme costs, Adj. EBITDA has been revised down by USD 1.5m and by USD 3.1m in FY 2016 and FY 2017 respectively as all pension income and expenses other than service costs are now reported under "Other income (expense)"

EMEA's Adjusted EBITDA Margin on Track to Hit 10% in FY 2020

Adjusted EBITDA as a % of Net Revenues



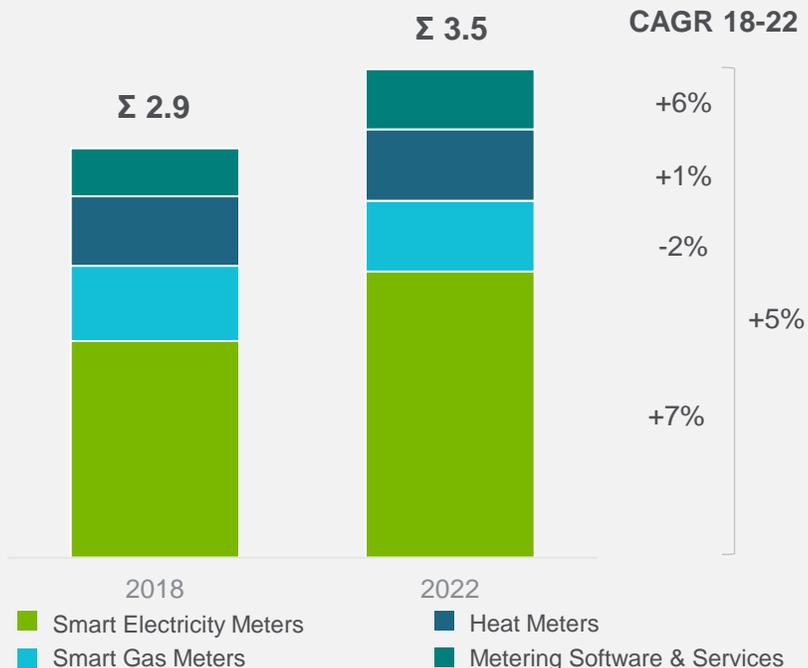
Measures

- a. Improved Margin Quality: +0.5% to +1.0%**
Product cost downs have been completed on high volume AMI products
- b. Lightfoot Savings: +2.0% to +2.5%**
Ahead of plan to deliver USD 25 million savings in FY 2020
- c. Operating Leverage: +3.5% to +4.5%**
Higher net revenue volumes lead to economies of scale. Further efficiency gains on operating expenses.

Market Forecast

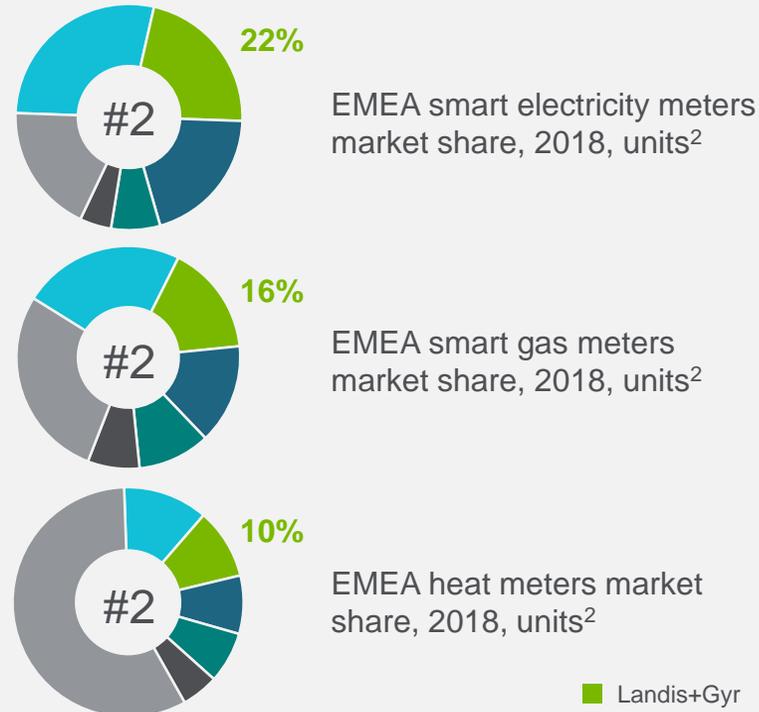
Market Evolution

Estimated market segments ¹
USD b



1. Company estimates including inputs from IHS Markit (2019), Frost & Sullivan (2019) and Northeast Group (2018)
2. Market share based on IHS Markit (2019) and Frost & Sullivan (2019)
3. Northeast Group (2018), company analysis

Market Position



Managed services vendor landscape³

Leaders: Landis+Gyr kamstrup Sagemcom

Contenders: Capgemini Honeywell
ELTEL IBM ZIV

Smart Electricity:

Regulation supports smart meter installations

Smart Gas:

Rollouts ongoing in large Western European countries

Heat:

Stable market supported by EU directive, gradual transition to ultrasonic technology

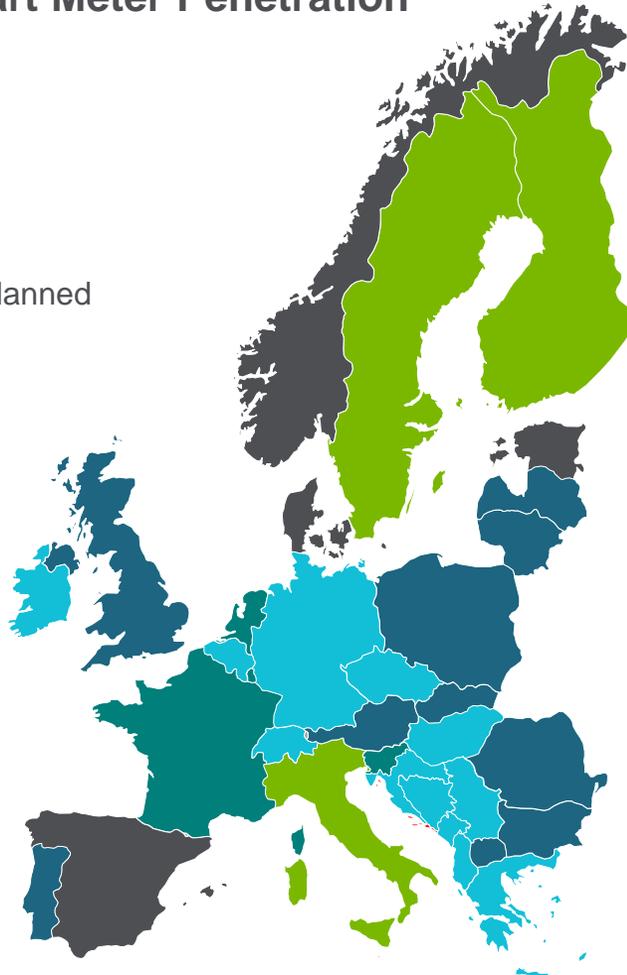
Software and Services:

New requirements to utilize more meters and utility data which is expected to drive the market

Growth Driven by Continuing Smart Meter Penetration and Upcoming 2nd Wave Rollouts

Electricity Smart Meter Penetration (end of year 2019)

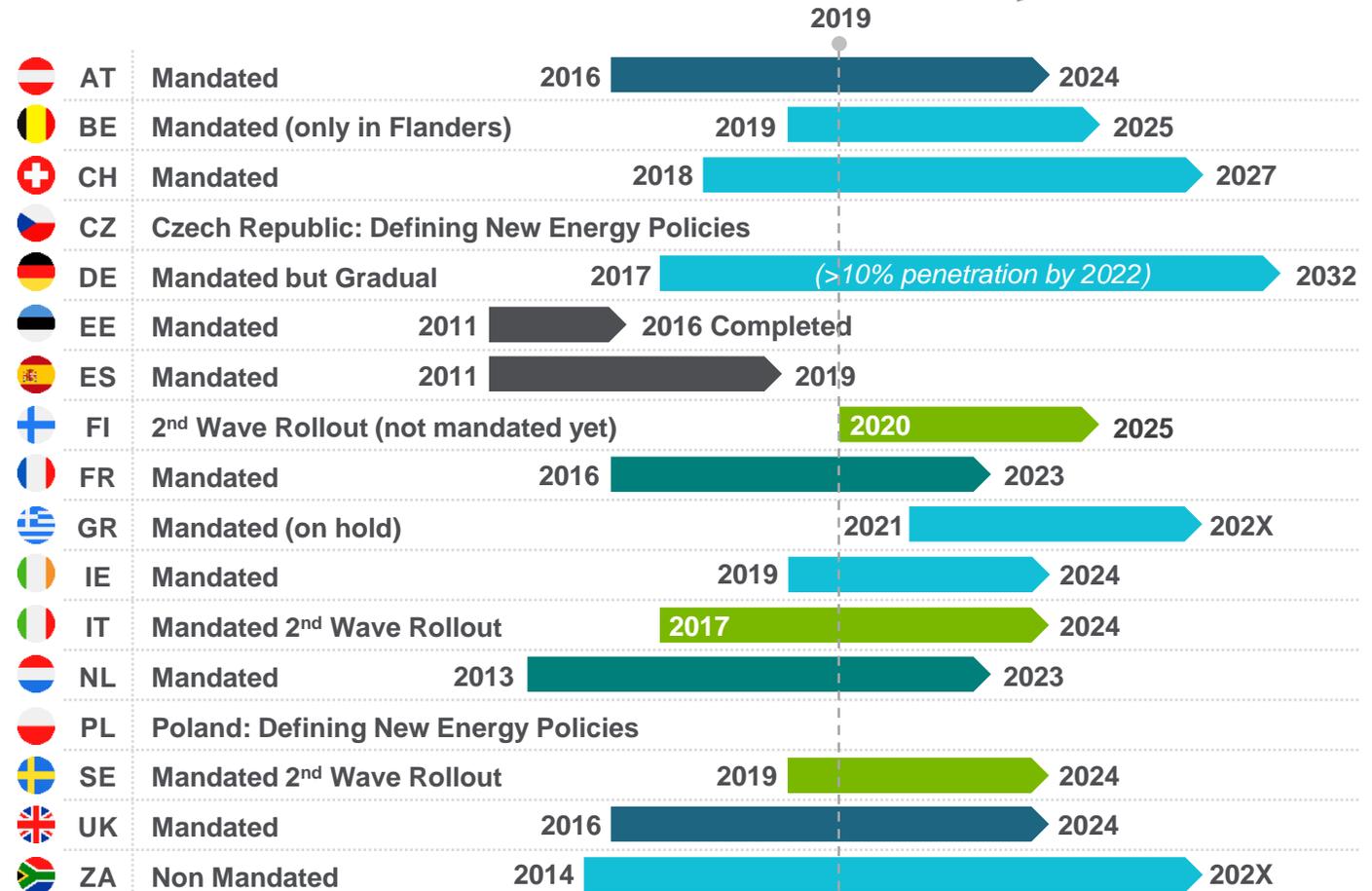
- >80%
- 50–80%
- 10–50%
- 0–10%
- 2nd wave rollout planned



2019
Installed base: 145m
Penetration: 48%

55m (new AMI)
+14m (2nd wave) meters to be installed

2022
Installed base: 200m
Penetration: 65%



Focus Point UK: Leveraging a Large-scale Rollout

53m

Smart electricity and gas meters to be deployed during the full rollout

15.6m

Smart meters deployed¹

21m

SMETS meters supplied or under contract for Landis+Gyr

9m

Meters already supplied by Landis+Gyr

Market Development

- Moving to a decentralized power grid
- Establish accurate on-time billing data (instead of estimation)
- Better facilitate pre-payment models
- Rollout prolonged to 2024

Our Solution Offering / Priorities

- Further expansion of our smart meter base
- Building on current smart meter offering
 - Development of alternative communication technology
 - Grid edge intelligence use cases
- Services to optimize customers' operational efficiency

Focus Point France: Linky Rollout in Full Swing, New Use Cases Emerging

35m

Residential meters
to be deployed

30k

Linky meters installed
per day

25%

Supplied by
Landis+Gyr

6 → 3

Reduction of
suppliers

Market Development

- Modernization of the network for the Energy Transition
- More than 23 million already installed, 90% completed by 2021
- Capitalize on the Linky technology
- Leverage AMI infrastructure to enable new offerings

Our Solution Offering / Priorities

- Residential AMI deployment Linky is the 1st step of network digitalization.
- The next steps are:
 - Commercial and Industrial AMI with new meter
 - Low voltage monitoring at the sub-station level
 - Electrical mobility

Focus Point Nordics: 2nd Wave Deployments

5.4m

Smart meters to
be replaced in Sweden
by 2024

>1m

Metering points
contracted for Landis+Gyr
in Sweden

3.5m

Metering points
in Finland

Data
Hub

For each
Nordic country

Market Development

- Sweden replaces 1st generation smart meters with latest technology
- 2nd generation rollouts in Finland are about to start
- Strong demand for Managed Services across the Nordic region
- DSO's focus on utilizing the data for improved grid efficiency and customer service excellence

Our Solution Offering / Priorities

- Introduction of Gridstream Connect IoT platform with NB-IoT communication technologies and latest meter portfolio for grid edge intelligence
- Extending our Managed Services offering

Focus Point Switzerland, Germany, Central and Eastern Europe: Early Phase Opportunities

4.8m

Meters installed base

Switzerland

Market Leader

- New regulation in place requiring 80% of meters being smart by 2027
- Market is preparing
- Priority: maintain market leading position and expand into service business

45m

Meters installed base

Germany

Delayed energy transition and mass rollout

- Grow smart metering and capture large shares in smart meter deployments
- Pilot services model for small and mid-sized utilities (Infrastructure as a Service)

50m

Meters installed base

Central and Eastern Europe

Difference in drivers for AMI between EU and non-EU countries

- Priority EU countries: win large share of rollout e.g. in Poland and Czech Republic
- Opportunity in other countries to offer solutions to reduce technical and non-technical losses and to secure grid reliability

EMEA Positioning for Success



Customers and Markets

- Capture **large share of the upcoming smart meter deployments**
- Address small and medium DSOs with our **end-to-end solutions**
- **Leverage our installed base** of 35 million connected intelligent devices and **existing customer relationships**



Offering

- Strengthen our positioning at the **grid edge**, 'beyond metering', with our next generation offerings
- **Grow services** through geographic expansion and value-add services



Operational Excellence

- Ensure professional delivery of **customer projects**
- Build success on **highly engaged employees** and the right **competency and skill set**

Glossary

| | | | |
|-----------------------|---|----------------|---|
| AMI | Advanced metering infrastructure | IPv6/v4 | Internet protocol version 6/4 |
| CAGR | Compound Annual Growth Rate | JV | Joint venture |
| CMD | Capital Markets Day | KPI | Key performance indicator |
| CO₂ | Carbon dioxide | MDMS | Meter data management system |
| CPP | Critical peak pricing | NB-IoT | Narrowband IoT |
| CSR | Corporate social responsibility | OTA | Over the air |
| CVR/VVO | Conservation voltage reduction and voltage/VAR optimization | OWC | Operating working capital |
| DER | Distributed energy resources | PP | Public Power |
| DSO | Distribution system operator | PUC | Public utility commission |
| EIA | Energy Information Administration (US) | PV | Photovoltaic |
| EMS | Electronic manufacturing services | REC | Rural electric cooperative |
| EV | Electric vehicles | RF | Radiofrequency |
| FAN | Field area network | SaaS | Software as a service |
| FX | Foreign Exchange | SCADA | Supervisory control and data acquisition |
| ICG | Industrial, commercial and grid | SMETS | Smart metering equipment technical specifications |
| IEA | International Energy Agency | TOU | Time-of-use |
| IoT | Internet of things | TSP | Transitional simplified procedures |
| IOU | Investor-owned utility | WTO | World trade organization |

Reference: IHS Markit technology research (Informa Tech) - Smart Utility Meter Intelligence Service, 2019. Market share based on unit shipments. Results are not an endorsement of Landis+Gyr AG. Any reliance on these results is at the third-party's own risk

Dates and Contacts



Important Dates

Release of FY 2019 Results:
May 6, 2020

**Publication of
Annual Report 2019:**
May 28, 2020

Annual General Meeting:
June 30, 2020
Casino Theater, Zug

Release of H1 FY 2020 Results:
October 28, 2020



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CMD Documents

