

12

13

Company  
Profile





## Key Figures

Turnover:	USD 1.67 billion
R&D:	7.0% of sales
Employees:	5,300
Global footprint:	72 sites in 30 countries

Landis+Gyr is the leading global provider of integrated energy management products tailored to energy company needs and unique in its ability to deliver true end-to-end Advanced Metering Infrastructure solutions. Today, the Company offers the broadest portfolio of products and services in the electricity metering industry and is paving the way for the next generation of the Smart Grid.

With annual sales of USD 1.67 billion, Landis+Gyr, an independent growth platform of the Toshiba Corporation (TKY:6502) and 40% of which is owned by the Innovation Network Corporation of Japan (INCJ), operates in 30 countries across five continents and employs 5,300 people with the sole mission of helping the world manage energy better. More information is available at [landisgyr.com](http://landisgyr.com).

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## Milestones 2012/13

■ USA: Landis+Gyr and The United Illuminating Company agree to extend their collaboration. The new agreement allows the utility to use all data collected from the advanced meters, including advanced outage/event and voltage data.

■ Brazil: Enel, Ampla and Landis+Gyr have installed 200 advanced Smart Meters in Búzios, Rio de Janeiro State, in one of the first such pilot projects in the country.

2012  
**May**

■ USA: Landis+Gyr E350 FOCUS AX Smart Meter hits 10-million-unit milestone.

■ Estonia: Ericsson Eesti and Elektrilevi OÜ have signed an agreement under which Landis+Gyr will deliver approximately 630,000 Smart Household Meters and 10,000 Data Concentrators and supply the Gridstream™ Head-End systems software.

■ USA: Guam Power Authority has selected Landis+Gyr for Smart Metering deployment. The utility plans to deploy more than 52,000 Smart Meters and Gridstream™ network components over the next two years.

2012  
**August**

■ Japan: The Toshiba Corporation has acquired privately held Consert, an intelligent energy management company that converts electric consumption in homes and small businesses into cost-effective clean sources of capacity and energy reserves for utilities. Its operations in North America will be integrated into Landis+Gyr.

■ Germany: Landis+Gyr teams with Energie Baden-Württemberg (EnBW) to promote Germany's energy transition by developing Smart Meter solutions for the future energy market.

■ USA: Lower Yellowstone Rural Electric Association has signed an agreement to deploy Gridstream™ PLX, Landis+Gyr's next-generation power line carrier system for Smart Metering and grid management.

■ USA: Landis+Gyr receives the 2013 IBM Beacon Award for the best industry solution in the category Energy & Utilities.

2013  
**February**

# June

2012

■ Poland: Landis+Gyr has been chosen to deliver interoperable Smart Meters to Tauron Distribution. The current deployment is one of the first Smart Metering projects in Poland where interoperability plays a key role.

# July

2012

■ Australia and New Zealand: Landis+Gyr has been appointed as the exclusive reseller of Jetlun, a leading provider of energy management solutions.

■ USA: AEP Texas has reached the half-way point in Gridstream™ Advanced Metering Infrastructure (AMI) deployment by installing 500,000 devices. Major cities served include Corpus Christi, Abilene, McAllen, Harlingen, San Angelo, Vernon, Victoria and Laredo.

■ USA: Dawson PPD (Nebraska) has chosen Landis+Gyr to deploy Gridstream™ Smart Meters to all of its residential and commercial accounts in south and central Nebraska over the next two years.

# January

2013

■ India: Landis+Gyr has been selected for major digital meter rollout in India by West Bengal State Electricity Distribution Company Limited.

■ USA: Landis+Gyr has been mandated by Ameren Illinois to provide Smart Metering and Meter Data Management solution for the utility's comprehensive grid modernization initiative.

■ USA: Landis+Gyr and Indianapolis Power & Light Company (IPL) have extended their AMI partnering agreement and will migrate the network to a two-way Gridstream™ solution allowing IPL to deploy the latest Smart Meters and distribution devices for Smart Grid applications.

# March

2013

■ Czech Republic: Landis+Gyr has successfully completed a milestone performance test of its Meter Data Management systems and Head-End systems in the Czech Republic for the ČEZ Group – one of the largest utility groups in Europe.

■ Global: Landis+Gyr has been recognized by Frost & Sullivan with the 2013 Global Company of the Year Award for Advanced Metering Infrastructure.

## Message from the Chairman

Landis+Gyr and Toshiba's combined expertise and unique market positions create new business prospects for both companies.

### Value-creating partnership

Hiroshi Kurihara, Chairman Landis+Gyr AG

In 2012/13, Landis+Gyr further consolidated its leading position in the Smart Metering market, offering its customers around the globe sophisticated solutions to support optimum power monitoring and management. Amid a challenging market environment, the Group achieved its goals and enhanced Toshiba's know-how and technology portfolio. All stakeholders, including utilities and end consumers, stand to benefit from this strategic partnership. In the reporting period, Landis+Gyr and Toshiba intensified their collaboration in the areas of R&D, components and business development, and marketing. Joint teams approached existing and new customers with innovative solutions. In the area of Micro Energy Management Systems, for example, Toshiba provides the controller and battery expertise while Landis+Gyr contributes its metering know-how and excellent customer relations. Demand in the area of interoperability as well as for enhancing existing infrastructure with state-of-the-art Head-End systems (HES) and Meter Data Management

**“Our ambition is to become  
the leading  
one-stop provider  
for Smart Community  
solutions.”**

systems (MDMS) functionalities was also strong. Governments are investing in Smart Metering technology, especially in Japan in the aftermath of the Fukushima catastrophe, in order to optimally balance demand and supply of energy sources including electricity, gas and heat. Additional promising applications are Distributed Load Control and Smart Metering projects.

The advances in 2012/13 represent further important milestones in Toshiba's evolution to becoming the worldwide preferred one-stop solutions provider in the Smart Technology sector. Landis+Gyr contributes an indispensable, crucial component to our vision of future Smart Societies. All of us at Toshiba are committed to people and their future. That's why we partner worldwide exclusively with the best experts.

Hiroshi Kurihara, Chairman Landis+Gyr AG



#### Ownership

Toshiba Corporation	60%
Innovation Network Corporation of Japan	40%

**TOSHIBA**  
Leading Innovation >>>



## Landis+Gyr Group

Around the globe, Landis+Gyr demonstrated its ability to offer superior customer value in successful projects with leading utilities, thereby reinforcing its undisputed market leader position.

### Solid growth in challenging markets

Andreas Umbach, President and Chief Executive Officer

In its financial year ending March 31, 2013, Landis+Gyr, an independent growth platform within the Toshiba Group, achieved sales of USD 1.67 billion (2011/12: USD 1.58 billion). In the challenging global market environment, the Group generated solid top-line growth of 5.4%. By winning new contracts in all sales regions, Landis+Gyr participated in the continuing rollout of next-generation Smart Meters, further strengthening its leading market position thanks to its innovative state-of-the-art product and solution offering. Sales growth in the Americas region of 10.8%, clearly above the average market rate, was diminished by slower growth in EMEA and basically flat revenue performance in the Asia Pacific region.

Significant customer contract wins were also received in the reporting period. These included contract extensions with JEA serving an estimated 420,000 electric,

305,000 water and 230,000 sewer customers in and around Jacksonville, Florida, and The United Illuminating Company which serves approximately 325,000 residential,

commercial and industrial customers in the Greater New Haven and Bridgeport areas. Other contract wins in the USA were Ameren Illinois, Dawson PPD (Nebraska), Guam Power Authority, Indianapolis Power & Light Company and Yellowstone Rural Electric Association.

In Europe, Landis+Gyr signed an agreement with Ericsson Eesti and Elektrilevi OÜ (Estonia) for the delivery of approximately 630,000 Smart Household Meters and 10,000 Data Concentrators. In addition, Landis+Gyr will supply the Gridstream™ Head-End systems software. Another milestone was the successfully completed performance test of the Group's Meter Data Management systems and Head-End systems for the ČEZ Group in the Czech Republic, one of the largest utilities in Europe. In India, Landis+Gyr was selected by West Bengal State Electricity Distribution Company Limited to provide more than 1.5 million digital electricity meters for their modernization and rural electrification program.

**“Landis+Gyr  
named ‘2013  
Global Company  
of the Year’  
by Frost & Sullivan.”**



Andreas Umbach, President and Chief Executive Officer

**“We again participated  
in some of the  
world’s largest  
Smart Grid  
projects.”**

Based on its recent analysis of the Advanced Metering Infrastructure (AMI) market, Frost & Sullivan recognized Landis+Gyr with the 2013 Global Company of the Year Award. Landis+Gyr was selected for its technology and service offerings, which – combined with its industry expertise – have made it a sales leader in North America, Europe, Brazil and Asia Pacific. Another highlight was the 2013 IBM Beacon Award for the best industry solution in the category Energy & Utilities, underlining the Company’s engagement in providing solutions to improve energy management by leveraging Smart Grid data and analytics to help utilities monitor, in near real time, consumer energy demands. Another important recognition is the award FortisAlberta, a Canada-based utility, received for customer engagement at Metering America 2012, thanks to our technology. This utility deployed Landis+Gyr’s Gridstream™ PLC network and installed 480,000 Smart Meters at residential and commercial accounts across a large portion of Alberta. Finally, the North American version of

the Landis+Gyr E350 FOCUS AX Smart Meter hit the 10-million-unit milestone in August 2012. This is the primary residential meter being deployed by major utilities such as BG&E, PG&E, PECO, Pepco Holdings, The United Illuminating Company, Oncor, AEP Texas, CoServ Electric and Woodruff Electric Cooperative. These achievements attest to the expertise and strong commitment of all 5,300 Landis+Gyr employees to consistently execute the Company’s mission to help the world manage energy better.







### Landis+Gyr at the technological forefront

In 2012, the Landis+Gyr Group launched various new products and software solutions and entered new development agreements with partner companies, thereby enhancing its technology portfolio, meeting new customer needs and helping utilities around the world to deploy the next generation of Smart Grid networks. To support and accelerate this vision, Landis+Gyr invested USD 116.9 million in R&D projects (2011/12: USD 113.0 million), further broadening the Group's state-of-the-art product and solutions pipeline.

In 2012, for example, Landis+Gyr released its two-way M120 gas communications module for Gridstream™ networks. The M120 module operates within the Gridstream™ RF network to send and receive information between the meter and the utility. At the

same time, Landis+Gyr announced its next-generation Gridstream™ solution: Landis+Gyr's Gridstream™ Series V offering allows utilities to adopt an open, interoperable and highly secure Smart Grid solution that delivers superior performance and reliability. Based on the Gridstream™ advanced technology and the expertise of Ecologic Analytics, acquired back in early 2012, Landis+Gyr strengthened and expanded its industry-leading market position as a provider of Meter Data Management (MDM) software. Ecologic Analytics, which has more end points in service and handles more meter reads annually than anyone else in North America, is transforming Advanced Metering Infrastructure data into accurate, timely and actionable information for electric, natural gas and water utilities. In Europe, Landis+Gyr launched its S650 Smart Grid terminal in a Smart Grid pilot project with the Dutch energy company Stedin in early 2013. The S650 is a crucial component for advanced, low-voltage distribution network infrastructure, including transformer stations and street light applications. Another major strategic decision in the light of today's industry needs was the acquisition



of privately held Consert by the Toshiba Corporation in February 2013. The Company's technology employs a novel approach to reducing peak energy consumption by utilizing two-way wireless communication to establish a power management partnership between power utilities and customers. Consert is an intelligent energy management company that converts electric consumption in homes and small businesses into cost-effective clean sources of capacity and energy reserves for utilities. This technology will simultaneously maximize customer savings and reduce the need of utilities for costly and environmentally unfriendly peak load power plants. Toshiba appointed Landis+Gyr to manage the operations of Consert.

Efficient and timely rollout of Advanced Metering Infrastructure projects continues to address the needs of an intelligent, decentralized energy supply system and, at the same time, empowers people to actively manage their energy consumption. There is continuing global demand for these types of energy efficiency projects and one of the most exciting opportunities for both Landis+Gyr and Toshiba was



Jonathan Elmer, Executive Vice President and Chief Financial Officer

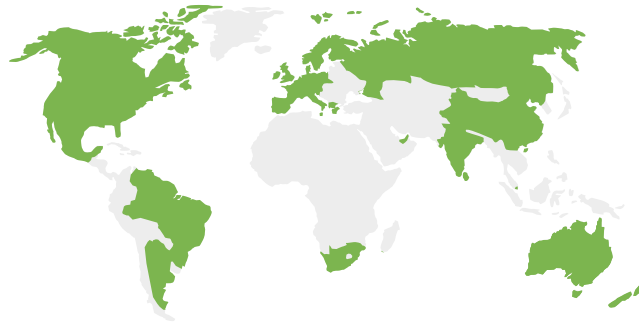
announced in May 2013 for the Tokyo Electric Power Company (Tepco). Landis+Gyr will be providing hardware and software products and solutions as part of the Toshiba-led consortium that will be supplying the world's largest communication system for Smart Meters over the next ten years. This project will bring Landis+Gyr's Gridstream™ offering to Tepco's 27 million customers.

### Major rollouts expected to commence in 2014

Jonathan Elmer, Chief Financial Officer

In 2012/13, net sales grew by 5.4% to USD 1.67 billion (2011/12: USD 1.58 billion). Overall, the Group strengthened its leading market position and demonstrated its earnings power. The markets were still characterized by tight public finances, especially in Europe, leading to low levels of infrastructure investments, as well as new regulatory requirements that caused certain





**“Our solid financial basis allows us to pursue an ambitious growth strategy.”**

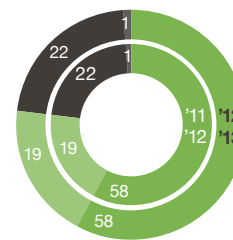
project delays. Nevertheless, record revenue performance was achieved. Landis+Gyr was also able to increase its investment in R&D by 3.5% compared to PY and to keep the level at 7.0% of total sales. Backed by the rich technology portfolio and financial strength of the Toshiba Corporation, Landis+Gyr is well positioned to participate in the potential growth of dynamic energy supply and management markets by further expanding its product and solutions offering and by taking advantage of promising growth opportunities. During 2013/14, Landis+Gyr will remain focused on meeting customer requirements to ensure the Group’s participation in major Smart Grid deployments, thus contributing to an efficient and secure grid network worldwide. Primarily due to project cycle effects, orders received during 2012/13 decreased to USD 1.42 billion (2011/12: USD 1.71 billion), reducing the Group’s total backlog to USD 2.15 billion. Management views this as an only temporary decrease since several major Smart Grid rollouts are in the final pilot or contract award phases, with execution expected to start in 2014.

Landis+Gyr continues to enjoy a very strong balance sheet. Cash flow generation in the period was exceptionally strong with net debt falling to USD 441.7 million, with a debt-to-equity ratio of 74.7%. This provides Landis+Gyr with an outstanding platform from which to finance future growth strategies.

**“We have the technology and capabilities to realize our customers’ Smart Grid offering.”**

**Employees**

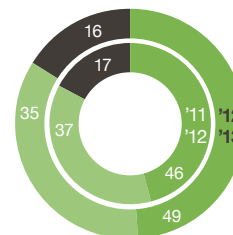
Worldwide (in%)



	2012/13	2011/12
Operations	3,073	3,071
R&D incl. Product Management	1,034	1,009
SG&A	1,206	1,184
thereof Holding Headquarters	63	69
<b>Total</b>	<b>5,313</b>	<b>5,264</b>

**Sales 3rd**

Worldwide (in%)



in million USD	2012/13	2011/12	
Americas	815	736	10.8%
EMEA	587	579	+1.3%
Asia Pacific	266	268	-0.4%
<b>Total</b>	<b>1,669</b>	<b>1,583</b>	<b>+5.4%</b>

## Americas

Landis+Gyr achieved record sales and profits in North America, while regulatory issues slowed down business in South America. Overall sales in the Americas amounted to USD 816 million (plus 10.8%).

**“We help  
utilities perform  
today  
and prepare for  
tomorrow.”**



Richard Mora, Executive Vice President North America

approval processes, the North American operations achieved a solid performance by concentrating on quality execution and delivery – helping utilities meet the needs of their customers.

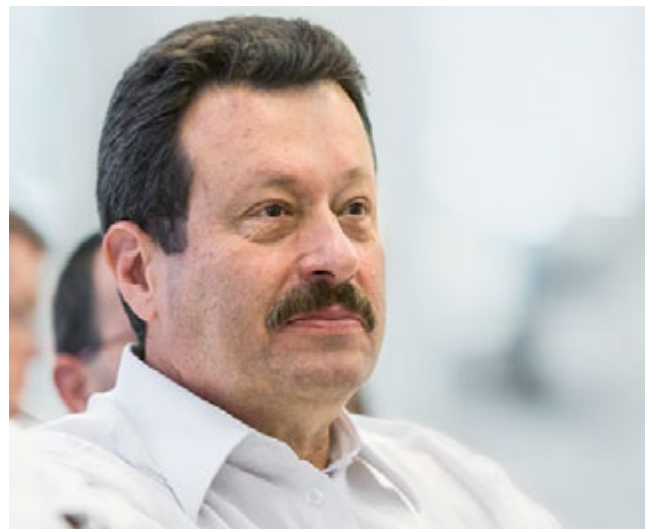
A special 2013 milestone is the integration of Consert into the North American operation, following the acquisition of Consert by Toshiba. This intelligent energy management company reduces peak energy consumption by utilizing two-way wireless communication to establish a power management partnership between power utilities and consumers. Combining this solution with the breadth of the Gridstream™ platform allows Landis+Gyr to meet current market needs for optimized energy efficiency and advanced Load Management as well as meter data collection, management and analytics. In addition, this portfolio of solutions is capable of addressing the utility needs of the future such as renewables integration, expanding sensor networks and controls for distribution grid management, and advanced analytics – all enhancing the added value and cost-saving potential of Smart Grid technologies.

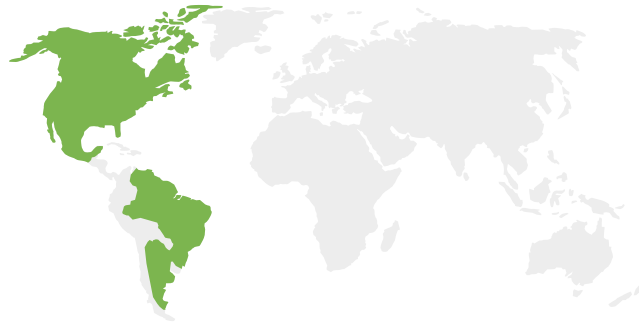
### Clearly outperforming the market

Richard Mora, Executive Vice President North America

In 2012/13, Landis+Gyr North America again grew much faster than the market, while building a global Gridstream™ team to support future growth in other sales regions. The US operations successfully extended their existing Managed Services contracts with The United Illuminating Company, Indianapolis Power & Light Company and Colorado Springs. At the same time, significant new Advanced Metering Infrastructure and Meter Data Management systems contracts were signed with numerous utilities, including: Ameren Illinois, Kansas City Power & Light, Dawson PPD (Nebraska), Guam Power Authority, Yellowstone Rural Electric Association and others. Additional sales came from unplanned orders received from utilities that experienced quality and delivery issues of competitive suppliers. Considering the delays in the Hydro-Québec project caused by regulatory

Álvaro Dias Júnior, Executive Vice President South America





### Landis+Gyr South America participates in milestone Smart City project

Álvaro Dias Júnior, Executive Vice President South America

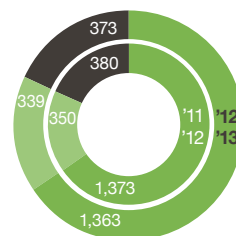
In South America, lower-than-expected sales in the reporting period were primarily due to a delay in the certification process of Landis+Gyr's next-generation SGP+M system by Brazil's National Institute of Metrology, Quality and Technology (Inmetro) and the postponement of Light's – Rio de Janeiro Metropolitan Area's Utility – power vaults project. Landis+Gyr's next-generation SGP+M system allows Brazilian utilities to provide up-to-date energy information to help consumers control their energy use, cut energy costs, reduce environmental impacts and protect themselves better against energy theft. Landis+Gyr developed this innovative anti-tampering metering solution over ten years ago. It is currently used by over 1 million consumers at Light and Ampla. Ampla, part of ENDESA, a subsidiary of Italian Enel, handles the production, transmission and distribution of electricity to 2.7 million customers in the State of Rio de Janeiro and is currently developing the project Smart City Búzios, which is co-promoted by the Brazilian Federal Energy Agency ANEEL.

While the deployment of Smart Metering infrastructure is still in its very early stages in the South American region, Landis+Gyr, in collaboration with Ampla and Enel, installed the first 200 advanced meters in Búzios in May 2012, thereby bringing another Advanced Metering solution to Brazil. Landis+Gyr is also involved in an important Smart Grid pilot project in the city of Sete Lagoas with Cemig, Minas Gerais State Utility. This project includes around 4,000 end points using the Gridstream™ RF technology. Looking ahead, being part of this milestone Smart City project is an important achievement for Landis+Gyr. Innovative energy infrastructure, services and technologies backed by both the public and private sector will promote environmental and economic sustainability, save energy and reduce CO<sub>2</sub> emissions.

**“We actively contribute to the concept of future Smart Cities.”**

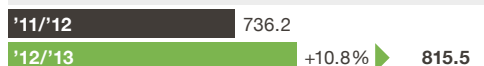
### Americas

Employees -8 2,085



Operations	66%
R&D incl. Product Management	16%
SG&A	18%

### Sales 3rd In million USD



## EMEA and Asia Pacific

In 2012/13, EMEA's sales grew 8% in EUR, while sales in the Asia Pacific region were flat following a strong performance in 2011.



Jon Stretch, Executive Vice President EMEA

**“We meet  
all the criteria  
for high-end meter  
technology.”**

Republic for the ČEZ Group. In France, Landis+Gyr joined the SOGRID consortium with ERDF, which plans to deploy a total of 35 million Smart Meters in its domestic market by 2020. This initiative was created to allow different devices on the network to intercommunicate. New product development continued as well, with the launch of the Smart Grid terminal for advanced low-voltage distribution network monitoring and street light control. Finally, 2012 was an exciting year for the gas metering business, as shipments grew 17.2% in EUR year over year, with the UK, Ireland and the Netherlands currently the largest markets for these products.

### EMEA: Paving the ground for future sales

Jon Stretch, Executive Vice President EMEA

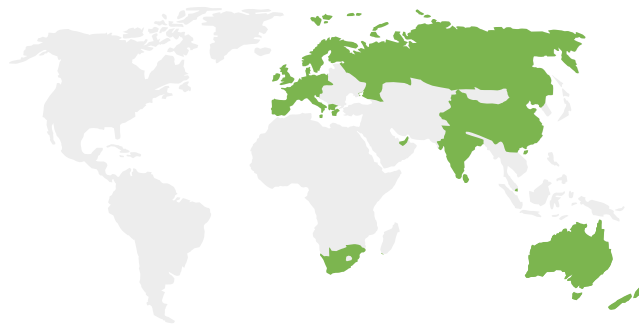
Landis+Gyr's EMEA (Europe, Middle East and Africa) sales operations recorded an 8% growth during the reporting period, even though the Company faced several delays and postponements of Advanced Metering Infrastructure projects. The financial situation of certain government entities has impacted some investments in Smart Grid infrastructure within the region; however, this effect is anticipated to be limited over the mid term thanks to the priorities set out in the European Union's Third Energy Package and the corresponding 20-20-20 goals.

The Company made great strides in many European countries. By way of example, Landis+Gyr was selected to deliver 630,000 Smart Household Meters and 10,000 Data Concentrators in Estonia to Elektri-levi OÜ over the next five years. Among the other key wins were the delivery of IDIS interoperable Smart Meters to Tauron Distribution in Poland and the successfully completed milestone performance test of the Group's Meter Data Management systems (MDMS) and Head-End systems (HES) in the Czech

### Asia Pacific: New partnerships and contracts

Oliver Iltisberger, Executive Vice President Asia Pacific

In 2012/13, Asia Pacific consolidated its sales after the dynamic growth in the previous year. The regional organization profited from a number of important new project wins, including some significant sales in the emerging markets of Southeast Asia, particularly the Philippines, Bangladesh and Vietnam. In Australia, the major Smart Meter rollout in Victoria was completed, with Landis+Gyr having provided more than 60% of the total meters deployed. Landis+Gyr also managed to complete the Smart Grid/Smart City trial together with Ausgrid in New South Wales and commenced the deliveries of Smart Meters in New Zealand.



In India, a key achievement of 2012/13 was the Group's selection for a large-scale metering project to provide more than 1.5 million digital electricity meters for the modernization and rural electrification program of West Bengal State Electricity Distribution Company Limited (WBSEDCL). The delivery period started in February and will conclude at the end of 2013. Meanwhile, Landis+Gyr's Development Center in Noida near Delhi became the Group's biggest R&D facility, employing approximately 250 engineers. It focuses on product developments for the domestic market as well as hardware and software applications for all other regions. In China, Landis+Gyr was able to continue the strong growth momentum with Smart heat meters. In parallel, the Company started with the preparation of local manufacturing and design in order to capture major growth opportunities.

**“Frost & Sullivan  
recognized our efforts  
with their  
AMI Company of the  
Year Award.”**

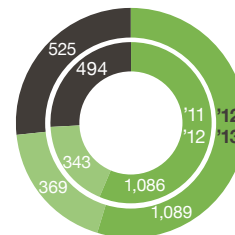
The same applies to electricity and gas meters in Japan, where joint efforts with Toshiba are under way to identify the most suitable technologies and solutions for the local market.

Oliver Iltisberger, Executive Vice President Asia Pacific



## EMEA

Employees +60 1,983



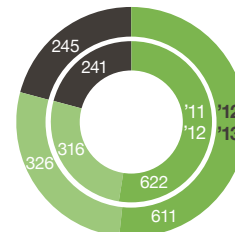
Operations	55%
R&D incl. Product Management	19%
SG&A	26%

Sales 3rd In million USD

'11/'12	579
'12/'13	+1.3% ▶ 587

## Asia Pacific

Employees +3 1,182



Operations	51%
R&D incl. Product Management	28%
SG&A	21%

Sales 3rd In million USD

'11/'12	268
'12/'13	-0.4% ▶ 266

## Technology and Innovation

Landis+Gyr strives to understand current customer needs while at the same time anticipating and shaping future requirements.

**“We are constantly enlarging our innovative technology portfolio.”**

Branko Bjelajac, Executive VP and Chief Technology Officer

Landis+Gyr is concentrating its almost 1,000 technology and innovation resources on three pillars: energy meters, Smart Metering solutions and Smart Grid applications. In the field of energy meters, the Group is relying on superior regional R&D resources supported by the Group Development Center (GDC) in India, efficient Group-wide component and supplier management processes as well as harmonized quality management policies to fulfill specific customer requirements. Individual teams focus on in-house expertise and designs and utilize global metrology platforms as well as technology platforms tailored to the needs of regional markets. The Smart Metering solutions combine leading communications, network management and Meter Data Management functionalities with energy meters and Gridstream™ applica-

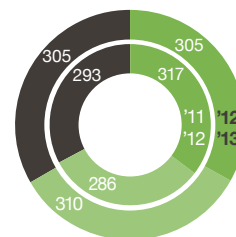
tions. Our goal is to turn Gridstream™ into a high-performance Smart Grid platform for real-time data acquisition, validation and processing while ensuring full interoperability and seamless integration. In order to meet these requirements, Landis+Gyr partners with leading system integrators and software companies. In the field of state-of-the-art Smart Grid applications, Landis+Gyr is a proactive thought leader participating in pilot and proof-of-concept projects for launching new Smart Grid applications supported by Toshiba’s expertise and capacities, including Demand Response, Micro Energy Management Systems (μEMS) and Smart Public Lighting projects. As the acquisitions of Consert and Ecologic Analytics in early 2012 and 2013, respectively, demonstrate, Landis+Gyr is constantly enhancing its Smart Grid applications technology portfolio.

Branko Bjelajac, Executive Vice President and Chief Technology Officer



### R&D Employees

Worldwide +24 920



	2012/13	2011/12
Americas	33%	35%
EMEA	34%	32%
Asia Pacific	33%	33%



## Global Supply Chain Management

In 2012/13, global operations further strengthened the Group's service and quality performance levels as well as its supply chain stability and efficiency.



Dieter Hecht, Executive VP and Chief Procurement Officer

### Leveraging synergies with Toshiba's procurement activities

Dieter Hecht, Executive VP and Chief Procurement Officer

Landis+Gyr's primary goal is to meet customers' demanding requirements. Consistent and viable sourcing from qualified suppliers helps us to achieve the optimum balance of quality, reliability, cost and service. In 2012/13, Landis+Gyr continued to optimize its procurement strategies by constantly reviewing and optimizing the Group's product designs, internal processes and global supply chain management. Great importance was attached to the annual supplier audits and negotiations aimed at leveraging the synergies resulting from collaboration with the Toshiba Group. Group Procurement, together with the Toshiba Corporate Procurement team, supported the outsourcing manufacturing activities of several Toshiba Group companies, utilizing Landis+Gyr's extensive experience with the top global contract manufacturers. This cooperation will continue to support the organizational goals in 2013. Group Procurement is continuously investing in its people, an inter-

national team of sourcing experts with in-depth knowledge of their respective markets and material segments, and tools, such as the L+G eSourcing platform, ensuring Landis+Gyr's competitive market position and quality standards.

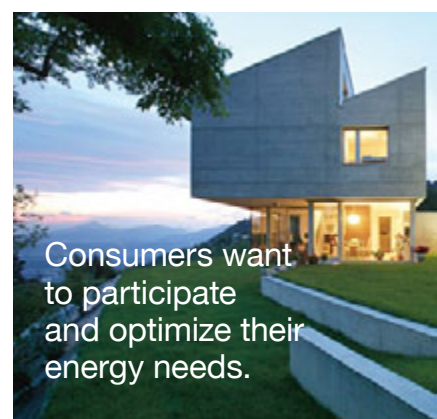
Another priority is aligning product designs and manufacturing facilities with new cost-saving opportunities. Under the leadership of Group Procurement, all product group platforms were analyzed and streamlined. As a result of this review process in 2012, the number of platforms was reduced, which had an additional positive effect on development and manufacturing processes thanks to the reduction in complexity levels.

**“We partner worldwide with the most qualified component and service providers.”**

# Making the Grid Smart

The world is moving fast. So is Landis+Gyr. Revitalizing aging infrastructure, improving the quality of supply and demand information, expanding Demand Response capability, improved network management and the introduction of renewable energy sources are all possible with a more intelligent grid. Many countries are investing considerable resources to build wind and solar parks, and integrating these small and decentralized power plants into the power grid poses a unique challenge to utilities. In order to ensure efficient and secure supply and to meet their customers' new needs, utilities are transitioning from a one-way grid to a decentralized two-way network.

With a large share of renewable power production capacity dependent on weather conditions, utilities have to integrate an additional variable parameter. In comparison to conventional power plants, wind and solar parks generate peak energy. Facing this uncertainty on the supply side, Smart Grids are becoming ever more important because they can provide real-time information about power flows. With the widespread penetration of Smart Meters in the Western hemisphere, utilities are pushing forward with follow-up investments in power grids despite obstacles in the form of political headwinds and outdated infrastructure. Landis+Gyr supports utilities across the globe in their efforts and offers customized solutions. The following pages outline the specific challenges in each of the regions in which Landis+Gyr operates, and the highlights the solutions provided to help both utilities and end consumers manage energy better.



Consumers want to participate and optimize their energy needs.



Renewable energy sources are gaining ground.

Looking into the future – Smart Grid applications: sensing devices that capture real-time changes in energy consumption, thereby enhancing energy efficiency. Examples are:

Energy Management Systems (EMS)



Home Energy Management Systems



Micro-EMS and Energy Storage Solutions



Electric vehicles / Distributed Load Control



Renewable integration from distributed generation



Smart Street Lighting



### General investment drivers

- Modernization of distribution networks: Smart Grids ensure efficiency and effectiveness, pave the way for market liberalization and allow for optimized utilization of installed capacity.
- Meter Data Management (MDM): More active networks make energy balancing more complex. MDM technology ensures efficient and effective management of information obtained from the installed meters.
- Demand Response: Bi-directional and volatile power flows lead to imbalances in the network. Demand Response technology matches supply and demand by creating financial incentives for end consumers. Main technologies are Load Management in Europe and Virtual Peak Plant in the USA.
- Distribution Automation: The need for automation is growing as networks are becoming too complex for manual control.
- Smart sensor products: Smart sensors support the concept of a “self-healing” grid. An early warning is automatically generated in the event of an adverse incident and electricity flows can be altered accordingly.





# North America

North American utilities continue to upgrade the power grid in order to meet challenges such as renewables integration, distributed generation proliferation and Demand Response program implementations. There has been a renewed focus on power resiliency and reliability in response to the numerous US power grid outages. Traditional methods for troubleshooting are time-consuming and expensive, often requiring sending out field teams that physically search for a defect. The ongoing deployment of Advanced Metering Infrastructure and the integration of meter-sensing data into the utility enterprise allows outage detection and restoration to occur in an automated fashion, more rapidly and accurately – a win for the end consumers and the utility. Where end consumers are more exposed to the supply cost of energy, time-of-use and critical peak pricing programs may impact the economics of conservation and demand reduction, increasing Load Management programs.

US Department of Energy targets to subsidize energy consumption with USD 0.15/kWh in order to push the solar market forward.



US market moves from Smart Metering operational benefits to more robust data collection to support the Smart Utility.

## Market focus of the utilities

- In the USA, utilities are focusing on energy and operational efficiency. Green technologies provide balance of financial viability and environment stewardship while investments in information technology drive operational cost reductions.
- In Canada, hydroelectric power is a driver for the Smart Grid. Growing environmental awareness and the sale of excess energy to the USA trigger the systematic infrastructure expansion.
- Mexican utilities are primarily focusing on AMI for operational efficiency and customer service improvements. Prepayment meters are expected to experience high growth.
- High cost of peak loads leads to new pricing schemes based on dynamic pricing that expose consumers more directly to the true cost of power.





Canada's investments in energy infrastructure pave the way for more sustainable outcomes.



Canada to cut its emissions by 17% below 2005 levels by 2020.



17%

Sources: Frost & Sullivan, Landis+Gyr

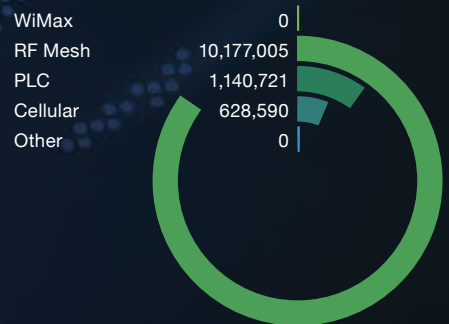
### AMI end points

shipped in



### AMI communication units

shipped in 2012



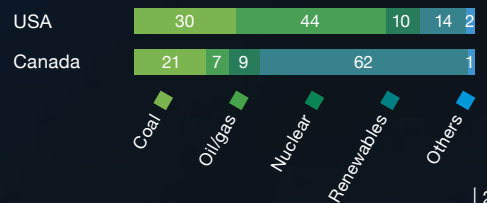
Mexico to reduce greenhouse gas emissions by up to 30% by 2020.

30%



### Electricity consumption

Energy sources in %





## Our Focus

In North America, education is key to helping consumers fully understand the true cost of energy and what is involved in delivering reliable power to them.

Both end consumers and utilities are interested in monitoring energy consumption patterns and offering opportunities for change and control. The information provided by Advanced Metering Infrastructure may be used by utilities to balance supply and demand, manage voltage, reduce outage times and offer variable pricing programs to end consumers. Consumers can use the information to understand their energy consumption, take action and change behavior. Today's technologies allow consumers to monitor their energy consumption in real time through a web portal or application and to remotely control devices to manage their energy use.



 Smart electric meters and Gridstream™ MDMs generate and process more than 563 million meter readings daily

 1-million-meter Gridstream™ PF deployment with Distribution Automation and support services

 Virtual Peak Plant program and advanced meters allow CPS to manage capacity more sustainably



Upgrading to Gridstream™ RF and managing a Smart City project



Load Management programs using the Gridstream™ RF network platform



Long-standing Managed Services for 470,000 consumers migrating to Gridstream™ RF



Gridstream™ solution including 3.75 million RF end points



Gridstream™ RF deployment with 3.5m end points, MDMS, outage management and a full suite of services



End-to-end Gridstream™ deployment incl. meters, networks, DLC, HAN, MDMS and consumer portal



Nearly 750,000 gas and water meters under Managed Services contract

## Solution offerings

- Advanced Metering Infrastructure
- Communication networks
- Load Management
- Meter Data Management Systems
- Demand Response
- Distribution Automation
- Virtual Peak Plant
- Managed, hosted and cloud services
- Voltage Management

## Benefits for the utilities

■ Demand Response is designed to induce lower electricity use at times of high wholesale market prices or when system reliability is jeopardized. It manages demand-side resources from their normal consumption patterns in response either to changes in the price of electricity or to incentive payments.

■ With more than 20 million units deployed in North America, Advanced Metering Infrastructure is reducing power outages, providing more accurate meter readings, improving operations, lowering nontechnical losses and enabling utilities to remotely connect/disconnect consumers from the grid.

■ Data management and analytics is a growing area of focus as utilities have detailed data available to improve operational processes, efficiencies and reliability of the power grid.

 Selection of customer projects



# South America

In South America, great potential lies in building and expanding the infrastructure to secure the functioning of the economy in general and energy networks in particular. Shortcomings within the transmission and distribution systems have repeatedly caused blackouts in large areas, most recently at the beginning of the year 2013. The Brazilian government is now putting forward projects to support the development of modernizing the energy infrastructure ahead of the World Soccer Championship in 2014 and the Olympic Games in 2016. Bringing the water power over miles of transmission lines to Brazil's megacities is a major undertaking. In the last few years, regulatory uncertainty has slowed down economic growth. Another focus area of the energy industry is fighting the nontechnical losses. With energy losses of over 60% due to theft, unauthorized power consumption poses a major threat to utilities.

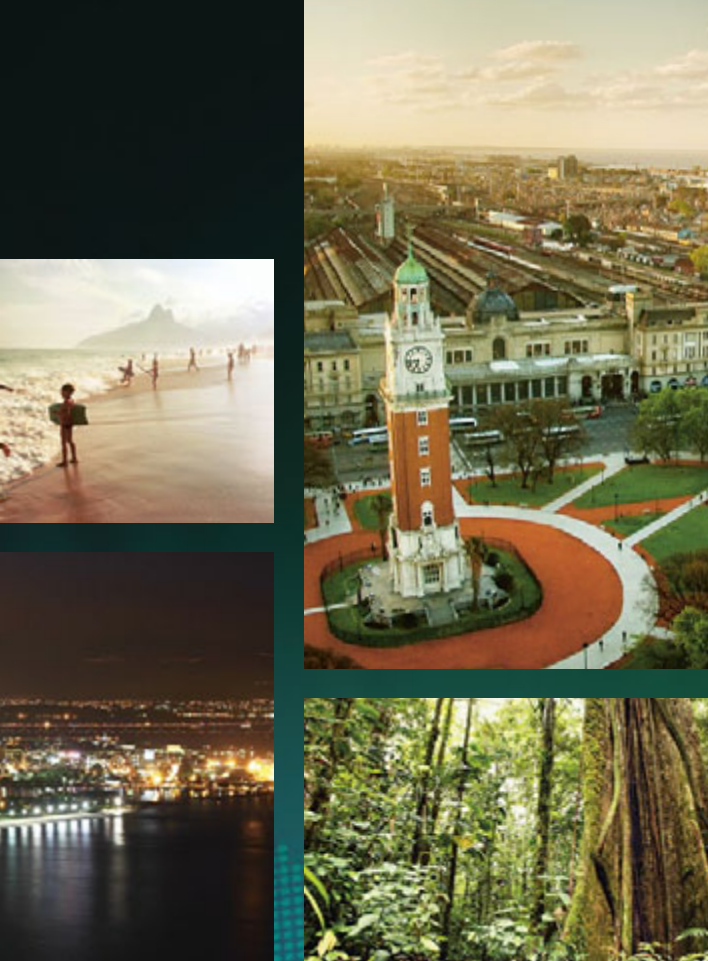
**70,000** Planned Smart Grid project in Barueri for 70,000 consumers.



Multi-energy project in Paraná State for electrical energy, natural gas and water.







## Market focus of the utilities

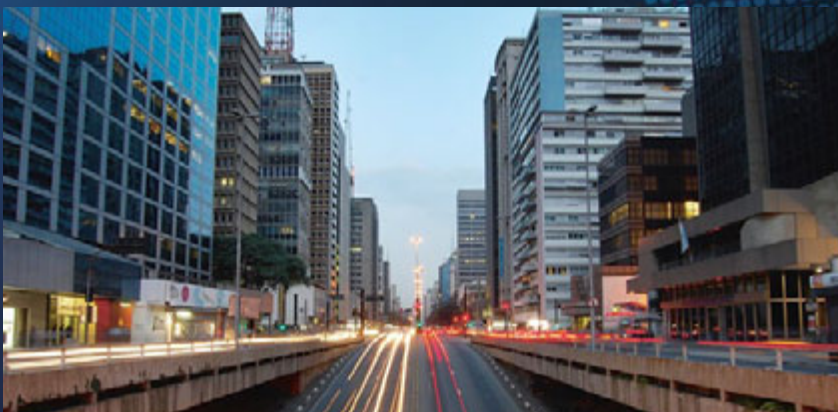
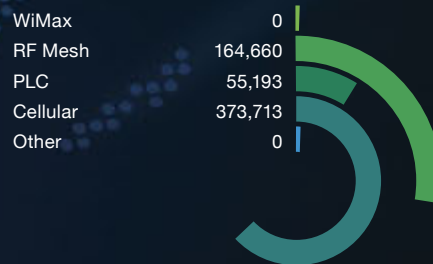
- The modernization of power grids is one of the major challenges with regard to the upcoming international sports events in order to avoid power outages.
- Unauthorized power consumption is a major problem for South American utilities. They are seeking to reduce nontechnical losses at the distribution and substation level.

Sources: Frost & Sullivan, Landis+Gyr

## AMI end points shipped in

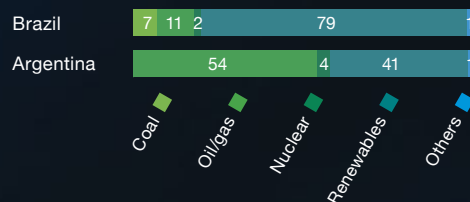


## AMI communication units shipped in 2012



## Electricity consumption

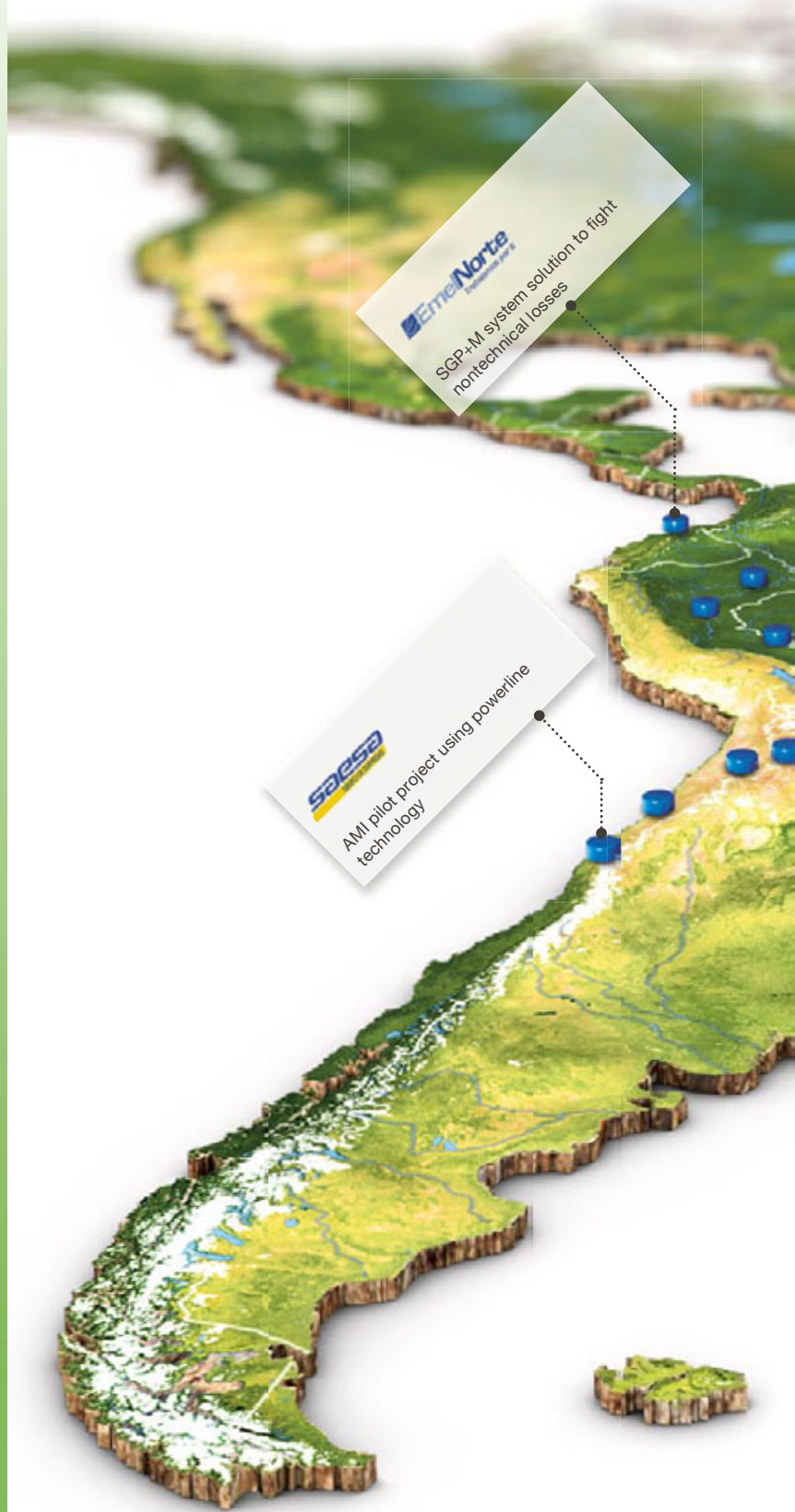
Energy sources in %





## Our Focus

Brazil is one of the world's largest producers of hydropower. It provides 80% of the country's electricity, but because of recent droughts base-load supply was not sufficient to cover demand peaks. Furthermore, as many hydroplants are situated far from key demand centers, transmission losses are high. Gas-fired power plants are being built to give Brazil a more diversified generation mix and additional peak generation capacity. ANEEL, the Brazilian Federal Energy Agency, has decided to make the rollout of Smart Meters voluntary and has not issued any regulations regarding transmission. These decisions are a major concern for utilities and hindering investments in the power grid even though utilities have a fundamental interest in reducing technical and nontechnical losses. Systems that prevent energy theft, such as the SGP+M system, are in the main focus of utilities.





SGP+M Smart Metering solution with 1,000 end points



An SGP+M system with 104,000 end points and operational services



Gridstream™ RF-based Smart City project in the city of Sete Lagoas



Underground power vaults for Distribution Automation including RTUs, sensors and services



Full suite of SGP+M solution for 150,000 end consumers to fight energy theft



Various batches of Sagat 5000 and E35 meters modernizing Copel's meter park



ICG meters and 600 underground vaults to modernize Eletropaulo's distribution network



Full suite of SGP+M solution for 90,000 end consumers to fight nontechnical losses

## Solution offerings

- Smart Meters and In-Home Displays for residential customers
- RF Mesh technology
- ICG portfolio for electricity metering
- SGP+M 3rd-generation anti-theft solution
- Head-End systems and software solutions

## Benefits for the utilities

■ This technology is an effective means for avoiding theft and generating sustainable revenues. Losses have been reduced from >60% to <10%. Smart Meters enable a two-way communication between the household and the utility.

■ Throughout the region, utilities benefit from about 1 million anti-tampering AMI end points using SGP+M technology.

■ With regard to communication technologies, a majority of the pilot projects undertaken in South America are utilizing cellular technology, but in the long term, RF Mesh is likely to be more common.

■ Cell phone technology is used for the data transfer from Data Concentrators to the utility as well as for the communication with ICG meters.

 Selection of customer projects

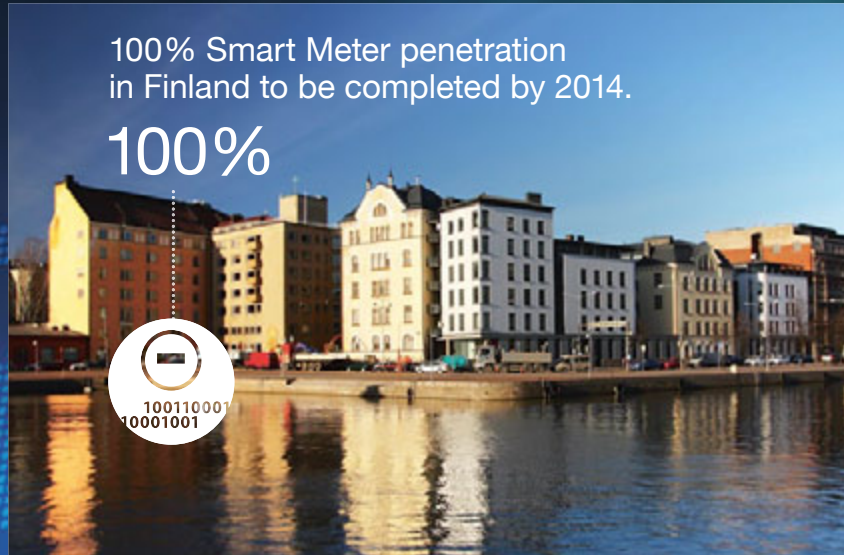


# EMEA

The energy landscape in the EMEA region is fragmented. EU countries are investing heavily in order to meet the goal of achieving 20% of their electricity from renewable resources by 2020. But even within the European countries, the priorities differ from country to country. Finland and some other Nordic countries will soon complete their nation-wide Smart Meter programs. Spain continues its Smart Meter rollout to reach the target of full deployment by the end of 2018. Following the definition of the first phase of its national rollout in 2012, in the UK, the final regulatory requirements for the full Smart Meter rollout are expected to be released by the end of 2013. Germany, with its high share of renewables, is working on the Smart Metering concepts closely linked to the requirements of the future Smart Grid. Numerous cities across Europe, the Gulf States and particularly South Africa are carrying out Smart Grid and Smart Community projects.



Deployment of 53 million dual-fuel Smart Meters and 26 million In-Home Displays in UK by 2020.



100% Smart Meter penetration in Finland to be completed by 2014.

100%



Lyon Confluence: a joint Toshiba/Landis+Gyr Smart City project currently under development in France.





The Netherlands starting a large-scale rollout of Smart electricity and Smart gas meters in January 2014 to be completed by 2020.

### Market focus of the utilities

- The EU set a deadline for full Smart Meter deployment by the end of 2022. Most of the Nordic countries are nearing completion of the Smart Meter rollout, whereas others will have to speed up their efforts to meet the target date.
- Germany is already producing a considerable share of its power with wind and solar farms. Current focus of utilities lies on dealing with feed-in tariffs and avoiding overcapacities.
- Following the success of its Smart Metering pilot, ERDF will start the deployment of the first 6 million Smart Meters in France before the end of 2014. The overall rollout comprises up to 35 million units.
- British utilities (such as British Gas) are currently investing in Smart Meters and Home Energy Management solutions to provide added value to end consumers and to enhance brand loyalty in the liberalized domestic market.

Producing 20% of its energy from renewable resources by 2020 is a goal of the EU.



Sources: Frost & Sullivan, Landis+Gyr

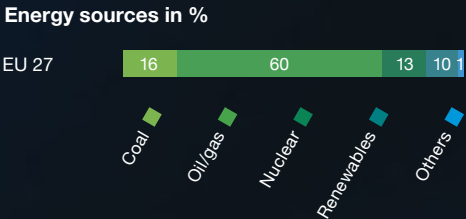
### AMI end points shipped in



### AMI communication units shipped in 2012



### Electricity consumption





# Our Focus

The implementation of Advanced Metering Infrastructure supports the concept of decentralized energy systems throughout the EU member states and allows power flows within a network to be effectively monitored. The mix of power sources differs considerably within the EMEA region. Some countries still rely on fossil energy resources whereas others already generate a large share of their power from renewable sources. Load Management helps to stabilize the system and to avoid power outages by enabling utilities to shed loads when the system is threatened. Smart sensing devices represent a vital component within Smart Grids providing the information needed to create “self-healing” and automated systems. Landis+Gyr is dedicated to meeting the needs of grid, industrial and commercial customers for customized and advanced revenue meter systems, as well as to providing total solutions for residential applications.





Gridstream™ end-to-end solution with 260,000 Smart electricity and heat meters



Gridstream™ end-to-end solution and meter-reading services for 390,000 end points



Gridstream™ end-to-end solution with reading services for 200,000 end points



Gridstream™ end-to-end solution with SAP integration and Load



Smart Grid. Smart Metering and district cooling solutions for the energy market in Qatar

### Solution offerings

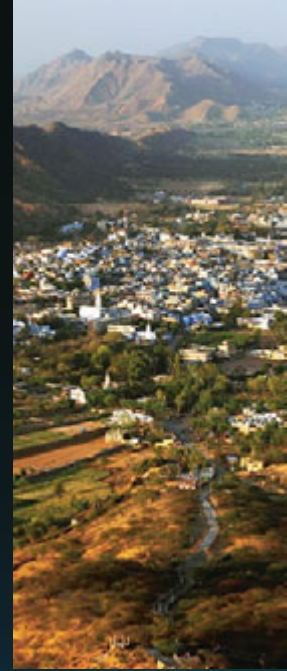
- Meter Data Management systems
- Head-End systems
- Electricity meters
- Gas meters
- Heat/cold meters
- Communication technology
- Load Management
- Smart Grid terminals for substation monitoring and street light control
- In-Home Displays

### Benefits for the utilities

■ Smart Meters enable a two-way communication between the household and the utility. Customers can easily track their energy use, and utilities can balance energy supply and demand and simplify the billing process. In addition to meaningful hourly consumption data, Smart Meters provide accurate information on power quality and network status, which significantly improves utility network management processes and protects infrastructure.

■ With an installed base of over 40 million metering points in Europe, PLC is the prevailing communication technology. Interoperable plug-and-play installation offers low costs per installed meter and guarantees exceptionally robust communication.

Selection of customer projects



# Asia Pacific

The APAC countries are pursuing different strategies with regard to energy policy and supply systems. In India, for example, coal will remain a major source of power and the government is upgrading its current infrastructure. Australia is rather dependent on coal, too, but it is also planning to reduce CO<sub>2</sub> emissions by building wind farms and pushing micro-generation from solar. On the other hand, New Zealand already generates 70% of its power from renewables (mainly hydro) and wants to raise this to 90% by 2025. In addition, considerable efforts are being made in the field of geothermal energy. Japan is in a unique situation since the Fukushima catastrophe led to a shift from nuclear power to gas. Besides this reallocation of the power mix, Japan has the world's most developed power grid, which includes 120 million monitoring points.







### Market focus of the utilities

- Nuclear power offline and power shortages are encouraging the introduction of Smart Meters to track energy usage in Japan.
- Energy peaks are a major problem. Australia and New Zealand are therefore focusing on effective Load Management. By controlling the load, utilities balance the supply on the network to reduce demand for electricity during peak usage times, which can reduce costs by eliminating the need for peaking power plants.
- Indian utilities plan to reduce technical and commercial losses with the help of digital meters and are evaluating first Smart Grid concepts.
- Australian utilities start to offer feedback technologies such as home area networks and online consumer portals to facilitate consumer engagement.



Sources: Frost & Sullivan, Landis+Gyr

### AMI end points

shipped in



### AMI communication units

shipped in 2012



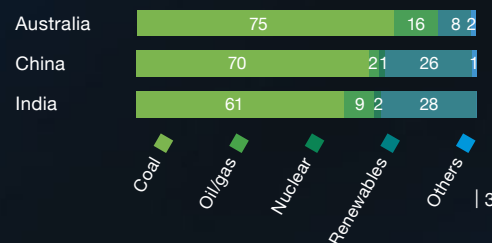
Japan plans to generate 20% of its electricity from renewables by 2020.

20%



### Electricity consumption

Energy sources in %





## Our Focus

The presence of federal political systems in the Asia Pacific region has led to mandatory Smart Meter rollouts in some countries whereas others are still encountering political headwinds. New Zealand has had AMI projects deployed over a number of years which deliver benefits to both retailers and network companies. In Australia, first discussions with customers about a Smart Grid including battery storage requirements have started. Japan's society is technology-driven, as evidenced by the country's world-leading technology brands, which include Toshiba. This circumstance favors Smart Grid and Smart Meter deployments. India and China are also embracing innovative technologies and therefore supporting the rollout of Smart Grids, while the exploitation of geothermal energy is creating demand for heat meters. A high number of ultrasonic meters are being deployed in China, which is still heavily dependent on traditional nonrenewable energy sources.



Order for 1.5 million ECO Star meters to be delivered to WBSEDCL in West Bengal/India



Meter deployment at the distribution transformer level will allow CSPDCL for energy auditing and accounting



**Smart Grid project with 27 million end consumers planned, offering MDM and HES**

**Deploying 1 million E350 Smart Meters to achieve world-leading reliability standards**

**700,000 WiMax Smart Meters drive enhancements through power quality data analytics**

**Smart Grid/Smart City trial: provided 26,000 WiMax Smart Meters, demonstrating Smart Grid concepts**

**Improved network management and better segment load control operations due to Smart Meters**

## Solution offerings

- Advanced Metering Infrastructure
- Gas meters
- Heat meters
- Electricity meters for residential, commercial and industrial applications and for grid metering
- Load Management
- Smart Grid including energy storage

## Benefits for the utilities

- Advanced Metering Infrastructure will grow strongly in the APAC region as demand for data management and analysis tools that allow utilities to use information intelligently for Asset and Peak Load Management, Demand Response and other purposes is set to increase.
- In India, utilities are looking at multiple communication technologies. Due to its low cost and high reliability, RF Mesh will likely be the preferred solution, especially in rural areas. In Australia, cellular is expected to play the leading role in the future, whereas New Zealand uses both RF Mesh and GPRS as the main technology.
- Load Management balances the electrical load by controlling the load rather than the power station output. Utilities balance the supply on the network to reduce demand for electricity during peak usage times, which can reduce costs by eliminating the need for peaking power plants.
- MDM allows utilities to make fact-based decisions for infrastructure, Load and Tariff Management.

 Selection of customer projects

# Committed Employees

The Landis+Gyr Group unites more than 5,300 experts. They all apply their valuable knowledge to helping manage energy better. This mission is underpinned by Landis+Gyr's company values – Customer Focus, Trusted Partner, Innovative Spirit and Committed to Quality. To underscore the Company's unwavering commitment to these values, the Executive Management team selected 13 new values champions who made a standout contribution to the Company's achievements in the past year.

“As a genuine software technologist, with interest in other disciplines, I love to explore innovative technologies and business models.”

Ganesh Kashyap, Director Smart Grid Solutions, Landis+Gyr Group Development Center India



“I enjoy collaborating with colleagues from around the world, learning from them and receiving support in building our business and addressing new markets.”

Phil Stone, General Manager, Landis+Gyr Southeast Asia, Singapore



“Thanks to their expertise, our teams won the important Elektrilevi OÜ Smart Meter rollout in Estonia and strive to win new businesses beyond Smart Metering.”

Markus Stolz, Senior Consultant and Bid Manager, Landis+Gyr EMEA, Xavier Ringot, Vice President Solutions Consulting, Partnering and Bid Management, Landis+Gyr EMEA





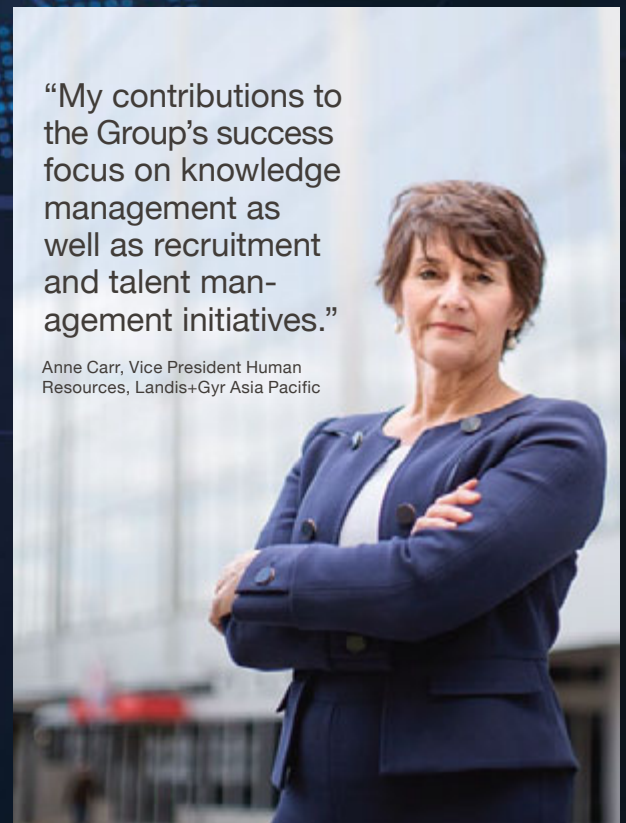
“We have successfully laid the foundation for sustainable growth in coming years by building a strong team with customer focus which has already resulted in capturing significant market share.”

Sandip Mukhjerjee, CEO, Landis+Gyr India



“For me as the global SAP coordinator, it’s exciting to see how benefits for the customers and the business can be created by harmonizing our global SAP and Business Warehouse.”

Sascha Merz, ERP Manager, Landis+Gyr EMEA



“My contributions to the Group’s success focus on knowledge management as well as recruitment and talent management initiatives.”

Anne Carr, Vice President Human Resources, Landis+Gyr Asia Pacific

“We have built a special team to leverage our Gridstream™ suite and network expertise and are pleased to have convinced Tepco and other companies to partner with Landis+Gyr.”

Marius Chilom, General Manager of the Global Gridstream™ team, Landis+Gyr North America



“We focus single-mindedly on our customers’ needs and provide our Company’s expertise and our people’s dedication to excellence.”

Chrystelle Muratel, Vice President Marketing, EMEA



“Uncompromising dedication to our goals allowed us to grow our share of the Dutch market for electricity and gas meters.”

Coco Geluk, Managing Director, Landis+Gyr Netherlands



“Superior technologies combined with the ability to listen carefully to customers’ needs were critical in winning business with BG&E and PECO.”

Gerry Kaiser, Vice President Sales,  
Landis+Gyr North America



“I truly value our partnership with Hydro-Québec as they challenge and inspire us to excel every day.”

Faisal Khan, Program Director,  
Landis+Gyr North America



“I enjoy exploring advanced networking technologies and finding innovative ways to improve the security and performance of our products.”

Ruben Salazar, Director Research,  
Landis+Gyr North America



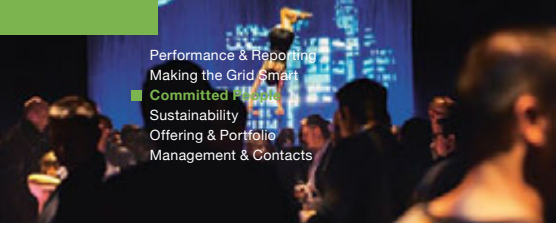


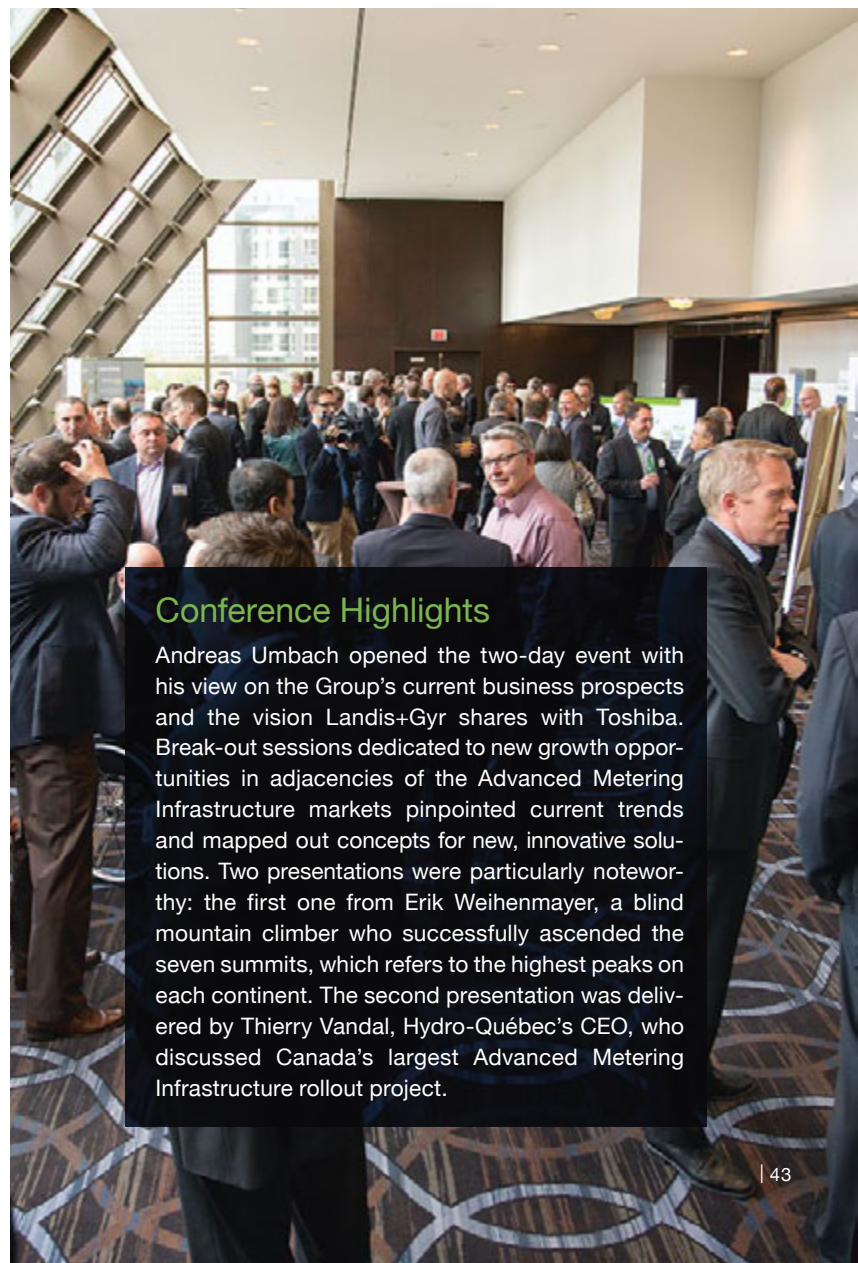




## Global Management Conference 2013

The global management team of Landis+Gyr, in addition to selected guests from both Toshiba and Hydro-Québec, met in Montreal on May 13–15, 2013, in order to coordinate with colleagues from other regions and countries as well as to discuss and define the Group's near-term plans. Hydro-Québec is the Company's most important customer in Canada and it is currently in the midst of deploying a next-generation Smart Metering network.





### Conference Highlights

Andreas Umbach opened the two-day event with his view on the Group's current business prospects and the vision Landis+Gyr shares with Toshiba. Break-out sessions dedicated to new growth opportunities in adjacent markets of the Advanced Metering Infrastructure markets pinpointed current trends and mapped out concepts for new, innovative solutions. Two presentations were particularly noteworthy: the first one from Erik Weihenmayer, a blind mountain climber who successfully ascended the seven summits, which refers to the highest peaks on each continent. The second presentation was delivered by Thierry Vandal, Hydro-Québec's CEO, who discussed Canada's largest Advanced Metering Infrastructure rollout project.



Andreas Umbach, President and CEO

# Sustainability

Landis+Gyr is highly committed to sustainable development. With its green products and service offering, the Company contributes to a healthy society and responsible use of natural resources.

In financial year 2012/13, the Group reduced its CO<sub>2</sub> emissions from 1.9 kg to 1.7 kg per USD 100 turnover. Since 2007, the first year the emissions were recorded, this was the sixth improvement in a row. Landis+Gyr successfully condensed its carbon footprint each year decreasing its greenhouse gas emissions by 39% over the entire period.

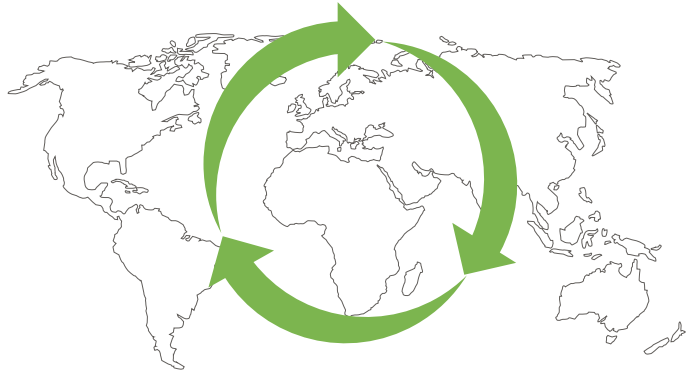
## Commitment to sustainability

- Avoiding the use of harmful materials, thereby minimizing pollution
- Integration of life cycle and recycling aspects as an integral factor of the product design process
- Reduction of waste to a minimum
- Compliance with relevant health, safety and environmental regulations and standards, among them ISO 9001, ISO 14001, BS 18001

## Carbon footprint

Manage energy better is the Company's ambition it is measured against. Since 2007, Landis+Gyr has recorded its carbon footprint by engaging an independent company to support the process and validate the greenhouse gas (GHG) emissions. Progress is monitored by collecting detailed emission data and by constantly analyzing this data and identifying potential improvement. The GHG Protocol provides the three "scopes" (scope 1, scope 2 and scope 3) in order to help delineate direct and indirect emission sources, improve transparency and provide data supporting different types of organizations to implement their climate policies and business goals. The carbon footprint is expressed in CO<sub>2</sub> equivalents (CO<sub>2</sub>e). The unit of measurement is metric tons, and all GHG emissions are converted to metric tons of CO<sub>2</sub>e, using appropriate GWP (Global Warming Potential) factors as published by the Intergovernmental Panel on Climate Change (IPCC). This allows for the aggregation of all GHG emissions in one single indicator, expressed as the carbon footprint.

Total CO<sub>2</sub>e emissions within the Landis+Gyr Group amounted to 33,921 tons CO<sub>2</sub>e in 2012/13, down by 3.2% compared to 35,060 tons CO<sub>2</sub>e in 2011. Scope 2 represented the largest component in 2012/13 with 22,869 tons CO<sub>2</sub>e, down by 5.2% from the 2011 level, whereas scope 1 amounted to 5,585 tons CO<sub>2</sub>e, down by 1.8%. Only scope 3, that accounts for a relatively small proportion of the total carbon footprint, increased to 5,467 tons CO<sub>2</sub>e mainly related to the intensified joint business development activities with Toshiba.



In the reporting period, Landis+Gyr expanded the data recording in its 28 major sites, accounting for 85% of all employees, to water, waste and the use of chemicals. Therefore the Group will be able to deliver data expressing total originated waste divided in the portions that will be recycled, incinerated and buried in land. The use of water will be split into the reused and recycled amounts. The chemical data aim to reduce the use of chemicals in general.

**“Since we started to record greenhouse gas emissions, we reduced our carbon footprint each year.”**

CO<sub>2</sub>      SF<sub>6</sub>      CH<sub>4</sub>      N<sub>2</sub>O<sub>2</sub>      HFCs      PCFs

**Scope 1** Direct      **Scope 2** Indirect      **Scope 3** Indirect

**Scope 1**

Direct emissions from sources that are owned or controlled by the Company:

- Energy carriers for the generation of electricity, heat and steam
- Diesel for the operation of emergency generators
- Direct GHG emissions attributable to chemical/physical processing
- Energy carriers consumed in transportation (Landis+Gyr fleet only)

**Scope 3**

All other indirect emissions that occur as a consequence of the activities of the Company from sources not owned nor controlled by the Company. Landis+Gyr used business air travel as an indicator of its scope-3 emissions.



**Scope 2**

Indirect emissions associated with the generation of purchased electricity consumed by the Company and district heating.

Employee business travel

# Our Value Proposition

## Commercial energy consumers

- Metering devices for electricity, heat and gas
- Load Management and scheduling
- Tariff Management and simulation
- Billing
- Energy consulting and services

## Large industrial consumers

- Energy meters
- Load Management and scheduling
- Tariff Management and simulation
- Power quality
- Billing
- Energy services

## Street light

- Control
- Management

## PHEVs

- Charging and feed-in cycles
- Billing

## Residential energy consumers

- Time-of-use / Dynamic pricing
- Demand Response / Load shedding
- Management and control of microgeneration ("prosumers")
- Billing
- Personal Energy Management / Smart Home applications
- Energy services

## Microgeneration from renewables

- Demand supply balancing
- Storage and Micro Energy Management Solutions
- Billing

## Serving the needs of today and tomorrow

Landis+Gyr aims to make the vision of a future-ready Smart Grid a reality. Energy demand is expected to grow significantly over the next 20 years, requiring thorough efforts to manage energy better. By streamlining processes that deliver increased precision, reliability and energy efficiency, experienced people at Landis+Gyr support utilities in implementing Smart Grid applications and Managed Services backed by Landis+Gyr's Gridstream™ solution portfolio.

### Peak generation

- Demand supply balancing
- Forecasting and load shedding
- Batteries for storage
- Infrastructure management
- Billing

### Centralized large-scale generation

- Measurement
- Demand supply balancing
- Billing

### Transmission and distribution networks

- Network operation
- Infrastructure management
- Substation automation
- Billing

### Distributed generation from renewable energy sources

- Measurement
- Power quality
- Demand supply balancing
- Billing

- Data stream (Smart Metering / Smart Grid / IT infrastructure)
- Supply infrastructure



# Our Product and Solution Offering

Landis+Gyr offers support for deployment, remote meter reading, data management and related services and provides advanced software and integration capabilities, helping utilities to create value for the end consumers. Landis+Gyr can offer an unmatched depth of expertise: With over 100 years of experience in digital metering, Landis+Gyr is the world's most capable and experienced technology and service provider for both Smart Metering and Smart Grid solutions. The service offering today covers more than 20 million metering points, making Landis+Gyr the largest Managed Services provider worldwide. Innovative solution offerings along the entire supply chain and across the world of energy make Landis+Gyr a reliable, visionary, long-term partner.




- Meters, communications and software
- End-to-end solutions
- System deployment and integration services
- Meter park operations and Managed Services

### Advanced Metering Infrastructure & Advanced Meter Management


One-stop-shop for hardware, software and communication technologies all linked into a seamless Advanced Metering Infrastructure for electricity, gas, heat and water. Designed and implemented as turn-key projects or operated as Managed Services according to customer needs and specifications.

- Multi-energy Smart Metering
- Communication technology and networks
- Intelligent software tools and smart applications



### The Landis+Gyr Gridstream™ Solution

Maximizing the effectiveness of utility's energy management assets through the seamless integration and flow of technology and information. End-to-end solution that can be combined with elements along the entire value chain and addresses all energy needs in one complete energy management solution.



- PLC
- RF Mesh
- GSM/GPRS
- Ethernet
- IPv6
- WiMax and ZigBee

### Communication networks

Communication modules, devices and solutions linking to HAN, NAN and WAN networks to ensure reliable integration of metering points into Advanced Metering Infrastructure allowing enhanced services and fact-based operations.





- Intelligent tools and interfaces allowing for a sustainable and efficient use of energy
- Hardware and software to monitor and manage applications including microgeneration, storage and charging of electric vehicles

## Personal Energy Management

Real-time transparency regarding consumption, cost and environmental impact. Load shedding devices and Load Management solutions to manage Demand Response.



- Head-End systems (HES) and Meter Data Management systems (MDM) solutions for metering data acquisition, validation and processing
- Analysis tools for operations, planning and billing
- Personal Energy Management tools

## Data Management applications

Head-End systems and MDM solutions for the acquisition, evaluation and processing of metering data including hardware, software, turnkey projects and ASP services.



- Meters for electricity, heat, gas and water
- Sensors and devices to switch loads and control consumption in homes and at substation levels

## Meters and end points

Electricity, heat and gas meters with and without modular or integrated communication units for all applications, including prepayment functionality. Smart Grid devices and intelligent hardware for efficient load shedding and energy management.



- Innovative technology for Distributed Load Control and management
- Monitoring and control of renewable integrations, storage and consumption in family homes

## Smart Load Management

Sensors and controls for distribution grid management and analytics making the Smart Grid vision a reality by linking Demand Response options, time-of-use and critical peak pricing with Load Control, disconnect and customer notification technology to reduce peak demand and save money.

# Group Companies

## Group Headquarters

Zug, Switzerland

## North America

### Regional HQ

Alpharetta (USA)

### Centers of Competence

Alpharetta  
 Lafayette  
 Pequot Lakes

### Operations

Reynosa (MEX)

### Sales Offices & Service Centers

Canada:  
 – Toronto  
 USA:  
 – Austin  
 – Colorado Springs

– Dallas  
 – Decatur  
 – Hamden  
 – Huntington Beach  
 – Indianapolis  
 – Jacksonville  
 – Kansas City  
 – Kirkland  
 – Lenexa  
 – Morton  
 – New Haven  
 – New York  
 – Roseville  
 – Waukesha

## South America

### Regional HQ

Curitiba (BRA)

### Center of Competence & Operations

Curitiba (BRA)

### Sales Offices

Brazil:  
 – Belém  
 – Rio de Janeiro  
 – São Paulo  
 Argentina:  
 – Buenos Aires

## EMEA

### Regional HQ

Zug (SUI)

### Centers of Competence & Operations

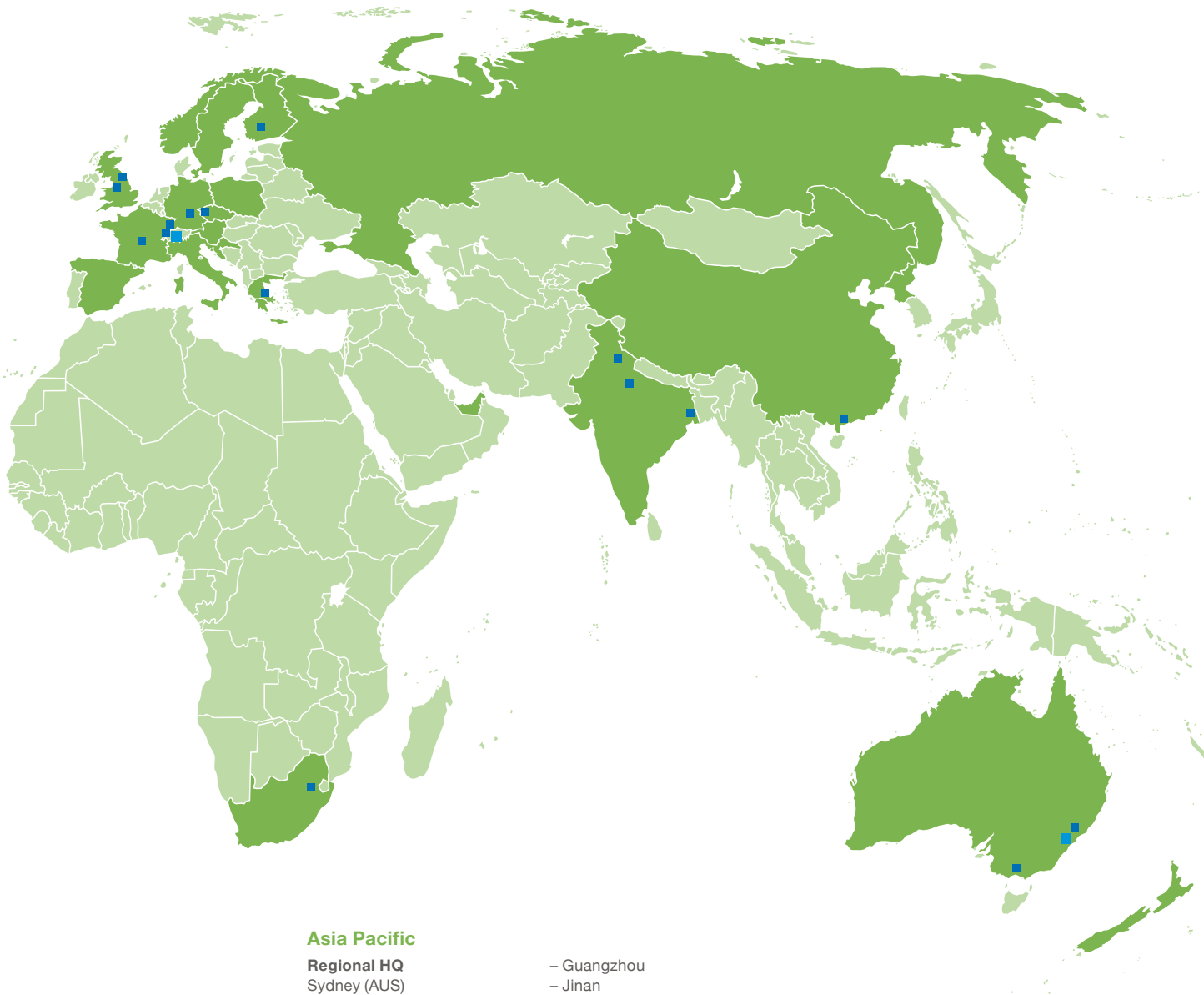
Corinth (GRE)  
 Fehraltorf (SUI)  
 Isando (RSA)  
 Jyskä (FIN)  
 Montluçon (FRA)  
 Northfields (GBR)  
 Nuremberg (GER)  
 Prague (CZE)  
 Stockport (GBR)  
 Zug (SUI)

### Sales Offices

Austria  
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 Czech Republic

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 South Africa  
 Spain  
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 Switzerland  
 United Arab Emirates  
 United Kingdom





**Asia Pacific**

**Regional HQ**  
Sydney (AUS)

**Centers of Competence**  
Melbourne (AUS)  
Noida (IND)  
Sydney (AUS)  
Zhuhai (CHN)

**Operations**  
Baddi (IND)  
Joka (IND)  
Zhuhai (CHN)

**Sales Offices**  
China:  
– Beijing  
– Chengdu  
– Fuzhou

– Guangzhou  
– Jinan  
– Shanghai  
– Shenyang  
– Wuhan  
– Xi'an

Australia:  
– Brisbane  
– Melbourne  
– Perth

Hong Kong  
India  
New Zealand  
Singapore

- Headquarters
- Centers of Competence & Operations
- Sales Offices

## Executive Management



### Andreas Umbach

President and Chief Executive Officer

- Appointed in October 2000; German
- Various executive positions within Siemens
- Master's degree in Mechanical Engineering, TU Berlin; MBA University of Texas, Austin



### Jonathan Elmer

Executive Vice President and Chief Financial Officer

- Appointed in 2012; British
- Formerly CFO of Landis+Gyr EMEA
- Degree in Economics and Politics, University of Exeter, Member of the Institute of Chartered Accountants in England and Wales



### Richard Mora

Executive Vice President North America

- Appointed in October 2000; American
- Formerly Director of Quality at Siemens PTD; Manager M&A at GE Capital
- BA in Economics, Stanford University



### Álvaro Dias Júnior

Executive Vice President South America

- Appointed in July 2005; Brazilian
- CEO of Landis+Gyr Brazil
- Degree in Electrical Engineering, Universidade de Campinas, São Paulo



### Jon Stretch

Executive Vice President Europe, Middle East and Africa (EMEA)

- Appointed in May 2010; Australian
- Formerly Executive Vice President of Landis+Gyr Asia Pacific; various executive positions in the IT and telecommunications industry, e.g. AT&T, IBM and CEO of AAPT
- Degree in Computer Science, University of Melbourne



### Oliver Iltisberger

Executive Vice President Asia Pacific

- Appointed in May 2010; German
- Formerly COO of Landis+Gyr EMEA; various management positions within Siemens
- Joint Master's degree in Mechanical Engineering and Business Administration, TU Darmstadt



### Dieter Hecht

Executive Vice President and Chief Procurement Officer

- Appointed in July 2003; German
- Former Executive Board Member E.ON (Sales, Power Trade) and GE ITS Europe
- Degree in Marketing and HR, University of Applied Sciences Munich; Executive Program at GE University



### Branko Bjelajac

Executive Vice President and Chief Technology Officer

- Appointed in November 2007; German and Serbian
- Various executive positions at Mannesmann/Vodafone, Grundig, SITA and Orange
- Degree in Electrical Engineering, University of Belgrade; PhD in Electrical Engineering, TU Aachen; Executive Program at INSEAD

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