

A modern office interior with glass-walled meeting rooms and wood-paneled walls. The space is bright and minimalist, featuring a potted plant, a small table with a framed picture, and a whiteboard with a checklist. The text "Logitech AID 2025 Analyst & Investor Day" is overlaid in white.

Logitech AID 2025

Analyst & Investor Day

Meet today's team



HANNEKE FABER
CHIEF EXECUTIVE OFFICER



PRAKASH ARUNKUNDRUM
LOGITECH FOR BUSINESS



DELPHINE DONNÉ
PERSONAL WORKSPACE



UJESH DESAI
LOGITECH G



MATTEO ANVERSA
CHIEF FINANCIAL OFFICER



MALIN LESCHLY
CHIEF DESIGN OFFICER



JAY WILDER
CHIEF DIGITAL OFFICER



SREE CHENINCHERRY
HEAD OF OPERATIONS

Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of the U.S. federal securities laws, including, without limitation, statements regarding: our growth strategy and capabilities; long-term growth trends and opportunities in Gaming, Video Collaboration, and Personal Workspace Solutions; our market opportunities and ability to execute on such opportunities; our operational priorities and strategy; product innovation; our climate positive strategy and sustainability goals; our plans regarding return on invested capital and capital allocation, including share repurchases and dividend; our long-term model, including sales, gross margin and operating margin; fiscal year 2025 outlook; fiscal year 2026 outlook; and related assumptions.

These statements are subject to risks and uncertainties that may cause Logitech's actual results and events to differ materially from those anticipated in these forward-looking statements, including, without limitation: macroeconomic and geopolitical conditions and other factors and their impact, for example inflation, interest rate and foreign currency fluctuations, changes in fiscal policies, geopolitical conflicts, low economic growth in certain regions, and uncertainty in consumer and enterprise demand; our expectations regarding our expense discipline efforts, including the timing thereof, changes in secular trends that impact our business; if our product offerings, marketing activities and investment prioritization decisions do not result in the sales, profitability or profitability growth we expect, or when we expect it; if we fail to innovate and develop new products in a timely and cost-effective manner for our new and existing product categories; issues relating to development and use of artificial intelligence; if we do not successfully execute on our growth opportunities or our growth opportunities are more limited than we expect; the effect of demand variability, supply shortages and other supply chain challenges; the effect of logistics challenges, including disruptions in logistics; the effect of pricing, product, marketing and other initiatives by our competitors, and our reaction to them, on our sales, gross margin and profitability; if we are not able to maintain and enhance our brands; if our products and marketing strategies fail to separate our products from competitors' products; if we do not efficiently manage our spending; our expectations regarding our restructuring efforts, including the timing thereof; if there is a deterioration of business and economic conditions in one or more of our sales regions or product categories, or significant fluctuations in exchange rates; changes in trade regulations, policies and agreements and the imposition of tariffs that affect our products or operations, including potential new tariffs that may be imposed on U.S. imports and our ability to mitigate; if we do not successfully execute on strategic acquisitions and investments; risks associated with acquisitions; and the effect of changes to our effective income tax rates. A detailed discussion of these and other risks and uncertainties that could cause actual results and events to differ materially from such forward-looking statements is included in Logitech's periodic filings with the Securities and Exchange Commission (SEC), including our Annual Report on Form 10-K for the fiscal year ended March 31, 2024, our Quarterly Report on Form 10-Q for the quarter ended December 31, 2024, and other reports filed with the SEC, available at www.sec.gov, under the caption Risk Factors and elsewhere. Logitech does not undertake any obligation to update any forward-looking statements to reflect new information or events or circumstances occurring after the date of this presentation.

This statement applies to all statements in these materials for Logitech's 2025 Analyst and Investor Day.

Non-GAAP Measures

To facilitate comparisons to Logitech's historical results, we have included non-GAAP adjusted measures in this presentation, which exclude share-based compensation expense, amortization of intangible assets, acquisition-related costs, change in fair value of contingent consideration for business acquisition, restructuring charges (credits), net, loss (gain) on investments, non-GAAP income tax adjustment, and other items. Logitech believes the use of non-GAAP financial measures is helpful in assessing our current financial performance, ongoing operations and prospects for the future as well as understanding financial and business trends relating to our financial condition and results of operations. While we use non-GAAP financial measures as a tool to enhance our understanding of certain aspects of our financial performance, we do not consider these measures to be a substitute for, or superior to, the information provided by GAAP financial measures. For more detailed information regarding our use of non-GAAP financial measures and a reconciliation of GAAP to non-GAAP amounts please refer to "Supplemental Financial Information" in our earnings press releases for the respective periods, posted to our website under "Quarterly Results" at <http://ir.logitech.com>.

With respect to our financial outlook for non-GAAP gross margin, non-GAAP operating margin and non-GAAP operating income, most of the excluded amounts pertain to events that have not yet occurred and are not currently possible to estimate with a reasonable degree of accuracy. Therefore, no reconciliation to GAAP amounts has been provided for non-GAAP financial outlooks for fiscal year 2025 or fiscal year 2026, or for the non-GAAP long-term model.

We also present percentage sales growth (decline) in constant currency ("cc"), a non-GAAP measure, to show performance unaffected by fluctuations in currency exchange rates. Percentage sales growth in constant currency is calculated by translating prior period sales in each local currency at the current period's average exchange rate for that currency and comparing that to current period sales. Logitech believes this information will help investors to evaluate its current period performance, outlook and trends in its business.

Definitions

These definitions apply to all uses of these terms throughout the 2025 Analyst and Investor Day materials and presentations.

Defining “Business” and “Consumer”:

Logitech sells products primarily to distributors, retailers and e-tailers. “Business” and “Consumer” are references to the end users in the distribution chain. Revenue and Sell-Through data attributable to “Business” and “Consumer” end users are based on estimates discussed in “Sell-Through” section below. For this purpose, a Business is defined as an entity engaged in commercial activities, including public sector and other non-profit organizations, and a Consumer is an individual who purchases products for their personal use. References to “Enterprise” and “Logitech for Business” and “B2B” are synonymous with “Business” as defined here. References to “B2C” are synonymous with “Consumer” as defined here.

Defining “Sell-Through”:

- Sell-through or end user demand is an estimate of sales of our products by our retailer customers to consumers and by our distributor customers to their end customers. Sell-through estimates are primarily based on data supplied by Logitech’s customers as well as internal data and assumptions when customer data is not provided. These estimates are subject to limitations as the reliability of the data depends on accuracy and timeliness of information supplied to Logitech by our customers, and the processes by which they collect their sell-through data are largely outside our control.
- Logitech estimates whether sell-through data from distributors pertains to “Business” or “Consumer” end users based on internal data and assumptions. Logitech is either able to specifically identify the end user within our tiered distribution process or applies judgment to determine the end user based on a variety of internal data sources. Sell-through data does not include the impact of promotions.

Defining “Serviceable Addressable Market”:

References to Serviceable Addressable Market (SAM) include end consumer or business markets that Logitech may reasonably serve with products in our current product portfolio. These markets are global, and defined in US\$. These estimates are based on proprietary commissioned reports from third parties (including Circana, GFK/NPD, Frost and Sullivan, Synergy, Gartner and others) and internal data and estimates. These estimates are based on the estimated market value of the goods sold and do not include promotions. SAM is not comparable to net sales. References to “markets” or “market growth” or “market opportunity” are synonymous with SAM.

Our business groups included the following product categories when defining their SAM:

- PWS
 - Pointing Devices
 - PC Keyboards & Combos
 - Tablet Keyboards
 - Webcams
- Gaming
 - PC Gaming: Mice, Keyboards, Headsets, Microphone
 - Console: Console Headsets & 3rd Party Controllers
 - Simulation (SIM): Wheels
- Logitech for Business (synonymous with “B2B” and “L4B” or “LFB”)
 - Video Bar
 - Tabletop camera
 - Controller
 - Microphone
 - Speaker
 - All in one displays
 - Docks
 - Headsets
 - Personal workspace markets

LOGITECH ANALYST & INVESTOR DAY 2025

Introduction & Strategy

Hanneke Faber
CEO



The case for Logitech

Growing, highly profitable \$4.3B¹ company
with a **\$24B market opportunity**

Innovating at scale, with
AI tailwinds

Leaders in our core
categories with a clear
strategy to extend that
leadership

Credible plan to achieve **incremental**
growth in new **verticals** and **adjacencies**

Not naive to macro uncertainty—but
have thrived in that environment,
bolstered by **operational resilience**

Financially disciplined;
attractive shareholder returns



¹ FY24 net sales as reported

Logitech at a glance

\$4.3B

FY24 net sales



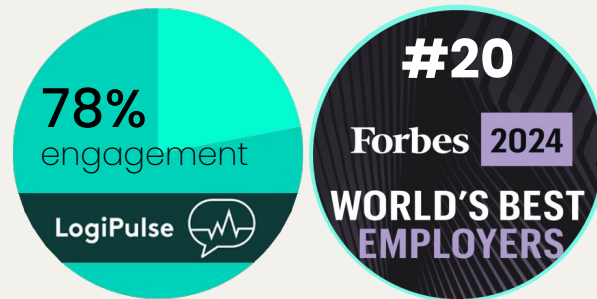
FY24 NET SALES

#1 or #2

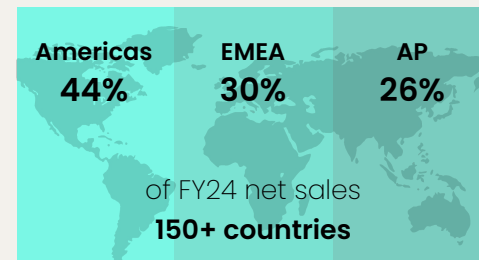
Market share
in
11/13 categories¹



CHANNEL SPLIT



EMPLOYEE ENGAGEMENT



GEOGRAPHICAL SPLIT

Logitech at a glance

\$4.3B

FY24 net sales

#1 or #2

Market share

78%

engagement

#20

Forbes 2024

WORLD'S BEST
EMPLOYERS

\$0.8B

Video Collaboration (VC)

\$2.1B

Personal Workspace
Solutions (PWS)

PRISTINE BALANCE SHEET

\$1.5B cash

\$1.2B

Gaming

B2C

(PWS & Gaming)

as

EMEA

AP

30%

26%

of FY24 net sales

150+ countries

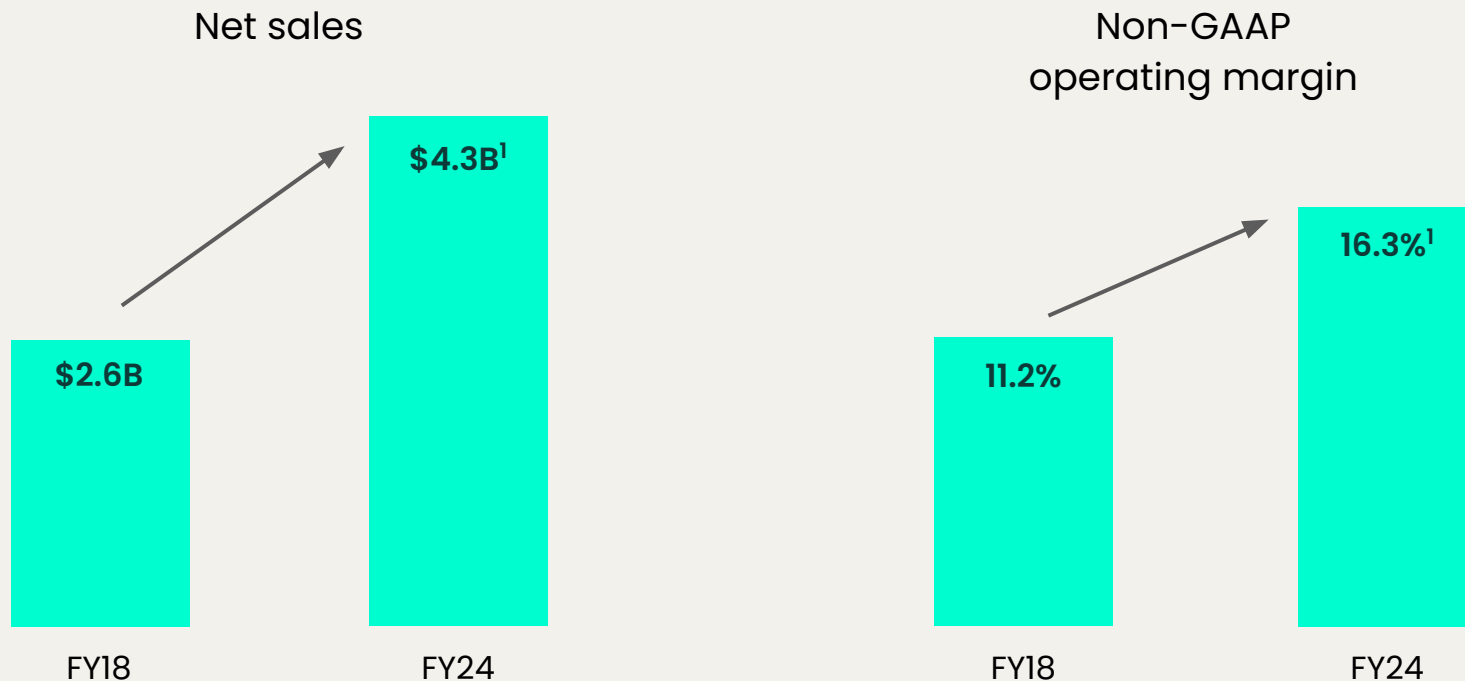
FY24 NET SALES

CHANNEL SPLIT

GEOGRAPHICAL SPLIT

Note: Figure is as of quarter end Q3 FY25

Logitech today is a bigger, stronger company



¹ Net sales and non-GAAP operating margin reported FY24

Logitech's foundational strengths

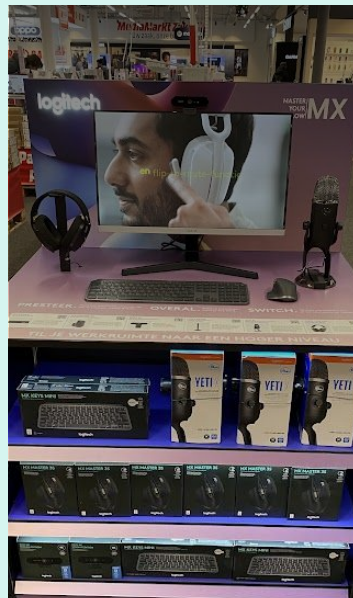


R&D

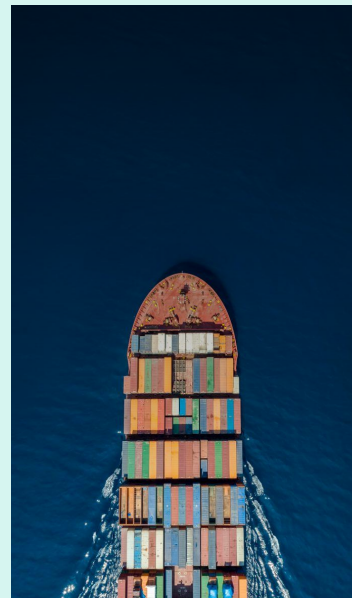


logitech®

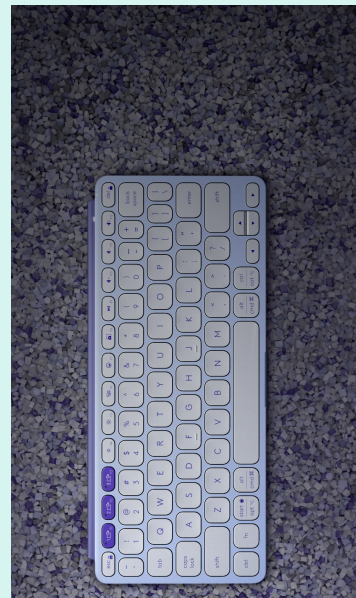
Strong
brand



Global
go-to-market

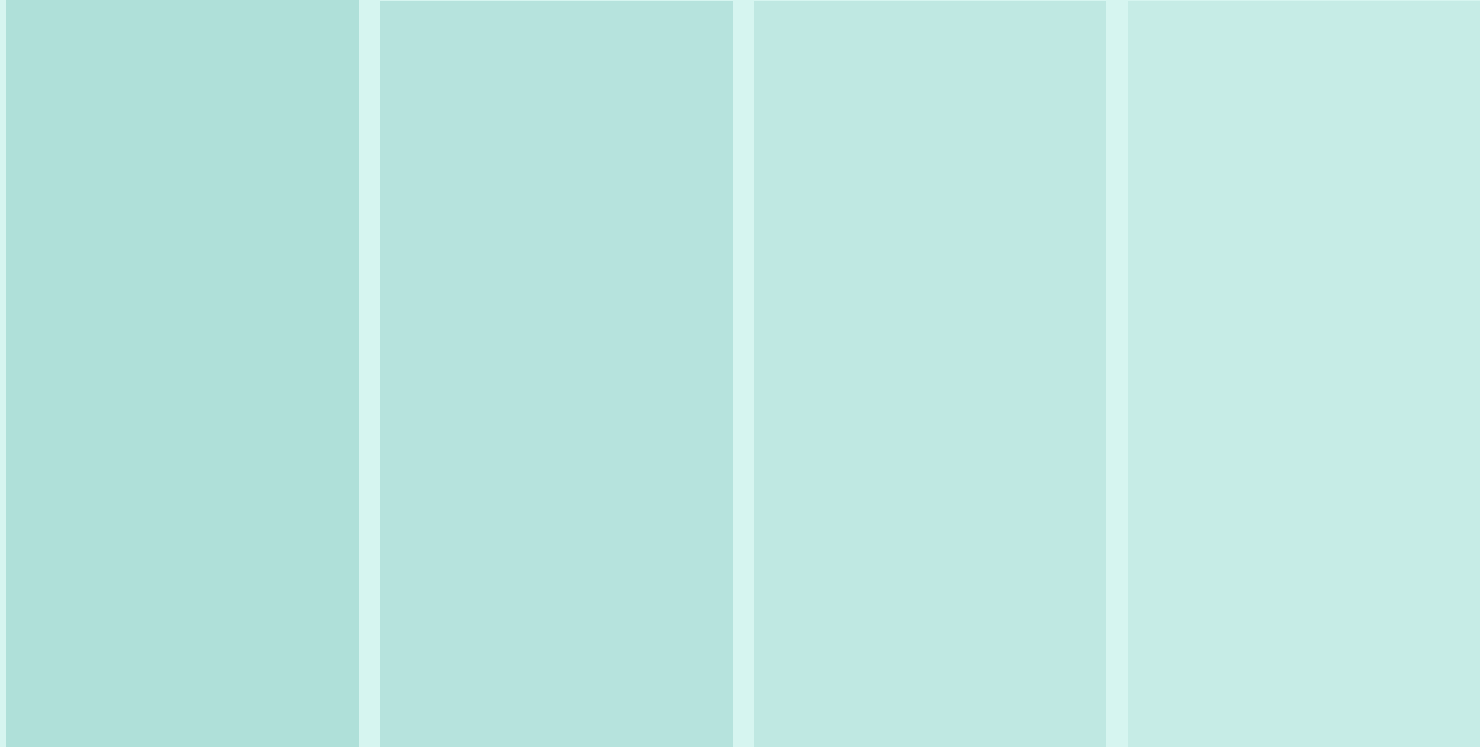


Operations
powerhouse

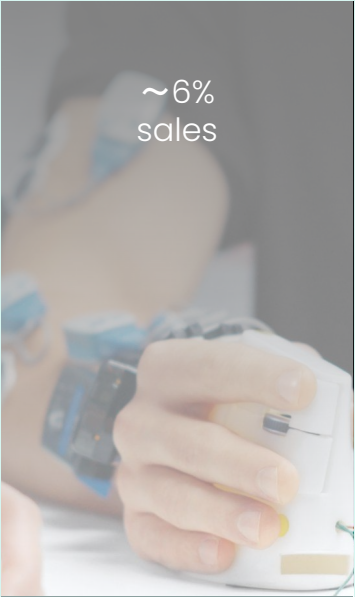


Sustainability
pioneer

World-class engineering and design



Global brand with high awareness



~6%
sales

~90%
awareness

logitech®

R&D

Strong
brand

Global go-to-market



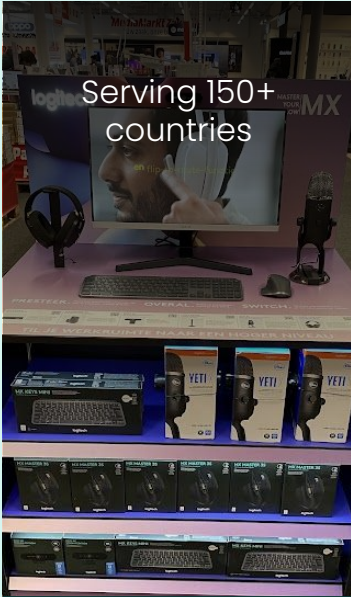
~6%
sales

R&D

~90%
awareness

logitech®

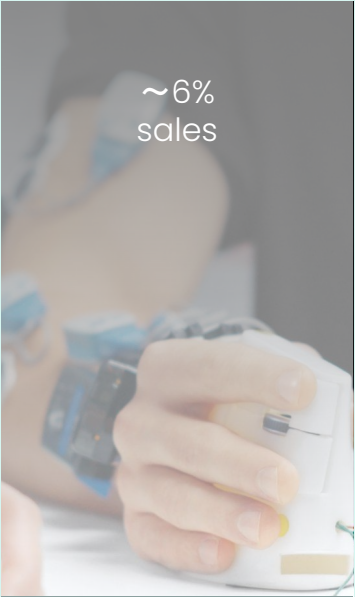
Strong
brand



Serving 150+
countries

Global
go-to-market

An operations powerhouse



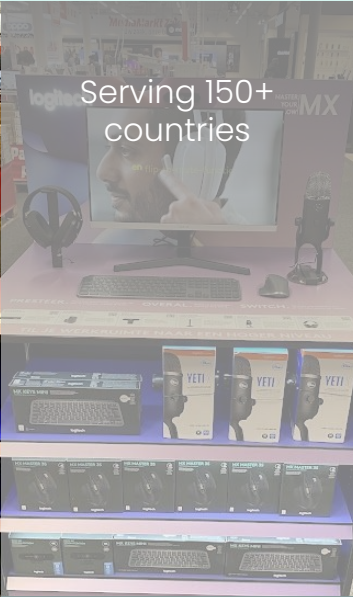
~6%
sales

R&D

~90%
awareness

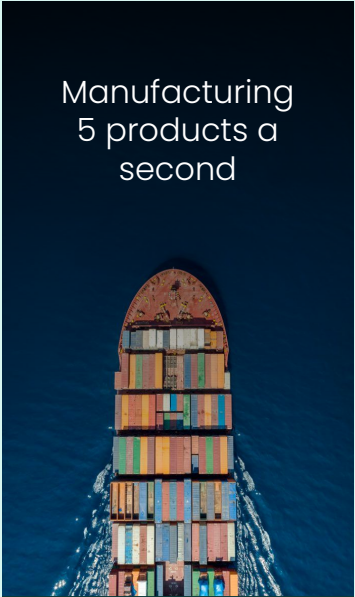


Strong
brand



Serving 150+
countries

Global
go-to-market



Manufacturing
5 products a
second

Operations
powerhouse

Logitech's unique foundational capabilities

~6%
sales

~90%
awareness

logitech®

Serving 150+
countries

Manufacturing
5 products a
second

3 out of 4
products use
recycled plastic

R&D

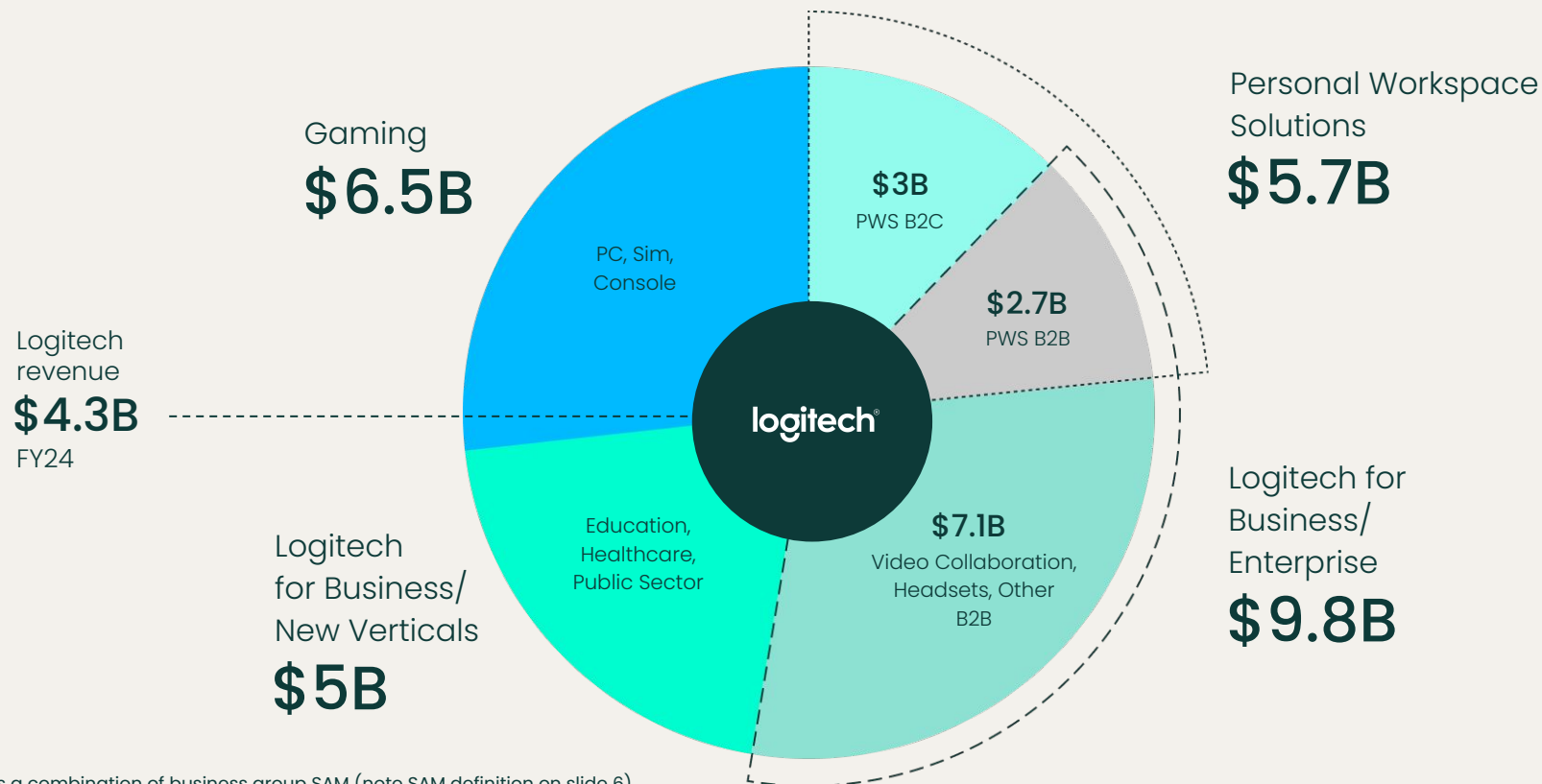
Strong
brand

Global
go-to-market

Operations
powerhouse

Sustainability
pioneer

Logitech's market opportunity: \$24 billion



Logitech is positioned to benefit from macro trends



AI



New ways of working



Gaming growth

Macro trends



The AI revolution is a great opportunity for Logitech

AI

New ways of working

Gaming growth



Macro trends



Wherever someone is working, there's Logitech

AI

New ways of working

Gaming growth



Macro trends

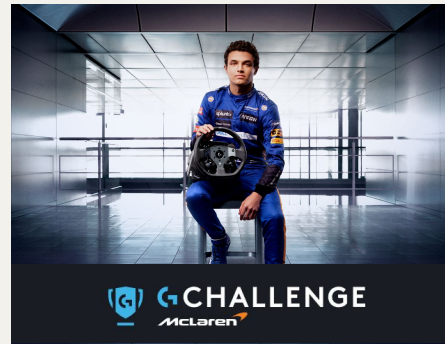


Gaming: much more than a game

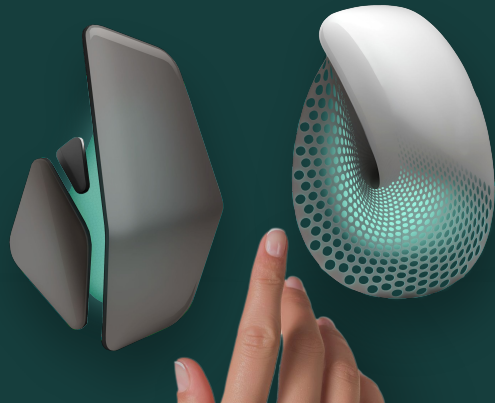
AI

New ways of working

Gaming growth



Logitech's Strategy



MISSION

Extend human potential in Work & Play



MISSION

Extend human potential in Work & Play

WHERE TO PLAY

Design-led,
software-enabled
hardware

for Work & Play

Around the world

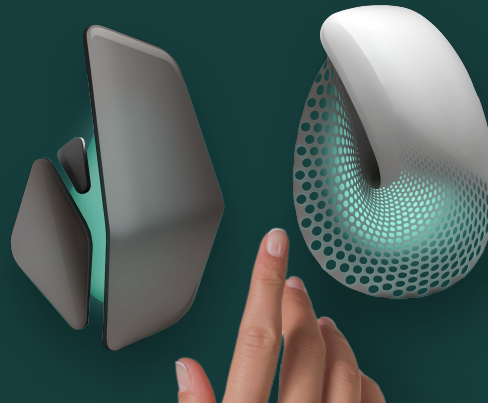
B2C
Win

B2B
Double-down

WHO WE ARE

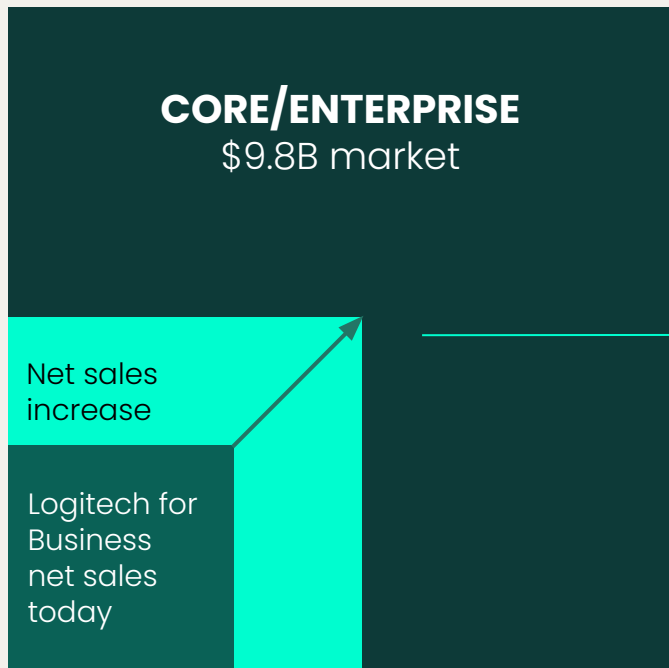
One trusted, iconic brand

logitech®



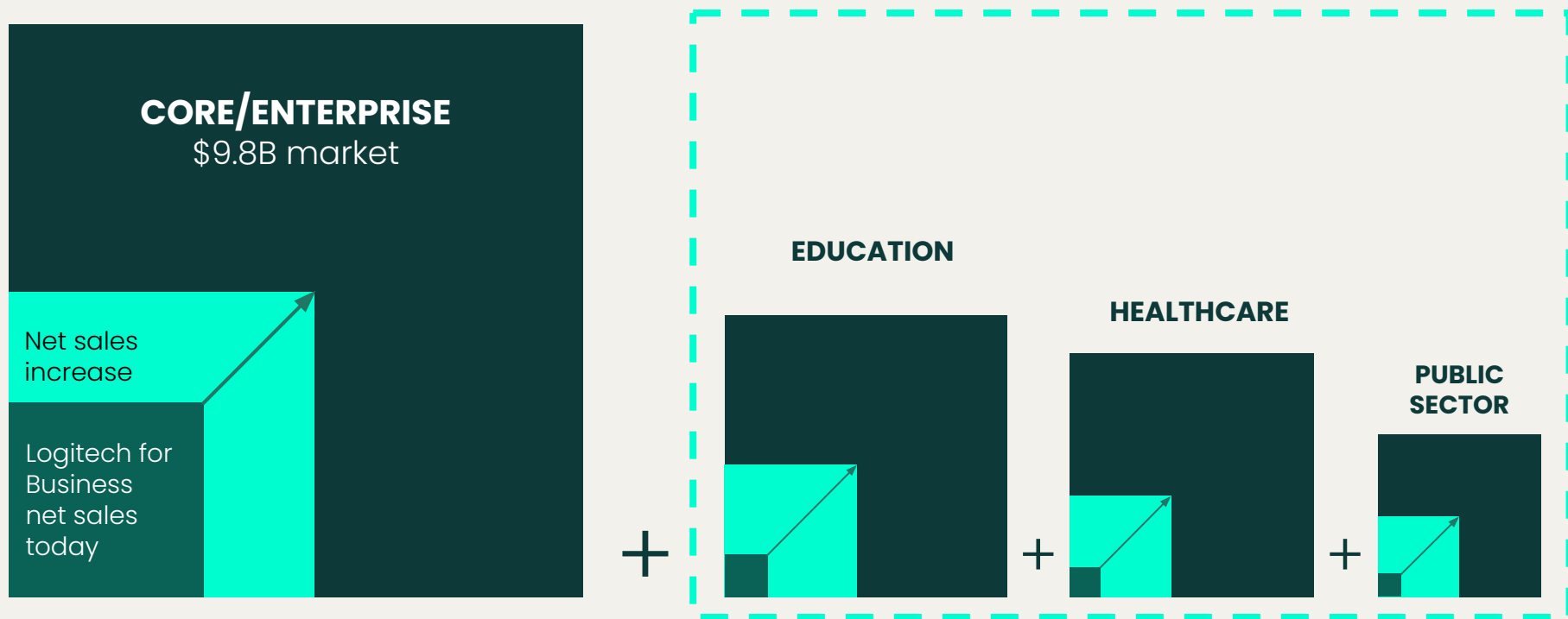
HOW TO WIN

Doubling down on B2B: Accelerating growth in the \$9.8B Enterprise market



1. Simpler, smarter, more sustainable solutions
2. Expand sales coverage

Doubling down on B2B: \$5 billion market opportunity by entering new verticals



Note: illustration is not to scale

MISSION

Extend human potential in Work & Play

WHERE TO PLAY

Design-led,
software-enabled
hardware

for Work & Play

Around the world

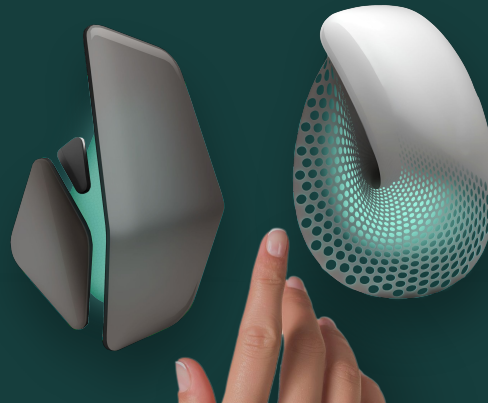
B2C
Win

B2B
Double-down

WHO WE ARE

One trusted, iconic brand

logitech®



HOW TO WIN

Superior products
& innovation

Edge AI



**TIME
BEST
INVENTIONS
2024**

Edge AI

Zone Wireless 2 headset, Sight camera,
Spot sensor

**A host of immersive innovation
opportunities at the edge**

Agentic AI



Agentic AI

Streamlabs-NVIDIA collaboration to deliver
Logitech's AI Streaming Assistant

**A world of agents depends on
Logitech's multimodal inputs**

Multimodality



Multimodal generative AI

Logi AI Portal in China:
fast access to Baidu's Ernie Bot

**Logitech products enable multimodality:
text, images, audio and video**

Superior products win



MISSION

Extend human potential in Work & Play

LONG TERMS GOALS: Accelerate growth and profitability

WHERE TO PLAY

Design-led,
software-enabled
hardware

for Work & Play

Around the world

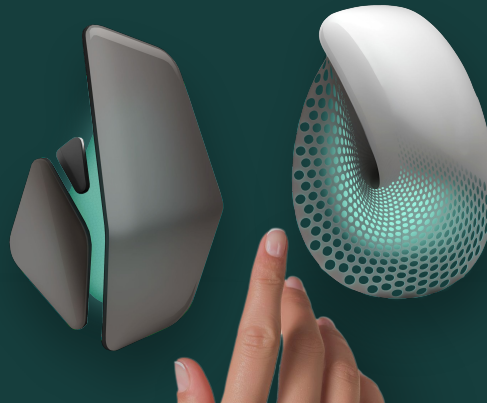
B2C
Win

B2B
Double-down

WHO WE ARE

One trusted, iconic brand

logitech®



HOW TO WIN

Superior products
& innovation

Operations
powerhouse

The case for Logitech

Growing, highly profitable \$4.3B¹ company
with a **\$24B market opportunity**

Innovating at scale, with
AI tailwinds

Leaders in our core
categories with a clear
strategy to extend that
leadership

Credible plan to achieve **incremental**
growth in new **verticals** and **adjacencies**

Not naive to macro uncertainty—but
have thrived in that environment,
bolstered by **operational resilience**

Financially disciplined;
attractive shareholder returns



¹ FY24 net sales as reported

LOGITECH ANALYST & INVESTOR DAY 2025

Product superiority & Innovation



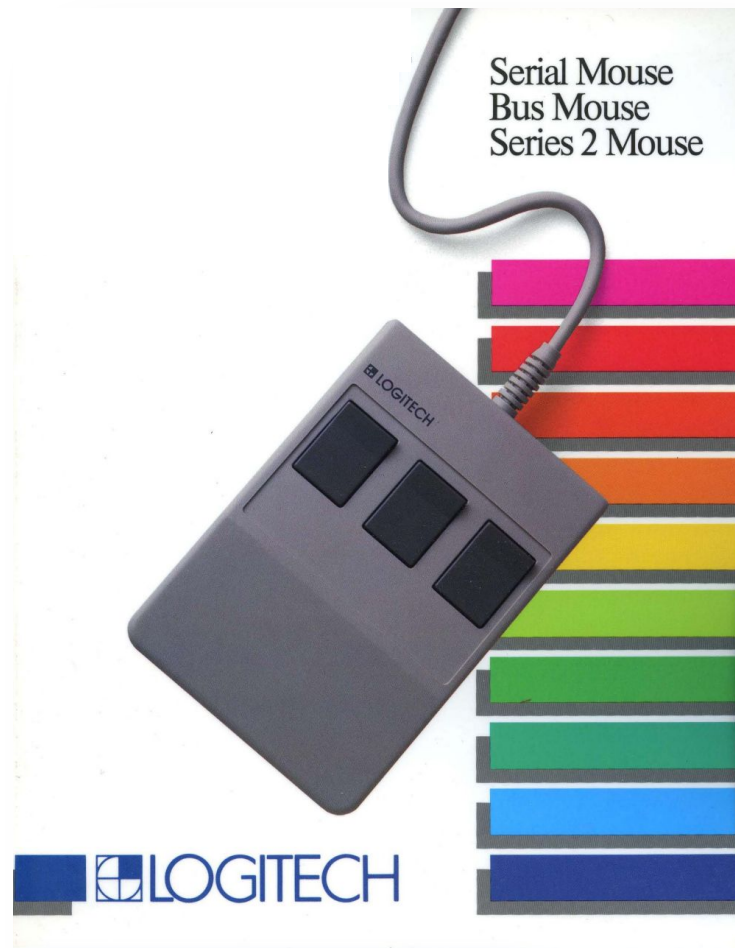
Jay Wilder
Head of Digital Office



Malin Leschly
Chief Design Officer

advanced R&D and technologies
mapped to **user & chooser** insights
amplified by strong **partnerships**

users' desire to
interface with
the digital world



"...the mighty LogiMouse from Logitech is a powerful addition to your PC."



for every hand



A person is seated in a racing simulator, wearing a VR headset and holding a steering wheel. The seat is a Playseat, and the person is wearing a black shirt with "VIVE" and "MOORE" logos. In the background, other people are also using similar setups. The scene is dimly lit with blue and purple ambient lighting.

immersive play



AI digital cocoon

A new AI era of co-existing interfaces

precision based interfaces

point & click



type & dictate



capture & connect



gesture & tune

converse & curate

sense & contextualize

intent based interfaces

our interface with
the digital world
is expanding

Technology
changes
quickly

Behaviors
change
slowly

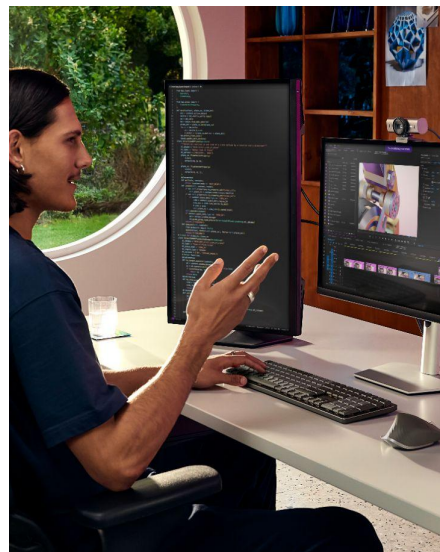
design is a catalyst
for innovation



SIM Gamers



Students



Advanced Users



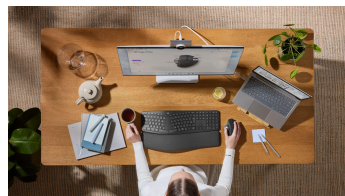
New Verticals



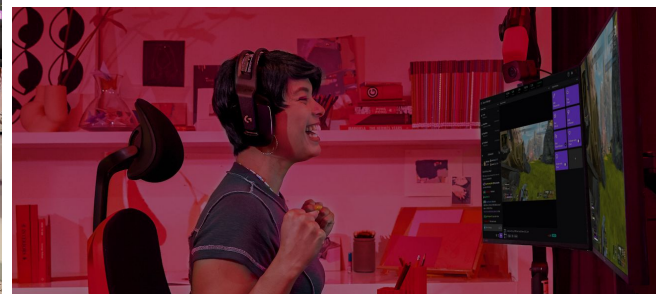
Flexible Workers



Console Gamers



Health Enthusiasts



PC Gamers



VR/AR



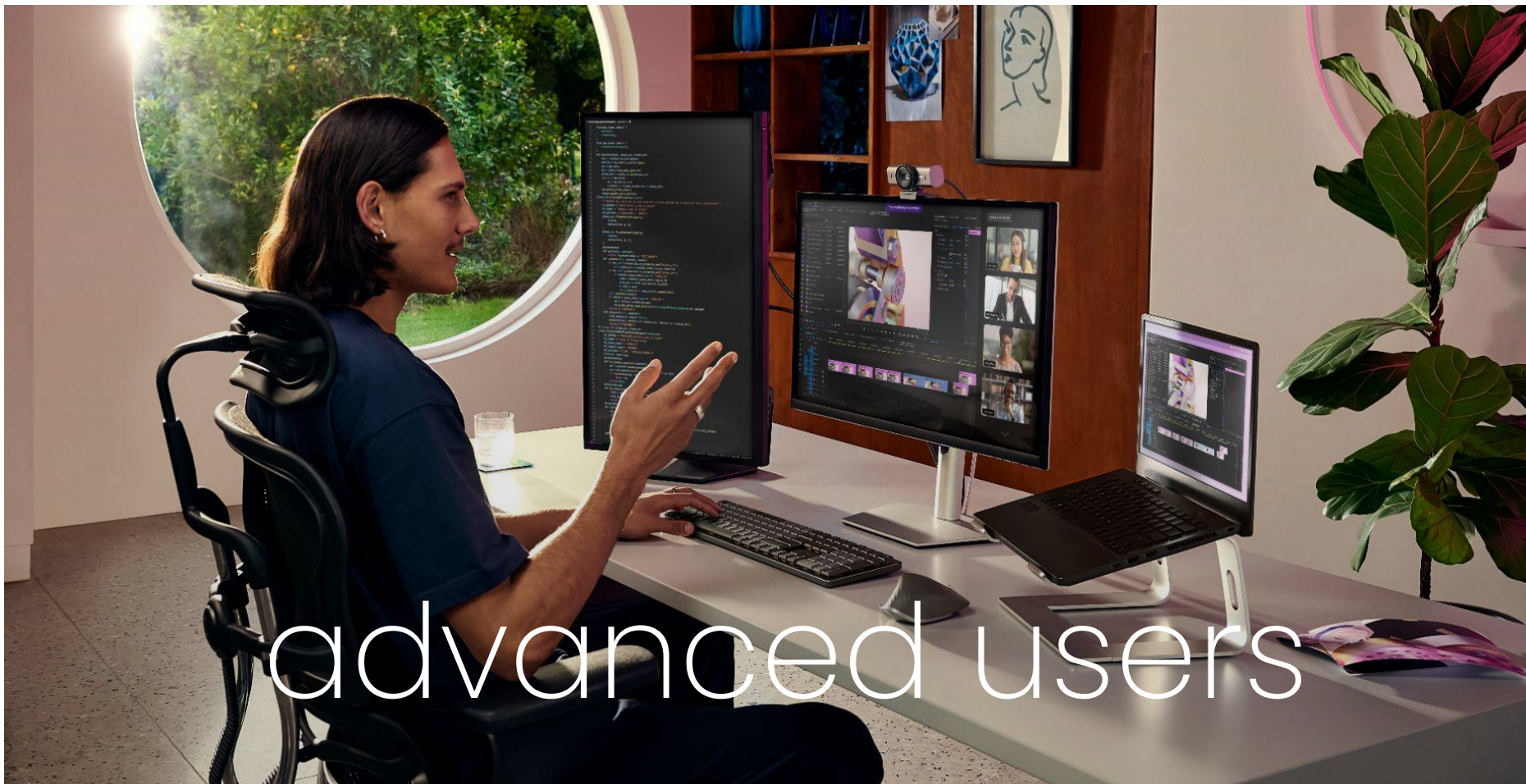
AV and IT Buyers



On-the-Go Users



Workplace Experiences



advanced users



student focus

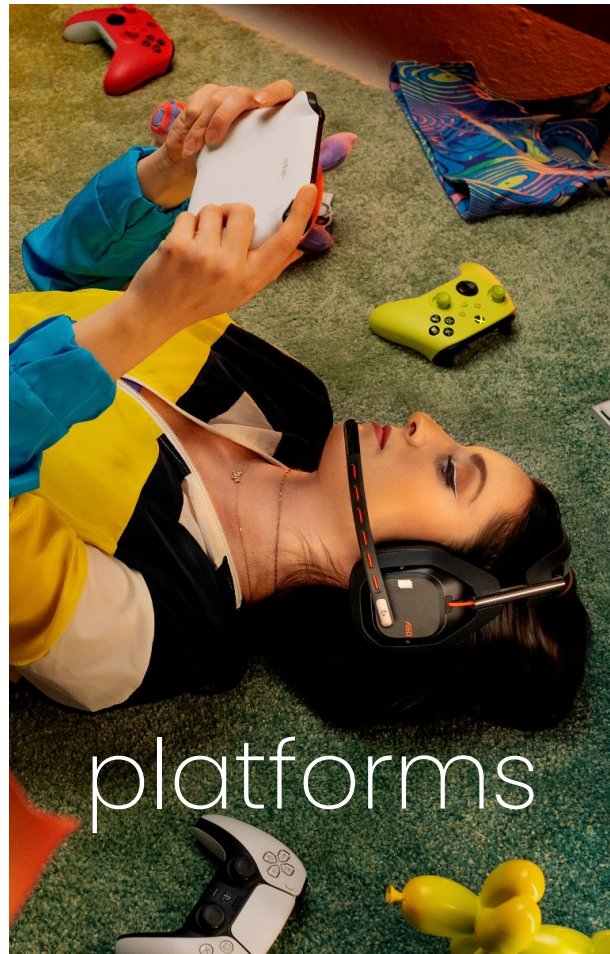
gaming



on more



platforms





colleagues in and beyond
the meeting room



distinct insights
within and across
target audiences
and markets

The background collage consists of 12 rectangular panels, each depicting a different user segment. The panels are arranged in a grid-like fashion, with some overlapping. The central text is overlaid on the middle panels.

SIM Gamers

Students

Eco Vehicles

Flexible Workers

Console Gamers

Health Enthusiasts

Advanced Users

PC Gamers

VR/AR

AV and IT Buyers

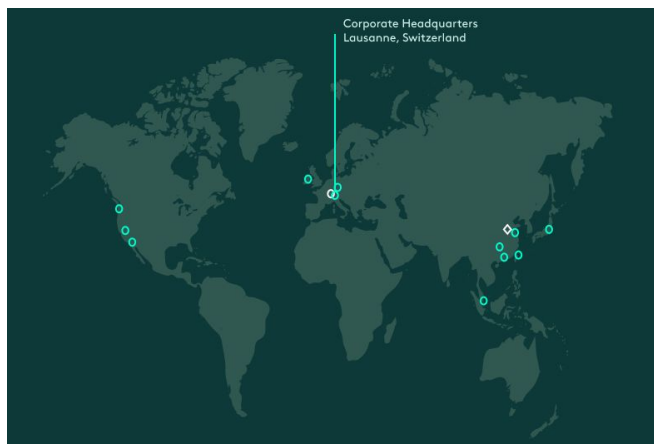
On-the-Go Users

Workplace Experiences

map R&D directly to
user and chooser
insights

R&D

design+engineering



Top 100

for US design patents

Harrit Analytics 2024 Design Patent 100 List

R&D labs

in world's top innovation hubs

Silicon Valley, USA
Lausanne, Switzerland
Cork, Ireland

Suzhou, China
Hsinchu, Taiwan
Chennai, India

#1

industry firsts:
wireless mouse
multiplatform gaming headset
high res force feedback -TrueForce

55 design awards

in fiscal year 2024



red dot



INTERNATIONAL
DESIGN
EXCELLENCE
AWARDS

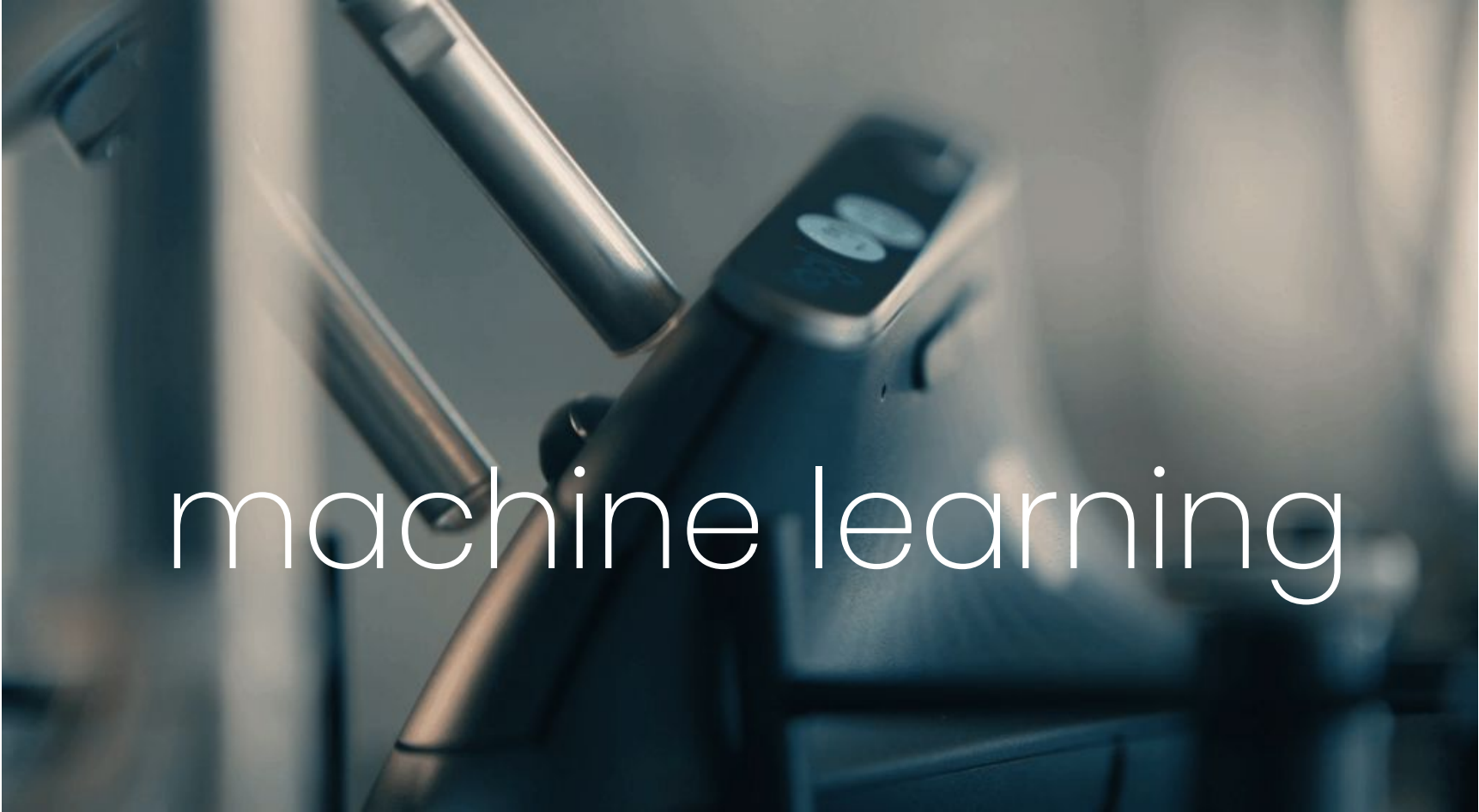


A person wearing a blue t-shirt is shown from the side, with their right arm extended. They are wearing several small, black, rectangular sensors on their forearm and hand. A laptop is visible on a desk in the background. The word "ergonomic science" is overlaid in white text across the center of the image.

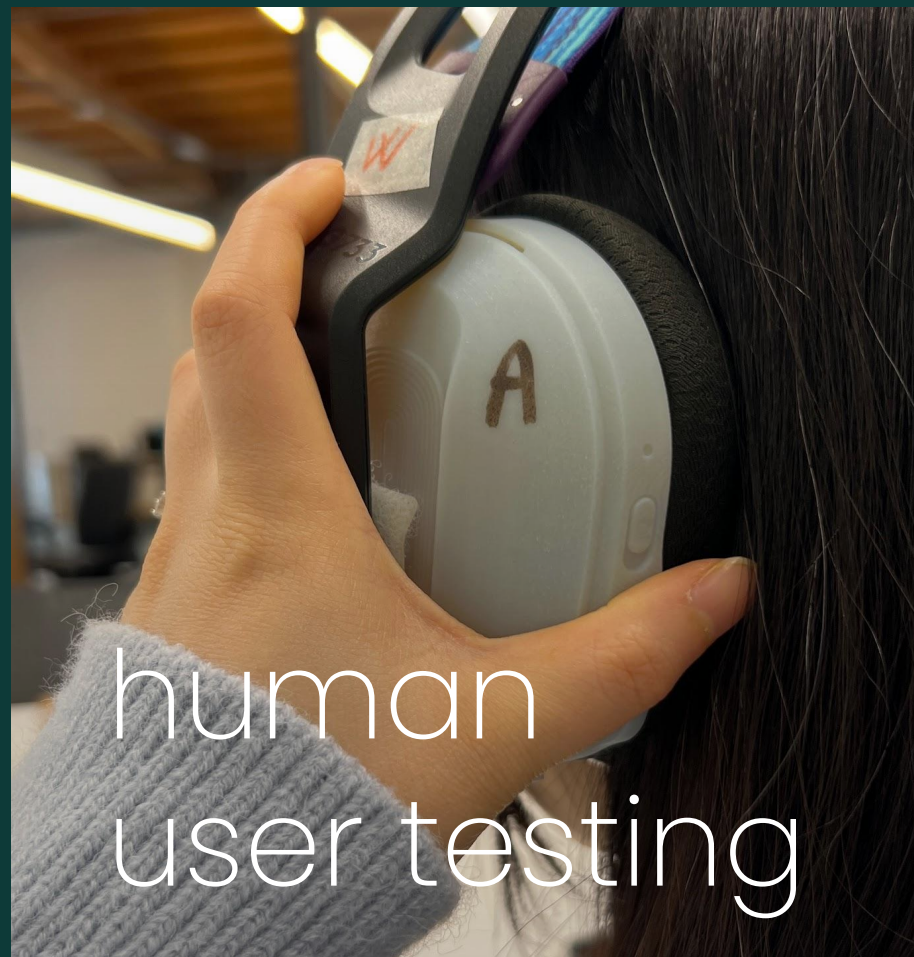
ergonomic science



sophisticated craft

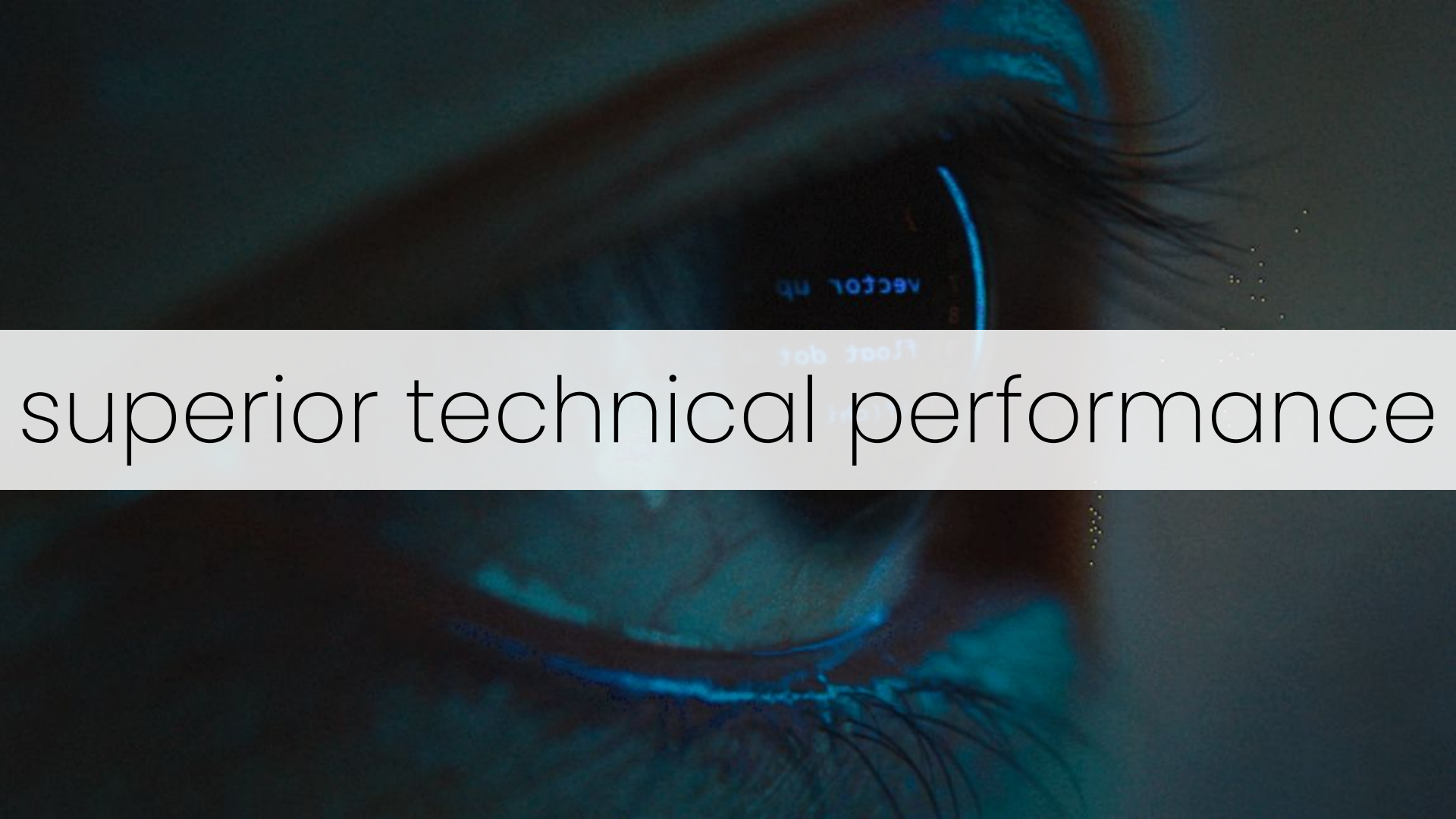


machine learning



A young boy with dark skin and short black hair is sitting at a desk in a classroom. He is wearing a white t-shirt with green horizontal stripes and a green pocket. He is holding a black headset with orange accents and is looking at it with a focused expression. The background shows a classroom setting with shelves, books, and a rainbow drawing on the wall. The text "test our products" is overlaid in white, sans-serif font across the center of the image.

test our
products

A close-up of a person's eye, looking slightly to the right. The eye is partially obscured by a white horizontal banner that spans the width of the image. The banner contains the text "superior technical performance" in a black, sans-serif font. The background is dark, with a blue digital overlay that includes a glowing blue arc and some faint, mirrored text like "vector up" and "float dot".

superior technical performance



extend human potential



performance

productivity

creativity

collaboration



Headquarters in
Lausanne, Switzerland

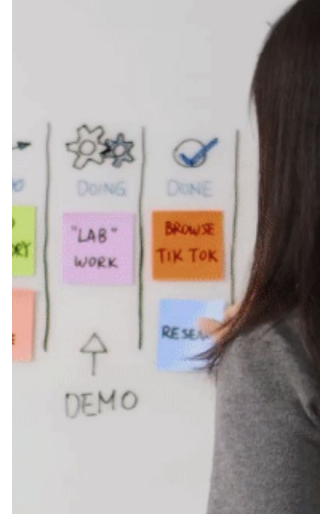
a trusted partner

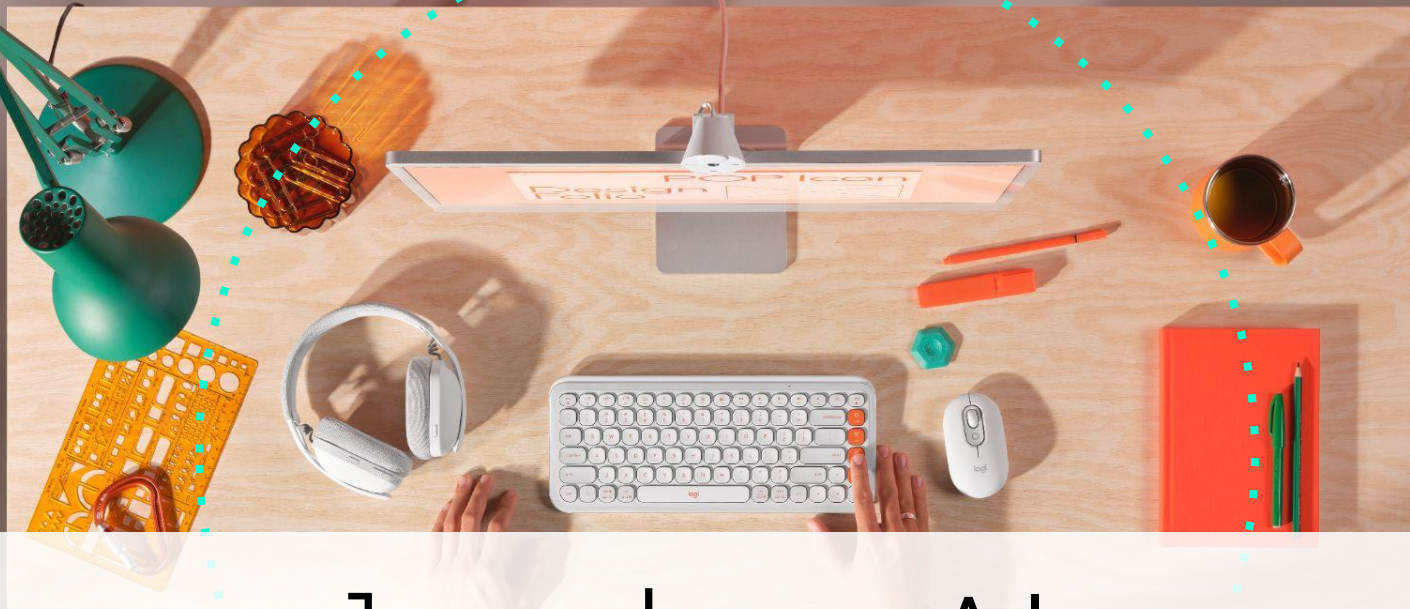
Partnerships and
deep integrations



Alphabet

advanced R&D and technologies
mapped to **user & chooser** insights
amplified by strong **partnerships**





1. edge AI

any position in
collaboration spaces



2. AI agents



The image shows a streamer's workstation. A large monitor displays a game (Fortnite) with a streamer's facecam overlay in the bottom left. Below the game, the OBS interface is visible, showing 'Scenes' (Livestream, Scene 2, Ending Screen), 'Sources' (Facecam, Bar Overlay, AlertBox), and 'Mixer' (Desktop Audio, Mic/Aux) controls. A circular inset highlights the streamer's facecam feed. A webcam is mounted on top of the monitor. A professional microphone is on the desk to the right. A vertical desk lamp is on the left. The background is a blue gradient.

human-centric AI interactions

voice, video &
precision input –
essential to AI interactions



3. AI & multimodality

A modern office interior with large windows, people working at a table, and a digital display showing a presentation. The scene is bright and collaborative, with several people engaged in work. A man in a red vest is seated at a table with a laptop, while others are standing or sitting nearby. A large digital display on the right shows a presentation with various images and text. The overall atmosphere is professional and innovative.

AI, part of our DNA

LOGITECH ANALYST & INVESTOR DAY 2025

Personal Workspace Solutions

Delphine Donné
GM Personal Workspace Solutions



logitech



FY24 PWS Net Sales

\$2.1B

44% Business to Business¹

56% Business to Consumer¹

PERSONAL WORKSPACE SOLUTIONS

2



NEW



NEW



NEW



NEW

¹ Based on internal, proprietary sell-through data as defined on slide 7

We're the undisputed leader in a growing market

+6%

Market Growth
CAGR FY18-FY24¹

+9%

Net Sales Growth
CAGR FY18-FY24

+1 pt

Avg share p.y.
FY18-FY24²



¹ Historical market growth is calculated using proprietary commissioned third party data from Circana and Logitech internal estimates

² Average per year market share gain is calculated using proprietary commissioned third party data from Circana

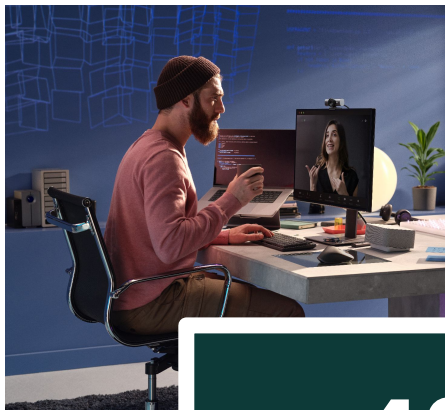
We transformed our categories, and the market

2018

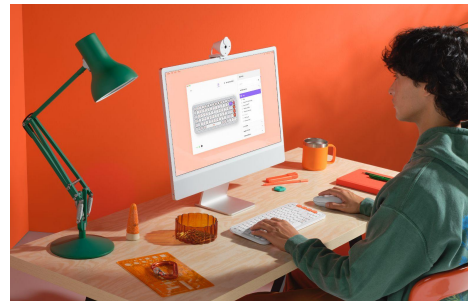


Today





+46%
Logitech Average Selling Price
Growth, top 3 categories
aggregated, P4Y¹



¹ Based on annualized ASP estimates provided by proprietary commissioned data from Circana. Aggregated across Mice, Keyboards, and Combos, for period Nov 2020 to Nov 2024

01 Market Trends

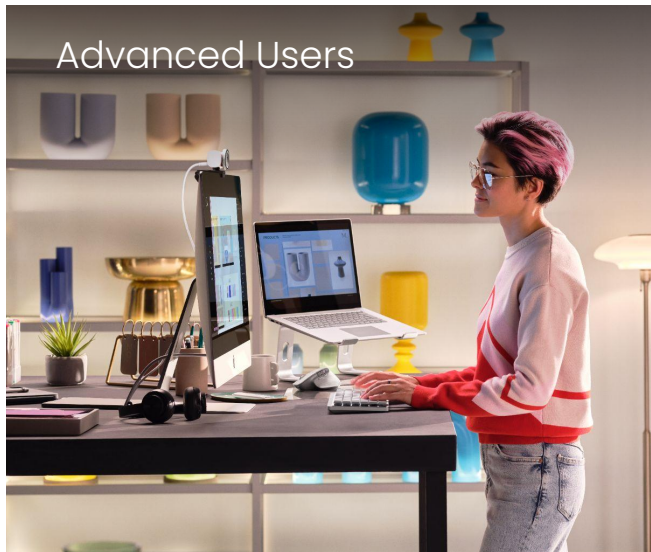


More people

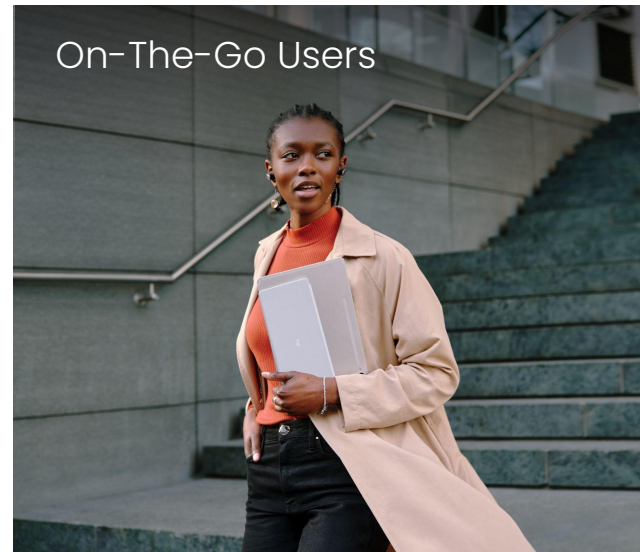
Health Enthusiasts



Advanced Users



On-The-Go Users



1 billion+

knowledge workers¹ seeking productivity, comfort, creativity and seamless collaboration

¹ The Knowledge Work Demand Index (July, 2028)

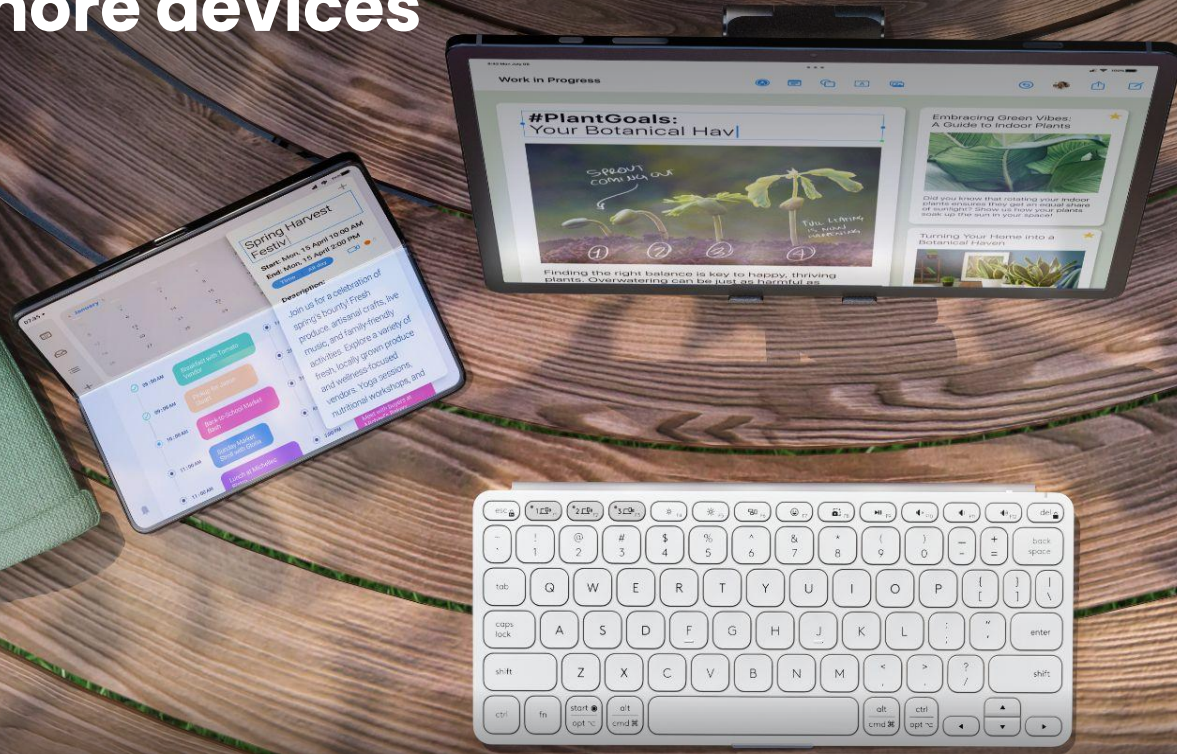
More people, **in more spaces**



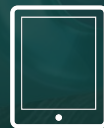
3 in 4

people work in at least two locations

More people, in more spaces, on more devices



Uniquely diverse, sustainable, and OS-agnostic



We enhance people's digitally connected life from 6-99 years old



Early
Education

High
School

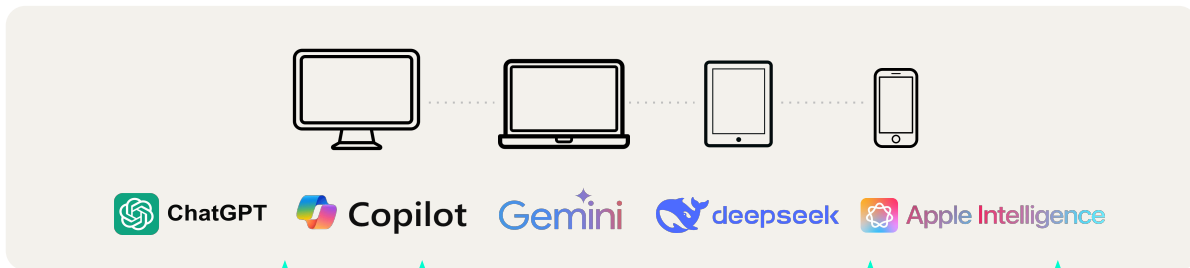
College &
First Job

Career
Development

Family & Work
Balance

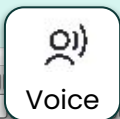
Hobbies &
New Pursuits

Logitech is at the heart of the AI future



AI Tools

Logi Options +



People

logi

Interface

02 Market Size



Our markets are growing with us



Keyboards & Combos

\$2.1B SAM USD

8% CAGR FY18-FY24



Pointing Devices

\$1.8B SAM USD

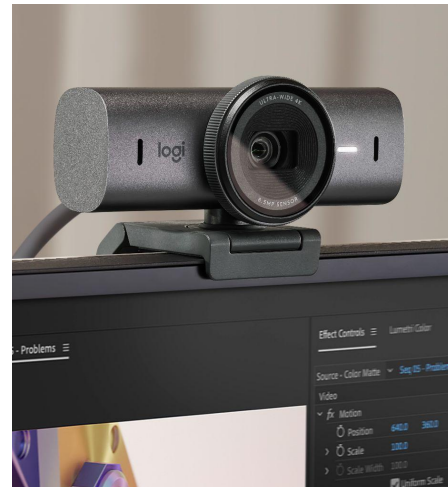
3% CAGR FY18-FY24



iPad Keyboards

\$1.4B SAM USD

4% CAGR FY18-FY24



Webcams

\$0.4B SAM USD

17% CAGR FY18-FY24

¹ Historical SAM growth is calculated using proprietary commissioned third party data from Circana and Logitech internal estimates

Great opportunities to expand our categories

B2C & B2B

SAM
\$5.7B



Further growth

Video & Audio

B2B Verticals

Adjacencies

Android Accessories



03 Strategic Priorities



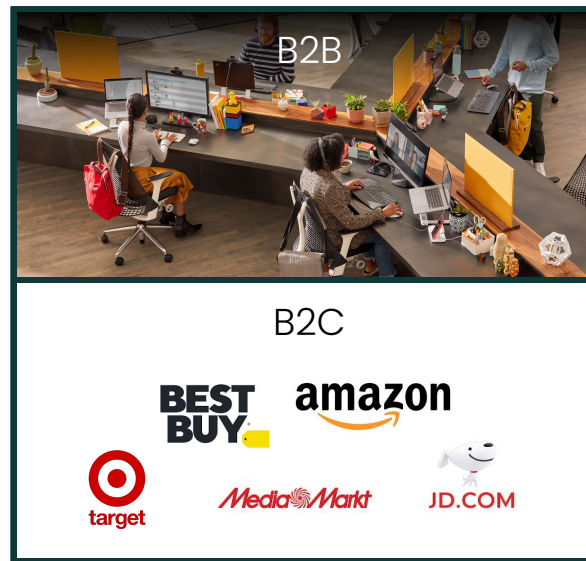
Strategic priorities to fuel our long-term growth

B2C & B2B

1 Audience focus

2 Superior products & innovation

3 Go-to-market excellence



Audience Focus

Example MX



Superior Innovation

Example MX

24%

New users to Logi

2 in 3

Cross-sell

Adobe

Partner integration



Go-to-Market Excellence

Example MX



We will continue our growth

More
people

More
spaces

More
devices

More AI superpower & multi modal inputs

LOGITECH ANALYST & INVESTOR DAY 2025

Logitech for Business

Prakash Arunkundrum
President, Logitech for Business



New End-to-End
“Logitech for Business”
organization serving business
customers in 100+ countries
~40% of Logitech’s net sales

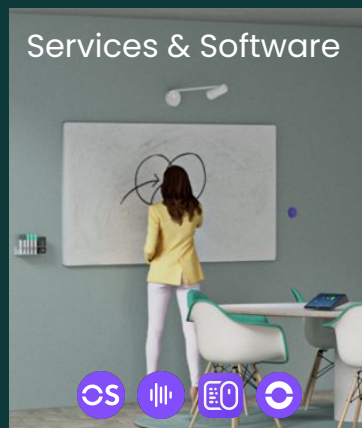
Video Collaboration



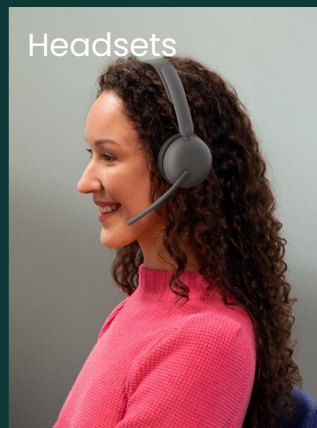
Flexible Workspace Docks



Services & Software



Headsets



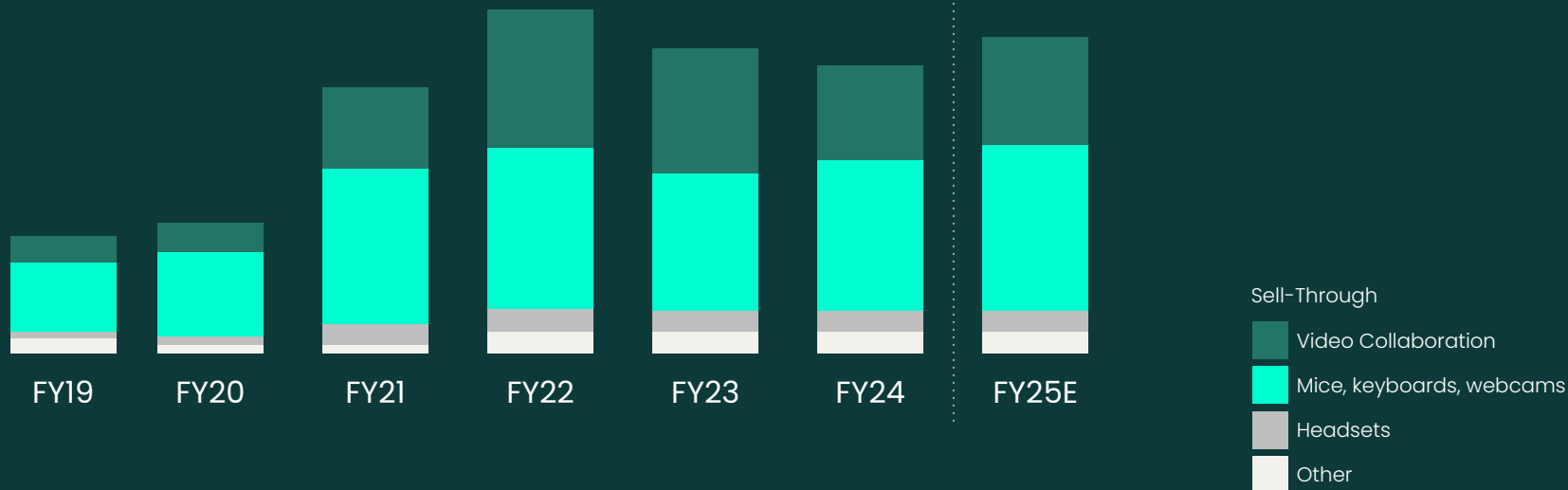
Mice, Keyboards & Webcams



Where we have come from...

More than double from pre-COVID

Logitech for Business Sell-Through 16% CAGR | FY19-FY25



Logitech for Business market impact

71%

of the Global 500
Index use Logitech ¹

1 in 3

meeting room and desk
solutions use Logitech ²

#1

in video conferencing and
personal workspace ²

Technology partnerships with industry leaders

Google



Microsoft

zoom

SAMSUNG

Steelcase

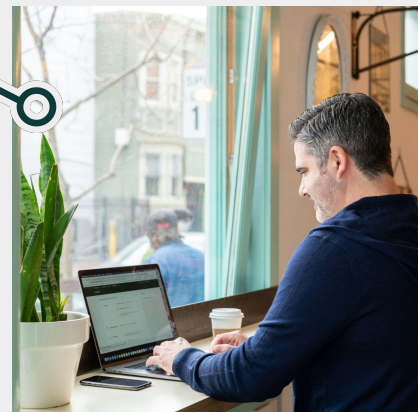
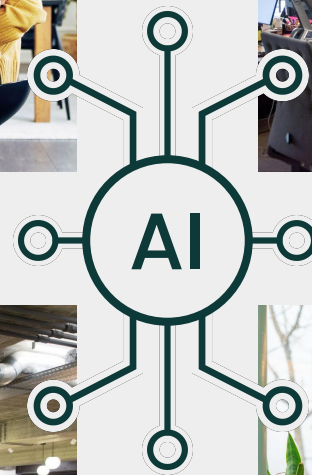
¹ Proprietary Logitech POS Data, using D&B F500 List (as of 2023)

² Market share position is based on proprietary commissioned third party data from Synergy Research Group (UC Market Tracker – Video Conferencing Hardware (as of March 15, 2024))

Trends



**When,
where and
how** we work
are all being
redefined



Our customers are at the **center** of this change

Aligning work
requirements



Addressing
employee needs



AI enabled
workflows



Space
utilization



Supporting work
anywhere



Sustainable
workplaces

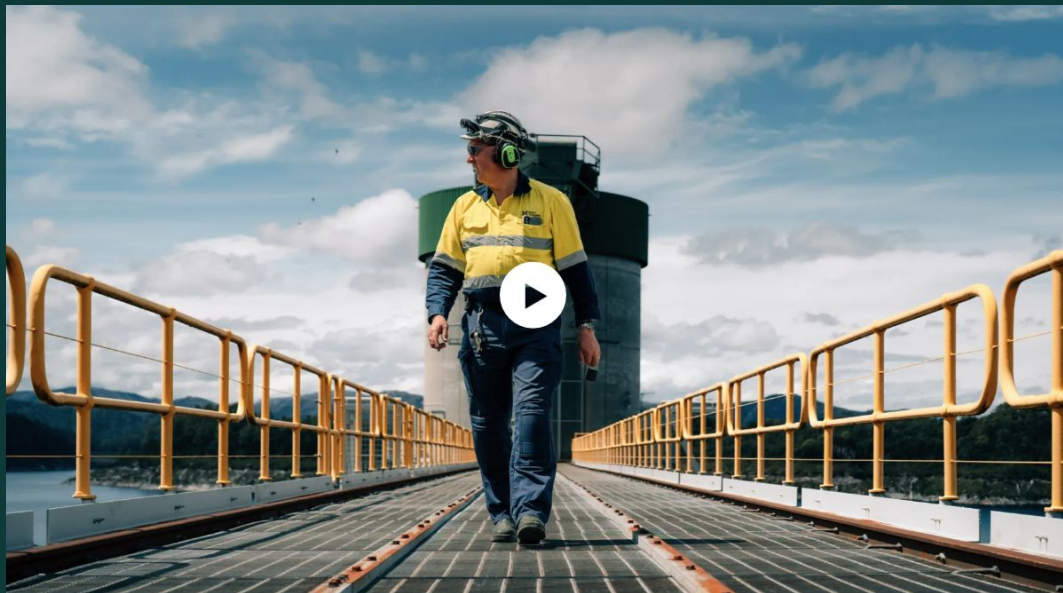


Hydro Tasmania

Australia's Leading Renewable Energy Business
Streamlines Remote Collaboration With Logitech

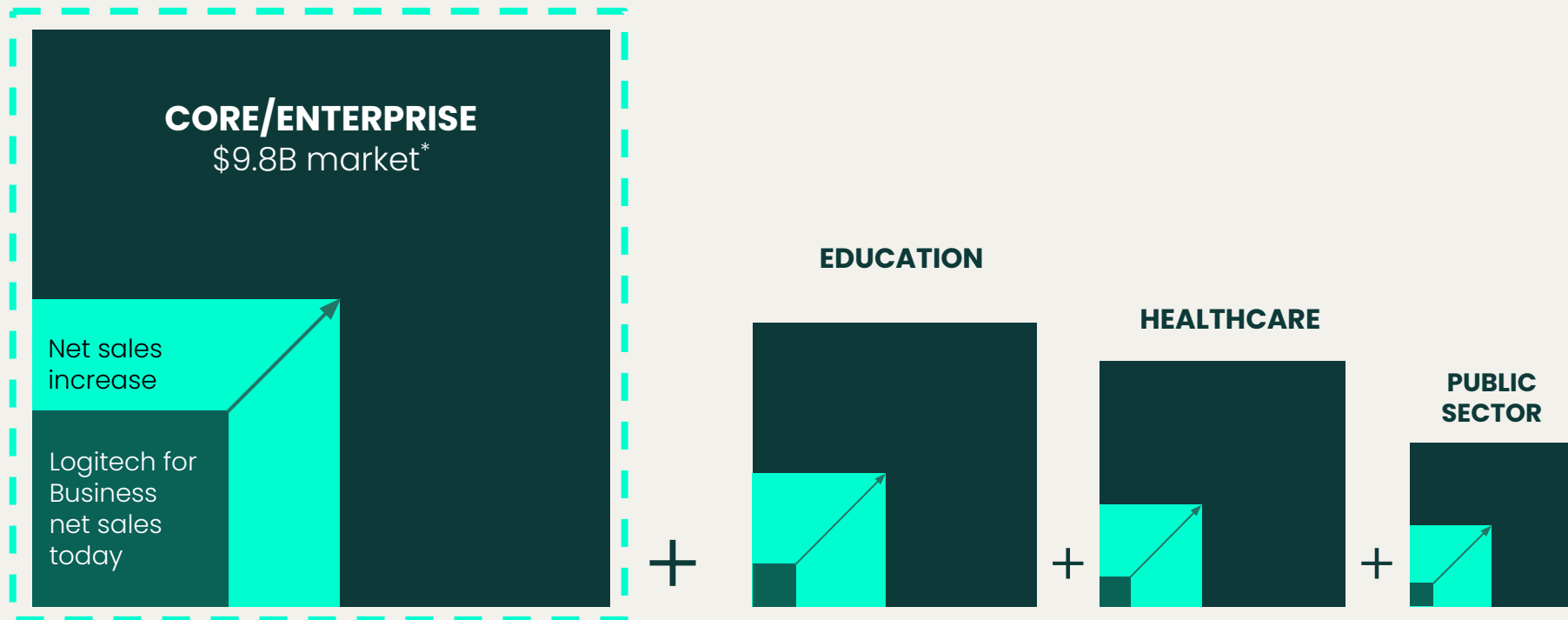
Hydro Tasmania is Australia's leading clean energy business and largest generator of renewable energy.

With over 30 power stations across Tasmania and consulting services around the world, Hydro Tasmania's goal is to help make Tasmania the renewable energy battery of the nation and create an energy future that's clean, reliable, and affordable.



Market opportunity

Grow Core/Enterprise; Expand in verticals



Note: illustration is not to scale

Large, growing Core/Enterprise market (SAM)

\$9.8B

Video Collaboration

\$3.4B

FY20-24
Market CAGR 6%
Logi CAGR 23%

Personal Workspaces
(Enterprise/SMB Channel only)

\$2.7B

FY20-24
Market CAGR 6%
Logi CAGR 15%

Workplace Management Solutions
(e.g. Docks, Booking)

\$1.5B

Enterprise Headsets

\$1.8B

FY20-24
Market CAGR (3%)
Logi CAGR 14%

All-in-one Displays

\$0.4B

28M¹ meeting rooms opportunity, <25%² penetrated with video



Growth Vectors

Penetration to more spaces

AI driven tech refresh

New Ways of Working

Market share growth

Services & accessories attach

¹ Number of meeting rooms is calculated using proprietary commissioned third party data from Futurum/Wainhouse portal and internal assumptions

² Penetration is calculated using proprietary commissioned third party data from Synergy and Frost & Sullivan

Personal workspace opportunity



Executive



Core



Advanced



Ergo

Growth Vectors

Employees seeking productivity, comfort, creativity and seamless collaboration

AI-led workflows

PC refresh

OS convergence

Logitech estimate: 1 meeting room ~ 20 desks

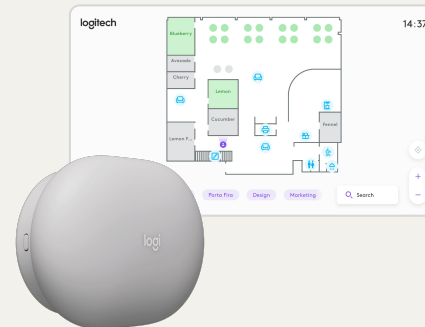
Expansion in Core/Enterprise market with product adjacencies

Enterprise Headsets



Opportunity to grow market share further leveraging market wireless transformation

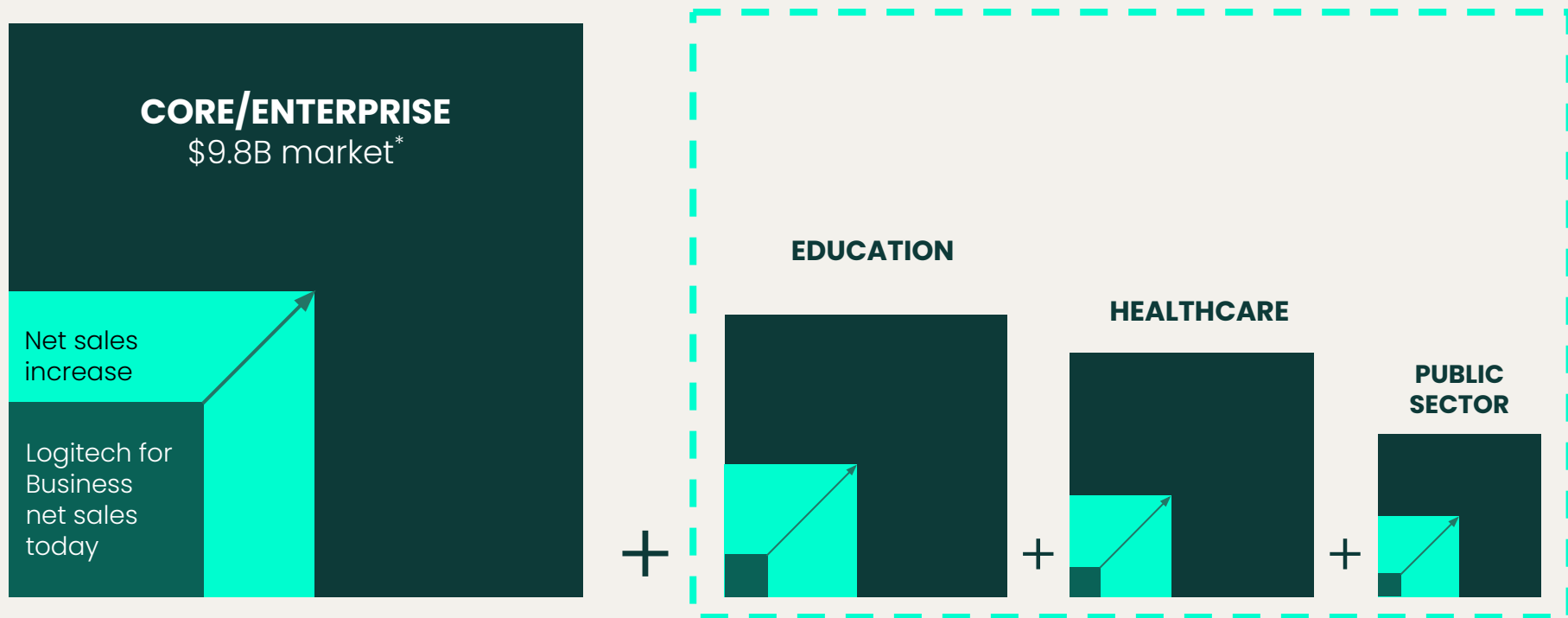
Workspace Management



Workplace Management capabilities such as space reservation, occupancy, analytics, environment, energy use, and wayfinding

Market opportunity

Grow Core/Enterprise; Expand in verticals



Note: illustration is not to scale

Verticals adjacencies opportunity: **Education**

SAM

\$2.4B

CAGR

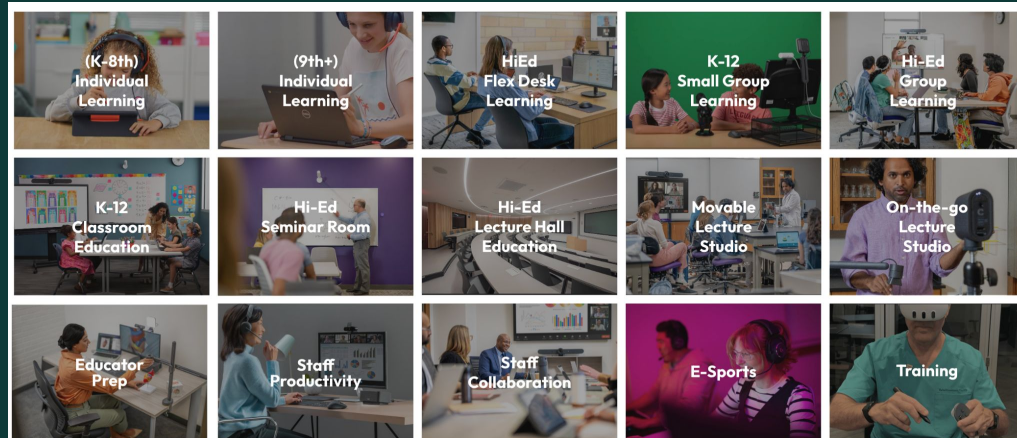
5 year estimate¹**13%**

Tailwinds

- Digital adoption + hyflex (HiEd)
- New learning models (K-12 + HiEd)
- Video-enabled spaces (HiEd)

Double digit growth since FY19, across K-12 and HiED; Winning many global customers

Education Solutions for all learning spaces



Brooklyn Public Schools



NYC Public School



berlin
international
UNIVERSITY OF
APPLIED SCIENCES

¹ 5 year CAGR estimate is calculated using proprietary commissioned third party data from [Grandview Research](#) and internal estimates

Verticals adjacencies opportunity: **Healthcare**

SAM **\$1.8B**

CAGR
5 year estimate¹ 15%

Tailwinds

- Telehealth solution needs
- AI for digitization & efficiency

Early marquee customer wins already



Telehealth video solutions



Audio content capture



Input devices



¹ 5 year CAGR estimate is calculated using [Fortune Business Insights](#) and internal estimates

Verticals adjacencies market size ~ \$5B

Education

Healthcare

Public Sector

SAM

\$2.4B

\$1.8B

\$800M

CAGR
5 year estimate

13%¹

15%²

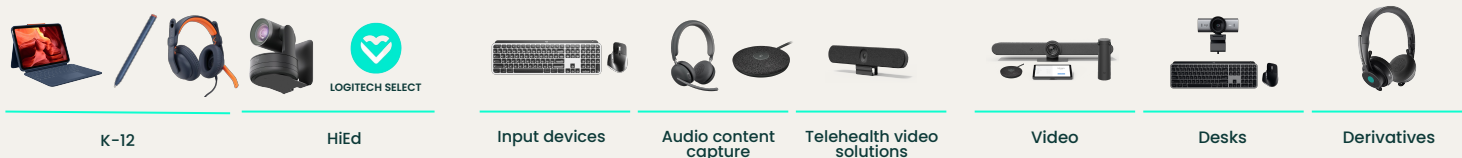
8%³

Tailwinds

- Digital adoption + hyflex (HiEd)
- New learning models (K-12 + HiEd)
- Enabled video spaces (HiEd)

- Telehealth solution needs
- AI for digitization & efficiency

- Huge push for digitization
- Tech refresh



K-12

HiEd

Input devices

Audio content
capture

Telehealth video
solutions

Video

Desks

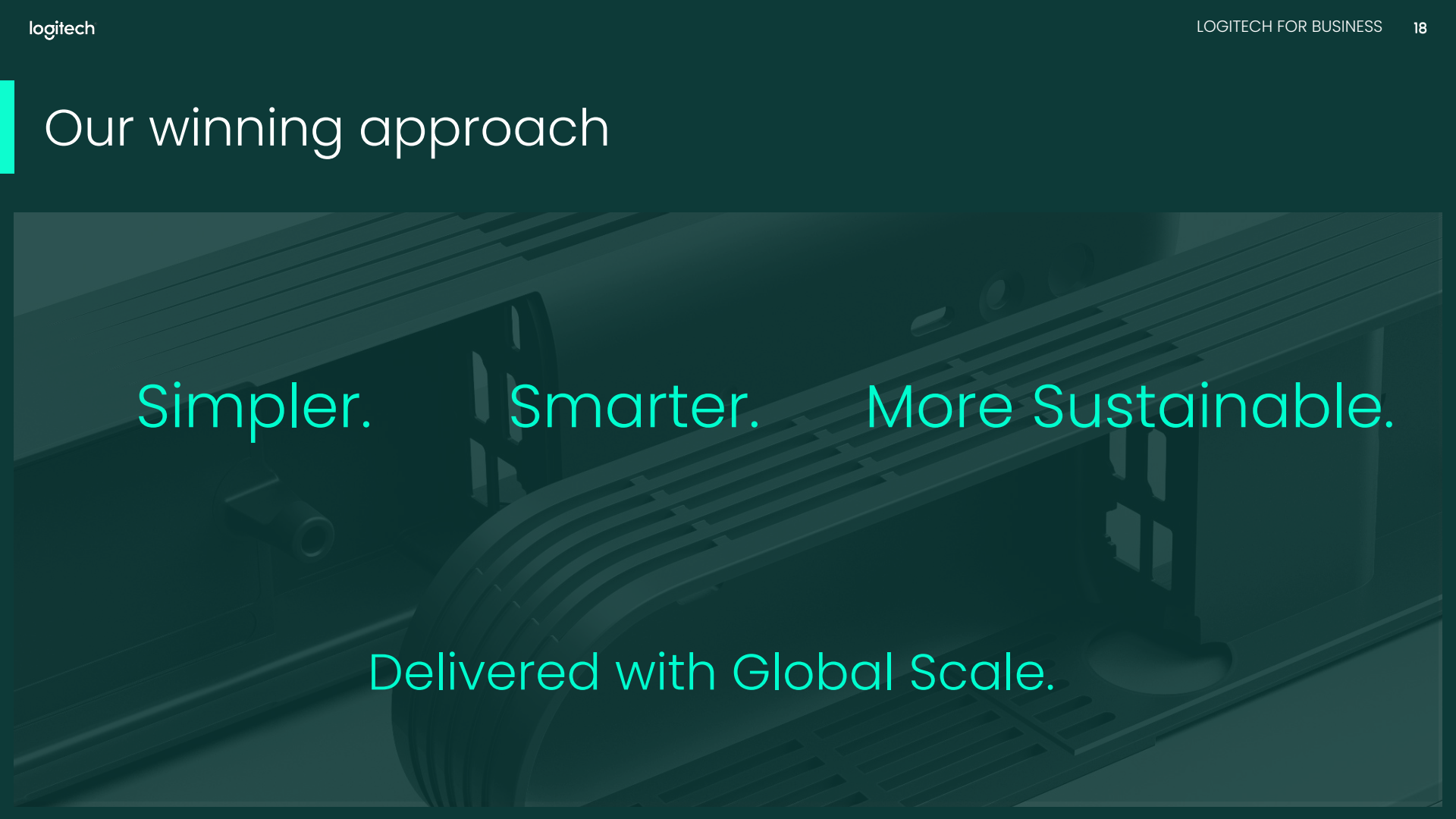
Derivatives

¹ 5 year CAGR estimate is calculated using proprietary commissioned third party data from [Grandview Research](#) and internal estimates

² 5 year CAGR estimate is calculated using [Fortune Business Insights](#) and internal estimates

³ 5 year CAGR estimate is calculated using Gartner IT Spend forecasts and internal estimates

Our winning approach



Simpler. Smarter. More Sustainable.

Delivered with Global Scale.

Simpler

Simple Portfolio

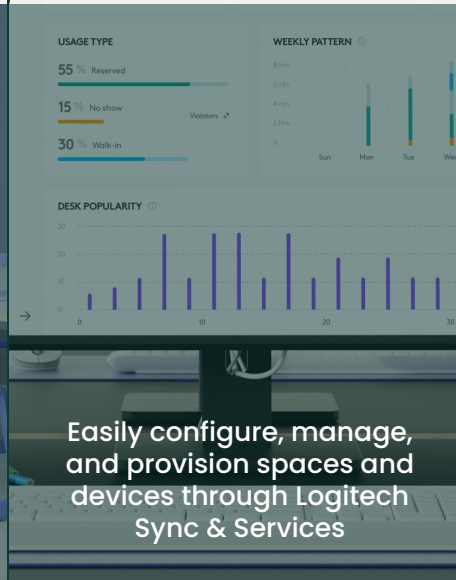


Simple To Set Up



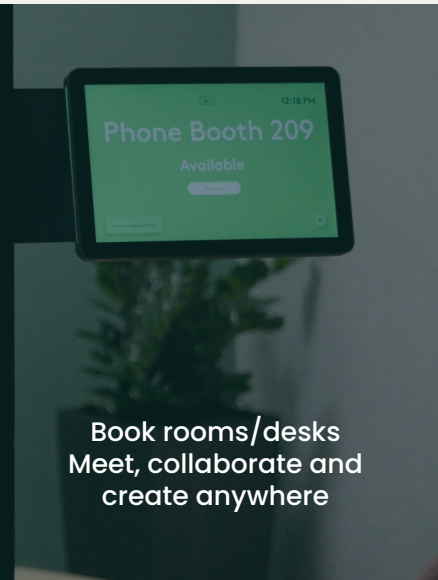
Quickly install and
adaptable for a variety of
workspaces

Simple To Manage



Easily configure, manage,
and provision spaces and
devices through Logitech
Sync & Services

Simple To Use



Book rooms/desks
Meet, collaborate and
create anywhere

Smarter

Smart Switching



Multiple cameras with AI-powered smart switching

RightSight



RightSound

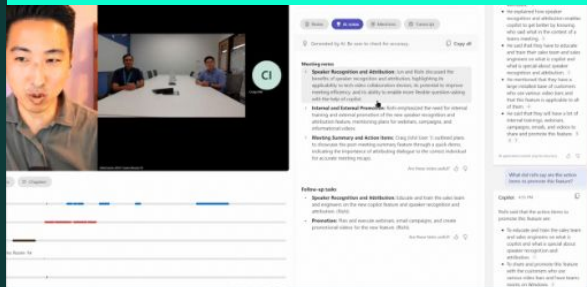


Delivered in collaboration with strong technology partners



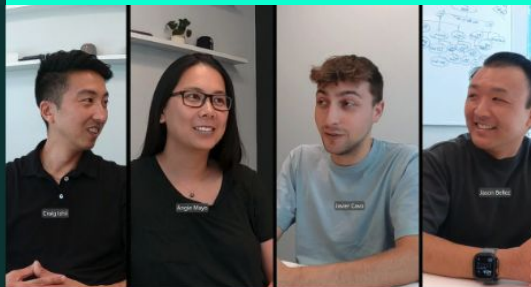
Smarter: Edge AI innovations

AI to improve productivity



Meeting summaries and transcriptions to automatically capture meeting notes and action items

AI to enhance engagement



Automatic name tagging of meeting participants to enhance engagement

Digital cocoon



Background blurring and noise reduction in open spaces

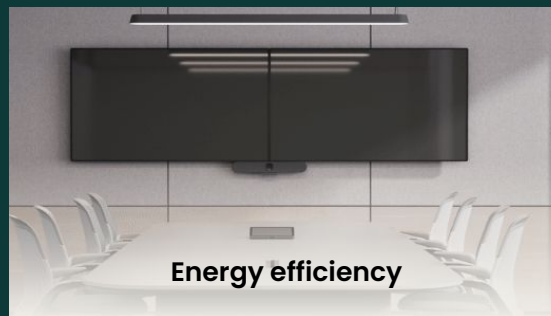
More sustainable

Design for Sustainability

Recycled plastics
3 out of 4 products



Extend Life, Reduce Waste



Energy efficiency



**Low carbon
aluminum**



**Low impact
packaging**



**Recycled
fabric**

Collect & Recycle



**Carbon
labels**



**Clean
manufacturing**

Enabling **work everywhere** across all **workplaces**



Reinventing Workplace Experience through simpler, smarter, more sustainable solutions



Core meeting room
& desk growth

\$14.8B SAM



Adjacencies & verticals

Underpinned by market tailwinds in AI, tech refresh, and flex work

LOGITECH ANALYST & INVESTOR DAY 2025

Gaming

Ujesh Desai
GM Logitech G





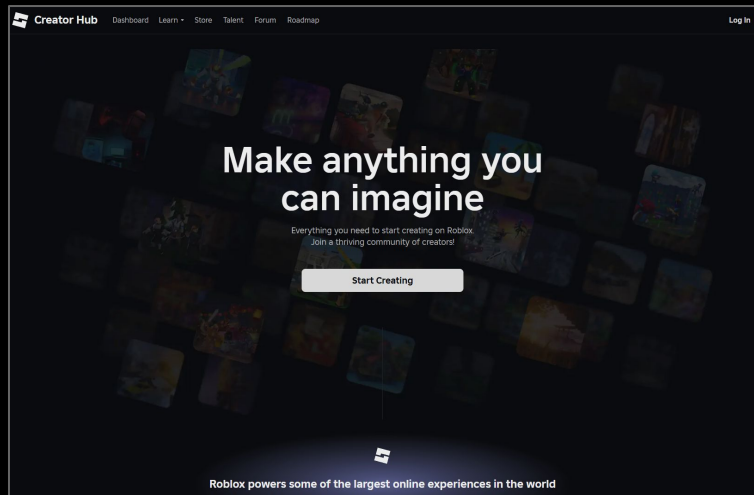
\$1.2B
Net Sales*



01 Market Trends



Gaming is more than just gameplay



~80% of kids <18 are gamers and spend 30% of their time gaming

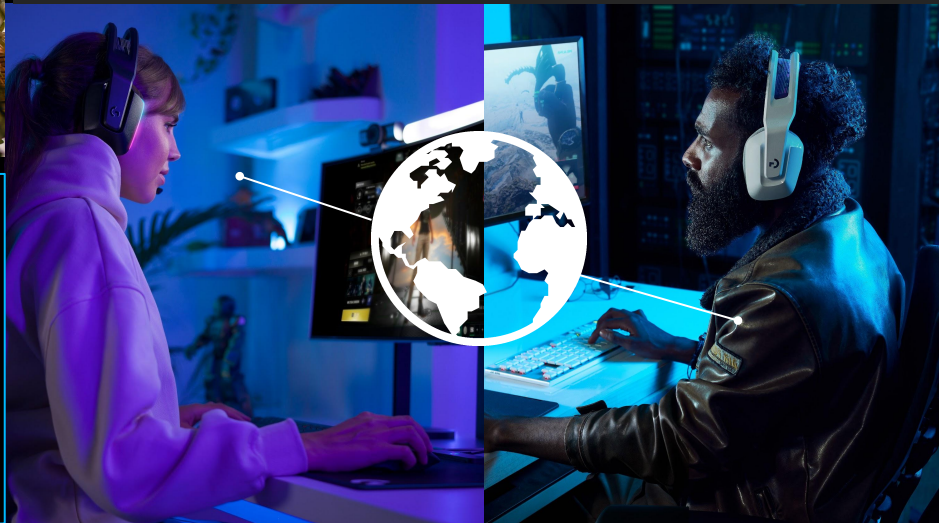
~1 in 7 gamers have created content in a video game

Gaming gear is an extension of people's lifestyle



More than just entertainment, gaming serves as a nexus for friendship and social development

Gamers love to show off their unique taste and personal spaces. Gaming gear is an extension of people's personalities and lifestyle—similar to sneaker culture and fashion.



Serving gamers across a variety of segments

PC Gamers



Sim Racers



Console Gamers



02 Market Size



PC Gaming SAM

\$4.6B

13% CAGR [FY18-FY24¹]

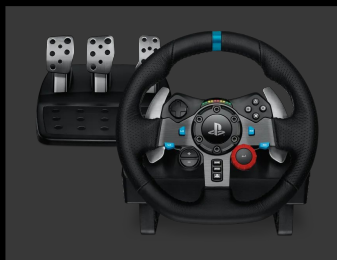


¹ Historical SAM growth is calculated using proprietary commissioned third party data from Circana and Logitech internal estimates

Sim Racing SAM

\$0.5B

15% CAGR [FY18-FY24¹]



¹ Historical SAM growth is calculated using proprietary commissioned third party data from Circana and Logitech internal estimates

Console Gaming SAM

\$1.4B

10% CAGR [FY18-FY24¹]



¹ Historical SAM growth is calculated using proprietary commissioned third party data from Circana and Logitech internal estimates

Total SAM
\$6.5B
Market Opportunity

PC Gaming
\$4.6B



Sim Racing
\$0.51B

Console
Gaming
\$1.4B

03 Strategic Priorities

A person is seated in a racing simulator, wearing a headset and holding a steering wheel. The simulator is equipped with a large monitor and a pedal set. The person is wearing a black shirt with "VIVE" and "MOORE" logos. The background shows another person in a similar setup, also wearing a headset. The scene is dimly lit with blue and purple ambient lighting.

Logitech G – Strategic Priorities

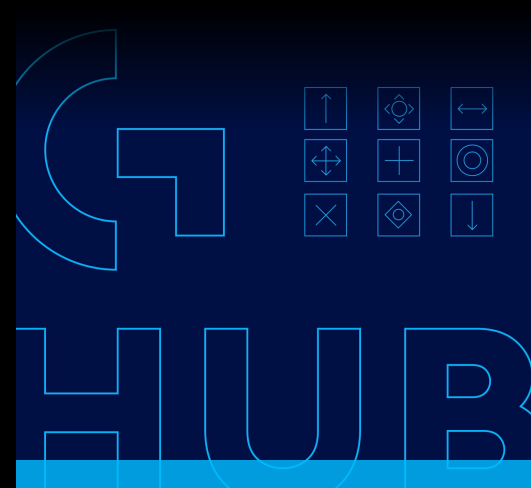
1 Design by Collaboration



2 Superior Innovation

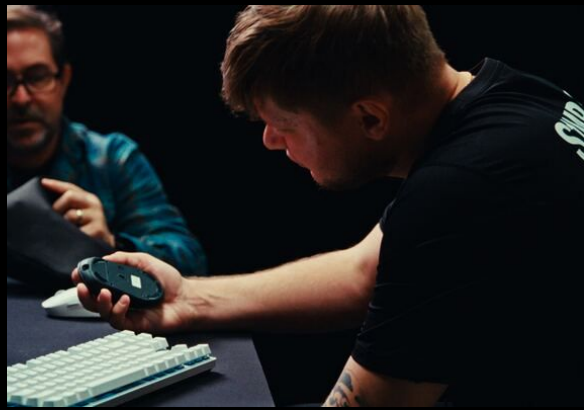


3 Software-Enabled Hardware

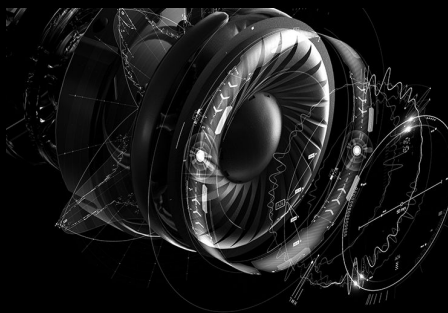
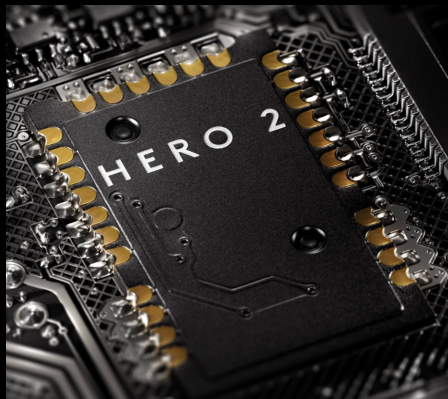


Design by Collaboration

**Deep
partnerships
with the
world's top
esports
athletes and
motorsports
professionals**



Superior Innovation



HERO 2

LIGHTFORCE

LIGHTSPEED

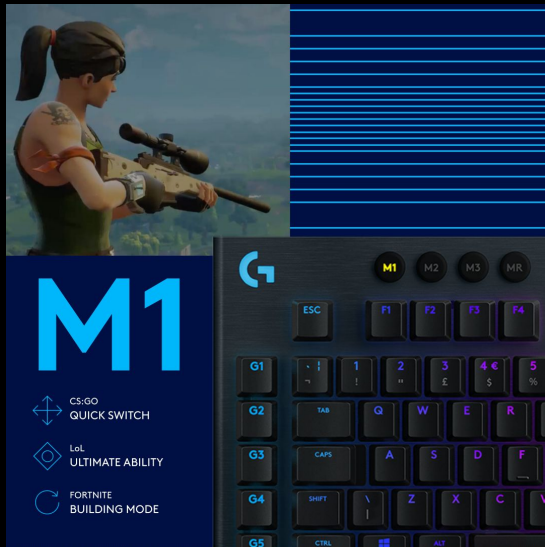
PRO-G



TRUEFORCE, integrated in over a dozen games, connects to in-game physics and audio, providing detailed feedback so drivers can feel engine rumble and road textures.

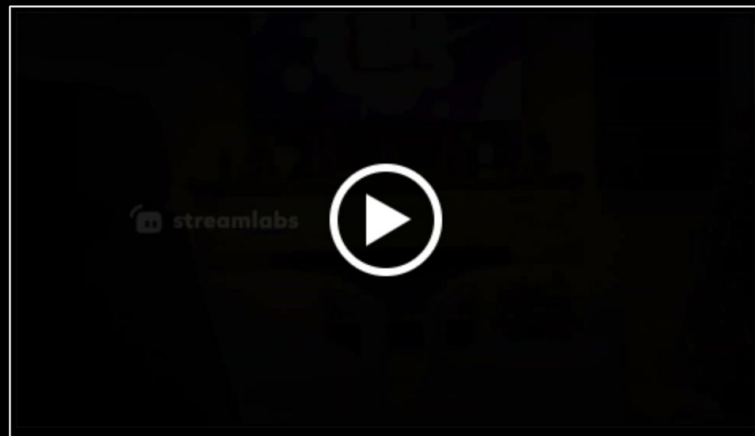
Software-Enabled Hardware

GHUB transforms all your devices into a custom command center, with features like **KEYCONTROL**, **LIGHTSYNC**, and **BLUEVOICE** allowing gamers to play, look, and sound their way.



The collage features three main elements: a Fortnite character in a green and orange outfit holding a sniper rifle; a close-up of a Logitech G keyboard highlighting the M1, M2, M3, and M4 macro keys; and a screenshot of the Logitech G Hub software interface. The interface shows a large 'M1' button with three preset functions: 'CS:GO QUICK SWITCH', 'LoL ULTIMATE ABILITY', and 'FORTNITE BUILDING MODE'. Below the keyboard image, there is a social media-style interaction bar with heart, comment, and share icons, and a bookmark icon.

KEYCONTROL gives you full customization, with the choice of adding up to 15 functions per key... yep, that's way more than you'll ever need. Switch voices, sound battle horns, skip songs – all at the touch of a button. That's some overclocking you got there.



Logitech G Streamlabs
AI streaming agent

Gaming: More Than Play – It's Collaboration, Creativity, Connection



\$6.5B
Market Opportunity

LOGITECH ANALYST & INVESTOR DAY 2025

logitech
HUB COLLABORATION

logitech

logitech

Operations



Sree Chenincherry
Global Operations



We are an operations powerhouse

SCALE WITH QUALITY

160M units shipped
(5 units/sec)

GLOBAL REACH

Customers in
150+ countries

BROAD PORTFOLIO

40+ product
launches per year

MULTIPLE CUSTOMER SEGMENTS

Enterprise
and Consumer

Global Suppliers

| Diversified Manufacturing

| Distribution Network

We excel operationally in three ways



**Service excellence—
resilience and reach**



**Sustained cost
advantage**



Inventory discipline

We excel operationally in three ways



**Service excellence—
resilience and reach**

Resilience for the “new normal”

2018

Established
production lines in:

China

TODAY

Added
production lines in:

Vietnam

Taiwan

Thailand

Malaysia

Mexico

FUTURE

New geographies
based on supplier
ecosystem, manufacturing
capabilities, and cost

Diversifying our manufacturing today and into the future

Service excellence

Sustained cost advantage

Inventory discipline

Global reach for consistent customer experience



Supply chain network

Multiple channel

Product availability

Customer success

Service excellence

Sustained cost advantage

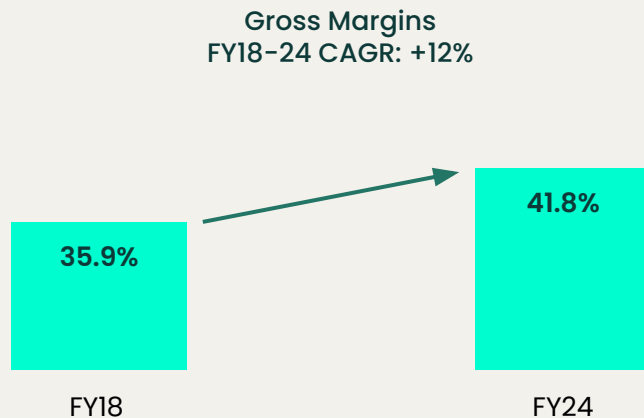
Inventory discipline

We excel operationally in three ways



**Sustained cost
advantage**

Cost-optimized operations



Operations Levers
that optimize cost

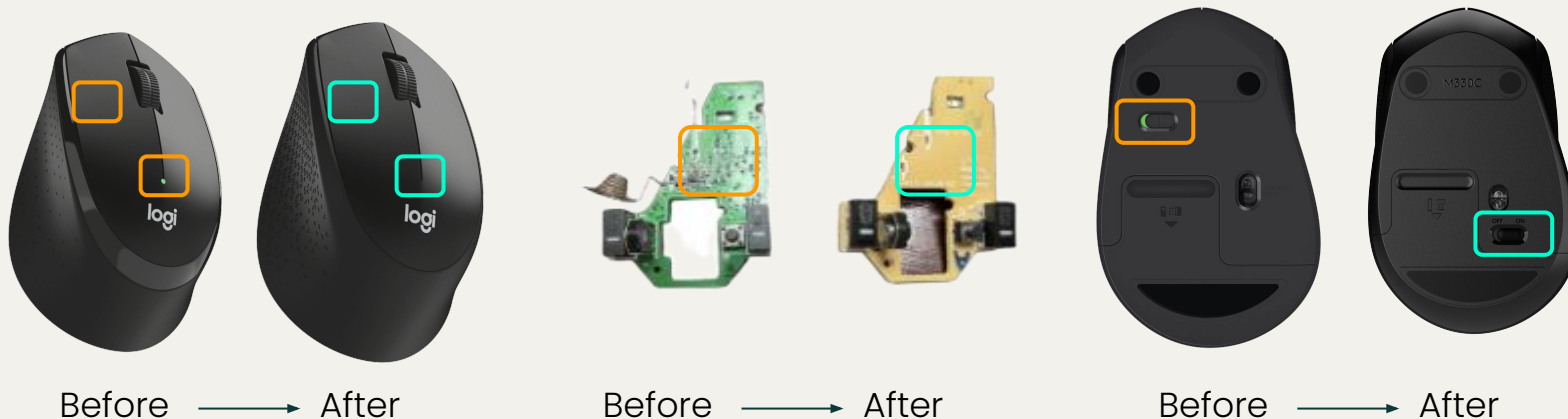
Value engineering
Sourcing excellence
Supplier efficiency
Automation

Service excellence

Sustained cost advantage

Inventory discipline

Value engineering: a key cost optimization lever



All around improvements 20% Cost reduction | 1KT Carbon savings

Improved customer experience and quality

Service excellence

Sustained cost advantage

Inventory discipline

We excel operationally in three ways

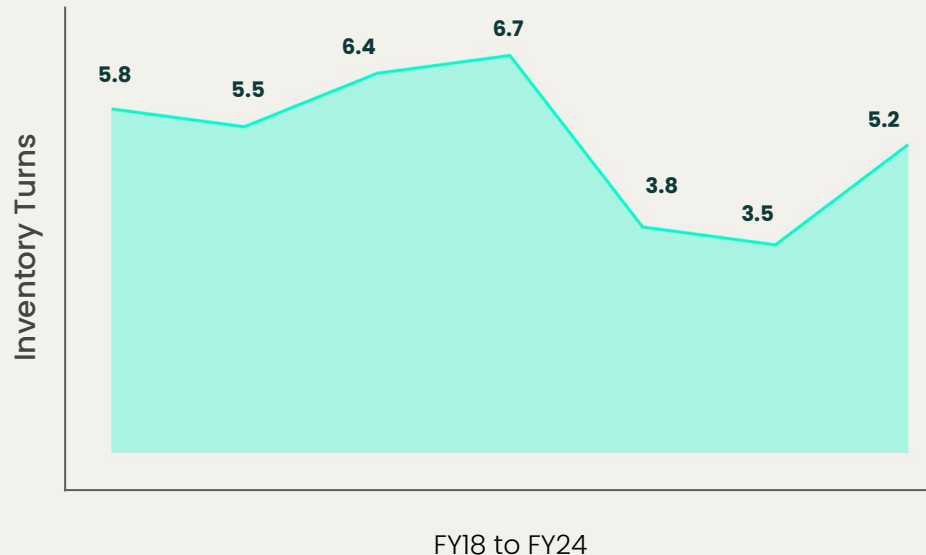


Inventory discipline

Inventory

Maintaining discipline

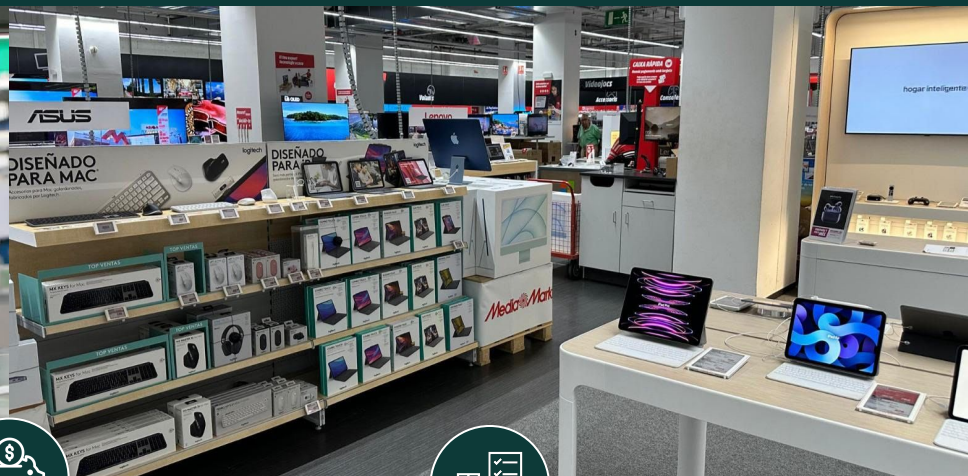
- Optimized inventory to healthy range of 5+ turns from 3.5
- Improved planning capabilities
- Demand shaping
- New channels for aged and refurbished



Operations powerhouse to support profitable growth



**Service excellence—
resilience and reach**



**Sustained cost
advantage**



**Inventory
discipline**

Continuous improvement
Digitization | Tailored Solutions | Scale

LOGITECH ANALYST & INVESTOR DAY 2025

Finance



Matteo Anversa
CFO



01

Strategic Priorities



MISSION

Extend human potential in Work & Play

LONG TERMS GOALS: Accelerate growth and profitability

WHERE WE PLAY

Design-led,
software-enabled
hardware

for Work & Play

Around the world

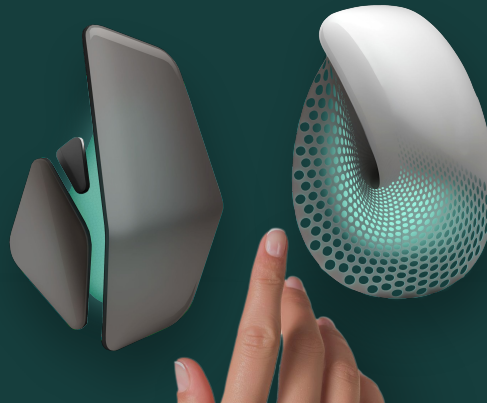
B2C
Win

B2B
Double-down

WHO WE ARE

One trusted, iconic brand

logitech®



HOW WE WIN

Superior products
& innovation

Operations
powerhouse

02 Long-term financial model

A woman with short dark hair, wearing a light green textured sweater, is sitting in a white ergonomic chair at a light-colored wooden desk. She is looking at a computer monitor and typing on a keyboard. On the desk, there is a black mouse, a small glass of water, and a tall glass pitcher with water and a green tea bag. The background features a white shelving unit with various potted plants and decorative vases. The overall atmosphere is bright and professional.

Our long-term model delivers profitable growth

Previous model

Updated model

NET SALES GROWTH USD

MSD¹
organic

7-10%
organic + M&A

Non-GAAP GROSS MARGIN

39-44%

40%+

Non-GAAP OPERATING
MARGIN

14-17%

15-18%

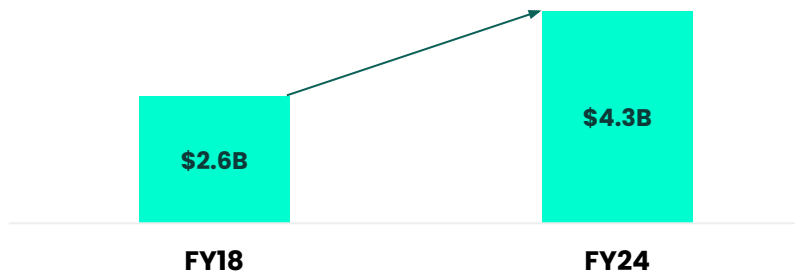


¹ MSD refers to "mid-single-digit"

Share gains & market driving historical performance

Net Sales

FY18-FY24 CAGR: +9% USD



Non-GAAP Operating Margin

FY18-FY24 CAGR: +16%



Net sales growth rate of ~9%

Strong market and share gains

MSD/HSD share gains through COVID¹

510 bps operating margin expansion

¹ Average per year market share gain is calculated using proprietary commissioned third party data from Circana

Targeting industry-leading results in the long term



Targeting industry-leading results in the long term



Superior innovation & strategic priorities designed to deliver continued share gains



**Superior products
& innovation**

logitech®

**Build an iconic
brand**

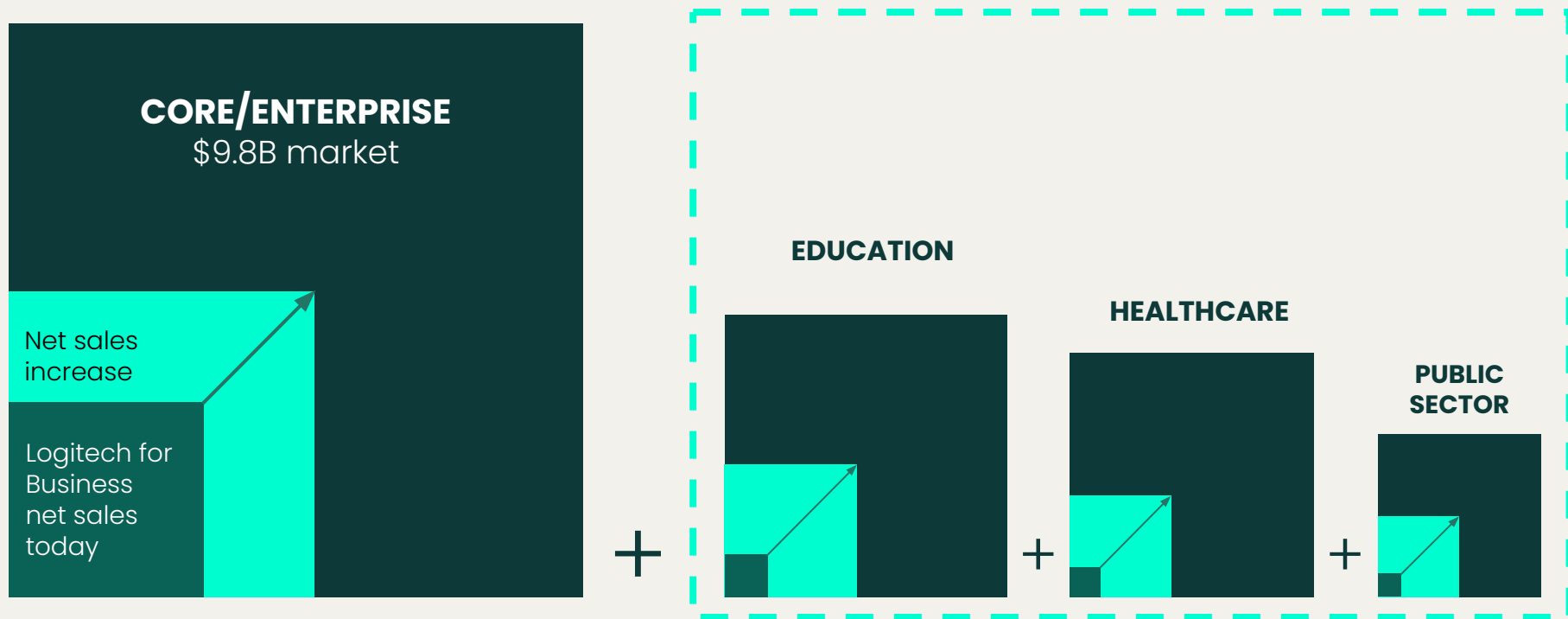


**Leverage geographic
opportunities**

Targeting industry-leading results in the long term

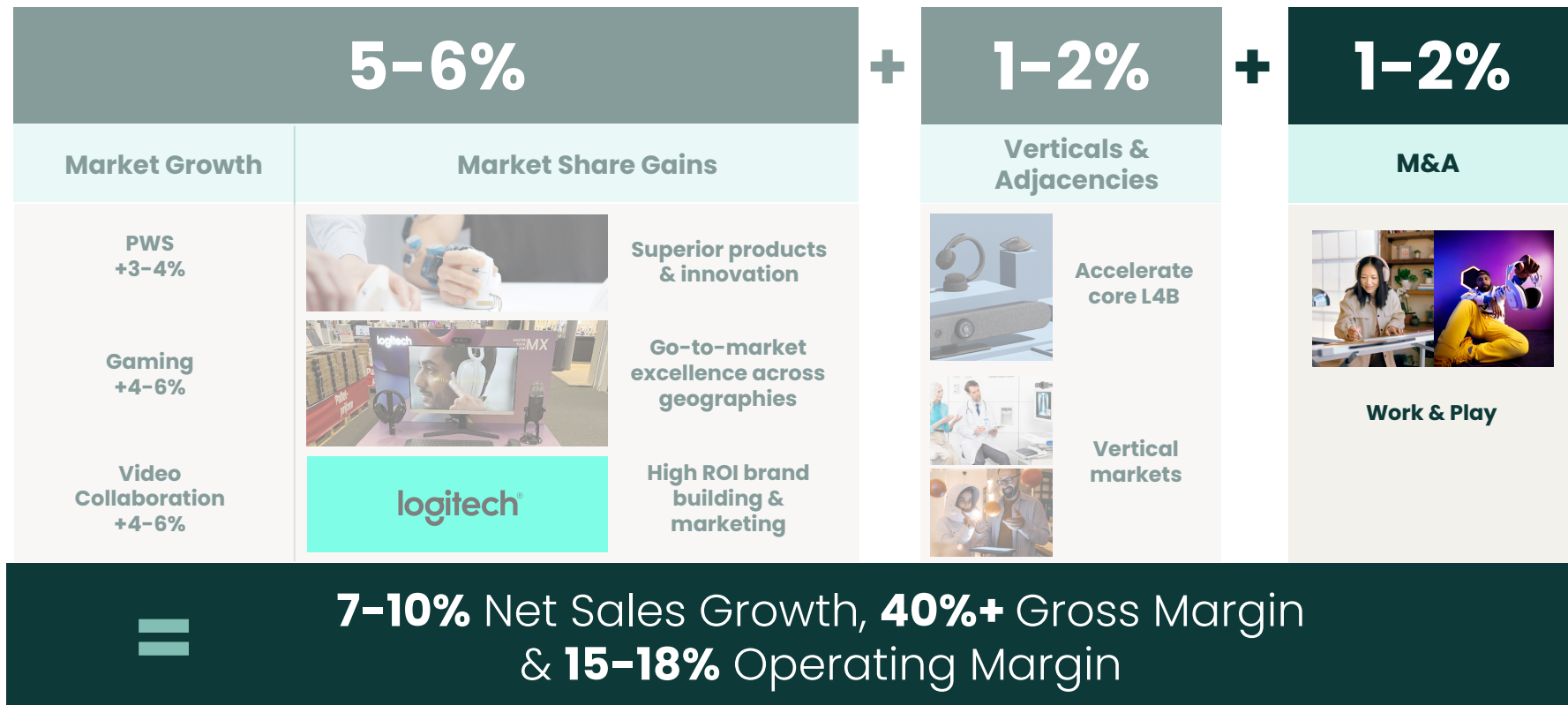


Doubling down on B2B: \$5 billion market opportunity by entering new verticals



Note: illustration is not to scale

Targeting industry-leading results in the long term



Approach to M&A reinforces corporate strategy

M&A GUIDING PRINCIPLES

We are confident in our **organic growth trajectory** and are not currently pursuing large, transformational acquisitions

Potential near term M&A targets will focus on **tuck-in or bolt-on**

Acquired assets should accelerate growth in **Work & Play**, and will benefit from synergies with Logitech's **operations, global distribution and brand**

Our long-term model delivers profitable growth

Previous model

Updated model

NET SALES GROWTH USD

MSD¹
organic

7-10%
organic + M&A

Non-GAAP GROSS MARGIN

39-44%

40%+

Non-GAAP OPERATING
MARGIN

14-17%

15-18%



¹ MSD refers to “mid-single-digit”

03 Closing out FY25



Confirming FY25 outlook

FY25

Net Sales \$'s	\$4.54B – \$4.57B
Net Sales Growth CC	6.2% – 7.1%
Net Sales Growth USD	5.4% – 6.4%
Non-GAAP Operating Income	\$755M – \$770M

FY25 ASSUMPTIONS

Non-GAAP effective tax rate	Approximately 12%
Cash from operations	Approximately 1x non-GAAP OP
Capex	Approximately \$70M



04 FY26 Outlook



FY26 Outlook

Continue to execute against strategic priorities

**AI-enabled
superior
products &
innovation**

**Global
go-to-market
excellence**

**Operational
powerhouse**

**Double down on
B2B**

Market conditions likely to be challenged

Tariffs

**Continued
inflation;
consumer
uncertainty**

**Strengthening
USD**

**Macro
uncertainties**

FY26 Outlook

FY26

Net Sales \$'s	\$4.53B – \$4.71B
Net Sales Growth CC	1% – 5%
Net Sales Growth USD	(1%) – 3%
Non-GAAP Operating Income	\$720M – \$780M

FY26 ASSUMPTIONS

Non-GAAP effective tax rate	Approximately 13%
Cash from operations	Approximately 1x non-GAAP OP
CapEx	Approximately \$90M

Our long-term model delivers profitable growth

Previous model

Updated model

NET SALES GROWTH USD

MSD¹
organic

7-10%
organic + M&A

Non-GAAP GROSS MARGIN

39-44%

40%+

Non-GAAP OPERATING
MARGIN

14-17%

15-18%

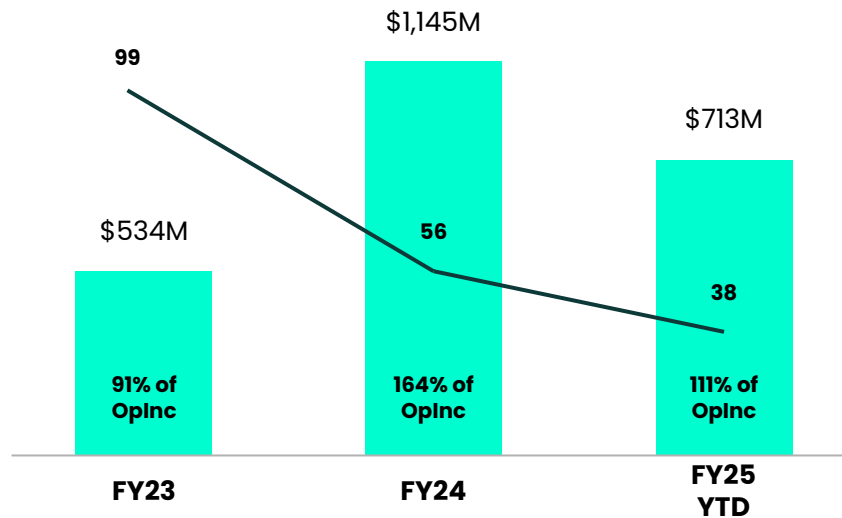


¹ MSD refers to "mid-single-digit"

05 Capital Allocation



Strong operating cash flow over the last three years



	FY23	FY24	FY25 YTD
Cash Balance	\$1,149M	\$1,521M	\$1,503M

■ Operating Cash Flow — Cash Conversion Days

Disciplined reduction
in working capital

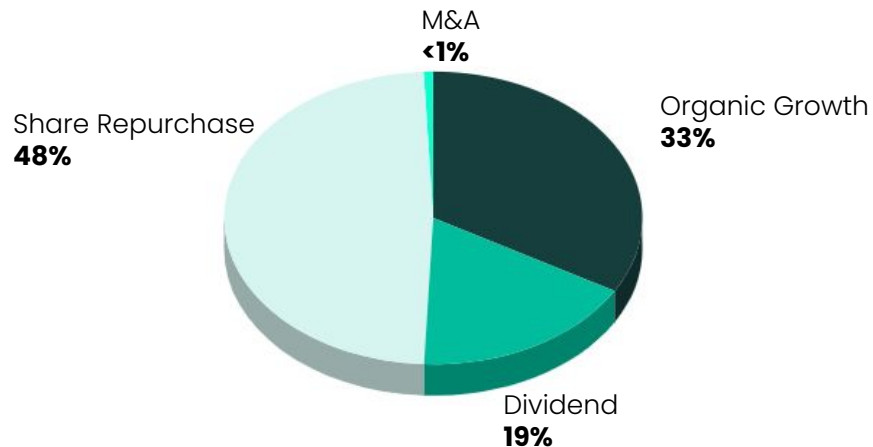
Operating cash flow
is normalizing

Strong cash generation ahead of
operating income

Cash balance remains
strong, greater than \$1.5B

Investor-friendly capital allocation

FY23-Q325 Capital Allocation



Capital Allocation Priorities

- 1 Organic Growth: R&D and Capex
- 2 Dividend Growth
- 3 Synergistic M&A
- 4 Share Repurchase

Our strategy is focused on re-investing in the business while returning excess cash to shareholder

Targeting share repurchase acceleration

Repurchased

~\$1B

of shares in 2 years

Accelerating
share repurchase

Targeting

\$2B

in the next 3 years

While maintaining capital allocation flexibility
and an investment grade balance sheet

Invest in organic growth

Increase dividends

Supports M&A strategy

Logitech has delivered profitable growth for investors

Consistent **profitable growth** aligned with a well defined strategy, driven by strong market position and innovative solutions

Demonstrated **resilience and performance** through difficult economic conditions

Ready to expand into promising new verticals and adjacencies to **accelerate growth**

Strong cash generation and strategic approach to capital allocation that **maximizes value for our shareholder**

The case for Logitech

Growing, highly profitable \$4.3B company
with a **\$24B market opportunity**

Innovating at scale, with
AI tailwinds

Leaders in our core
categories with a clear
strategy to extend that
leadership

Credible plan to achieve **incremental growth** in new **verticals** and **adjacencies**

Not naive to macro uncertainty—but
have thrived in that environment,
bolstered by **operational excellence**

Financially disciplined;
attractive shareholder returns



Thank you

Thank you
Merci
Gracias
Grazie
Danke
ありがとう
감사합니다
谢谢
धन्यवाद

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