



Navigating Supply Chain Disruption: An Analysis of Landis+Gyr – Challenges, Risks, and Opportunities

Introduction

Landis+Gyr is a global leader in smart metering and energy management with a footprint spanning EMEA (Greece, France, UK, Germany, S. Africa), APAC (China, Australia), and the Americas (USA, Brazil). The company operates a major facility in Corinth, Greece, dedicated to manufacturing and supply chain operations.

Operations at Corinth facility





















The Corinth facility encompasses 56,000 m² of land and 22,400 m² of buildings, serving as a central hub for production, assembly, and logistics management within Landis+Gyr's supply chain.





01 Landis+Gyr Products

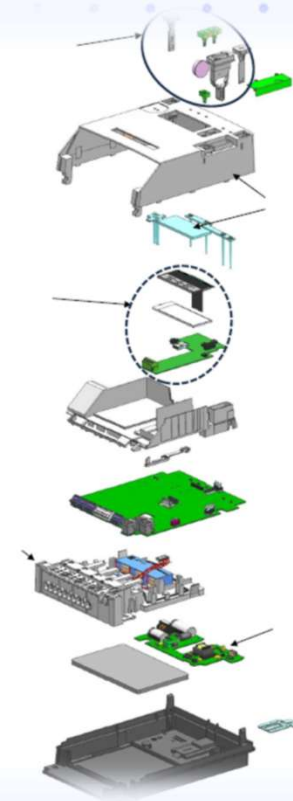
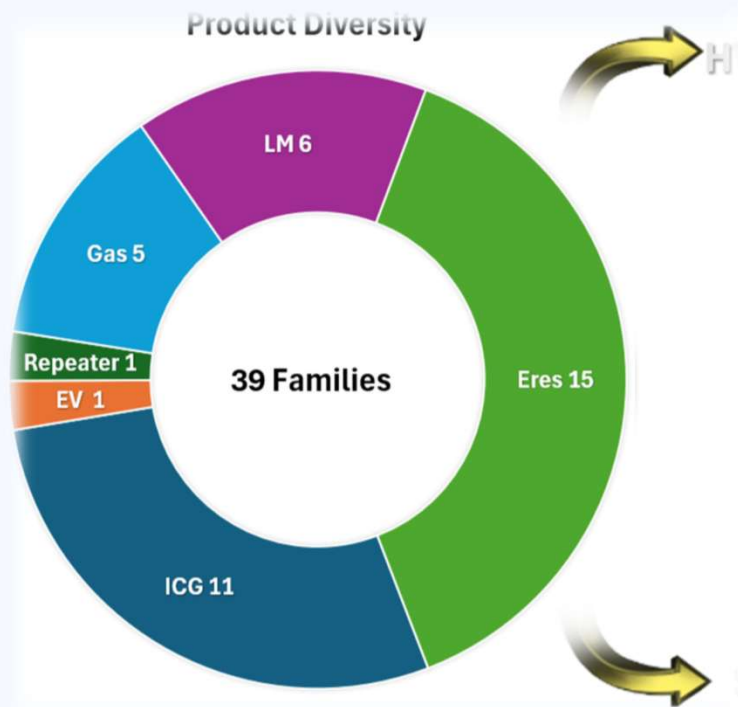
Smart Meters overview

Residential Smart Meters	 E360s2 1ph LTE	 E360s2 1ph LTE BE	 E360s2 3ph LTE BE	 E360s2 1ph LTE IECo
	 E450-3ph	 E220	 E320	 E220/320 Plug in
Industrial/ Commercial and Grid Meters	 E650 S650	 E660	 E570	 E860
	 E880			
Communication Units / Modules	 E57c	 E65c	 E66C	 E66E
	 CU-L52	 CU-XE		

Smart Meters Breakdown

BOM

- Plastic parts
- Metallic parts
- Mechanic sub-assemblies
- PCBAs



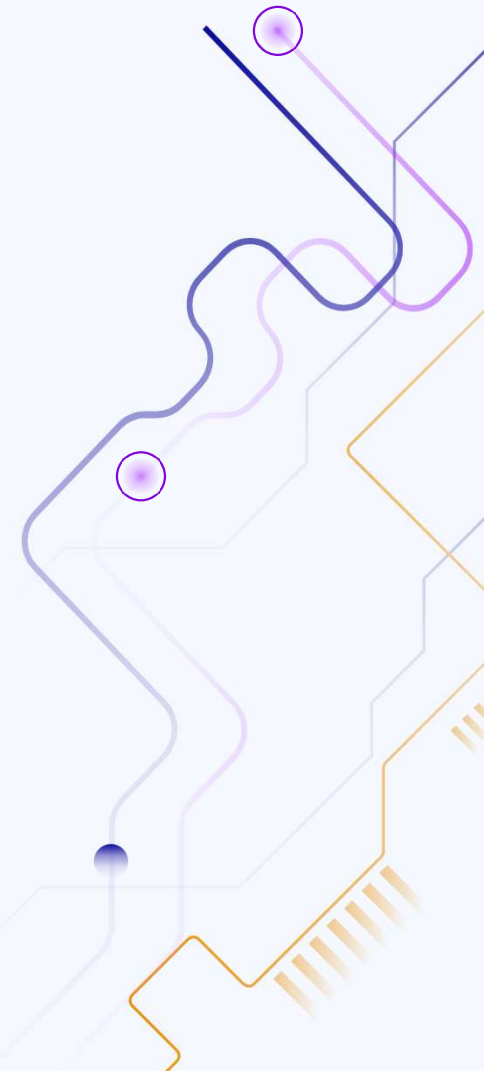
Organization Chart





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Supply Chain Structure




Direct Material Procurement Process model





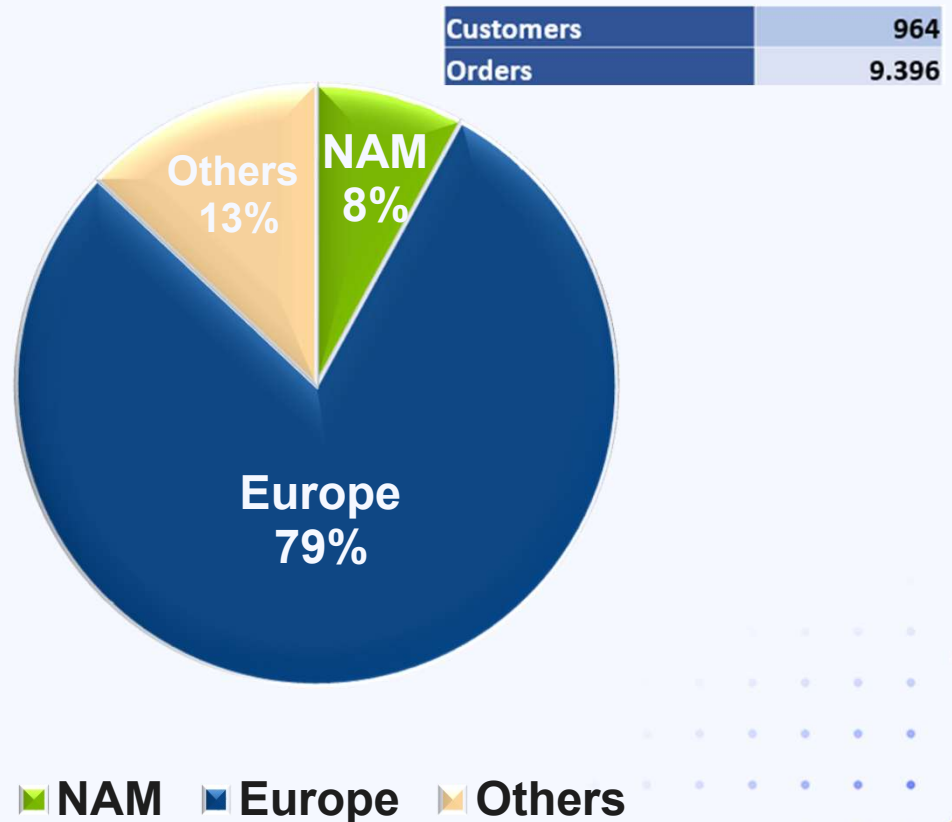
Upstream suppliers and strategic partners

Key suppliers and strategic partners are mainly located in China and Europe. Components such as PCBAs, electronics, mechanics, and sub-assemblies are sourced globally to support manufacturing needs.



Downstream Customers

Landis+Gyr serves customers worldwide either directly or via distribution centers strategically placed to ensure efficient delivery. This global downstream network supports diverse markets by enabling timely product availability and customer satisfaction.





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Supply Chain Risks

Geopolitical Risks

Potential supply chain disruptions include escalation of Iran–Israel conflict, China's possible involvement, and risks around the Strait of Hormuz closure, all of which could severely impact supply chain continuity.



Impact of China's Involvement

China supplies 40–60% of key components.

- Export restrictions
- logistics delays and higher costs
- extended lead times


Impact of Strait of Hormuz Closure

The Strait of Hormuz is a critical bottleneck for 20% of global oil. Its closure would

- spike energy prices(Oil, Gas, Electricity)
- raise production and logistics costs
- impact smart meter total cost/Selling Price/Margin



Supply Chain Challenges

- Single-source dependencies
 - Transport cost & lead time increases
 - Energy cost increase
 - Supply-demand mismatch
 - Planning difficulties and procurement delays
 - Customers dissatisfaction & Penalties
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Strategic Risks for L+G Supply Chain

- Operational
 - Utilization factor decrease in Production
 - Part shortages
 - Price increase of parts (PPV)
- Financial
 - Revenue impact (sales decrease)
 - Margin loss (COGs increase, Transportation, Energy)
 - Penalties
- Reputational
 - Delivery delays
 - Customers dissatisfaction

Opportunities for Landis + Gyr

- Nearshoring concept for suppliers
- Double source strategy
- Inhouse production of sub-assemblies
- Enhancement of demand forecasting (smarter models)
- Renewable energy sources(Photovoltaics on roof)
- More efficient Inventory management(Optimization via Real Time SC Visibility)



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Mitigation

Strategies

Short-term Measures

Short-term risk management includes maintaining safety stocks, conducting risk assessments, and activating crisis management teams to mitigate immediate disruptions.



Long-term Plans

Long-term strategies focus on supply chain redesign, geographic diversification of suppliers, exploring alternative logistics routes to enhance resilience and developing Business Continuity Plans.

Conclusions

Landis+Gyr faces significant supply chain risks driven by geopolitical factors and dependency on key suppliers. Through immediate and strategic mitigation efforts, the company aims to secure supply, control costs, and enhance sustainability for long-term success.





Thank you!

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