

MANAGE ENERGY BETTER

+ 125 Years

Remuneration
Report 2020

Landis+Gyr

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Letter from the Chairman of the Remuneration Committee



**Dear Shareholders,
On behalf of the Board of Directors and the Remuneration Committee, I am pleased to introduce Landis+Gyr's Remuneration Report for the financial year ended March 31, 2021.**

The Remuneration Report explains our remuneration system and its governance, as well as how the performance results impacted the variable incentive payments to the Group Executive Management in their remuneration plans.

In a year of unprecedented challenges posed by the global COVID-19 pandemic, Landis+Gyr displayed business resilience. With respect to the remuneration systems, the targets for the Short-Term Incentive Plan, which were being finalized at the time when the COVID-19 crisis started, were not adjusted. Similarly, no changes were made to the Earnings per Share and the relative Total Shareholder Return vesting curves for the Long-Term Incentive Plan granted in financial year 2020, nor for any of the outstanding Long-Term Incentive Plan grants.

Further, due to the uncertainty of the COVID-19 pandemic, the members of the Board of Directors and Group Executive Management decided at the beginning of the financial year to take a voluntary 10% reduction to their base and committee fees and base salaries, respectively, for a period of six months. A large part of this is invested in a welfare fund, which provides financial assistance to help our employees in India, and dependent family members, who have been directly impacted by COVID-19. Remaining funds are intended to support community engagement activities.

At the last Annual General Meeting in 2020, binding votes were conducted on the maximum aggregate remuneration amounts for the Board of Directors and the Group Executive Management, both with approval rates of more than 97%. Further, the consultative vote on the Remuneration Report achieved an approval rate of 95%. The Board and I wish to thank you for your support, which reinforced our ongoing reviews and enhancements of our remuneration framework to attract, motivate and retain the right talent to drive Landis+Gyr's sustainable strategic and performance development in the interest of our shareholders.

During the financial year, the Remuneration Committee continued to evaluate our remuneration systems and programs with the aim of further aligning our incentive plans with Landis+Gyr's business strategy and shareholders' interests. As in previous years, we greatly appreciated the opportunity to continue our dialogue with investors and stakeholders, in particular also addressing the challenges we faced as a consequence of the COVID-19 pandemic, as well as the further development of our approach towards linking our sustainability priorities to our incentive systems. As the first step in this context, and as already communicated in the Remuneration Report 2019, a sustainability-related component with an overall weight of 10% was introduced in the Short-Term Incentive Plan in financial year 2020. Focusing on the topics of energy efficiency and climate protection, the sustainability component was measured against three specific targets concerning the reduction of our CO₂ emissions and waste, as well as the impact of our product portfolio on the environment. Through targeted initiatives and action plans, very good progress was made against these targets during the year under review.

Throughout the past 12 months we have continued to review the sustainability component of our Short-Term Incentive Plan and its evolution in line with Landis+Gyr's overall Environmental, Social and Governance ("ESG") strategy. Given our strategic focus on creating a sustainable impact in managing energy better and our commitment overall to sustainable ESG practices, the sustainability-related component will be expanded as follows as of financial year 2021:

- Increase of the overall weight within the Short-Term Incentive from 10% to 20%. (with financial performance targets accordingly going from currently 90% to 80%)
- Addition of further targets directly linked to our ESG strategy.

The Remuneration Committee and the Board also continued their review to evolve the Long-Term Incentive Plan. As of financial year 2021, to allow for more specific industry performance comparability, the relative Total Shareholder Return component will be measured against a focused custom group of companies, replacing the current measurement against the broader SPI Industrials Index. The selected peer companies are aligned to Landis+Gyr in terms of industry, business model and geographical reach. In alignment with common market practice, the performance of Landis+Gyr's Total Shareholder Return relative to the peer companies will be expressed as a percentile rank instead of the methodology applied so far, which measures the percentage point deviation to an index.

The Remuneration Committee conducted its regular activities during the past year, including the preparation of the remuneration report and the say-on-pay votes for the Annual General Meeting. At the upcoming Annual General Meeting in June 2021, we will ask for your approval of the maximum aggregate remuneration amount to be awarded to the Board of Directors for the period to the next Annual General Meeting in 2022 and to the Group Executive Management for the financial year ending March 31, 2023. In addition, you will again have the opportunity to express your opinion on our remuneration principles and systems through a consultative vote on this Remuneration Report 2020.

We encourage and pursue open and regular dialogue with our shareholders and their representatives as we continue to evolve our remuneration system. On behalf of the Board of Directors and the Remuneration Committee, I would like to thank you again for your feedback and ongoing support.

In closing, I would like to recognize the level of relentless energy, determination and resilience demonstrated by the Group Executive Management and Landis+Gyr employees across the world in driving performance and navigating the unprecedented pandemic challenges during the year.



Eric Elzvik
Chairman of the Remuneration Committee
and Lead Independent Director
Cham, May 2021

Remuneration Report 2020

The Remuneration Report provides a comprehensive overview of Landis+Gyr's (Landis+Gyr Group AG defined as the "Company", and its subsidiaries, together the "Group") remuneration governance and principles, structure and elements. The Remuneration Report also includes information on the remuneration awarded to members of the Board of Directors ("Board") and Group Executive Management ("GEM") for the financial year ended March 31, 2021 ("FY 2020").

The Remuneration Report is written in accordance with the Ordinance Against Excessive Compensation with respect to Listed Stock Corporations ("Ordinance"), the standard relating to information on Corporate Governance of the SIX Swiss Exchange, and the principles of the Swiss Code of Best Practice for Corporate Governance of economiesuisse.

Remuneration Governance and Principles

Shareholder engagement

Under the Ordinance, shareholders of Swiss listed companies have significant influence on the remuneration of governing bodies and annually approve the maximum aggregate remuneration for the members of such governing bodies. In addition, the principles governing remuneration must be defined in a company's articles of association, which are also subject to shareholder approval.

Landis+Gyr's Articles of Association include the principles governing remuneration (specifically Articles 12, 25, 26, 28 and 29) and can be viewed online at: www.landisgyr.com/about/executive-management-and-board/ → Corporate Governance Documents → Articles of Association. The key provisions are summarized below:

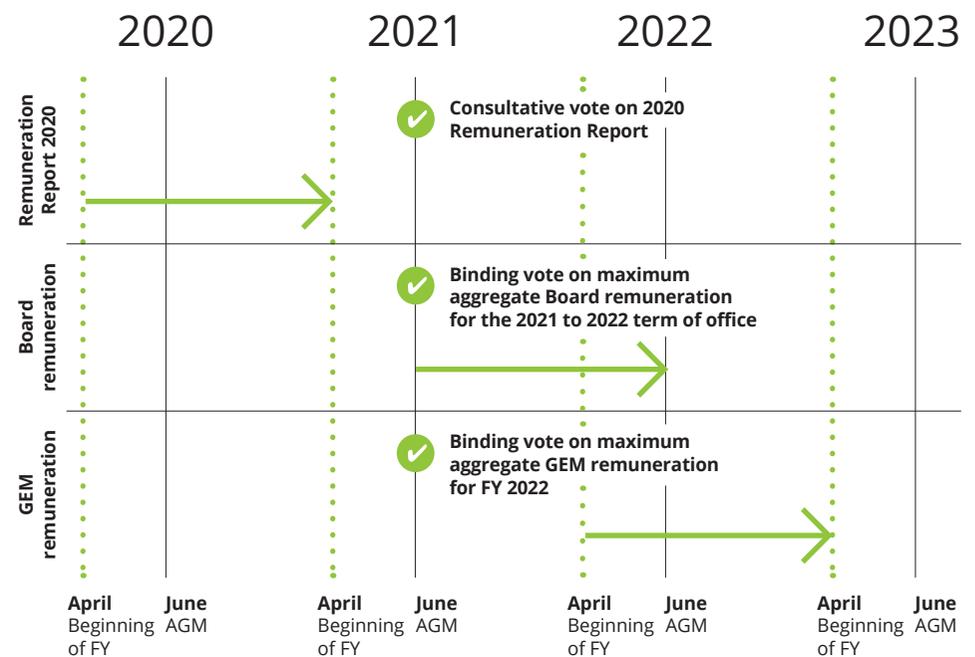
- **Votes on remuneration (Article 12):** Every year the Annual General Meeting ("AGM") votes separately and bindingly on the maximum aggregate remuneration of the Board for the term of office until the next AGM and on the maximum aggregate remuneration of the GEM (fixed and variable components) for the subsequent financial year.
- **Principles relating to the remuneration of the Board (Article 25) and the members of the GEM (Article 26):** The remuneration of the Board consists of a fixed base fee, fixed committee fees and a lump sum for expenses. The fees are awarded in cash and shares. The remuneration of the GEM consists of a fixed annual base salary and variable remuneration, which includes an annual short-term incentive paid in cash as well as a long-term incentive settled in shares, and other benefits.

- **Loans and credits (Article 28):** The Company may not grant any loans or credits to members of the Board or the GEM.
- **Additional amount for new members of the GEM (Article 29):** If the maximum aggregate remuneration already approved by the AGM is not sufficient to cover the remuneration for newly appointed or promoted members of the GEM in the respective financial year, the Company may pay an additional amount in each case up to 30% of the last maximum aggregate remuneration amount approved.

In line with the Company's Articles of Association, the Board will submit three separate remuneration-related resolutions for shareholder approval at the 2021 AGM as illustrated in Exhibit 1:

- This Remuneration Report (consultative vote).
- The maximum aggregate remuneration amount for the Board for the term of office from 2021 AGM to 2022 AGM (binding vote).
- The maximum aggregate remuneration amount for the GEM for the financial year starting April 1, 2022 and ending March 31, 2023 (binding vote).

EXHIBIT 1: SAY ON PAY – REMUNERATION-RELATED SHAREHOLDER APPROVALS



At the 2020 AGM held on June 30, 2020, shareholders approved a maximum aggregate remuneration amount for the Board for the term of office until the 2021 AGM of CHF 1.8 million, as well as the maximum aggregate amount of fixed and variable remuneration for members of the GEM for FY 2021 in the amount of CHF 8.5 million. In addition, shareholders approved the Remuneration Report 2019 in a consultative vote.

The estimated remuneration granted to the Board for the term of office from the 2020 AGM to the 2021 AGM is CHF 1.4 million compared to the approved amount of CHF 1.8 million. An amount of CHF 7.0 million was granted to the GEM in FY 2020 compared to the approved amount of CHF 8.5 million. For a reconciliation of approved versus awarded amounts please refer to page 18.

Governance on remuneration matters

As outlined in Exhibit 2, the Remuneration Committee acts in an advisory capacity while the Board retains the decision authority on remuneration matters relating to the Board and GEM, except for the remuneration-related shareholder approvals for the Board and GEM. Members of the Remuneration Committee are elected annually and individually by the shareholders at the respective Annual General Meeting. The Chairman of the Remuneration Committee reports to the full Board after each meeting. The minutes of the meetings are made available to the members of the Board. The Remuneration Committee may invite the Chairman of the Board to attend the meetings as a non-voting guest; however, he is not present during meetings or parts thereof during which his own remuneration is discussed. The CEO and the Head of HR may attend the Remuneration Committee meetings in an advisory function, but are excluded from certain discussions. The Chairman of the Remuneration Committee may decide to invite other executives to attend the meetings as appropriate. No member of management attends the meetings or the part of the meetings in which their own performance or remuneration is discussed.

The Remuneration Committee may decide to consult an external advisor on specific remuneration matters. In FY 2020, HCM International AG (“HCM”) was mandated as an independent advisor on Board and GEM remuneration matters. HCM does not have any other mandates with Landis+Gyr.

EXHIBIT 2: GOVERNANCE ON REMUNERATION MATTERS

	CEO	Remuneration Committee	Board	AGM
Remuneration principles (Articles of Association)		Proposes	Reviews	Approves (binding vote)
Remuneration principles and system for the Board and GEM		Proposes	Approves	
Remuneration report		Proposes	Approves	Consultative vote
Maximum aggregate amount of remuneration for the Board		Proposes	Reviews	Approves (binding vote)
Individual remuneration of Board members		Proposes	Approves	
Maximum aggregate amount of remuneration for GEM		Proposes	Reviews	Approves (binding vote)
Remuneration of the Chief Executive Officer (“CEO”)		Proposes	Approves	
Individual remuneration of other GEM members	Proposes	Reviews	Approves	

Activities of the Remuneration Committee during FY 2020

The Remuneration Committee meets as often as business requires but at least four times a year. In FY 2020, the Remuneration Committee held five meetings and covered the topics described in Exhibit 3. Details on Remuneration Committee members and their meeting attendance are provided in the Corporate Governance Report on page 8ff.

EXHIBIT 3: OVERVIEW OF THE MAIN TOPICS DISCUSSED BY THE REMUNERATION COMMITTEE DURING FY 2020

	4 May	27 May	26 Oct	16 Dec	23 Feb
Remuneration governance and policy					
Preparation of AGM related reward items including maximum aggregate remuneration amounts for the Board and GEM to be submitted to AGM vote	X				X
Remuneration Report	X	X			X
Review of remuneration principles, strategy and systems			X	X	X
Review of stakeholder feedback on remuneration disclosure			X		
Remuneration Committee governance, meeting schedule and agenda setting			X		
Communication with major shareholders and their representatives					X
Board remuneration					
Review of Board Remuneration Policy	X				
GEM remuneration					
Review of GEM performance ¹ and objective setting	X				X
Review of GEM benchmarking peer group and external benchmark				X	X
Review and recommendation of individual GEM remuneration levels	X				X
Review of short-term incentive performance target setting for new financial year and performance and payouts for previous financial year	X	X			X
Review of long-term incentive performance target setting and eligibility for new performance period and performance for previous performance period	X	X			X

¹ The review of GEM performance, as well as succession planning, fall within the responsibility of the Nomination and Governance Committee newly established during FY 2020 and were therefore, going forward, removed from the annual Remuneration Committee agenda.

Remuneration principles

Landis+Gyr's remuneration programs are designed to recognize and reward performance, enabling the organization to attract, motivate and retain talented employees who drive performance and the achievement of business strategy and objectives as well as the creation of shareholder value.

The remuneration programs within Landis+Gyr are periodically reviewed to ensure continued alignment with the Group's strategy and market practice. They are built around the following principles:

Principle	Description
Performance	Anchor Landis+Gyr's business strategy, drive results and sharpen the focus on long-term performance and incentivize and reward performance in a sustainable manner, also in alignment with our Environmental, Social and Governance ("ESG") strategy.
Shareholder value	Align with shareholders' interests, drive creation of shareholder value and foster entrepreneurial thinking
Talent management	Attract, motivate and retain talented employees who can drive world-class performance, and who are incentivized based on such performance
Market orientation	Ensure a best practice remuneration system with competitive levels and structures, reflecting a sustainable balance between short-term and long-term performance focus

Determination of Board and GEM remuneration

The remuneration for the Board and the target remuneration for the GEM take into account the roles and responsibilities, the respective experience required as well as current market pay practices. In addition, for the GEM, internal compensation structures as well as affordability are considered. To support remuneration recommendations to the Board, the Remuneration Committee periodically benchmarks remuneration of the members of the Board and GEM against remuneration of comparable companies. For these purposes, the Remuneration Committee regards Swiss listed industrial companies as the most relevant reference group. In addition, the benchmarks used for the GEM periodically include a comparison to international pay practices.

For the GEM, a benchmark examining remuneration levels and structure against a reference group of 15 Swiss listed industrial companies¹ was undertaken in FY 2020. Consistent with the last benchmark for the GEM, the companies were selected based on revenue, with market capitalization and number of employees used as further check-points. The conducted benchmarking showed that the GEM's remuneration levels and structures are comparable to the defined reference market. It was therefore concluded that no further expansion of the reference group was needed. The outcome of the benchmarking for the GEM was considered by the Board when discussing remuneration levels for FY 2021.

¹ The Swiss listed industrial companies included in the reference group in FY 2020 for the purpose of GEM benchmarking are: Arbonia, Bobst Group, Bucher, Conzzeta, Daetwyler, Dormakaba, Flughafen Zürich, Geberit, Georg Fischer, OC Oerlikon, Schweiter Technologies, SFS Group, SIG Combibloc, Stadler Rail, Sulzer.

The remuneration of the Board was last benchmarked in FY 2019, based on a reference group of 24 companies¹. Following this analysis, the Remuneration Committee and the Board decided to undertake the next benchmarking for the Board in FY 2021.

EXHIBIT 4: REFERENCE GROUPS USED FOR GEM AND BOARD BENCHMARKING

GEM	Board
<p>Geography: Switzerland + International (periodically)</p> <p>Industry: Industrials + technology</p> <p>Size: Comparable (Revenue)</p>	<p>Geography: Switzerland</p> <p>Industry: Industrials + diverse (excl. financials)</p> <p>Size: Comparable (Revenue)</p>

Remuneration System

Remuneration system of the Board

To ensure its independence in fulfilling its supervisory duties, the remuneration of the Board is fixed and does not contain any variable component.

The Chairman of the Board receives a fixed annual base fee of CHF 400,000 and a lump sum for expenses. The Chairman is not entitled to being compensated for assuming additional committee responsibilities. Due to his previous long-standing employment relationship with Landis+Gyr, during which he was continuously covered under the collective pension scheme offered by Landis+Gyr in Switzerland in accordance with Swiss pension regulations, the pension cover was subsequently continued under the terms of his directorship with the Company, under the provision that all contributions, including the employer portion, are to be funded by the Chairman himself. This ensures that the Company does not incur costs for pension fund contributions in addition to the Chairman's fixed base fee of CHF 400,000. The actual base fee payment to the Chairman is therefore reduced by the amount remitted by the Company into the pension scheme representing the employer pension contributions. If the level of these contributions changes, based on the regulations of the pension scheme, the actual base fee payment is adjusted accordingly. In FY 2020 the Company paid CHF 37,621 (FY 2019: CHF 37,541) in employer pension contributions, for the Chairman, which were deducted accordingly from the Chairman's base fee payment.

Other members of the Board receive a fixed annual base fee and fixed fees for membership in Board committees, as well as a lump sum for expenses. Participation in the Swiss pension scheme may apply, to the extent legally required, with the corresponding employer contributions included in the base and committee fees paid as per Exhibit 5 below. In FY 2020 no other members of the Board participated in the Swiss pension scheme.

The amounts of the base fee and committee membership fees, as illustrated in Exhibit 5, reflect the responsibility and time requirement inherent to the respective function and remained the same in FY 2020 compared to FY 2019. The base fee and committee membership fee are paid 65% in cash and 35% in Company shares, which are blocked for sale for a period of three years from the date of grant. The cash portion of the base fee and committee membership fee is paid monthly; the share portion is granted in four quarterly instalments, with each instalment blocked for three years from the date of its grant. Should a Board member resign before completion of the respective term of office, such member is entitled to the respective pro-rata remuneration and any shares already received that are in excess of the pro-rata entitlement are to be re-transferred to the Company. All granted shares remain blocked until the end of the respective blocking period. Should a Board member not stand for re-election, or not be re-elected following completion of the previous term of office, already granted shares also remain blocked until the end of the respective blocking period. In the event of a change of control, the blocking period on the shares is lifted.

EXHIBIT 5: REMUNERATION SYSTEM OF THE BOARD, IN CHF

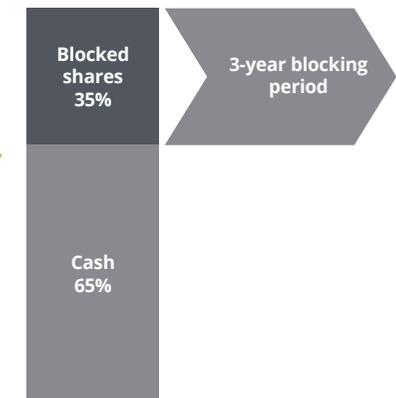
Fixed remuneration

Base fee

Chairman ¹	400,000
Lead Independent Director	230,000
Member	120,000

Committee fee	Chair	Member
Audit Committee	30,000	15,000
Remuneration Committee	30,000	15,000
Nomination and Governance Committee	30,000 ²	15,000

Pay Mix



¹ The Swiss listed industrial companies included in the reference group in FY 2019 for the purpose of Board benchmarking were: Sulzer, Geberit, Bucher, Dormakaba, OC Oerlikon, SIG, Conzzeta, SFS Group, Bobst Group, Daetwyler, Flughafen Zuerich, Schweiter. This reference group was further expanded with the following 12 cross-industry Swiss listed companies: Emmi, Galenica Sante, Logitech, Sonova, EMS-Chemie, Sunrise, KTM Industries, AMS, Vifor Pharma, Straumann, Forbo, Tamedia.

¹ The base fee for the Chairman is CHF 400,000 (no change compared to FY 2019); CHF 37,621 of the base fee were deducted in FY 2020 (FY 2019: CHF 37,541) as the Chairman is financing the entire cost of the pension cover himself, including the Company contribution, by way of a reduction to the base fee. The split of the base fee into 65% cash and 35% shares is applied to the base fee after the deduction of the Company pension contributions.

² As the Chairman is chairing the Nomination and Governance Committee, no Chair fee was paid in FY 2020 for this committee.

Remuneration system of the Group Executive Management

The remuneration elements of the GEM are summarized in Exhibit 6.

EXHIBIT 6: REMUNERATION SYSTEM OF THE GEM

	FIXED REMUNERATION		VARIABLE REMUNERATION	
	Base salary	Pension and Other Benefits	Short-Term Incentive Plan	Long-Term Incentive Plan
Purpose	Attraction and retention of talent	Risk protection, market competitiveness	Promotion of Landis+Gyr's operational, financial and ESG performance	Sharing in the long-term success of Landis+Gyr and alignment with shareholders' interests
Performance period	–	–	1 year	3 years
Key drivers	Role, experience and individual performance	Market practice, legal requirements	Group and (if relevant) regional financial as well as non-financial performance considerations	Group long-term stock market and operational performance measures
Instrument/settlement	Cash	Pension and insurance plans, other benefits	Cash	Performance Stock Units settled in shares
Performance KPIs	–	–	Financial: Net Sales, adjusted EBITDA ¹ , operating Cash Flow less taxes paid Non-financial: ESG-related	Equally weighted relative Total Shareholder Return and Earnings Per Share
Target incentive amount	–	–	Individually defined target amounts based on respective role and in alignment with market; cannot exceed the equivalent of 80% of base salary	Individually defined target amounts based on respective role and in alignment with market; cannot exceed the equivalent of 80% of base salary; converted into number of Performance Stock Units at grant
Payout range	–	–	0% to 200% of target incentive amount; in addition, payout respective to each KPI is capped at 200%	0% to 200% of number of granted Performance Stock Units; in addition, the vesting multiple respective to each KPI is capped at 200%
Impact of share-price on payout value	–	–	NO	YES
Forfeiture provisions	–	–	YES	YES
Clawback provisions	–	–	YES	YES

¹ Consolidated global Landis+Gyr Group EBITDA derived from its US GAAP financial statements as adjusted for restructuring expenses, warranty normalization, and timing difference on FX derivatives, all as shown in our full year financial reporting as Adjusted EBITDA with the exception of the warranty normalization items.

Base Salary

Base salary is the fixed remuneration paid to employees for carrying out their role and is established considering the following factors:

- scope and responsibilities of the role, as well as qualifications and experience required to perform the role,
- market value of the role in the location in which Landis+Gyr competes for talent,
- skills and expertise of the individual in the role, and
- individual performance.

The base salary is paid out to GEM members in twelve equal monthly cash instalments.

Pension benefits

The purpose of pension benefits is to provide security for employees and their dependents in the event of retirement, sickness, inability to work and death. The GEM members participate in the social insurance and pension plans in the countries where their employment contracts were entered into. The plans vary according to local market practice and legislation; at a minimum they reflect the statutory requirements of the respective countries. In line with local employment practice for Swiss employees, GEM members under Swiss employment contracts are covered by a supplementary non-compulsory occupational welfare plan in addition to the Company's compulsory occupational pension scheme.

Other benefits

In addition, Landis+Gyr aims to provide competitive employee benefits. Benefits are considered from a global perspective, while appropriately reflecting differing local market practice and employment conditions.

For the GEM members, benefits include local market benefits such as company car or car allowance, health cover, etc. and, where relevant, international benefits such as executive benefits allowance, tax advisory services, etc. Further, to the extent applicable, replacement awards to incoming GEM members awarded to compensate, generally on a "like-for-like" basis, for remuneration forfeited at the previous employer as a result of joining Landis+Gyr are reported as "other benefits". The monetary value of these remuneration elements is evaluated at fair value and are disclosed in the remuneration table.

Short-Term Incentive Plan (“STIP”)

The STIP is an annual cash incentive plan, containing both financial as well as non-financial performance considerations. The purpose of the STIP is to motivate eligible participants to deliver outstanding performance and increased contribution towards Landis+Gyr’s success.

Plan participants are incentivized based on the achievement of global and (if relevant) regional financial performance targets, accounting for 90% of the individual target incentive amount. These financial performance targets 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 shareholders’ interests.

As already announced in the Remuneration Report 2019, as of FY 2020 additional targets related to Landis+Gyr’s ESG strategy were introduced for all participants in the STIP, including for the members of the GEM, with a weight of 10% of the individual target incentive amount. Both the financial as well as the ESG performance targets are determined by the Board at the beginning of each financial year. These targets represent commercially sensitive information and are therefore not disclosed. Information on realized payout for FY 2020 is provided on page 15.

Payouts under the STIP are calculated based on the achievement level of the respective performance targets, with 100% achievement resulting in 100% payout. For each performance target, minimum threshold performance levels, below which there is no payout, as well as maximum performance levels, at which payout is capped at 200%, apply. Linear interpolation is used to calculate the payout between threshold and target, and target and maximum. Total payout under the STIP can range from 0% to 200% of the target incentive amount. For FY 2020, the individual target incentive amount for the CEO corresponds to 75% (FY 2019 for previous CEO: 75%) of base salary and for the other members of the GEM on average to 65% (FY 2019: 67%) of base salary. The maximum payout amount for the CEO is hence equivalent to 150% of base salary (FY 2019 for previous CEO: 150%) and for other members of the GEM on average to 130% of base salary (FY 2019: 134%).

In case of termination of employment during the performance period, the STIP payout may be reduced or forfeited depending on the conditions of such termination and subject to applicable law.

For FY 2020, the STIP scorecard for the GEM comprised both financial and non-financial performance targets, measured using the Key Performance Indicators (“KPIs”) as detailed in Exhibit 7.

EXHIBIT 7: STIP PERFORMANCE SCORECARD FOR THE GEM FOR FY 2020

% of target incentive	Topic	KPI	Weight FY 2020	KPI Measurement
90%	Sales	Net Sales	30%	CEO, CFO: 100% Group results Regional EVPs: 30% Group results, 70% Regional results
	Profit	Adjusted EBITDA	40%	
	Cash Flow	Operating Cash Flow less taxes paid	30%	
10%	Sustainability / ESG	Energy efficiency and climate protection ¹		100% Group results

¹ Measured against three specific targets concerning the reduction of our CO₂ emissions and waste, as well as the impact of our product portfolio on the environment.

With respect to the financial KPIs, for the CEO and CFO 100% Group results are considered when determining the level of performance. For the GEM members with regional responsibility, 30% Group and 70% regional results of the respective region are evaluated, with the financial KPIs correspondingly assessed at both global and regional level. The non-financial KPIs are assessed at the global level for all participants.

Outlook for FY 2021:

The non-financial performance targets will be expanded to cover material Environmental, Social and Governance (“ESG”) topics in line with Landis+Gyr’s ESG strategy. Furthermore, the weight of the ESG performance targets will be increased to 20% of the target incentive amount, with the weight of the financial performance targets correspondingly accounting for 80% of the target incentive amount.

Long-Term Incentive Plan (“LTIP”)

The current LTIP, under which the first grant was made in FY 2018, is a share-based incentive plan measured over a three-year performance period, representing three financial years. Its purpose is to foster long-term value creation for the Group by providing the members of the GEM and other eligible key managers with the possibility:

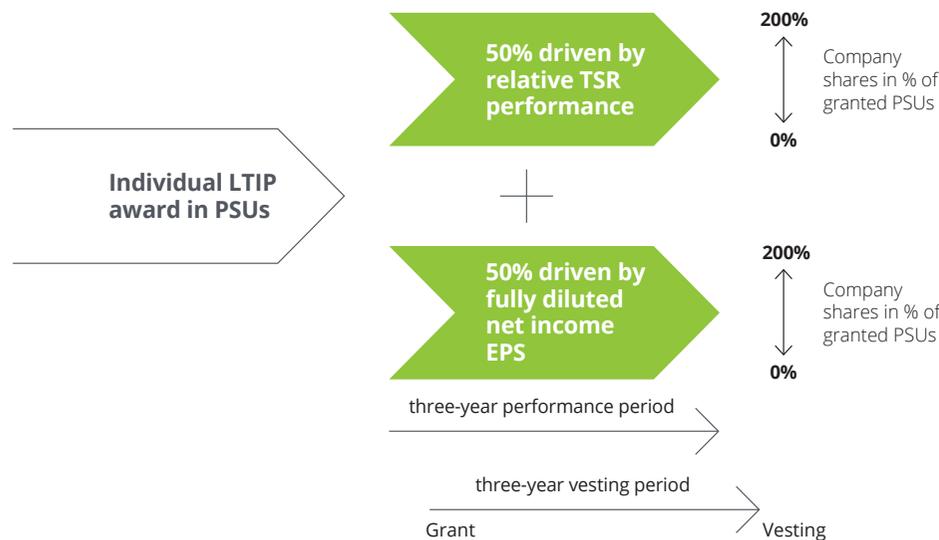
- to become shareholders or to increase their shareholding in the Company,
- to participate in the future long-term success of Landis+Gyr, and
- to further align the long-term interests of the plan participants with those of the shareholders.

The individual target incentive amounts under the LTIP are determined based on the role and responsibilities, taking into account external market levels, and do not exceed the equivalent of 80% of base salary. For the grants made in FY 2020, the individual target incentive amount for the CEO corresponds to 75% (FY 2019 for previous CEO: 50%) of base salary and for other members of the GEM represents on average 43% (FY 2019: 50%) of base salary. Awards under the LTIP are a contingent entitlement, granted in the form of Performance Stock Units (“PSUs”), to receive Landis+Gyr shares, provided certain performance targets are achieved during the three-year performance period (see Exhibit 8) and subject to continuous employment. In case the performance does not reach certain pre-determined thresholds after three years, no PSUs will vest under the LTIP.

For the purpose of the LTIP, the measurement of Landis+Gyr’s long-term performance comprises two equally weighted KPIs:

- 50% of the award is linked to the Total Shareholder Return (“TSR”) measured over three years relative to the SPI Industrials Index¹ and
- 50% of the award is linked to the fully diluted net income Earnings per Share (“EPS”).

EXHIBIT 8: VESTING UNDER THE LTIP



The vesting curves for each KPI under the LTIP are defined to support the symmetrical performance and payout situations below and above the target and allow for a realistic performance-related chance to realize vesting.

The relative TSR is calculated considering not only the variations of the closing price over the three-year performance period but also the dividends distributed in the same period, assuming that those dividends are reinvested at the time of the distribution in the shares of Landis+Gyr.

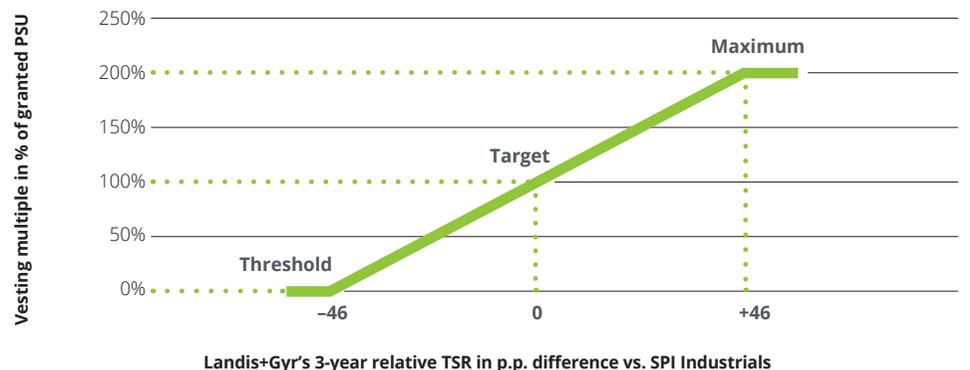
For the FY 2020 grant, 100% of the PSUs linked to the relative TSR performance will vest after the 3-year performance period, if the Landis+Gyr TSR is equivalent to the SPI Industrials TSR. The maximum vesting multiple of 200% applies if the Landis+Gyr TSR is 46 or more percentage points above the SPI Industrials TSR. The vesting multiple of 0% applies, should the Landis+Gyr TSR be 46 or more percentage points below the SPI Industrials TSR. Linear interpolation applies between the threshold, target and maximum performance levels. Further, if Landis+Gyr’s absolute TSR attributable to the relevant three-year performance period is negative, the relative TSR vesting multiple will be set at zero regardless of Landis+Gyr’s performance relative to the SPI Industrials Index.

Outlook for FY 2021:

Starting from the FY 2021 grant, TSR will be measured relative to a custom peer group, consisting of 24 Swiss and international organizations operating in comparable industries to Landis+Gyr and representing the markets that are relevant for Landis+Gyr. The full list of peers will be provided in the Remuneration Report 2021. Landis+Gyr’s 3-year performance will be assessed as a percentile rank compared to the peer companies, translating into payout with threshold, target and maximum performance levels.

Exhibit 9 represents an illustration of the relative TSR vesting curve for the FY 2020 grant.

EXHIBIT 9: VESTING CURVE 3-YEAR RELATIVE TSR FOR FY 2020 GRANT



¹ SPI Industrials Index is the SWX ID Industry TR Index

The three-year fully diluted net income EPS is calculated as the cumulative weighted sum of the reported net income fully diluted EPS attributable to shareholders for the financial years covered by the respective 3-year performance period. In order to give more weight to the EPS achieved in the later years of the performance period, the EPS of each year is weighted as follows: The first financial year is weighted at 1/6, the second financial year at 2/6 and the third financial year at 3/6.

If the weighted EPS target is reached, 100% of the respective PSUs granted under the EPS KPI will vest. If the weighted EPS performance is at or above the maximum performance level, 200% of respective granted PSUs will vest. If the weighted EPS performance is at or below the threshold performance level, 0% of PSUs granted under the EPS KPI will vest. Linear interpolation applies between the threshold, target and maximum performance levels. Exhibit 10 represents an illustration of the weighted EPS vesting curve for the FY 2020 grant.

EXHIBIT 10: VESTING CURVE 3-YEAR WEIGHTED EPS FOR FY 2020 GRANT



Actual EPS targets are considered commercially sensitive information and communicating such targets would allow insight into the strategy of Landis+Gyr and may create a competitive disadvantage for the Company. Consequently, the decision was made not to disclose the specifics of those targets at the time of their setting, but to explain in more detail the process applied in setting EPS targets, and to subsequently disclose the target achievement at the end of the respective performance period, i.e. for the 2020 grant with the reporting for FY 2022.

EPS targets for each grant are set by the Board following a thorough outside-in approach conducted by the Remuneration Committee's independent external advisor. Investors' return expectations on market value, stock risk profile, investment projections and current profitability levels were taken as a starting point and translated into EPS targets, using multifactor valuation models and statistical analyses in order to establish an appropriate link between LTIP payouts and the value created for investors.

The results of the outside-in approach were assessed against historical company performance, as well as equity analysts' expectations and strategic plan as suggested by management, to reinforce the Remuneration Committee's and Board's confidence in the overall quality and robustness of the EPS targets.

At the end of the vesting period, based on actual performance achieved, the resulting multiple of PSUs will be settled in ordinary shares of Landis+Gyr, however, subject to forfeiture rules in case of termination of employment before the end of the respective vesting period as summarized in Exhibit 11.

EXHIBIT 11: SUMMARY OF LTIP FORFEITURE PROVISIONS

Termination reason	Vesting Provisions	Early vesting	Vesting level
Death and disability	Pro-rata vesting	Yes	At target
Retirement	Pro-rata vesting	No	Based on actual performance
Termination without cause	Pro-rata vesting	No	Based on actual performance
Other termination reasons	Full forfeiture	n/a	n/a

In addition, in the event of a change of control, early vesting on a pro-rata basis at target, i.e. without consideration of performance, applies.

Clawback of variable remuneration

Landis+Gyr's clawback provisions allow 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 (but not earlier than FY 2018). These provisions apply in cases where the Company is required to make a material restatement to its accounts (due to fraud or error) as well as in the event of fraud, gross negligence or willful misconduct, any serious breach of Landis+Gyr's code of business ethics and conduct or in the event of actions that caused serious reputational harm to the Company.

Employment conditions

The members of the GEM are employed under contracts of unlimited duration with a notice period up to a maximum of twelve months. GEM members are not contractually entitled to termination payments or any change of control provisions other than the early vesting of LTIP awards as mentioned above, which are applicable to all plan participants. Correspondingly, members of the GEM are not disproportionately advantaged by change of control provisions in comparison to any other employees. Employment contracts for GEM members include non-competition agreements not exceeding a period of twelve months following end of employment.

Remuneration awarded to Members of Governing Bodies

The section below is in line with Swiss law and specifically with Arts. 14 to 16 of the Ordinance which requires disclosure of remuneration granted to members of the Board and GEM. Remuneration paid to members of the Board and to the highest paid member of the GEM is shown separately.

Remuneration awarded to the Board for FY 2020

Explanatory comments

Exhibit 12 summarizes remuneration paid to the Board for the full FY 2020. As announced in May 2020, due to the uncertainties surrounding the effects of the COVID-19 pandemic, the base and committee fees paid to the members of the Board were reduced by 10% for a period of 6 months; this reduction is reflected accordingly in Exhibit 12. Further, the committee fees for the newly established Nomination and Governance Committee were only paid to the respective Board members as of the last quarter of the financial year, i.e., as of January 2021. Søren Thorup Sørensen, as the representative of Kirkbi Invest A/S, Landis+Gyr's largest shareholder, waived all remuneration for his Board duties for the term of office from 2020 AGM to 2021 AGM.

Exhibit 13 summarizes remuneration paid for the full FY 2019. Mary Kipp did not stand for re-election at the 2019 AGM; Exhibit 13 therefore includes the remuneration paid to her for the period from April 1, 2019 to June 30, 2019. The other seven Board members were re-elected at the 2019 AGM; in addition, Søren Thorup Sørensen was newly elected at the 2019 AGM, keeping the overall number of members unchanged. As the representative of Kirkbi Invest A/S, Landis+Gyr's largest shareholder, he waived all remuneration for his Board duties for the term of office from 2019 AGM to 2020 AGM.

In FY 2020 the Board received total remuneration of CHF 1,437,476 (FY 2019: CHF 1,530,200). There was no change to individual fee levels in FY 2020 as compared to FY 2019. The difference in total remuneration in FY 2020 as compared to FY 2019 is due to the reasons as explained above.

Remuneration of the Board

EXHIBIT 12: REMUNERATION OF MEMBERS OF THE BOARD FOR FY 2020¹ (AUDITED), IN CHF

Non-executive Board members	Role in the Board	Base fees paid in cash	Committee fees paid in cash	Base and committee fees delivered in shares ²	Total fees (cash and shares)	Expenses	Employer Social Security Contributions	Total remuneration
Andreas Umbach	Chairman	261,153 ³		120,698	381,851	20,000	25,263	427,114
Eric Elzvik	Lead Independent Director	142,025	30,225	92,750	265,000	10,000	19,654	294,654
David Geary	Independent Member	74,100	9,263	44,888	128,251	10,000		138,251
Pierre-Alain Graf	Independent Member	74,100	9,263	44,888	128,251	10,000	9,807	148,058
Andreas Spreiter	Independent Member	74,100	18,525	49,875	142,500	10,000	10,897	163,397
Christina Stercken	Independent Member	74,100	9,263	44,888	128,251	10,000		138,251
Peter Mainz	Independent Member	74,100	2,438	41,213	117,751	10,000		127,751
Søren Thorup Sørensen ⁴	Not independent; representative of largest shareholder							
Total Board of Directors		773,678	78,977	439,200	1,291,855	80,000	65,621	1,437,476

1 Represents gross amounts, prior to deductions for social security, withholding tax, etc. for services rendered from April 1, 2020 until March 31, 2021.

2 Granted in quarterly instalments; fair value is defined using the volume weighted average share price for the last 20 trading days of the month preceding the month of the respective quarterly grant.

3 Includes employer pension contribution in the amount of CHF 37,621 funded by the Chairman through a reduction to base fees paid.

4 Waived all remuneration for the term of office 2020/2021.

EXHIBIT 13: REMUNERATION OF MEMBERS OF THE BOARD FOR FY 2019¹ (AUDITED), IN CHF

Non-executive Board members	Role in the Board	Base fees paid in cash	Committee fees paid in cash	Base and committee fees delivered in shares ²	Pension fund contribution ³	Total fees (cash and shares)	Expenses	Employer Social Security Contributions	Total remuneration
Andreas Umbach	Chairman	235,409		127,050	37,541	400,000	20,000	26,156	446,156
Eric Elzvik	Lead Independent Director	149,500	29,250	96,250		275,000	10,000	20,062	305,062
David Geary	Independent Member	78,000	9,750	47,250		135,000	10,000		145,000
Pierre-Alain Graf	Independent Member	78,000	9,750	47,250		135,000	10,000	10,176	155,176
Andreas Spreiter	Independent Member	78,000	19,500	52,500		150,000	10,000	11,306	171,306
Christina Stercken	Independent Member	78,000	9,750	47,250		135,000	10,000		145,000
Mary Kipp ⁴	Independent Member	19,500		10,500		30,000	2,500		32,500
Peter Mainz	Independent Member	78,000		42,000		120,000	10,000		130,000
Søren Thorup Sørensen ⁵	Not independent; representative of largest shareholder								
Total Board of Directors		794,409	78,000	470,050	37,541	1,380,000	82,500	67,700	1,530,200

1 Represents gross amounts, prior to deductions for social security, withholding tax, etc. for services rendered from April 1, 2019 until March 31, 2020 (with exception of one Board member who did not stand for re-election at the 2019 AGM as per footnote 4 below).

2 Granted in quarterly instalments; fair value is defined using the volume weighted average share price for the last 20 trading days of the month preceding the month of the respective quarterly grant.

3 Employer pension contribution funded by the Chairman through a reduction to base fee paid.

4 Amounts reflect the period in office from April 1, 2019 until June 30, 2019. Mary Kipp did not stand for re-election at the 2019 AGM.

5 Newly elected at 2019 AGM; waived all remuneration for the term of office 2019/2020.

Remuneration awarded to the GEM for FY 2020

Performance assessment and explanatory comments

For FY 2020, the members of the GEM received base salary, variable remuneration and pension and other benefits, in line with the remuneration system, as detailed in Exhibit 6.

For the Group as a whole, as illustrated in Exhibit 14 below, FY 2020 results related to the financial KPIs were below target for Net Sales and Adjusted EBITDA and at target for Operating Cash Flow less taxes paid. The sustainability component reached maximum achievement.

EXHIBIT 14: PERFORMANCE AT GROUP LEVEL FY 2020

KPI	Threshold	Target	Maximum
Net Sales			
Adjusted EBITDA			
Operating Cash Flow less taxes paid			
Sustainability / ESG			

Actual performance achievement

At a regional level, there was variation in performance with regard to the financial KPIs, with overall achievement below target for the Americas and EMEA and at target for Asia Pacific.

At Group level, the resulting weighted payout factor related to the financial performance targets, which account for 90% of the target incentive amount, amounts to 58.1%. The resulting weighted payout factor related to the non-financial performance targets, accounting for 10% of the target incentive amount, amounts to 20%.

The financial and non-financial performance targets for FY 2020 were not adjusted, nor did the Board apply any discretion to the outcome of the STIP for FY 2020.

The overall payout for both financial and non-financial performance targets is 78.1% of the STIP target incentive amount for the CEO (FY 2019 for previous CEO: 29.6%) and between 59.2% and 86.7% of the STIP target incentive amounts for the other active members of the GEM (FY 2019: 15.2%–108.8%).

In FY 2020, GEM members received total remuneration of CHF 6,978,059 (FY 2019: CHF 5,913,740). This is an overall increase of 18% compared to previous year, in particular due to the changes to the composition of the GEM during the year as detailed further below, with the reporting of both the current and previous CEOs and CFOs in the FY 2020 disclosure.

Remuneration of the GEM

EXHIBIT 15: REMUNERATION OF GROUP EXECUTIVE MANAGEMENT MEMBERS FOR FY 2020¹ (AUDITED), IN CHF

Remuneration elements	Members of the GEM ²	Highest remuneration Werner Lieberherr, CEO
Base salary	3,072,583	760,000
Short-term incentive in cash ³	1,880,541	468,840
Fair value at grant under the LTIP ⁴	749,538	454,655
Other benefits ⁵	480,171	42,000
Pension costs ⁶	431,632	157,124
Employer Social Security Contributions ⁷	363,594	137,571
Total remuneration	6,978,059	2,020,190

- 1 Represents gross amounts paid, prior to deductions for social security, withholding tax, etc. for services rendered from April 1, 2020 until March 31, 2021.
- 2 Reflects remuneration of six members of the GEM for FY 2020, including the full-year remuneration paid to the previous CEO for the contractual 12-month notice period, as well as the full-year remuneration for the retiring CFO who stepped down as a member of the GEM as of November 16, 2020, and the pro-rated remuneration for the newly appointed CFO for the period November 16, 2020 to March 31, 2021. The total remuneration included for the previous CEO and CFO amounts to CHF 2.6m.
- 3 Payable in FY 2021 for FY 2020.
- 4 Disclosure reflects awards for the reporting year, that is, fair value at grant for FY 2020. The LTIP value at vesting may vary based on performance outcomes and respective share price at the time of vesting.
- 5 Includes car benefits, allowances, tax advisory services, tax equalization for expatriates, employer contribution to 409a, etc. as well as the replacement awards for compensation forfeited from previous employers as mentioned below in the explanatory comments.
- 6 Representing employer contributions for retirement savings, death and disability towards the statutory Swiss pension scheme as well as the supplementary welfare plan for the four GEM members under Swiss employment contracts; and representing employer 401k contributions for the two GEM members on US employment contracts.
- 7 As of FY 2020 includes estimates of social security contributions related to the LTIP grant made in FY 2020 to align the timing of social security reporting to the timing of reporting the respective LTIP grant. Not included are the actual social security contributions paid in FY 2020 for the amounts settled under the 2017 LTIP amounting to CHF 20,681. In FY 2019 this included actual social security contributions paid in the reporting year for the amounts settled under the 2016 LTIP.

EXHIBIT 16: REMUNERATION OF GROUP EXECUTIVE MANAGEMENT MEMBERS FOR FY 2019¹ (AUDITED), IN CHF

Remuneration elements	Members of the GEM ²	Highest remuneration Richard Mora, CEO
Base salary	2,692,945	800,000 ⁷
Short-term incentive in cash ³	809,909	175,232
Fair value at grant under the LTIP ⁴	1,094,473	388,994
Other benefits ⁵	872,437	226,423
Pension costs ⁶	225,566	10,703
Employer Social Security Contributions	218,410	28,536
Total remuneration	5,913,740	1,629,888

1 Represents gross amounts paid, prior to deductions for social security, withholding tax, etc. for services rendered from April 1, 2019 until March 31, 2020.

2 Reflects remuneration of six members of the GEM for FY 2019, including pro-rated remuneration for two members for their remaining contractual notice periods ending during FY 2019, of 6 months (from April 1, 2019 to September 30, 2019) and 7 months (from April 1, 2019 to October 31, 2019), respectively.

3 Payable in FY 2020 for FY 2019.

4 Disclosure reflects awards for the reporting year, that is, fair value at grant for FY 2019. The LTIP value at vesting may vary based on performance outcomes and respective share price at the time of vesting. Resulting employer social security contributions (and tax equalization related costs for expatriates) will be reflected at the time of settlement of the LTIP.

5 Includes car benefits, allowances, tax advisory services, tax equalization for expatriates, employer contribution to 409a, etc. as well as the replacement award as mentioned below.

6 For GEM members under Swiss employment contracts, the employer's contribution to the supplementary welfare plan in FY 2019 also includes company contributions to retirement savings in addition to the already existing risk cover for death and disability. The change took effect as of January 2020 and resulted in an additional cost of CHF 19,300 for FY 2019 as compared to FY 2018.

7 Paid in USD.

The following explanatory comments can be given with regard to the changes compared to prior year:

Composition of the GEM: Exhibit 15 includes remuneration paid in FY 2020 to six members of the GEM. In addition to the full-year remuneration for the CEO Werner Lieberherr, who was appointed on April 1, 2020, this also includes the remuneration paid to the previous CEO, Richard Mora, for his contractual 12-month notice period from April 1, 2020 to March 31, 2021. The outgoing CFO, Jonathan Elmer, stepped down from his role as CFO and member of the GEM on November 16, 2020 and retired on March 31, 2021. Correspondingly his remuneration is also included for the full financial year from April 1, 2020 to March 31, 2021. Exhibit 15 further includes the pro-rata remuneration for the CFO, Elodie Cingari, who joined Landis+Gyr and was appointed a member of the GEM on November 16, 2020. Overall, the remuneration levels for the GEM members appointed in FY 2020 are at a comparable level to that of their predecessors.

Remuneration for FY 2019 as shown in Exhibit 16 included full-year remuneration for four members of the GEM, as well as pro-rated remuneration for the remaining contractual notice periods of two former members of the GEM (six and seven months, respectively).

Base salary: The variance in base salary is due to the changes to the GEM composition during the year, as mentioned above. Base salaries were not increased for any members of the GEM in FY 2020. Further, as announced in May 2020, due to the uncertainties surrounding the effects of the COVID-19 pandemic, the base salaries paid to the members of the GEM were reduced by 10% for a period of 6 months; this reduction is reflected accordingly in Exhibit 15.

STIP: The overall higher payouts under the STIP in FY 2020 vs. FY 2019 reflect the achieved performance levels as described above, as well as the changes to the composition of the GEM. The previous CEO and CFO received STIP payments for FY 2020 in accordance with respective contractual obligations. No member of the GEM received an increase to their STIP target incentive amount in FY 2020.

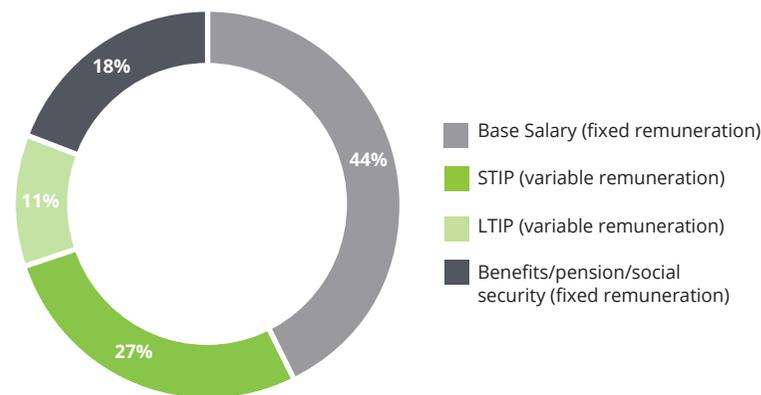
LTIP: No LTIP grants were made to the previous CEO and CFO, nor to the incoming CFO in FY 2020 in accordance with the terms of the plan. The latter will be eligible for the LTIP grant starting from FY 2021. In total therefore, three members of the GEM received LTIP grants in FY 2020 as compared to four members in FY 2019. No members of the GEM received an increase to their LTIP target incentive amount in FY 2020. The 20-day volume-weighted average share price prior to grant date used to convert the target incentive amount into PSUs was CHF 64.58 for the grant made in FY 2020, compared to a price of CHF 62.19 used for the grant in FY 2019. Correspondingly, there are no windfall gains in the amount of PSUs granted in FY 2020 resulting from any COVID-related share price development ahead of the FY 2020 grant.

Other benefits: One member of the GEM, who joined Landis+Gyr during FY 2020, is entitled to a replacement award compensating for a deferred cash award at the previous employer which was fully forfeited as a result of joining Landis+Gyr. As per contract, this replacement award is payable in two instalments at the start of employment and after 12 months of employment. Both instalments are subject to continuous employment at the payment date and for 12 months following the payment of each respective instalment. The first instalment paid is reflected in the remuneration for FY 2020 as shown in Exhibit 15; the second instalment is payable during FY 2021 and will be disclosed accordingly in the reporting for FY 2021. Further, as already disclosed in the Remuneration Report 2019, one member of the GEM, who joined Landis+Gyr during FY 2018, is entitled to a replacement award partially compensating the deferred remuneration forfeited at the previous employer as a result of joining Landis+Gyr. As per contract, this replacement award is payable in two instalments subject to continued employment of the GEM member at each respective payment date. The second instalment was payable after 24 months of employment in November 2020 and is correspondingly included in the remuneration for FY 2020 as shown in Exhibit 15. The first instalment was paid after 12 months of employment and disclosed in the remuneration for FY 2019 (Exhibit 16).

Pension and social security costs: The pension costs are higher in FY 2020 as compared to FY 2019 due to two additional members of the GEM, including the new CEO, being covered under the Swiss pension plans, which provide for employer contributions to retirement savings, death and disability in accordance with the rules of the plans and Swiss pension regulations. The previous CEO was on a US employment contract and therefore covered in the US scheme, with lower employer contributions to retirement savings in accordance with respective regulations and market practice. Similarly, the employer contributions to the statutory social security plans are higher in FY 2020 as compared to FY 2019, as the new CEO is subject to the Swiss scheme, whereas the previous CEO was subject to the US scheme, with lower statutory employer contributions.

As illustrated in Exhibit 17, for FY 2020 the total variable remuneration, i.e. STIP and LTIP, for the GEM represents 38% of total remuneration received. For the CEO, the total variable remuneration represents 46% of his total remuneration and 84% of his total fixed remuneration, i.e. base salary, benefits, pension and social security. For the other members of the GEM, the total variable remuneration represents on average 33% of total remuneration and ranges from 24% to 81% of total fixed remuneration, reflecting the variation in achieved performance levels. The target mix between variable STIP and LTIP in relation to fixed remuneration for the GEM balances short- and long-term performance in alignment with Landis+Gyr's remuneration strategy and shareholders' interests.

EXHIBIT 17: GEM PAY COMPOSITION FY 2020



Performance of LTIP Grant FY 2018

For the LTIP grant made in FY 2018, with the performance period covering the three financial years 2018 to 2020, the respective threshold performance levels for both relative TSR and EPS were not met. The vesting multiple for the 2018 LTIP grant is therefore zero and correspondingly no shares will be allocated at the vesting date.

Holding of Shares by Members of the Board and the GEM (Audited)

The members of the Board and GEM, including related parties, hold a total participation of 0.45% of the outstanding registered shares as of March 31, 2021 (0.55% as of March 31, 2020). This participation includes registered shares purchased as well as fully vested shares allocated in connection with the remuneration schemes and, for members of the Board, shares allocated in payment of part of their fees. However, unvested PSUs are not included.

EXHIBIT 18: SHARES HELD BY MEMBERS OF THE BOARD (AUDITED)

	Role	Shares held as at March 31, 2021	Shares held as at March 31, 2020
Andreas Umbach	Chairman	71,545	69,589
Eric Elzvik	Lead Independent Director	6,282	4,779
David Geary	Independent Member	1,879	1,150
Pierre-Alain Graf	Independent Member	2,663	1,534
Andreas Spreiter	Independent Member	8,499	7,689
Christina Stercken	Independent Member	2,529	1,800
Peter Mainz	Independent Member	1,689	1,022
Søren Thorup Sørensen ¹	Not independent; representative of largest shareholder	0	0

¹ Representative of Landis+Gyr's largest shareholder KIRKBI Invest A/S, holding 4,445,265 shares which amounts to 15.38% of outstanding share capital.

EXHIBIT 19: SHARES HELD BY MEMBERS OF THE GEM (AUDITED)

	Role	Shares held as at March 31, 2021	Shares held as at March 31, 2020
Werner Lieberherr ¹	Chief Executive Officer	3,300	n/a
Prasanna Venkatesan	Head of Americas	22,072	22,072
Susanne Seitz	Head of EMEA	0	0
Elodie Cingari ²	Chief Financial Officer	500	n/a
Richard Mora ³	Chief Executive Officer	0	41,641
Jonathan Elmer ⁴	Chief Financial Officer	9,030	9,030

¹ Member of the GEM as of April 1, 2020

² Member of the GEM as of November 16, 2020

³ Active member of the GEM until March 31, 2020; employment ended on March 31, 2021.

⁴ Active member of the GEM until November 16, 2020; employment ended on March 31, 2021.

In addition, as at March 31, 2021 members of the GEM held a total of 37,105 PSUs with respect to grants made under the LTIP. As at March 31, 2020 members of the GEM held a total of 23,530 PSUs.

Shareholding Guidelines for the GEM Members

Shareholding guidelines were introduced for GEM members in FY 2018, which are designed to increase the alignment of the interests of GEM members and shareholders. The target ownership levels are defined based on the role and correspond to:

- 300% of base salary for the position of CEO
- 200% of base salary for other GEM members

GEM members are expected to build up their shareholding to the targeted ownership levels within five years, from the introduction of the guidelines or appointment to the GEM, respectively.

Equity Overhang and Dilution as of March 31, 2021

In total as of March 31, 2021, the equity overhang, defined as the total number of outstanding unvested PSUs divided by the total number of shares issued, amounts to 0.5%.

The company's gross burn rate defined as the total number of equities (shares and PSUs) granted in FY2020 divided by the total number of shares issued amounts to 0.25%.

Loans granted to Members of the Board or the GEM

As referenced on page 5, in accordance with Article 28 of the Articles of Association, Landis+Gyr Group AG may not grant loans to members of the Board or the GEM and hence did not do so during FY 2020. Correspondingly, no loans to members of the Board, the GEM or to closely related parties were outstanding at the end of FY 2020.

Related-Party Transactions

Disclosure on remuneration for FY 2020 covers members of the Board and the GEM as indicated, and for both includes related parties to the extent applicable. Such related parties cover spouses, partners, children and other dependents or closely linked persons. In FY 2020 no remuneration was paid to any related party.

Remuneration to Former Members of Governing Bodies

During FY 2020 no payments were made to former members of the Board or the GEM for their time as a member of such governing bodies, nor to any related parties. For the avoidance of doubt, remuneration paid to the two departing GEM members in FY 2020 is included in the remuneration table on page 15.

Reconciliation of AGM Remuneration Resolutions

For the term to the 2021 AGM, the 2020 AGM approved a maximum aggregate remuneration amount for the Board of CHF 1.8 million (including social security costs). Exhibit 20 below shows the reconciliation between the remuneration that has been/will be paid/granted for the respective term of office and the maximum aggregate amount approved by the shareholders.

The maximum aggregate amount, comprising fixed and variable remuneration, of the existing members of the GEM for FY 2020 approved by the 2019 AGM, is CHF 8.5 million (including social security costs, benefits, etc.). Exhibit 21 below shows the reconciliation between the remuneration paid to the GEM for FY 2020 and the maximum aggregate amount approved by the shareholders.

EXHIBIT 20: REMUNERATION APPROVED AND PAID/GRANTED FOR THE MEMBERS OF THE BOARD

	Total remuneration granted (paid/payable)	Maximum aggregate amount available	Status
2019 AGM to 2020 AGM	CHF 1.5 million ¹	CHF 2.0 million	Approved (2019 AGM)
2020 AGM to 2021 AGM	CHF 1.4 million ²	CHF 1.8 million	Approved (2020 AGM)
2021 AGM to 2022 AGM		CHF 1.8 million ³	Proposed (2021 AGM)

¹ For 8 members of the Board, of which one member waived his remuneration for the term of office.

² For 8 members of the Board of which one member waived his remuneration for the term of office; represents an estimate for the term of office from 2020 AGM to 2021 AGM; the final amount will be disclosed in the Remuneration Report 2021.

³ For 8 members of the Board.

EXHIBIT 21: REMUNERATION APPROVED AND PAID/GRANTED FOR THE MEMBERS OF THE GEM

	Total remuneration granted	Maximum aggregate amount available	Status
FY 2019	CHF 5.9 million ¹	CHF 11.5 million	Approved (2018 AGM)
FY 2020	CHF 7.0 million ²	CHF 8.5 million	Approved (2019 AGM)
FY 2021		CHF 8.5 million	Approved (2020 AGM)
FY 2022		CHF 8.5 million ³	Proposed (2021 AGM)

¹ For 6 members of the GEM as per the explanations given on pages 15 to 17.

² For 6 members of the GEM as per the explanations given on pages 15 to 17.

³ The amount requested for FY 2022 is for 4 members of the GEM, consistent with the amount requested for FY 2021.

Report of the statutory auditor

to the General Meeting of Landis+Gyr Group AG

Cham

We have audited the remuneration report of Landis+Gyr Group AG for the year ended March 31, 2021. The audit was limited to the information according to articles 14-16 of the Ordinance against Excessive Compensation in Stock Exchange Listed Companies (Ordinance) contained in the sections labelled 'audited' on pages 14-17 of the remuneration report.

Board of Directors' responsibility

The Board of Directors is responsible for the preparation and overall fair presentation of the remuneration report in accordance with Swiss law and the Ordinance against Excessive Compensation in Stock Exchange Listed Companies (Ordinance). The Board of Directors is also responsible for designing the remuneration system and defining individual remuneration packages.

Auditor's responsibility

Our responsibility is to express an opinion on the accompanying remuneration report. We conducted our audit in accordance with Swiss Auditing Standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the remuneration report complies with Swiss law and articles 14–16 of the Ordinance.

An audit involves performing procedures to obtain audit evidence on the disclosures made in the remuneration report with regard to compensation, loans and credits in accordance with articles 14–16 of the Ordinance. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatements in the remuneration report, whether due to fraud or error. This audit also includes evaluating the reasonableness of the methods applied to value components of remuneration, as well as assessing the overall presentation of the remuneration report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, the remuneration report of Landis+Gyr Group AG for the year ended March 31, 2021 complies with Swiss law and articles 14–16 of the Ordinance.

PricewaterhouseCoopers AG



Rolf Johner
Audit expert
Auditor in charge



Claudia Muhlinghaus
Audit expert

Zug, May 27, 2021

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